ORDINARY COUNCIL

Thursday 16 February 2023



Ordinary Council Meeting Thursday, 16 February 2023

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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 affective advocates for the community
- 1.3 Demonstrate leadership
- 1.4 Use innovative, efficient and sustainable practices
- 1.5 Ensure strong corporate and financial management that is transparent and accountable



Port Macquarie-Hastings Council Budget Review for the quarter ended 31 December 2022 Income & Expenses

			ANN	UAL			YE	AR TO DATE		CURR	CURRENT QUARTER			
	Original Budget 2022/23 (000's)	Original Budget including Carry-over 2022/23 (000's)	Approved Changes Jul-Aug 22 : Reviews (000's)	Approved Changes Sep-Nov 22 Reviews (000's)	Revised Budget	Projected Year End Result 2022/23 (000's)	YTD Actuals (000's)	YTD Budget (000's)	Actuals as a % of Budget	Oct 22 - Dec 22 Actuals	Oct 22 - Dec 22 Budget	Oct 22 - Dec 22 Actuals as a % of Budget		
Income														
Rates and Annual Charges	110,829	110,829			110,829	110,829	106,320	105,768	100.5%	1,776	(3,558)	-49.9%		
User Charges and Fees	41,032	41,032			41,032	41,032	17,557	17,689	99.3%	9,910	10,119	97.9%		
Interest and Investment Revenue	5,499	5,499			5,499	5,499	4,297	2,939	146.2%	2,359	1,944	121.3%		
Other Revenues	6,084	6,084	10	11	6,105	6,105	3,795	3,156	120.2%	1,466	1,654	88.6%		
Grants and Contributions - Operating	15,013	15,463	938	1,030	17,431	17,431	5,600	5,375	104.2%	3,838	1,841	208.5%		
Grants and Contributions - Capital	73,465	79,403	2,485	1,043	82,931	82,931	19,526	22,656	86.2%	11,315	13,947	81.1%		
Total Income from Continuing Operations	251,922	258,310	3,433	2,084	263,827	263,827	157,095	157,583	99.7%	30,664	25,947	118.2%		
Expenses														
Employee Costs	57,410	57,410	10	113	57,533	57,533	28,365	29,715	95.5%	15,626	17,020	91.8%		
Borrowing Costs	1,327	1,327			1,327	1,327	643	635	101.3%	461	587	78.5%		
Materials and Contracts	53,468	54,666	1,528	1,747	57,941	57,941	20,760	25,372	81.8%	12,208	12,602	96.9%		
Depreciation	50,753	50,753			50,753	50,753	26,104	25,377	102.9%	13,052	12,688	102.9%		
Other Expenses	16,164	16,164	161		16,325	16,325	7,081	8,352	84.8%	3,538	3,519	100.5%		
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	182,122	183,320	1,699	1,860	186,879	186,879	82,953	89,451	92.7%	44,885	46,416	96.7%		
Net Operating Result from Continuing Operations - Surplus/(Deficit)	69,800	74,990	1,734	224	76,948	76,948	74,142	68,133	108.8%	(14,221)	(20,469)	69.5%		
Net Operating Result before Capital Items - Surplus/(Deficit)	(3,665)	(4,413)	(751)	(819)	(5,983)	(5,983)	54,616	45,477	120.1%	(25,536)	(34,416)	74.2%		

Port Macquarie-Hastings Council Budget Review for the quarter ended 31 December 2022 Capital Budget (excluding Commitments)

			ANI	NUAL			Y	EAR TO DATE		CURR	ENT QUART	rer
	Original Budget 2022/23 (000's)	Carry- over (000's)	Approved Changes Jul-Aug 22 Reviews (000's)	Approved Changes Sep-Nov 22 Reviews (000's)	Revised Budget	Projected Year End Result 2022/23 (000's)	YTD Actuals (000's)		Actuals as a % of Budget	Oct 22 - Dec 22 Actuals	Oct 22 - Dec 22 Budget	Oct 22 - Dec 22 Actuals as a % of Budget
Capital Funding												
General fund rates and environmental levy	14,043	2,457	57	25	16,582	16,582	7,231	8,171	88.5%	4,819	5,050	95.4%
Capital grants and contributions	60,934	5,656	2,418	1,043	70,051	70,051	13,384	13,033	102.7%	9,153	4,483	204.2%
Internal restrictions	14,363	4,440	(42)	4,877	23,638	23,638	10,355	12,154	85.2%	6,963	8,192	85.0%
External restrictions	40,579	3,829	(572)	4,087	47,923	47,923	4,412	7,967	55.4%	3,674	5,514	66.6%
S94/64 funds	18,606	493			19,099	19,099	727	1,128	64.5%	298	636	46.9%
Loans	4,300				4,300	4,300	3,800	3,643	104.3%	2,685	2,320	0.0%
Total Capital Funding	152,825	16,875	1,861	10,032	181,593	181,593	39,909	46,096	86.6%	27,592	26,195	105.3%
Capital Expenditure												
General fund asset purchases/construction	93,845	12,883	2,432	5,945	115,105	115,105	29,493	31,910	92.4%	19,952	16,467	121.2%
Waste management asset purchases/construction	1,014	245			1,259	1,259	37	116	31.9%	1	84	1.2%
Water supply asset purchases/construction	26,250	2,390	(621)		28,019	28,019	1,899	3,461	54.9%	1,189	1,899	62.6%
Sewerage services asset purchases/construction	24,519	1,357	50	4,087	30,013	30,013	2,917	4,922	59.3%	2,706	3,877	69.8%
Capital Expenditure excluding Loans	145,628	16,875	1,861	10,032	174,396	174,396	34,346	40,409	85.0%	23,848	22,327	106.8%
Loan Repayments (principal)	7,197	0	0	0	7,197	7,197	5,563	5,687	97.8%	3,744	3,868	96.8%
Total Capital Expenditure	152,825	16,875	1,861	10,032	181,593	181,593	39,909	46,096	86.6%	27,592	26,195	105.3%

Port Macquarie-Hastings Council Budget Review for the quarter ended 31 December 2022 Cash & Investments

	Original Budget 2022/23 (000's)	Carry- over (000's)	Approved Changes Jul-Aug 22 Reviews (000's)	Approved Changes Sep-Nov 22 Reviews (000's)	Revised Budget	Projected year end result 2022/23 (000's)	YTD Actuals (000's)
Unrestricted	0		(102)	129	27	27	
External restrictions							
Developer Contributions (Incl Water & Sewer)	141,134	(494)		(33)	140,607	140,607	
Unexpended Contributions Unexpended Grants	153 61,440				153 61,440	153 61,440	
Unexpended Loans	(2,435)	(261)		(65)	(2,761)	(2,761)	
Water Supply	70,064	(2,148)	622	(188)	68,350	68,350	
Sewerage Services Employee Leave Entitlements (Restricted)	29,945	(1,475)	(50)	(4,276)	24,144 0	24,144 0	
Special Rates	1,069				1,069	1,069	
Domestic Waste Management Stormwater Management	22,220 176	(380)	(160)	(64)	21,616 (125)	21,616 (125)	
Deposits and Bonds	8,155	(301)			8,155	8,155	
Total external restrictions	331,921	(5,059)	412	(4,626)	322,648	322,648	
Internal allocations							
Operational Reserves Committed Works	5,110	(2,911)			2,199	2,199	
Employee Leave Entitlements	3,195	(2,011)			3,195	3,195	
Office Building & Equipment	1,305	(20)			1,285	1,285	
Plant Replacement Working Capital	6,956 5,669	(72) (1,888)	(110)	(4,063)	6,774 (282)	6,774 (282)	
Working Capital	22,235	(4,891)	(110)	(4,063)	13,171	13,171	0
Quarantined Funds							
Crown Reserves Environment Levy	407 933	(335) (646)	41	(55)	72 273	72 273	
Onsite Effluent	1,217			(/	1,217	1,217	
Surf Clubs	847	(151)			696	696	
Tourism & Industry Promotion	1,034 4,438	(25)	(116) (75)	(113)	780 3,038	780 3,038	0
Roads and Infrastructure Asset Revaluation	148	(4.5)			103	103	
Depot Works	2,900	(45)			2,900	2,900	
The Glasshouse	457	(132)	132		457	457	
Ferries Infrastructure Priorities	1,954 351		(122)		1,954 219	1,954 219	
Lake Road Upgrade	351		(132)		219	219	
Major Buildings Renewals	282	(148)			134	134	
Ocean Drive Duplication Playing Fields	10,426 300	(176)	42		10,292 300	10,292 300	
PM Town Centre Masterplan	1,764	(56)		(694)	1,014	1,014	
Road Environmental Works	100				100	100	
Regional Road Infrastructure Strategic Priorities Reserve	613 160				613 160	613 160	
Transport Infrastructure Renewal	2,898				2,898	2,898	
William Street Carparking	3,391 170				3,391 170	3,391 170	
Works Associated with Developments	25,914	(557)	42	(694)	24,705	24,705	0
Council Business Units							
Airport Property Investment	(290) 2,034	(86)		(105)	(395) 1,948	(395) 1,948	
	1,744	(86)	0	(105)	1,553	1,553	0
Coastal and Estuary Management							
Canal Maintenance Lake Cathie Dredging	69				69 9	69 9	
Lake Cathie Remediation - Enforceable Undertaking	0				0	0	
Town Beach Sand Nourishment/4WD Access Points	909	(15)	0	0	894 972	894 972	0
Other	867	(15)	0	0	8/2	812	
Business Improvement Initiatives	1,681			(515)	1,168	1,166	
Council Election Covid-19 Relief Measures	450 337	(118)	(108)		450 111	450 111	
Cultural Activities	122	(110)	(115)		7	7	
Planning Studies	191				191	191	
Work Health & Safety Initiatives	345 3,126	(118)	(223)	(515)	2,270	345 2,270	0
Total internally restricted	58,444	(6,824)	(366)	(5,545)	45,709	45,709	
Total restricted	390,365	(11,883)	46	(10,171)	368,357	368,357	
Total cash and investments	390,365	(11,883)	(56)	(10,042)	368,384	368,384	
Available cash	0	0	(102)	129	27	27	
			Total Cash &	& Investments less Ca	per the Tri sh at Bank		431,359 (4,360)
			Total funds	invested perf	the Investm	ent Report	426,999
Perpansible Associating Officer Statement							

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 2022
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 2022 TCORP Ratios

T-Corp Ratios					Projected Jun	e 2023 Position		
Ratio	Purpose	Definition	Benchmark	June 2022 Actual Result	Original 2022/23 Budget	Revised 2022/23 Budget	Internal Target - Short Term (1-2 yrs)	CALCULATION METHOD
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	1 4.45%	-0.18%	1.65%	>0%	Budget
Own Source Operating 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%	⊘ 59.67%	⊘ 64.92%	Ø 68.57%	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	1.64	4.86	1.64	>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	6 .29	4.10	5 .76	>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	Ø 5.75	4.97	5.93	< 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	⊘ 37.92	27.92	⊘ 36.73	> 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, amortrisation and impairment (building, infrastructure and other structures)	100%	⊗ 31.91%	⊘ 108.92%	② 102.24%	>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%	① 2.37%	1.48%	2.27%	<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	92.45%	93.77%	93.22%	>.9	Estimate

②	
0	
⊗	

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

Port Macquarie-Hastings Council Budget Review for the quarter ended 31 December 2022 Consultancy and Legal Expenses

	Expenditure YTD excluding GST	Budgeted Y/N
Expense		
Legal Fees	151,478	Yes
IT Consulting	461,702	Yes
Business Consultant	630,907	Yes
Engineering Consulting	1,122,576	Yes
Environmental Consulting	160,452	Yes
Property Development	66,282	Yes
Total Expense	2.593.397	

Port Macquarie-Hastings Council Budget Review for the quarter ended 31 December 2022 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	Civica Pty Ltd	Enterprise Resource Planning - Annual Licensing	\$446,858 (GST ind)	1-Jul-22	12 months, with option to renew for further 12 months	Yes	Not Applicable
Business and Performance	Jedox Pty Ltd	Budget and Reporting Application	\$75,000 per annum	1-Mar-23	Taking up option to extend current contract		Not Applicable
	The Trustees of the Roman Catholic Church for the Diocese of Lismore	Purchase of Tuffins Lane Sports Precinct Land	\$1,512,500 (GST ind)	20-Oct-22	Complete upon settlement		Council resolved to enter into loan borrowings for land acquisition

BUDGET VARIATIONS - January	2023							-			
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2023	New Yearly Proposed Budget - January 2023	Movement	Funding Source	EFFECT ON FUNDING POSITION
Grants & Other Funding											
To recognise a grant received for	the Art Gallery.										
Description:	Annual grant	from NSW Department of Premier & Cabine	et that funds A	rt Gallery progran	ns.						
Glasshouse Cultural	42187	Annual Program - Gallery Funding	Operating	Business &	0	0	1,291	32,602	-32,602	Grant	0
Glasshouse Cultural	19501	Operating Grants	Operating	Performance	0	0	0	-32,602	32,602	Grant	0
To recognise a new grant for an	upgrade to the Ga	llery lighting at the Glasshouse.				,					
Description:	New funding	awarded to the Glasshouse Gallery from Cr	eate NSW.								
Glasshouse Back of House	42355	Gallery Lighting Upgrade	Capital	Business &	0	0	0	239,108	-239,108	Grant	0
Glasshouse Back of House	19086	Capital Grants	Capital	Performance	0	0	0	-239,108	239,108	Grant	0
To bring on additional grant fund	s received for Bu	shfire Control.									
Description:	Actual grant f	unding received from the NSW Rural Fire s	ervice exceed	ls estimated budg	et.						
Bushfire Control	430	Bushfire Stations Maintenance & Repair	Operating	Community	46,000	46,000	38,052	52,969	-6,969	Grant	0
Bushfire Control	11490	Operating Grants	Operating	Infrastructure	-348,452	-348,452	0	-355,421	6,969	Grant	0
Grant awarded to Council for Ko	ala Habitat Mappir	ng.									
Description:	A new Koala	grant awarded to Council from Department	of Planning ar	nd Environment.							
Natural Resources	42351	Koala Habitat Mapping	Operating	Community	0	0	0	45,000	-45,000	Grant	0
Natural Resources	19231	Operating Grants	Operating	- Planning & Environment	-133,333	-748,487	-555,500	-793,487	45,000	Grant	0
To recognise grant funding recei	ved for Holisdale	Rural Fire Shed.									
Description:	A grant receiv	ved from NSW Rural Fire Service.									
Bushfire Control	41914	Holisdale RFS Shed	Capital	Community	0	0	41,000	41,000	-41,000	Grant	0
Bushfire Control	19252	Capital Grants	Capital	Infrastructure	-350,000	-438,914	-41,000	-479,914	41,000	Grant	0

BUDGET VARIATIONS - January 202	3										
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2023	New Yearly Proposed Budget - January 2023	Movement	Funding Source	EFFECT ON FUNDING POSITION
To bring to account grant funding fo	r Pembrooke F	Road, between Beechwood Road and St	oney Creek Ro	oad.							
Description:	Grant funding	from Transport for NSW.									
Transport & Traffic	42236	Pembrooke Rd, Telegraph Point - Rd Rehabilitation	Capital	Community	0	0	159,227	522,000	-522,000	Grant	0
Transport & Traffic	19342	Capital Grants	Capital	Infrastructure	-42,431,301	-47,825,697	-5,176,051	-48,347,697	522,000	Grant	0
Grant funding awarded to Council fo	r Youth Week	2023.									
Description:	Grant funding	from Department Communities and Justic	e.								
Community Inclusion	42339	Youth Week	Operating	Community Planning &	0	8,190	0	13,015	-4,825	Grant	0
Community Inclusion	10240	Operating Grants	Operating	Environment	0	-423,090	0	-427,915	4,825	Grant	0
To recognise grant funding received	for the Port M	acquarie Airport under the Regional Air	port Screenin	g Infrastructure	program.						
Description:	Grant funding	from the Department of Infrastructure, Tra	ansport, Region	nal Development	and Communica	ations.					
Airport	42173	Airport Enhanced Security Screening	Capital	Business &	0	0	230,736	230,736	-230,736	Grant	0
Airport	19012	Capital Grants	Capital	Performance	-3,800,000	-3,966,674	-3,217,919	-4,197,410	230,736	Grant	0
To bring to account grant funding av	warded to Cour	ncil for the March 2021 flood recovery w	orks.								
Description:	Funding awar	ded to Council from Transport for NSW.									
Transport & Traffic	42174	Flood Response March 2021	Operating	Community	0	28,406	563,954	2,381,401	-2,352,995	Grant	0
Transport & Traffic	19342	Operating Grants	Operating	Infrastructure	-42,431,301	-48,347,697	-5,176,051	-50,700,692	2,352,995	Grant	0
Total Grants & Other Funding									3,475,235		0

BUDGET VARIATIONS - January 20)23										
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2023	New Yearly Proposed Budget - January 2023	Movement	Funding Source	EFFECTON ON FUNDING POSITION
Movement between Projects											
Transfer of funds to grant funded G	Ballery lighting ι	ıpgrade project.									
Glasshouse Back of House	42355	Gallery Lighting Upgrade	Capital		0	239,108	0	258,808	-19,700	Grant/Reserve/ Revenue	(
Glasshouse Back of House	41101	Glasshouse Technical Equipment	Capital	Business & Performance	56,000	56,000	38,621	46,000	10,000	Reserve	(
Glasshouse Back of House	12040	Gallery Donations	Capital		-5,100	-5,100	-11,000	-14,800	9,700	Revenue	9,700
Transfer of funds between Parks &	Recreation proj	ects - Accounting entry only.									
Parks & Recreation	42316	Internal Costs - Vince Inmon Upgrade	Capital		0	0	21,175	40,000	-40,000	Revenue	-40,000
Parks & Recreation	42317	Internal Costs - Fairmont Gardens Lighting	Capital	Community Planning & Environment	0	0	30,285	30,000	-30,000	Revenue	-30,000
Community Inclusion	42266	Grant Funded & Community Projects Management	Capital	Livroimon	235,000	235,000	0	165,000	70,000	Revenue	70,000
Transfer of funds from Project Deli	very to go towa	rds purchase of new GPS equipment.									
Asset Design	41872	Survey Equipment	Capital	Community	0	46,363	0	86,363	-40,000	Revenue	-40,000
Organisational Project Delivery Management	405	Project Delivery Management	Operating	Infrastructure	810,326	810,326	361,051	770,326	40,000	Revenue	40,000
Transfer of salaries budgets betwe	en ledgers - Acc	counting entry only.									
Community Management	579	Community Management	Operating		0	0	215,742	199,599	-199,599	Revenue	-199,599
Community Inclusion	406	Community Place	Operating		470,227	470,227	178,517	420,327	49,900	Revenue	49,900
Library	218	Port Macquarie Library	Operating	Community Planning & Environment	1,826,331	1,826,331	898,175	1,776,431	49,900	Revenue	49,900
Community Engagement	330	Community Engagement	Operating	Zivioiiient	685,374	685,374	204,298	635,474	49,900	Revenue	49,900
Education	403	Community Education	Operating		332,115	332,115	102,644	282,216	49,899	Revenue	49,899
Total Movements between Projects	'				'	'		'	329,299		(

BUDGET VARIATIONS - January 2023											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2023	New Yearly Proposed Budget - January 2023	Movement	Funding Source	EFFECT ON FUNDING POSITION
Council Resolutions											
Resolution of Ordinary Council Meetin	ng 8/12/22 - Po	urchase of Tuffins Lane sports precinct	land, Port Ma	cquarie.							
Parks & Recreation	42350	Purchase of Land at Tuffins Lane	Capital	Community - Planning &	0	0	1,375,798	1,375,000	-1,375,000	Loan	0
Parks & Recreation	19280	Loan Funding	Capital	Environment	-3,250,565	-7,143,915	0	-8,518,915	1,375,000	Loan	0
Total Council Resolutions									1,375,000		0
Budget Variation Requests - Approve	d by Executiv	e									
A Budget Variance Request has been	approved by	Executive for Town Beach Amphitheatre									
Description:	Additional fun	ds required to cover stormwater works.									
Parks & Recreation	42240	Outdoor Amphitheatre at Town Beach	Capital	Community Planning &	450,000	478,563	235,494	578,563	-100,000	Revenue	-100,000
Community Inclusion	42266	Grant Funded & Community Projects Management	Capital	Environment	235,000	165,000	0	65,000	100,000	Revenue	100,000
A Budget Variance Request has been	approved by	Executive for the Carbon Credits Buy O	ut project.								
Description:	Council has b	een granted approval to exit its obligations	under the Car	bon Abatement C	ontract. This is	to cover the exit	fees.				
Waste Disposal	50130	Australian Carbon Credit Units Buy Out	Operating	Community	0	160,650	339,150	339,150	-178,500	Reserve	0
Waste Disposal	19309	Reserve Funding	Operating	Utilities	-1,214,000	-1,820,309	0	-1,998,809	178,500	Reserve	0
otal Budget Variations Approved by Executive 278,500								0			

BUDGET VARIATIONS - January 2023	3										
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	,	New Yearly Proposed Budget - January 2023	Movement	Funding Source	EFFECT ON FUNDING POSITION
ORGANISATI	ONAL TOTAL	- THIS REVIEW						-	5,458,034		
FORECAST FOR FIN	ANCIAL YEAR	ENDED 30 JUNE 2023									
		Original Budget as at 1 July 2022 Plus: Adjustments July Review August Review September Review October Review November Review January Review			Shortfall Balanced Surplus Balanced Shortfall Balanced	-102,411 0 136,452 0 -7,000					
FOREC	AST FOR 30 JU	,			Surplus	27,041					
Notes:	The result shown above is the general fund result. All surpluses/deficits in the water, sewerage and waste funds are transferred to/from reserves. 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. 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. 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. 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. 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. 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. 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. 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						t that Council construction to the is				



Investment Report December 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 31/12/2022	1m (actual)	1m (% p.a.)	FYTD (actual)	FYTD (% p.a.)
AusBond Bank Bill Index	0.25%	2.98%	1.17%	2.33%
Council's Portfolio^	0.18%	2.11%	0.94%	1.87%
Relative Performance	-0.07%	-0.87%	-0.23%	-0.46%

[^]Total portfolio performance excludes Council's cash account holdings.

Market Update Summary

Recession fears gathered pace across financial markets in December after hawkish messaging by various global central banks. Hopes for a gentler US Federal Reserve faded amid stubbornly hot inflation with the central bank raising its forecast of how long interest rates have to stay elevated to cool inflation.

Domestically, The RBA's December Board Meeting Minutes contained a mixture of positive and negative developments. On the less hawkish side, the RBA is growing more confident about easing global growth and lower goods price inflation as supply chain disruptions resolve, but on the more hawkish side, the Board notes the balance of risks on Australian wages growth had shifted to the upside. Importantly and perhaps because of these mixed signals - the Board considered a wider range of options for policy at this meeting, including for the first time since interest rates were first increased in May, a pause in the rate rise cycle.

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 ~88½% of Council's total investment, and cash (~6% of the total investment portfolio).

Council's term deposit portfolio was yielding 2.08% p.a. as at 31/12/2022, with a weighted average duration of around 613 days or ~1.70 years. We note the current interest rates in the term deposit market:

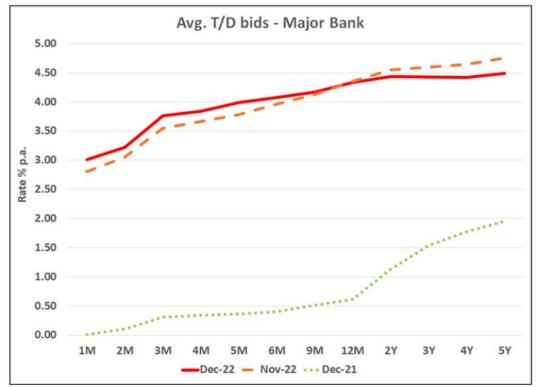
- The highest deposit rate from any rated ADI in the market is now ~5.30% p.a. for 5 years;
- The highest deposit rates amongst the "AA-" rated ADIs (major banks) is now yielding between 4.60%-4.95% p.a. (depending on terms between 12m – 5 years);
- The highest deposit rates amongst the "A" rated ADIs was yielding between 4.55%-5.30% p.a. (depending on terms between 12m – 5 years);

Monthly Investment Report: December 2022



• The highest deposit rates amongst the "BBB" rated ADIs was yielding between 4.55%-5.05% p.a. (depending on terms between 12m – 5 years).

The deposit market has largely already factored in the current rate hike cycle, reflected by the slight drop in average bids across the longer-end of the curve (+2yrs) over the past few months (the market is also factoring in a recession over coming years.



Source: Imperium Markets

'New' investments above 4½-4½% p.a. now appears likely if Council can continue to place the majority of its surplus funds for terms of 12 months to 2 years. With recessionary fears being priced in coming years, investors may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).

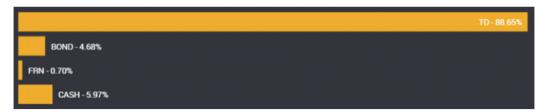


Council's Portfolio

Asset Allocation

The portfolio is predominately directed to fixed term deposits (88.65%). The remainder of the portfolio is directed to fixed bonds with the Northern Territory Treasury Corporation (4.68%), the overnight cash account with Westpac (5.97%) and the single FRN with Bendigo-Adelaide (0.70%).

Senior FRNs are now becoming more attractive as spreads have widened in 2022 – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits for 12 months to 3 years appear quite appealing following the spike in medium-to longer-term yields this calendar year. With recessionary fears being priced in coming years, those investors that can allocate longer-term surplus funds may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above $4\frac{1}{2}\%$ p.a.



Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Short-Medium Term (1-3 years) assets account for around 48% of the total investment portfolio, with capacity of around \$95m remaining. Future investments should be directed to the 1-3 year horizon as this is where we currently see the best value.



Where there is (counterparty) capacity to invest in attractive 1-3 year investments, we recommend this be allocated to new any remaining attractive fixed term deposits (refer to respective sections below).

Monthly Investment Report: December 2022



Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$162,999,306	38.17%	0%	100%	\$264,001,793
✓	1 - 3 years	\$204,001,793	47.78%	0%	70%	\$94,898,976
✓	3 - 5.5 years	\$60,000,000	14.05%	0%	40%	\$110,800,440
✓	5.5 - 10 years	\$0	0.00%	0%	10%	\$42,700,110
		\$427,001,099	100.00%			

Counterparty

As at December 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).

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	AA-	\$66,000,000	15.46%	30.00%	\$62,100,330
✓	North. Territory	AA-	\$20,000,000	4.68%	30.00%	\$108,100,330
✓	Westpac	AA-	\$98,499,306	23.07%	30.00%	\$29,601,024
✓	ICBC Sydney	Α	\$72,000,000	16.86%	20.00%	\$13,400,220
✓	ING Bank	Α	\$47,500,000	11.12%	20.00%	\$37,900,220
✓	Aust. Military	BBB+	\$3,000,000	0.70%	10.00%	\$39,700,110
✓	Australian Unity	BBB+	\$11,000,000	2.58%	10.00%	\$31,700,110
✓	BOQ	BBB+	\$38,000,000	8.90%	10.00%	\$4,700,110
✓	Bendigo- Adelaide	BBB+	\$3,001,793	0.70%	10.00%	\$39,698,316
✓	AMP Bank	BBB	\$8,000,000	1.87%	10.00%	\$34,700,110
✓	Auswide Bank	BBB	\$3,000,000	0.70%	10.00%	\$39,700,110
✓	MyState Bank	BBB	\$18,000,000	4.22%	10.00%	\$24,700,110
✓	P&N Bank	BBB	\$39,000,000	9.13%	10.00%	\$3,700,110
			\$427,001,099	100.00%		

We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-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.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position then they have been historically (see the Capital Ratio figure below). APRA's outgoing Chair Wayne Byres recently noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has increased by \$110 billion, or more than 70%, over the past eight years. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment

Monthly Investment Report: December 2022



portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

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 and the pandemic period. APRA's mandate is to "protect depositors" and provide "financial stability".





Per cent of risk-weighted assets; break in March 2008 due to the introduction of Basel II for most ADIs; break in March 2013 due to the introduction of Basel III for all ADIs.

Source: APRA



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 31/12/2022 (\$427.00m), we can roughly estimate that ~82% of the investments have some form of exposure.

Transition to investments without major exposure to fossil fuels

Council has not made a decision to divest from the current portfolio of investments which have exposure to fossil fuels. To do so would have unfavourable implications to the credit quality, rating and interest income forecasts.

However, where possible, and within the ministerial and policy guidelines, Council will continue to favour newly issued fossil fuel free investment products, providing it does not compromise the risk and return profile.

In time it is Councils intention to move to a more balanced portfolio which has less exposure to fossil fuels, providing it is prudent to do so.

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 (e.g. Macquarie 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 (e.g. most of the senior FRN issuances are with the higher rated ADIs);
- Underperformance compared to other Councils which could result in a significant loss of income generated – could be in excess of hundreds of thousands or millions of dollars per annum.

It may actually 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.

Monthly Investment Report: December 2022



Council's exposure is summarised as follows:

Counterparty	Credit Rating	Funding Fossil Fuel
NAB	AA-	Yes
NTTC	AA-	Yes
WBC	AA-	Yes
ICBC, Sydney	Α	Yes
ING Bank Australia	Α	Yes
Australian Military	BBB+	No
Australian Unity	BBB+	No
BoQ	BBB+	Yes
Bendigo-Adelaide	BBB+	No
AMP	BBB	Yes
Auswide	BBB	No
MyState Bank	BBB	No
P&N Bank	BBB	No

Source: https://www.marketforces.org.au/info/compare-bank-table/

Funding Fossil Fuel	Amount	Invested %	Wgt. Avg. Yield % p.a.
Yes	\$349,999,306	82%	1.94%
No	\$77,001,793	18%	2.82%
Total / Wgt. Avg.	\$427,001,099	100%	2.10%



T/D Rates Before & After COVID

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) since mid-2020¹, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit from the likes of PMHC. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering relatively attractive deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. This is why PMHC has invested a higher proportion of deposit investments with the higher rated (A or AA) banks over the past 2½ years.

Prior to the pandemic, PMHC locked in higher yields with the BBB rated banks given they were generally offering higher rates than the higher rated banks (a 'normal' market). This is also the reason why the BBB category's current yield is still higher than the higher rated banks - it is largely driven by the investments placed prior to the pandemic.

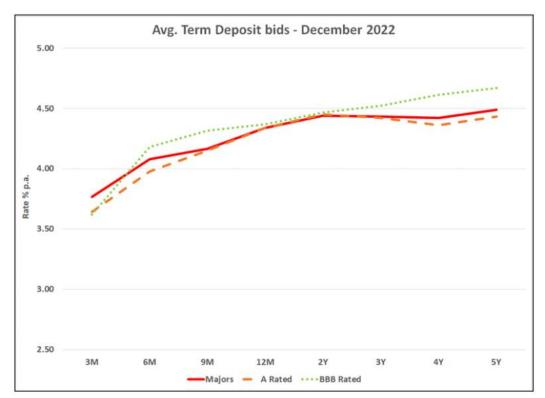
In the interim, the 'abnormal' marketplace still largely exists, with the higher rated banks (majors) sometimes paying a higher rate of return over the lower rated institutions across various parts of the curve on any particular day.

Over the next few years, with the RBA now removing these cheap borrowing facilities, this should result in some of the lower rated banks (BBB rated) starting to become more competitive as the market starts to 'normalise'. PMHC should have a larger opportunity to invest a higher proportion of its surplus funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry. We are slowly seeing this trend emerge, as was the case in December 2022:

Monthly Investment Report: December 2022

¹ The RBA's Term Funding Facility (TFF) allowed the ADI to borrow as low as 0.10% fixed for 3 years: https://www.rba.gov.au/mkt-operations/term-funding-facility/overview.html







Credit Quality

The portfolio remains diversified from a credit ratings perspective. The portfolio is mainly directed to the investment grade ADIs (BBB- or higher), with a minor investment placed with a local credit union (unrated ADI). 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 sufficient capacity to invest with the "BBB" rated ADIs (~\$26m remaining as at the reporting date). From a ratings perspective, the "BBB" rated banks now generally dominate the number of ADIs issuing deposits within the investment grade space. There has been further signs of appetite developing in the wholesale deposit market as additional lower rated ("BBB" and unrated) ADIs have come to market to raise 'new' money.

Over the coming year, we may start to see a more 'normalised' environment where the lower rated banks start to offer higher rates compared to the higher rated banks as the competition for deposits grow. As more of these banks become more competitive for funds, Council may look to allocate additional funds amongst this sector, particularly with those ADIs that are not lending to the Fossil Fuel industry i.e. the more 'ethical' banks.

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	\$184,499,306	43.21%	100%	\$242,501,793
✓	A Category	\$119,500,000	27.99%	60%	\$136,700,660
✓	BBB Category	\$123,001,793	28.81%	35%	\$26,448,591
✓	Unrated ADIs	\$0	0.00%	5%	\$21,350,055
		\$427,001,099	100.00%		



Performance

Council's performance for the period ending December 2022 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year	2 years	3 years
Official Cash Rate	0.26%	0.71%	1.18%	1.18%	1.31%	0.70%	0.57%
AusBond Bank Bill Index	0.25%	0.74%	1.17%	1.17%	1.25%	0.64%	0.55%
Council's T/D Portfolio	0.18%	0.51%	0.95%	0.95%	1.71%	1.73%	1.95%
Council's FRN Portfolio	0.35%	1.01%	2.03%	2.03%	4.04%	2.51%	2.11%
Council's Bond Portfolio	0.10%	0.30%	0.61%	0.61%	1.20%	-	-
Council's Portfolio^	0.18%	0.50%	0.94%	0.94%	1.70%	1.72%	1.94%
Outperformance	-0.07%	-0.24%	-0.23%	-0.23%	0.45%	1.09%	1.40%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (% p.a.)	1 month	3 months	6 months	FYTD	1 year	2 years	3 years
Official Cash Rate	3.10%	2.85%	2.35%	2.35%	1.31%	0.70%	0.57%
AusBond Bank Bill Index	2.98%	2.98%	2.33%	2.33%	1.25%	0.64%	0.55%
Council's T/D Portfolio	2.14%	2.03%	1.89%	1.89%	1.71%	1.73%	1.95%
Council's FRN Portfolio	4.17%	4.08%	4.06%	4.06%	4.04%	2.51%	2.11%
Council's Bond Portfolio	1.24%	1.21%	1.21%	1.21%	1.20%	-	-
Council's Portfolio^	2.11%	2.01%	1.87%	1.87%	1.70%	1.72%	1.94%
Outperformance	-0.87%	-0.97%	-0.46%	-0.46%	0.45%	1.09%	1.40%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month ending December 2022, the total portfolio (excluding cash) provided a solid return of +0.18% (actual) or +2.11% p.a. (annualised), underperforming the benchmark AusBond Bank Bill Index return of +0.25% (actual) or +2.98% p.a. (annualised). This relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, we do anticipate this to be temporary. Council should also remind itself it has consistently 'outperformed' over longer-term time periods as demonstrated by the longer-term returns of the overall investment portfolio (1-3 year tenors).

We are pleased that PMHC remains amongst the best performing Councils in the state of NSW where deposits are concerned, earning on average, more than \$1,890,000 in additional interest income compared to its peers (refer to our September 2022 rankings). We have been pro-active in our advice about protecting interest income by strategically maintaining a slightly longer duration position. Council has reaped the benefits during the pandemic period and continues to be well positioned going forward.



Council's Term Deposit Portfolio & Recommendation

As at the end of December 2022, Council's deposit portfolio was yielding 2.08% p.a. (up 3bp from the end of the previous month), with a weighted average duration of ~1.68 years. Where possible, we recommend Council maintains this weighted average duration. With an upward sloping deposit curve, investors are rewarded if they can continue to maintain a longer average duration.

At the time of writing, we see value in:

	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	А	3 years	4.95% p.a.
ICBC, Sydney	А	2 years	4.90% p.a.
P&N Bank	BBB	3 years	4.90% p.a.
P&N Bank	BBB	2 years	4.85% p.a.
СВА	AA-	2 years	4.80% p.a.
Westpac	AA-	2 years	4.78% p.a.
Suncorp	A+	2 years	4.75% p.a.
NAB	AA-	2 years	4.65% p.a.
AMP Bank	BBB	2 years	4.55% p.a.^
BoQ	BBB+	2 years	4.50% p.a.

[^]Contact us for an additional 0.20% p.a. rebated commission. Rate changes daily. Current limit of \$10m in aggregate.

The above deposits are suitable for investors looking to maintain diversification and lock-in a premium compared to purely investing short-term. 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
СВА	AA-	12 months	4.71% p.a.
P&N Bank	BBB	12 months	4.65% p.a.
Westpac	AA-	12 months	4.63% p.a.
Suncorp	A+	12 months	4.55% p.a.
NAB	AA-	12 months	4.50% p.a.
BoQ	BBB+	12 months	4.45% p.a.
AMP	BBB	12 months	4.40% p.a.^
BoQ	BBB+	6 months	4.35% p.a.
NAB	AA-	6 months	4.30% p.a.

[^]Contact us for an additional 0.20% p.a. rebated commission. Rate changes daily. Current limit of \$10m in aggregate

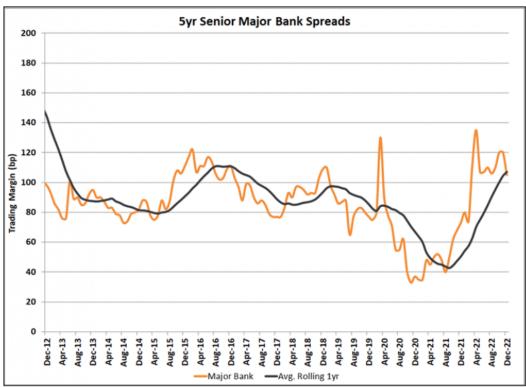
If Council does not require high levels of liquidity and can stagger its investments slightly longer-term, it will be rewarded over coming years if it can roll for an average min. term of 12 months-2 years (this is where we current value), yielding, on average, up to ½% p.a. higher compared to those investors that entirely invest in short-dated deposits (under 9 months).

With recessionary fears being priced in coming years, those investors that can allocate longer-term surplus funds may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4½% p.a.



Senior FRNs Review

Over December, amongst the senior major bank FRNs, physical credit securities tightened between 10-15bp at the long-end of the curve. Major bank senior securities are now looking fairly attractive again in a rising rate environment (5 year margins around the +100-105bp level):



Source: IBS Capital

During December, there were noticeable new primary issuances from:

- WBC (AA- rated) senior FRN for 1 year at +50bp
- Suncorp (A+) senior FRN for 3 years at +125bp

Amongst the "A" rated sector, the securities were marked up to 20bp tighter at the 3-5 year part of the curve, whilst the "BBB" rated sector was marked up to 5bp wider due to recent new issuances.

Credit securities are looking much more attractive given the widening of spreads in 2022. 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).

Monthly Investment Report: December 2022



Senior FRNs (ADIs)	31/12/2022	30/11/2022
"AA" rated – 5yrs	+105bp	+120bp
"AA" rated – 3yrs	+82bp	+92bp
"A" rated – 5yrs	+125bp	+145bp
"A" rated – 3yrs	+105bp	+115bp
"BBB" rated – 3yrs	+165bp	+158bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before late 2024 for the "AA" rated ADIs (domestic major banks);
- On or before late 2023 for the "A" rated ADIs; and
- Within 6-9 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 challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

Council's FRN & Recommendation

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 $3\frac{1}{2}$ -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 31/12/2022, the security was marked around +89.0bp (from +96.5bp at the end of the previous month) or a capital price \sim100.06$ or unrealised capital gain of \sim1.8k$. 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%	1.96 yrs	Annually
14/09/2021	15/12/2025	\$5,000,000	1.10%	2.96 yrs	Annually
2/09/2021	15/12/2026	\$5,000,000	1.40%	3.96 yrs	Annually
7/09/2021	15/12/2026	\$5,000,000	1.40%	3.96 yrs	Annually
	Totals / Wgt. Avg.	\$20,000,000	1.20%	3.21 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, especially after the rate cut delivered in early November 2020 and the RBA's forward guidance on official interest rates (no rate rises 'until at least 2024').

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 Fixed Bonds - ADIs (Secondary Market)

As global inflationary pressures have escalated, this has seen a significant lift in longer-term bond yields (valuations fell) as markets have reacted accordingly.

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
AU3CB0255776	ING	AAA	Covered	07/09/2023	0.68	3.00%	4.34%
AU3CB0258465	Westpac	AA-	Senior	16/11/2023	0.89	3.25%	4.26%
AU3CB0265403	Suncorp	AA-	Senior	30/07/2024	1.59	1.85%	4.76%
AU3CB0265593	Macquarie	A+	Senior	07/08/2024	1.63	1.75%	4.84%
AU3CB0265718	ING	AAA	Covered	20/08/2024	1.63	1.45%	4.67%
AU3CB0266179	ANZ	AA-	Senior	29/08/2024	1.67	1.55%	4.54%
AU3CB0266377	Bendigo	BBB+	Senior	06/09/2024	1.70	1.70%	4.80%
AU3CB0268027	BoQ	BBB+	Senior	30/10/2024	1.84	2.00%	4.97%
AU3CB0269710	ANZ	AA-	Senior	16/01/2025	2.06	1.65%	4.62%
AU3CB0269892	NAB	AA-	Senior	21/01/2025	2.06	1.65%	4.63%
AU3CB0270387	Macquarie	A+	Senior	12/02/2025	2.13	1.70%	4.98%
AU3CB0287415	Westpac	AA-	Senior	17/03/2025	2.22	2.70%	4.57%
AU3CB0291508	Westpac	AA-	Senior	11/08/2025	2.62	3.90%	4.63%
AU3CB0291672	CBA	AA-	Senior	18/08/2025	2.64	4.20%	4.63%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	3.34	1.40%	5.37%
AU3CB0282358	ING	AAA	Covered	19/08/2026	3.64	1.10%	4.94%
AU3CB0284149	BoQ	BBB+	Senior	27/10/2026	3.83	2.10%	5.38%
AU3CB0286037	Westpac	AA-	Senior	25/01/2027	4.08	2.40%	4.93%

Monthly Investment Report: December 2022



Economic Commentary

International Market

Recession fears gathered pace across financial markets in December after hawkish messaging by various global central banks. Hopes for a gentler US Federal Reserve faded amid stubbornly hot inflation with the central bank raising its forecast of how long interest rates have to stay elevated to cool inflation.

Across equity markets, the S&P 500 Index fell -5.90%, while the NASDAQ lost -8.73%. Europe's main indices also fell, led by France's CAC (-3.93%), Germany's DAX (-3.29%) and UK's FTSE (-1.60%).

The US Fed lifted the funds rate by 0.50% to a range between 4.25-4.50%, a level not seen since 2007. The 50bp increase was a downshift following four consecutive hikes of 75bp. The new dot plot revealed the majority of Fed officials now expect the Funds rate to end next year at 5.125% (5% to 5.25% range), 50bp higher relative to the median projection in September. Fed Chair Powell reiterated the message that policy will need to remain tight for "some time" in order to restore price stability.

US CPI came in at +0.1% m/m for November and +7.1% y/y, two tenths below expectations and the smallest increase since August 2021. Core CPI came in at +0.2% and +6.0% y/y, one tenth below consensus.

The Bank of England hiked by 50bp to 3.50%, as expected. UK GDP for October came in at +0.5% against the +0.4% consensus.

The ECB delivered the anticipated 50bp hike in the deposit rate to 2.0%, dialled down from 75bp at each of the previous two meetings. Inflation in the eurozone in the year to November fell for the first time in 17 months, easing to $\pm 10.0\%$ from $\pm 10.6\%$.

The Bank of Canada increased official rates by 50bp to 4.25%, but signalled openness to pausing in January. Canada's employment growth matched expectations with +10k job growth but the unemployment rate fell to 5.1% (expectations for a rise to 5.3%), near its lowest levels since the 1970s.

The Bank of Japan somewhat took the market by surprise by the expansion of the tolerance band around its Yield Curve Control (YCC) target to +/-0.5% from +/-0.25%, something that Governor Kuroda has been suggesting was not under consideration, since it would, he said, be equivalent to a rate rise.

China's soundings around its Covid situation also aided markets, hinting towards a pro-growth strategy instead of their ongoing strict zero-Covid strategy.

The MSCI World ex-Aus Index fell -4.39% for the month of December:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-5.90%	+7.08%	-19.44%	+5.92%	+7.51%	+10.41%
MSCI World ex-AUS	-4.39%	+9.30%	-19.67%	+3.41%	+446%	+7.09%
S&P ASX 200 Accum. Index	-3.21%	+9.40%	-1.08%	+5.55%	+7.11%	+8.66%

Source: S&P, MSCI

Monthly Investment Report: December 2022



Domestic Market

As widely expected, the RBA raised the cash rate by 25bp for the third consecutive Board meeting in December to 3.10%. The important final paragraph again notes that "the Board expects to increase interest rates further over the period ahead", but importantly added "it is not on a pre-set course" and concludes with the reaffirmation "the Board remains resolute in its determination to return inflation to target and will do what is necessary to achieve that".

The RBA's December Board Meeting Minutes contained a mixture of positive and negative developments. On the less hawkish side, the RBA is growing more confident about easing global growth and lower goods price inflation as supply chain disruptions resolve, but on the more hawkish side, the Board notes the balance of risks on Australian wages growth had shifted to the upside.

Importantly and perhaps because of these mixed signals - the Board considered a wider range of options for policy at this meeting, including for the first time since interest rates were first increased in May, a pause in the rate rise cycle.

Australia's GDP rose by +0.6% q/q (+5.9% y/y) and continues to reflect a strong economy where GDP is now 6.5% above pre-pandemic levels – stronger than most major economies.

The unemployment rate for November was unchanged at 3.4%, as the participation rate rose 0.2% to 66.8%, returning to its record high.

October's trade data saw the trade surplus coming in at \$12.2bn, just \$0.2bn below the previous month.

Australian dwelling prices fell -1.0% m/m in November, the seventh consecutive month of decline. The residential auction clearance rate dipped to its lowest level in almost five months as homebuyers factored in the impact of another jump in interest rates.

The Australian dollar gained +1.15%, finishing the month at US67.75 cents (from US66.98 cents the previous month).

Credit Market

The global credit indices widened over December as financial markets lost some of their recent (positive) momentum. They are now back to their levels earlier this year:

Index	December 2022	November 2022
CDX North American 5yr CDS	86bp	77bp
iTraxx Europe 5yr CDS	98bp	92bp
iTraxx Australia 5yr CDS	91bp	91bp

Source: Markit

Monthly Investment Report: December 2022



Fixed Interest Review

Benchmark Index Returns

Index	December 2022	November 2022
Bloomberg AusBond Bank Bill Index (0+YR)	+0.25%	+0.25%
Bloomberg AusBond Composite Bond Index (0+YR)	-2.06%	+1.55%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.34%	+0.42%
Bloomberg AusBond Credit Index (0+YR)	-0.62%	+1.35%
Bloomberg AusBond Treasury Index (0+YR)	-2.37%	+1.43%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-2.74%	+2.48%

Source: Bloomberg

Other Key Rates

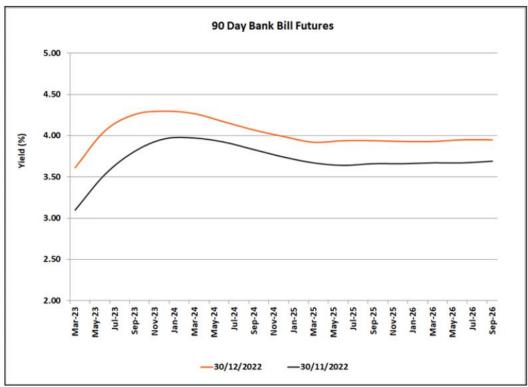
Index	December 2022	November 2022
RBA Official Cash Rate	3.10%	2.85%
90 Day (3 month) BBSW Rate	3.26%	3.09%
3yr Australian Government Bonds	3.51%	3.17%
10yr Australian Government Bonds	4.05%	3.53%
US Fed Funds Rate	4.25%-4.50%	3.75%-4.00%
3yr US Treasury Bonds	4.22%	4.13%
10yr US Treasury Bonds	3.88%	3.68%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over December, bill futures rose across the board, with the market reacting to the US Fed's guidance about how long official rates are likely to remain elevated, erasing hopes of a potential drop in rates in 2023. The markets continue to factor in the possibility of a global recession over the next few years, highlighted by the drop in the futures pricing in early 2024:



Source: ASX



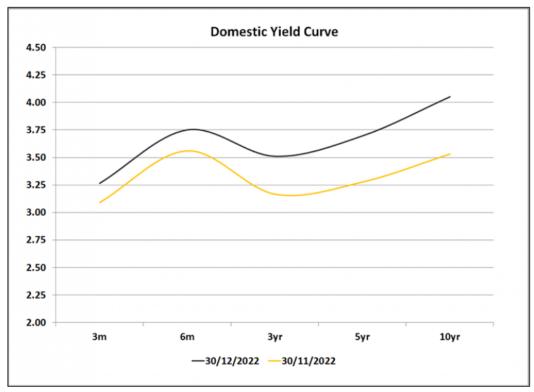
Fixed Interest Outlook

Markets have remained volatile as hopes for a gentler US Fed vanished amid stubbornly hot inflation. The central bank recently raised its forecast of how long interest rates have to stay elevated to cool inflation that has been hurting businesses and threatening spending. Markets are now factoring the peak of interest rate cycle in the US to be in the 5.25%-5.50% range (up from 5.00%-5.25%).

Domestically, the latest RBA minutes for the December meeting revealed the Board considered a wide range of options for policy, including a 50bp rate rise and, for the first time since interest rates were first increased in May, a pause in the rate rise cycle. The Board concluded that the arguments for the three different courses of action (no change, +25bp or +50bp) were strongest for increasing the Cash Rate by a further 25bp. The very fact that a pause in the rate rise cycle entered the RBA's thinking in December suggest that one may not be too far off.

The RBA continues to signal that it expects to increase interest rates further over the period ahead, with an additional two to three 25bp hikes already largely priced into the market by Q2 2023, taking the cash rate up to 3.60%-3.85%. Thereafter, noting the lags in monetary policy, a pause around the end of Q1 or in Q2 is likely whilst the RBA monitors the economic data.

Over the month, yields rose up to 50bp at the long-end of the curve:

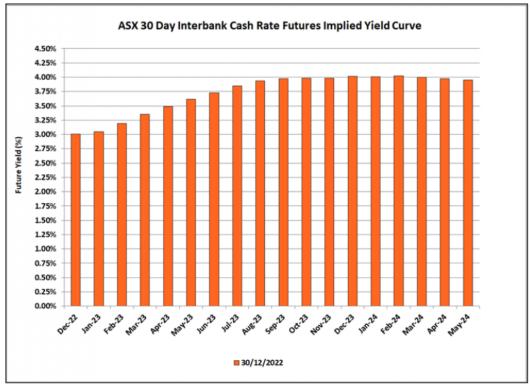


Source: AFMA, ASX, RBA

Monthly Investment Report: December 2022



Markets are currently pricing in around 4 additional rate rises into 2023 (up to 4%). Fears of a looming global recession have actually seen rate cuts start to be priced in towards the start of 2024, although this seems unlikely for now.



Source: ASX

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Monthly Investment Report: December 2022



Investment Report

01/12/2022 to 31/12/2022



Portfolio Valuation as at 31/12/2022

Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Australian Unity Bank	BBB+	TD	GENERAL	At Maturity	27/04/2022	27/01/2023	2.0000	6,000,000.00	81,863.01	10,191.78
Members Equity Bank	BBB+	TD	GENERAL	Annual	22/02/2022	22/02/2023	0.9000	5,000,000.00	38,589.04	3,821.92
ING Direct	Α	TD	GENERAL	Annual	27/02/2020	27/02/2023	1.6000	2,500,000.00	33,643.84	3,397.26
Members Equity Bank	BBB+	TD	GENERAL	Annual	28/02/2022	28/02/2023	0.9000	5,000,000.00	37,849.32	3,821.92
ING Direct	Α	TD	GENERAL	At Maturity	17/03/2022	17/03/2023	1.2500	4,000,000.00	39,726.03	4,246.58
ING Direct	Α	TD	GENERAL	At Maturity	17/03/2022	17/03/2023	1.2500	3,000,000.00	29,794.52	3,184.93
ING Direct	Α	TD	GENERAL	At Maturity	17/03/2022	17/03/2023	1.2500	5,000,000.00	49,657.53	5,308.22
ING Direct	Α	TD	GENERAL	At Maturity	29/03/2022	29/03/2023	1.6000	4,000,000.00	48,745.21	5,435.62
ING Direct	Α	TD	GENERAL	At Maturity	29/03/2022	29/03/2023	1.6000	4,000,000.00	48,745.21	5,435.62
ING Direct	Α	TD	GENERAL	At Maturity	27/04/2022	20/04/2023	2.4500	6,000,000.00	100,282.19	12,484.93
ING Direct	Α	TD	GENERAL	At Maturity	27/04/2022	27/04/2023	2.4500	6,000,000.00	100,282.19	12,484.93
ING Direct	Α	TD	GENERAL	At Maturity	24/05/2022	24/05/2023	3.1500	5,000,000.00	95,794.52	13,376.71
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	29/05/2023	2.5500	4,000,000.00	60,361.64	8,663.01
BOQ	BBB+	TD	GENERAL	At Maturity	02/06/2022	02/06/2023	3.3100	5,000,000.00	96,579.45	14,056.16
BOQ	BBB+	TD	GENERAL	At Maturity	02/06/2022	02/06/2023	3.3100	5,000,000.00	96,579.45	14,056.16
Westpac	AA-	TD	GENERAL	At Maturity	15/06/2022	15/06/2023	4.0400	5,000,000.00	110,684.93	17,156.16
Westpac	AA-	TD	GENERAL	At Maturity	15/06/2022	15/06/2023	4.0400	5,000,000.00	110,684.93	17,156.16
BOQ	BBB+	TD	GENERAL	Annual	19/06/2020	19/06/2023	1.3500	2,000,000.00	14,424.66	2,293.15





Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ING Direct	А	TD	GENERAL	At Maturity	27/06/2022	27/06/2023	3.9500	5,000,000.00	101,726.03	16,773.97
BOQ	BBB+	TD	GENERAL	Annual	27/06/2019	27/06/2023	2.2000	5,000,000.00	56,657.53	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	At Maturity	03/08/2022	03/08/2023	3.7400	4,000,000.00	61,889.32	12,705.75
Westpac	AA-	TD	GENERAL	At Maturity	09/08/2022	09/08/2023	3.9200	3,000,000.00	46,717.81	9,987.95
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	11/08/2023	0.5600	5,000,000.00	3,912.33	2,378.08
Westpac	AA-	TD	LOCAL BRANCH	At Maturity	22/08/2022	21/08/2023	1.1000	20,000.00	79.56	18.68
MyState Bank	ввв	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	10,750.68	3,057.53
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	10,750.68	3,057.53
Westpac	AA-	TD	GENERAL	Quarterly	10/10/2022	10/10/2023	4.3300	3,000,000.00	29,538.90	11,032.60
AMP Bank	ВВВ	TD	GENERAL	Annual	12/10/2021	12/10/2023	0.8000	3,000,000.00	5,326.03	2,038.36
Australian Unity Bank	BBB+	TD	GENERAL	Annual	22/11/2022	22/11/2023	4.3900	5,000,000.00	24,054.79	18,642.47
ICBC Sydney Branch	Α	TD	GENERAL	Annual	27/11/2019	27/11/2023	1.7600	6,000,000.00	9,836.71	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	Α	TD	GENERAL	Annual	16/12/2019	18/12/2023	1.8100	4,000,000.00	3,173.70	3,173.70
Westpac	AA-	TD	GENERAL	Quarterly	02/02/2022	02/02/2024	1.4500	2,500,000.00	5,958.90	3,078.77
Westpac	AA-	TD	GENERAL	Annual	08/02/2022	08/02/2024	1.5500	4,000,000.00	55,545.21	5,265.75
MyState Bank	ВВВ	TD	GENERAL	Annual	28/02/2022	28/02/2024	1.8000	5,000,000.00	75,698.63	7,643.84
P&N Bank	ввв	TD	GENERAL	Annual	02/03/2022	04/03/2024	1.7000	4,000,000.00	56,821.92	5,775.34
Auswide Bank	ВВВ	TD	GENERAL	At Maturity	02/03/2020	04/03/2024	1.7500	3,000,000.00	148,869.86	4,458.90



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Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	04/04/2022	04/04/2024	2.6000	4,000,000.00	77,501.37	8,832.88
BOQ	BBB+	TD	GENERAL	Annual	18/06/2020	18/06/2024	1.4500	3,000,000.00	23,239.73	3,694.52
ING Direct	А	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	4.0386	3,001,793.48	8,630.43	8,630.43
P&N Bank	BBB	TD	GENERAL	Annual	13/09/2022	13/09/2024	4.4500	6,000,000.00	80,465.75	22,676.71
ICBC Sydney Branch	Α	TD	GENERAL	Annual	14/09/2022	16/09/2024	4.5500	5,000,000.00	67,938.36	19,321.92
BOQ	BBB+	TD	GENERAL	Annual	27/09/2019	27/09/2024	2.0000	2,000,000.00	10,520.55	3,397.26
Westpac	AA-	TD	GENERAL	Quarterly	10/10/2022	10/10/2024	4.5800	4,000,000.00	41,659.18	15,559.45
AMP Bank	ввв	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	8,328.77	3,397.26
ICBC Sydney Branch	Α	TD	GENERAL	Annual	03/11/2021	04/11/2024	1.6500	3,000,000.00	8,001.37	4,204.11
ICBC Sydney Branch	Α	TD	GENERAL	Annual	07/11/2022	07/11/2024	4.8500	5,000,000.00	36,541.10	20,595.89
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
Westpac	AA-	TD	GENERAL	Quarterly	29/11/2021	29/11/2024	1.6000	5,000,000.00	7,232.88	6,794.52



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Issuer	Rating	Туре	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	2,663.01	2,663.01
ICBC Sydney Branch	Α	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	26,432.88	2,446.03
Westpac	AA-	TD	GENERAL	Quarterly	02/02/2022	03/02/2025	1.8200	2,500,000.00	7,479.45	3,864.38
P&N Bank	BBB	TD	GENERAL	Annual	15/02/2022	17/02/2025	2.3700	5,000,000.00	103,890.41	10,064.38
P&N Bank	ВВВ	TD	GENERAL	Annual	22/02/2022	24/02/2025	2.0500	2,000,000.00	35,158.90	3,482.19
MyState Bank	BBB	TD	GENERAL	Annual	28/02/2022	28/02/2025	2.2500	5,000,000.00	94,623.29	9,554.79
ICBC Sydney Branch	Α	TD	GENERAL	Annual	02/03/2022	03/03/2025	2.3000	4,000,000.00	76,876.71	7,813.70
NAB	AA-	TD	GENERAL	Annual	02/03/2021	03/03/2025	0.9500	4,000,000.00	31,753.42	3,227.40
P&N Bank	BBB	TD	GENERAL	Annual	15/03/2022	17/03/2025	2.4600	3,000,000.00	59,040.00	6,267.95
P&N Bank	BBB	TD	GENERAL	Annual	28/03/2022	28/03/2025	2.9000	5,000,000.00	110,835.62	12,315.07
ICBC Sydney Branch	Α	TD	GENERAL	Annual	18/06/2020	18/06/2025	1.7500	2,000,000.00	18,698.63	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	Α	TD	GENERAL	Annual	16/08/2022	18/08/2025	4.4200	4,000,000.00	66,844.93	15,015.89
ICBC Sydney Branch	Α	TD	GENERAL	Annual	02/09/2021	02/09/2025	1.2000	5,000,000.00	19,890.41	5,095.89
P&N Bank	ввв	TD	GENERAL	Annual	13/09/2022	15/09/2025	4.6500	4,000,000.00	56,054.79	15,797.26
P&N Bank	ввв	TD	GENERAL	Annual	19/09/2022	19/09/2025	4.6500	5,000,000.00	66,246.58	19,746.58
ICBC Sydney Branch	А	TD	GENERAL	Annual	10/10/2022	10/10/2025	4.8400	3,000,000.00	33,018.08	12,332.05
ICBC Sydney Branch	А	TD	GENERAL	Annual	16/10/2020	16/10/2025	1.2000	5,000,000.00	12,493.15	5,095.89



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Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ICBC Sydney Branch	Α	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	Α	TD	GENERAL	Annual	03/12/2020	03/12/2025	1.2000	5,000,000.00	4,438.36	4,438.36
P&N Bank	ввв	TD	GENERAL	Annual	05/12/2022	05/12/2025	4.6500	5,000,000.00	17,198.63	17,198.63
ICBC Sydney Branch	Α	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	33,408.22	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
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	Α	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	Α	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

IMPERIUM MARKETS

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ATTACHMENT

ORDINARY COUNCIL 16/02/2023



Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
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	31/12/2022	31/12/2022	2.8500	25,479,305.76	2,090,528.50	2,090,528.50
TOTALS								427,001,099.24	5,597,316.16	2,758,487.20



Investment Report January 2023



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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 31/01/2023	1m (actual)	1m (% p.a.)	FYTD (actual)	FYTD (% p.a.)
AusBond Bank Bill Index	0.27%	3.18%	1.44%	2.46%
Council's Portfolio^	0.18%	2.11%	1.11%	1.90%
Relative Performance	-0.09%	-1.07%	-0.33%	-0.56%

[^]Total portfolio performance excludes Council's cash account holdings.

Market Update Summary

Risk markets were aided in January as recent data indicated there were signs the global economy may be weathering inflation better than previously anticipated. Several global central banks also hinted they may pause their aggressive rate hike cycles in the near future.

Domestically, the labour market remains tight, but timely indicators of labour demand are off their peaks as labour supply has normalised and frictions associated with rapid employment growth out of pandemic impacts moderate. Although labour costs pressures are evident in the latest CPI figures for Q4 2022, there are reasons to be optimistic that some stabilisation in wages growth can occur without a sharply higher unemployment rate, including the normalisation in labour supply. For now, the RBA continues to signal that it expects to increase interest rates further over the period ahead, with up to 2-3 hikes already largely priced into the market by Q2-Q3 2023, taking the cash rate up to 3½%. Thereafter, noting the lags in monetary policy, a pause around the end of Q2-Q3 is likely whilst the RBA monitors the economic data.

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 ~89½% of Council's total investment, and cash (~5% of the total investment portfolio).

Council's term deposit portfolio was yielding 2.08% p.a. as at 31/01/2023, with a weighted average duration of around 592 days or ~1.60 years. We note the current interest rates in the term deposit market:

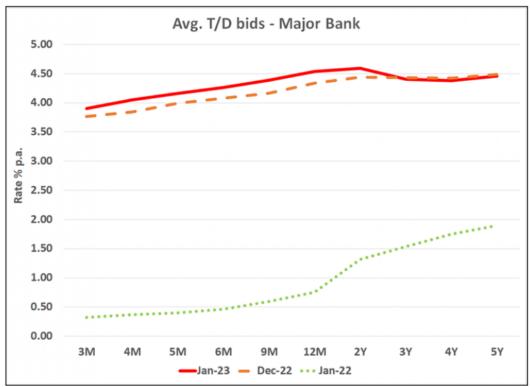
- The highest deposit rate from any rated ADI in the market is now ~4.80% p.a. for 5 years;
- The highest deposit rates amongst the "AA-" rated ADIs (major banks) is now yielding between 4.50%-4.60% p.a. (depending on terms between 12m – 5 years);
- The highest deposit rates amongst the "A" rated ADIs was yielding between 4.50%-4.80% p.a. (depending on terms between 12m 5 years);

Monthly Investment Report: January 2023



• The highest deposit rates amongst the "BBB" rated ADIs was yielding between 4.50%-4.75% p.a. (depending on terms between 12m – 5 years).

The deposit market has largely already factored in the current rate hike cycle, reflected by the flattening of the curve over the past few months, particularly at the long end of the curve (+2yrs). Interestingly, amongst the major banks, 2-5 year deposit rates are now being offered slightly below 12 month rates:



Source: Imperium Markets

'New' investments above 4½-4½% p.a. now appears likely if Council can continue to place the majority of its surplus funds for terms of 12 months to 2 years. With recessionary fears being priced in coming years, investors may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).



Council's Portfolio

Asset Allocation

The portfolio is predominately directed to fixed term deposits (89.53%). The remainder of the portfolio is directed to fixed bonds with the Northern Territory Treasury Corporation (4.81%), the overnight cash account with Westpac (4.94%) and the single FRN with Bendigo-Adelaide (0.72%).

Senior FRNs are now becoming more attractive as spreads have widened over the past year – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits for 12 months to 3 years appear quite appealing following the spike in medium-to longer-term yields during the rate hike cycle. With recessionary fears being priced in coming years, those investors that can allocate longer-term surplus funds may take an insurance policy by investing across 3-5 year fixed deposits, locking in and targeting yields above 4½% p.a.



Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Short-Medium Term (1-3 years) assets account for around 50% of the total investment portfolio, with capacity of around \$83m remaining. Future investments should be directed to the 1-3 year horizon as this is where we currently see the best value.



Where there is (counterparty) capacity to invest in attractive 1-3 year investments, we recommend this be allocated to new any remaining attractive fixed term deposits (refer to respective sections below).

Monthly Investment Report: January 2023



Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$152,065,878	36.55%	0%	100%	\$264,004,330
✓	1 - 3 years	\$208,004,330	49.99%	0%	70%	\$83,244,816
✓	3 - 5.5 years	\$56,000,000	13.46%	0%	40%	\$110,428,083
✓	5.5 - 10 years	\$0	0.00%	0%	10%	\$41,607,021
		\$416,070,208	100.00%			

Counterparty

As at January 2023, 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).

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	AA-	\$66,000,000	15.86%	30.00%	\$58,821,062
✓	North. Territory	AA-	\$20,000,000	4.81%	30.00%	\$104,821,062
✓	Westpac	AA-	\$93,565,878	22.49%	30.00%	\$31,255,184
✓	ICBC Sydney	Α	\$72,000,000	17.30%	20.00%	\$11,214,042
✓	ING Bank	Α	\$47,500,000	11.42%	20.00%	\$35,714,042
✓	Aust. Military	BBB+	\$3,000,000	0.72%	10.00%	\$38,607,021
✓	Australian Unity	BBB+	\$5,000,000	1.20%	10.00%	\$36,607,021
✓	BOQ	BBB+	\$38,000,000	9.13%	10.00%	\$3,607,021
✓	Bendigo- Adelaide	BBB+	\$3,004,330	0.72%	10.00%	\$38,602,691
✓	AMP Bank	BBB	\$8,000,000	1.92%	10.00%	\$33,607,021
✓	Auswide Bank	BBB	\$3,000,000	0.72%	10.00%	\$38,607,021
✓	MyState Bank	BBB	\$18,000,000	4.33%	10.00%	\$23,607,021
✓	P&N Bank	BBB	\$39,000,000	9.37%	10.00%	\$2,607,021
			\$416,070,208	100.00%		

We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-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.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position then they have been historically (see the Capital Ratio figure below). APRA's outgoing Chair Wayne Byres recently noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has increased by \$110 billion, or more than 70%, over the past eight years. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment

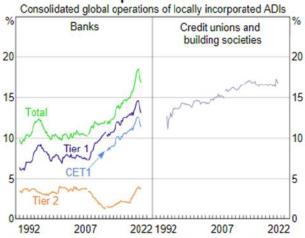
Monthly Investment Report: January 2023



portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

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 and the pandemic period. APRA's mandate is to "protect depositors" and provide "financial stability".





Per cent of risk-weighted assets; break in March 2008 due to the introduction of Basel II for most ADIs; break in March 2013 due to the introduction of Basel III for all ADIs.

Source: APRA



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 31/01/2023 (\$416.07m), we can roughly estimate that ~66% of the investments have some form of exposure.

Transition to investments without major exposure to fossil fuels

Council has not made a decision to divest from the current portfolio of investments which have exposure to fossil fuels. To do so would have unfavourable implications to the credit quality, rating and interest income forecasts.

However, where possible, and within the ministerial and policy guidelines, Council will continue to favour newly issued fossil fuel free investment products, providing it does not compromise the risk and return profile.

In time it is Councils intention to move to a more balanced portfolio which has less exposure to fossil fuels, providing it is prudent to do so.

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 (e.g. Macquarie 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 (e.g. most of the senior FRN issuances are with the higher rated ADIs);
- Underperformance compared to other Councils which could result in a significant loss of income generated – could be in excess of hundreds of thousands or millions of dollars per annum.

It may actually 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.

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Council's exposure is summarised as follows:

Counterparty	Credit Rating	Funding Fossil Fuel
NAB	AA-	Yes
NTTC	AA-	Yes
WBC	AA-	Yes
ICBC, Sydney	Α	Yes
ING Bank Australia	Α	Yes
Australian Military	BBB+	No
Australian Unity	BBB+	No
BoQ	BBB+	Yes
Bendigo-Adelaide	BBB+	No
AMP	BBB	Yes
Auswide	BBB	No
MyState Bank	BBB	No
P&N Bank	BBB	No

Source: https://www.marketforces.org.au/info/compare-bank-table/

Funding Fossil Fuel	Amount	Invested %	Wgt. Avg. Yield % p.a.
Yes	\$345,065,878	83%	1.92%
No	\$71,004,330	17%	2.89%
Total / Wgt. Avg.	\$416,070,208	100%	2.09%



T/D Rates Before & After COVID

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) since mid-2020¹, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit from the likes of PMHC. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering relatively attractive deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. This is why PMHC has invested a higher proportion of deposit investments with the higher rated (A or AA) banks over the past ~3 years.

Prior to the pandemic, PMHC locked in higher yields with the BBB rated banks given they were generally offering higher rates than the higher rated banks (a 'normal' market). This is also the reason why the BBB category's current yield is still higher than the higher rated banks - it is largely driven by the investments placed prior to the pandemic.

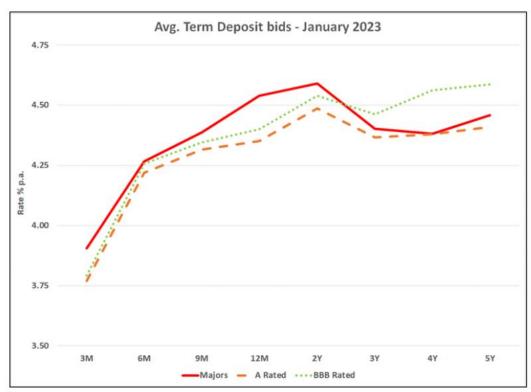
In the interim, the 'abnormal' marketplace still largely exists, with the higher rated banks (majors) often paying a higher rate of return over the lower rated institutions across various parts of the curve on any particular day.

Over the next few years, with the RBA now removing these cheap borrowing facilities, this should result in some of the lower rated banks (BBB rated) starting to become more competitive as the market starts to 'normalise'. PMHC should have a larger opportunity to invest a higher proportion of its surplus funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry. We are slowly seeing this trend emerge, as has been the case in recent months:

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¹ The RBA's Term Funding Facility (TFF) allowed the ADI to borrow as low as 0.10% fixed for 3 years: https://www.rba.gov.au/mkt-operations/term-funding-facility/overview.html





Source: Imperium Markets



Credit Quality

The portfolio remains diversified from a credit ratings perspective. The portfolio is mainly directed to the investment grade ADIs (BBB- or higher). 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 sufficient capacity to invest with the "BBB" rated ADIs (~\$28m remaining as at the reporting date). From a ratings perspective, the "BBB" rated banks now generally dominate the number of ADIs issuing deposits within the investment grade space. There has been further signs of appetite developing in the wholesale deposit market as additional lower rated ("BBB" and unrated) ADIs have come to market to raise 'new' money.

Over the coming year, we may start to see a more 'normalised' environment where the lower rated banks start to offer higher rates compared to the higher rated banks as the competition for deposits grow. As more of these banks become more competitive for funds, Council may look to allocate additional funds amongst this sector, particularly with those ADIs that are not lending to the Fossil Fuel industry i.e. the more 'ethical' banks.

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	\$179,565,878	43.16%	100%	\$236,504,330
✓	A Category	\$119,500,000	28.72%	60%	\$130,142,125
✓	BBB Category	\$117,004,330	28.12%	35%	\$28,620,243
✓	Unrated ADIs	\$0	0.00%	5%	\$20,803,510
		\$416,070,208	100.00%		



Performance

Council's performance for the period ending January 2023 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year	2 years	3 years
Official Cash Rate	0.26%	0.75%	1.32%	1.44%	1.56%	0.83%	0.64%
AusBond Bank Bill Index	0.27%	0.77%	1.31%	1.44%	1.52%	0.77%	0.61%
Council's T/D Portfolio	0.18%	0.52%	0.98%	1.12%	1.75%	1.74%	1.94%
Council's FRN Portfolio	0.35%	1.01%	2.03%	2.37%	4.04%	2.51%	2.09%
Council's Bond Portfolio	0.10%	0.30%	0.61%	0.71%	1.20%	-	-
Council's Portfolio^	0.18%	0.51%	0.97%	1.11%	1.74%	1.72%	1.93%
Outperformance	-0.09%	-0.25%	-0.35%	-0.33%	0.22%	0.95%	1.32%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (% p.a.)	1 month	3 months	6 months	FYTD	1 year	2 years	3 years
Official Cash Rate	3.10%	3.02%	2.64%	2.45%	1.56%	0.83%	0.64%
AusBond Bank Bill Index	3.18%	3.08%	2.63%	2.46%	1.52%	0.77%	0.61%
Council's T/D Portfolio	2.14%	2.07%	1.95%	1.92%	1.75%	1.74%	1.94%
Council's FRN Portfolio	4.17%	4.08%	4.06%	4.06%	4.04%	2.51%	2.09%
Council's Bond Portfolio	1.24%	1.21%	1.21%	1.21%	1.20%	-	-
Council's Portfolio^	2.11%	2.05%	1.93%	1.90%	1.74%	1.72%	1.93%
Outperformance	-1.07%	-1.03%	-0.70%	-0.56%	0.22%	0.95%	1.32%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month ending January 2023, the total portfolio (excluding cash) provided a solid return of +0.18% (actual) or +2.11% p.a. (annualised), underperforming the benchmark AusBond Bank Bill Index return of +0.27% (actual) or +3.18% p.a. (annualised). This relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, we do anticipate this to be temporary. Council should also remind itself it has consistently 'outperformed' over longer-term time periods as demonstrated by the longer-term returns of the overall investment portfolio (+2yr tenors).

We are pleased that PMHC remains amongst the best performing Councils in the state of NSW where deposits are concerned. We have been pro-active in our advice about protecting interest income by strategically maintaining a slightly longer duration position. Council has reaped the benefits during the pandemic period and the portfolio should outperform by undertaking a similar strategy in the long-run.

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Council's Term Deposit Portfolio & Recommendation

As at the end of January 2023, Council's deposit portfolio was yielding 2.08% p.a. (unchanged from the end of the previous month), with a weighted average duration of ~1.62 years. Where possible, we recommend Council maintains this weighted average duration.

In the long-run, investors are rewarded if they can continue to maintain a slightly longer average duration. In a 'normal' marketplace, yields at the long-end are generally offered at a slight premium over shorter tenors.

At the time of writing, we see value in:

	LT Credit Rating	Term	T/D Rate
ING	А	3 years	4.62% p.a.
ING	Α	2 years	4.61% p.a.
СВА	AA-	2 years	4.64% p.a.
BoQ	BBB+	2 years	4.55% p.a.
Westpac	AA-	2 years	4.50% p.a.
NAB	AA-	2 years	4.50% p.a.
Hume Bank	BBB+	2 years	4.50% p.a.
Suncorp	A+	2 years	4.45% p.a.

The above deposits are suitable for investors looking to maintain diversification and lock-in a premium compared to purely investing short-term. 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
СВА	AA-	12 months	4.69% p.a.
NAB	AA-	12 months	4.60% p.a.
Westpac	AA-	12 months	4.59% p.a.
ING	Α	12 months	4.55% p.a.
Suncorp	A+	12 months	4.50% p.a.
BoQ	BBB+	12 months	4.50% p.a.
Hume Bank	BBB+	12 months	4.50% p.a.
СВА	A+	6 months	4.41% p.a.
BoQ	BBB+	6 months	4.40% p.a.
СВА	BBB	3 months	4.13% p.a.

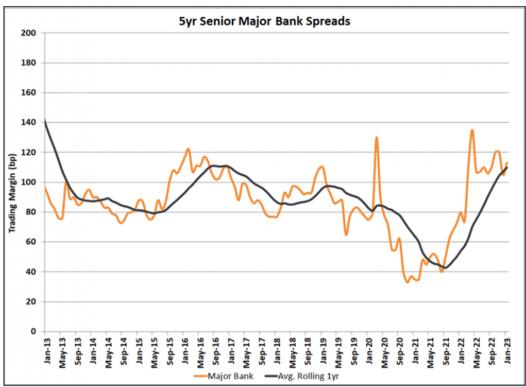
If Council does not require high levels of liquidity and can stagger its investments longer-term, it will be rewarded over coming years if it can roll for an average min. term of 12 months - 2 years (this is where we see current value), yielding, on average, up to ¼% p.a. higher compared to those investors that entirely invest in short-dated deposits (under 6-9 months).

With recessionary fears being priced in coming years, assuming inflation is under control, Council may consider taking an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4½ p.a., ahead of any potential future rate cuts.



Senior FRNs Review

Over January, amongst the senior major bank FRNs, physical credit securities widened up to 10bp at the long-end of the curve. This was mainly driven by CBA's (AA-) dual 3 and 5 year primary issuance at +90bp and +115bp respectively. Major bank senior securities are now looking fairly attractive again in a rising rate environment (5 year margins above the +110bp level):



Source: IBS Capital

During January, there were other noticeable new primary issuances from:

- ICBC, Sydney Branch (A) 3 year senior 'green' FRN at 103bp
- Rabobank, Australian Branch (A+) 5 year senior FRN at +118bp
- Bendigo-Adelaide (BBB+) 4 year senior FRN at +135bp
- BoQ (BBB+) 4 year senior FRN at +135bp
- Great Southern Bank (BBB) 4 year senior FRN at +165bp

Amongst the "A" rated sector, the securities were marked up to 5bp wider at the 5 year part of the curve, whilst the "BBB" rated sector was marked up to 15bp tighter (on the 3 year part of the curve) due to recent new issuances.

Credit securities are looking much more attractive given the widening of spreads in 2022. 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).

Monthly Investment Report: January 2023



Senior FRNs (ADIs)	31/01/2023	31/12/2022
"AA" rated – 5yrs	+113bp	+105bp
"AA" rated – 3yrs	+88bp	+82bp
"A" rated – 5yrs	+130bp	+125bp
"A" rated – 3yrs	+103bp	+105bp
"BBB" rated – 3yrs	+150bp	+165bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before early 2025 for the "AA" rated ADIs (domestic major banks);
- On or before early 2024 for the "A" rated ADIs; and
- Within 6-9 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 challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

Council's FRN & Recommendation

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 $3\frac{1}{2}$ -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 31/01/2023, the security was marked around +85.5bp (from +89.0bp at the end of the previous month) or a capital price \sim100.14$ or unrealised capital gain of \sim4.3k$. 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%	1.87 yrs	Annually
14/09/2021	15/12/2025	\$5,000,000	1.10%	2.87 yrs	Annually
2/09/2021	15/12/2026	\$5,000,000	1.40%	3.87 yrs	Annually
7/09/2021	15/12/2026	\$5,000,000	1.40%	3.87 yrs	Annually
	Totals / Wgt. Avg.	\$20,000,000	1.20%	3.12 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, especially after the rate cut delivered in early November 2020 and the RBA's forward guidance on official interest rates (no rate rises 'until at least 2024').

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 Fixed Bonds - ADIs (Secondary Market)

As global inflationary pressures have escalated, this has seen a significant lift in longer-term bond yields (valuations fell) as markets have reacted accordingly.

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
AU3CB0255776	ING	AAA	Covered	07/09/2023	0.60	3.00%	4.21%
AU3CB0258465	Westpac	AA-	Senior	16/11/2023	0.79	3.25%	4.17%
AU3CB0265403	Suncorp	AA-	Senior	30/07/2024	1.50	1.85%	4.53%
AU3CB0265593	Macquarie	A+	Senior	07/08/2024	1.55	1.75%	4.53%
AU3CB0265718	ING	AAA	Covered	20/08/2024	1.55	1.45%	4.39%
AU3CB0266179	ANZ	AA-	Senior	29/08/2024	1.59	1.55%	4.30%
AU3CB0266377	Bendigo	BBB+	Senior	06/09/2024	1.62	1.70%	4.57%
AU3CB0268027	BoQ	BBB+	Senior	30/10/2024	1.76	2.00%	4.65%
AU3CB0269710	ANZ	AA-	Senior	16/01/2025	1.98	1.65%	4.37%
AU3CB0269892	NAB	AA-	Senior	21/01/2025	1.98	1.65%	4.32%
AU3CB0270387	Macquarie	A+	Senior	12/02/2025	2.05	1.70%	4.56%
AU3CB0287415	Westpac	AA-	Senior	17/03/2025	2.14	2.70%	4.30%
AU3CB0291508	Westpac	AA-	Senior	11/08/2025	2.54	3.90%	4.34%
AU3CB0291672	CBA	AA-	Senior	18/08/2025	2.56	4.20%	4.30%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	3.26	1.40%	4.97%
AU3CB0234623	CBA	AA-	Senior	11/06/2026	3.35	4.20%	4.47%
AU3CB0282358	ING	AAA	Covered	19/08/2026	3.56	1.10%	4.61%
AU3CB0284149	BoQ	BBB+	Senior	27/10/2026	3.75	2.10%	4.89%
AU3CB0286037	Westpac	AA-	Senior	25/01/2027	4.00	2.40%	4.55%

Monthly Investment Report: January 2023



Economic Commentary

Risk markets were aided in January as recent data indicated there were signs the global economy may be weathering inflation better than previously anticipated. Several global central banks also hinted they may pause their aggressive rate hike cycles in the near future.

Across equity markets, the S&P 500 Index rose +6.18%, while the NASDAQ surged +10.68%. Europe's main indices also gained, led by France's CAC (+9.40%), Germany's DAX (+8.65%) and UK's FTSE (+4.29%).

The US core CPI index, which excludes volatile food and energy items, rose +0.3% m/m, in line with the consensus. Encouragingly for the Fed, the core PCE printed +4.4% y/y, the lowest since October 2021, generating a 3-month annualised rate to +2.9% from +3.5%, the lowest read since January 2021.

US Q4 GDP beat expectations at +2.9% quarter annualised versus +2.6% expected. US headline retail was -1.1% m/m versus -0.9% expected. The important core control measure was also weak at -0.7% m/m against -0.3% expected.

The Bank of Canada (BoC) explicitly signalled a pause to the hiking cycle after hiking by 25bp during the month. Their explicit pause signal has many thinking whether other central banks will do likewise noting they were one of the first to start the initial hiking cycle. Canadian CPI data supported the theme of slower global inflationary pressure, with the headline and core measures falling to +6.3% and +5.6% respectively.

The Bank of Japan (BoJ) bought ¥5 trillion of JGBs to defend the target, its largest ever daily amount of bond buying, which followed ¥4.6 trillion of purchases earlier.

Eurozone Q4 GDP surprised at +0.1% q/q against -0.1 expected, raising hopes that a recession may be avoided. However, Italian GDP was weaker at -0.1% q/q, along with German GDP at -0.2% q/q with the possibility of downward revisions given German retail sales for December printed at -5.3% m/m against -0.2% expected.

Chinese trade data saw exports at -9.9% y/y (consensus -11.1%) and imports down -7.5% y/y (consensus -10.0%), though the impact of Covid in December clouds the numbers. China's population dropped in 2022 for the first time since 1961, by 850,000 to 1.412 billion. There are fears that as China's population declines, this will constrain potential growth. Meanwhile, China's re-opening continues to drive optimism, resulting in most commodity prices to trade higher.

The MSCI World ex-Aus Index rose +6.92% for the month of January:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+6.18%	+5.28%	-9.72%	+8.12%	+7.62%	+10.53%
MSCI World ex-AUS	+6.92%	+9.06%	-9.32%	+5.98%	+4.78%	+7.29%
S&P ASX 200 Accum. Index	+6.23%	+9.59%	+12.21%	+5.96%	+8.51%	+8.75%

Source: S&P, MSCI

Monthly Investment Report: January 2023



Domestic Market

The unemployment rate in December was unchanged at 3.5% from an upwardly revised November figure. The participation rate fell 0.2% to 66.6% from 66.8%, back to its October level after the bounce in November, and has also been broadly steady at 66.6% in H2 2022.

With unemployment hovering around a 48-year low, businesses are finding it incredibly difficult to find workers. About 90% of bosses expect staffing shortages will affect their business this year, according to the Australian Industry Group's annual survey of CEO expectations.

Q4 CPI rose more than expected at +1.9% (consensus +1.5%), taking the annual rate to +7.8%, the highest peak since 1990, driven by increases in domestic holidays, international travel and higher electricity prices. The trimmed mean rose +1.7% over the quarter, with the annual rate coming in at +6.9%.

Sydney house prices have had their steepest annual fall on record, declining 10.9% last year as rising interest rates took a toll on buyer demand and spending power. House prices are now 11.3% below their early 2022 peak, but is still 24.2% higher than they were when the market troughed in mid-2020.

Dwelling approvals fell -9.0% m/m in November (consensus 0%). That's the third consecutive month of decline and follows October's 5.6% fall.

Retail sales fell a sharp -3.9% m/m in December (consensus -0.2%), following an upwardly revised November to +1.7% m/m (from 1.4%). The key implication is that we may be starting to see the first signs that monetary tightening is starting to weigh on consumption.

The November trade balance was up 0.5bn to \$13.2bn from an upwardly revised October figure.

The Australian dollar gained +3.87%, finishing the month at US70.37 cents (from US67.75 cents the previous month).

Credit Market

The global credit indices tightened significantly over January in the 'risk-on' environment. They are now back to their levels in early 2022 (prior to the rate hike cycle from most central banks):

Index	January 2023	December 2022
CDX North American 5yr CDS	72bp	86bp
iTraxx Europe 5yr CDS	79bp	98bp
iTraxx Australia 5yr CDS	82bp	91bp

Source: Markit

Monthly Investment Report: January 2023



Fixed Interest Review

Benchmark Index Returns

Index	January 2023	December 2022
Bloomberg AusBond Bank Bill Index (0+YR)	+0.27%	+0.25%
Bloomberg AusBond Composite Bond Index (0+YR)	+2.76%	-2.06%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.42%	+0.34%
Bloomberg AusBond Credit Index (0+YR)	+2.19%	-0.62%
Bloomberg AusBond Treasury Index (0+YR)	+2.94%	-2.37%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+4.87%	-2.74%

Source: Bloomberg

Other Key Rates

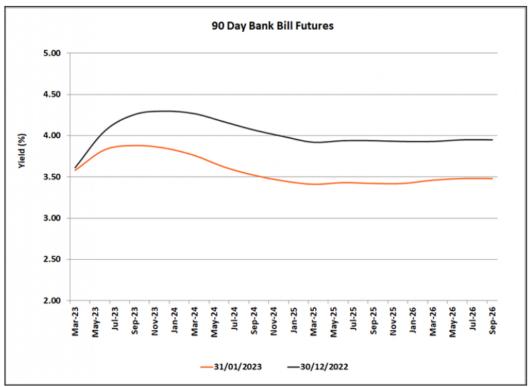
Index	January 2023	December 2022
RBA Official Cash Rate	3.10%	3.10%
90 Day (3 month) BBSW Rate	3.37%	3.26%
3yr Australian Government Bonds	3.17%	3.51%
10yr Australian Government Bonds	3.55%	4.05%
US Fed Funds Rate	4.25%-4.50%	4.25%-4.50%
3yr US Treasury Bonds	3.90%	4.22%
10yr US Treasury Bonds	3.52%	3.88%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over January, bill futures fell across the board, with the market reacting to central bank rhetoric, hinting that a pause in the rate hike cycle was fast approaching. The markets continue to factor in the possibility of a global recession over the next few years, highlighted by the drop in the futures pricing in early 2024:



Source: ASX



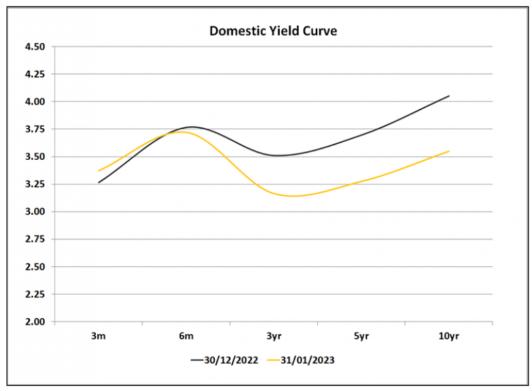
Fixed Interest Outlook

Following the recent soft inflation figures in the US, Fed Funds pricing is now expecting a 25bp hike on 1st February, with around a 40% chance they may also leave rates unchanged.

Domestically, the headline inflation outlook has somewhat receded with growing confidence that construction inflation is in retreat and signs of goods disinflation globally. The labour market remains tight, but timely indicators of labour demand are off their peaks as labour supply has normalised and frictions associated with rapid employment growth out of pandemic impacts moderate. Although labour costs pressures are evident in the latest CPI figures for Q4 2022, there are reasons to be optimistic that some stabilisation in wages growth can occur without a sharply higher unemployment rate, including the normalisation in labour supply.

For now, the RBA continues to signal that it expects to increase interest rates further over the period ahead, with up to 2-3 hikes already largely priced into the market by Q2-Q3 2023, taking the cash rate up to 33%. Thereafter, noting the lags in monetary policy, a pause around the end of Q2-Q3 is likely whilst the RBA monitors the economic data.

Over the month, yields fell up to 50bp at the long-end of the curve:

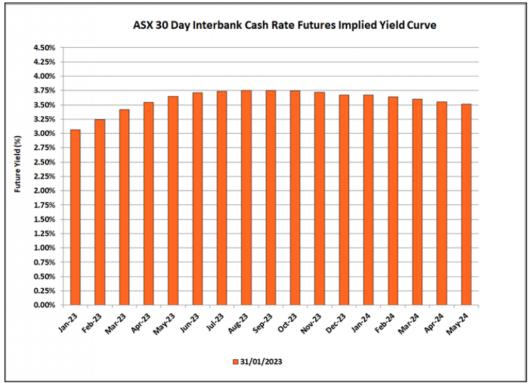


Source: AFMA, ASX, RBA

Monthly Investment Report: January 2023



Markets are currently pricing in around 2-3 additional rate rises into mid-2023 (up to 3.75%). Fears of a looming global recession have actually seen rate cuts start to be priced in towards the start of 2024, although this seems unlikely for now.



Source: ASX

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Monthly Investment Report: January 2023



Investment Report

01/01/2023 to 31/01/2023



Portfolio Valuation as at 31/01/2023

Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Members Equity Bank	BBB+	TD	GENERAL	Annual	22/02/2022	22/02/2023	0.9000	5,000,000.00	42,410.96	3,821.92
ING Direct	Α	TD	GENERAL	Annual	27/02/2020	27/02/2023	1.6000	2,500,000.00	37,041.10	3,397.26
Members Equity Bank	BBB+	TD	GENERAL	Annual	28/02/2022	28/02/2023	0.9000	5,000,000.00	41,671.23	3,821.92
ING Direct	Α	TD	GENERAL	At Maturity	17/03/2022	17/03/2023	1.2500	4,000,000.00	43,972.60	4,246.58
ING Direct	Α	TD	GENERAL	At Maturity	17/03/2022	17/03/2023	1.2500	3,000,000.00	32,979.45	3,184.93
ING Direct	Α	TD	GENERAL	At Maturity	17/03/2022	17/03/2023	1.2500	5,000,000.00	54,965.75	5,308.22
ING Direct	Α	TD	GENERAL	At Maturity	29/03/2022	29/03/2023	1.6000	4,000,000.00	54,180.82	5,435.62
ING Direct	Α	TD	GENERAL	At Maturity	29/03/2022	29/03/2023	1.6000	4,000,000.00	54,180.82	5,435.62
ING Direct	Α	TD	GENERAL	At Maturity	27/04/2022	20/04/2023	2.4500	6,000,000.00	112,767.12	12,484.93
ING Direct	Α	TD	GENERAL	At Maturity	27/04/2022	27/04/2023	2.4500	6,000,000.00	112,767.12	12,484.93
ING Direct	Α	TD	GENERAL	At Maturity	24/05/2022	24/05/2023	3.1500	5,000,000.00	109,171.23	13,376.71
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	29/05/2023	2.5500	4,000,000.00	69,024.66	8,663.01
BOQ	BBB+	TD	GENERAL	At Maturity	02/06/2022	02/06/2023	3.3100	5,000,000.00	110,635.62	14,056.16
BOQ	BBB+	TD	GENERAL	At Maturity	02/06/2022	02/06/2023	3.3100	5,000,000.00	110,635.62	14,056.16
Westpac	AA-	TD	GENERAL	At Maturity	15/06/2022	15/06/2023	4.0400	5,000,000.00	127,841.10	17,156.16
Westpac	AA-	TD	GENERAL	At Maturity	15/06/2022	15/06/2023	4.0400	5,000,000.00	127,841.10	17,156.16
BOQ	BBB+	TD	GENERAL	Annual	19/06/2020	19/06/2023	1.3500	2,000,000.00	16,717.81	2,293.15
ING Direct	Α	TD	GENERAL	At Maturity	27/06/2022	27/06/2023	3.9500	5,000,000.00	118,500.00	16,773.97



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Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
воо	BBB+	TD	GENERAL	Annual	27/06/2019	27/06/2023	2.2000	5,000,000.00	66,000.00	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	At Maturity	03/08/2022	03/08/2023	3.7400	4,000,000.00	74,595.07	12,705.75
Westpac	AA-	TD	GENERAL	At Maturity	09/08/2022	09/08/2023	3.9200	3,000,000.00	56,705.75	9,987.95
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	11/08/2023	0.5600	5,000,000.00	6,290.41	2,378.08
Westpac	AA-	TD	LOCAL BRANCH	At Maturity	22/08/2022	21/08/2023	1.1000	20,000.00	98.25	18.68
MyState Bank	ввв	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	13,808.22	3,057.53
MyState Bank	ввв	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	13,808.22	3,057.53
Westpac	AA-	TD	GENERAL	Quarterly	10/10/2022	10/10/2023	4.3300	3,000,000.00	7,829.59	7,829.59
AMP Bank	ввв	TD	GENERAL	Annual	12/10/2021	12/10/2023	0.8000	3,000,000.00	7,364.38	2,038.36
Australian Unity Bank	BBB+	TD	GENERAL	Annual	22/11/2022	22/11/2023	4.3900	5,000,000.00	42,697.26	18,642.47
ICBC Sydney Branch	Α	TD	GENERAL	Annual	27/11/2019	27/11/2023	1.7600	6,000,000.00	18,805.48	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	Α	TD	GENERAL	Annual	16/12/2019	18/12/2023	1.8100	4,000,000.00	9,322.74	6,149.04
Westpac	AA-	TD	GENERAL	Quarterly	02/02/2022	02/02/2024	1.4500	2,500,000.00	9,037.67	3,078.77
Westpac	AA-	TD	GENERAL	Annual	08/02/2022	08/02/2024	1.5500	4,000,000.00	60,810.96	5,265.75
MyState Bank	ВВВ	TD	GENERAL	Annual	28/02/2022	28/02/2024	1.8000	5,000,000.00	83,342.47	7,643.84
P&N Bank	ВВВ	TD	GENERAL	Annual	02/03/2022	04/03/2024	1.7000	4,000,000.00	62,597.26	5,775.34
Auswide Bank	ввв	TD	GENERAL	At Maturity	02/03/2020	04/03/2024	1.7500	3,000,000.00	153,328.77	4,458.90
NAB	AA-	TD	GENERAL	Annual	04/04/2022	04/04/2024	2.6000	4,000,000.00	86,334.25	8,832.88



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Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
BOQ	BBB+	TD	GENERAL	Annual	18/06/2020	18/06/2024	1.4500	3,000,000.00	26,934.25	3,694.52
ING Direct	Α	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	4.0386	3,004,329.68	18,920.56	10,290.13
P&N Bank	ввв	TD	GENERAL	Annual	13/09/2022	13/09/2024	4.4500	6,000,000.00	103,142.47	22,676.71
ICBC Sydney Branch	Α	TD	GENERAL	Annual	14/09/2022	16/09/2024	4.5500	5,000,000.00	87,260.27	19,321.92
BOQ	BBB+	TD	GENERAL	Annual	27/09/2019	27/09/2024	2.0000	2,000,000.00	13,917.81	3,397.26
Westpac	AA-	TD	GENERAL	Quarterly	10/10/2022	10/10/2024	4.5800	4,000,000.00	11,042.19	11,042.19
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	11,726.03	3,397.26
ICBC Sydney Branch	Α	TD	GENERAL	Annual	03/11/2021	04/11/2024	1.6500	3,000,000.00	12,205.48	4,204.11
ICBC Sydney Branch	Α	TD	GENERAL	Annual	07/11/2022	07/11/2024	4.8500	5,000,000.00	57,136.99	20,595.89
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
Westpac	AA-	TD	GENERAL	Quarterly	02/12/2021	02/12/2024	1.6200	2,000,000.00	5,414.79	2,751.78



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ATTACHMENT



ICBC Sydney Branch A TD GENERAL Annual O9/12/2021 O9/12/2024 1/9200 5,000,000.00 14,202.74 8,153.42 Northern Territory Treasury AA- BOND GENERAL Semi-Annual O7/09/2021 1/9/12/2024 0,9000 5,000,000.00 5,907,000 5,917,81 3,821,92 NAB AA- TD GENERAL Annual 28/01/2021 29/01/2025 0,7200 4,000,000.00 157,81 157,81 157,81 Westpac AA- TD GENERAL Quarterly 02/02/2022 03/09/2025 1,8000 2,500,000.00 113,493,47 11,349,47 10,443,84 3,844,38 PAN Bank BBB TD GENERAL Annual 15/02/2022 1/7/09/2025 2,2700 5,000,000.00 113,954,79 11,044,38 113,954,79 11,044,38 PAN Bank BBB TD GENERAL Annual 22/02/2022 24/02/2025 2,2500 5,000,000.00 38,641,10 3,482,19 11,054,78 11,054	Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB AA- TD GENERAL Annual 29/01/2021 29/01/2025 0.7200 4,000,000.00 157.81 157.81 Westpac AA- TD GENERAL Quarterity 02/02/2022 03/02/2025 1.8200 2,500,000.00 11,343.84 3,864.38 P&N Bank BBB TD GENERAL Annual 15/02/2022 17/02/2025 2,3700 5,000,000.00 113,459.479 10,064.38 P&N Bank BBB TD GENERAL Annual 22/02/2022 24/02/2025 2,0500 2,000,000.00 38,541.10 3,482.19 MyState Bank BBB TD GENERAL Annual 22/02/2022 28/02/2022 2,5000 5,000,000.00 104,178.08 9,554.79 ICBC Sydney Branch A TD GENERAL Annual 02/03/2022 2,8002/2025 2,2000 4,000,000.00 34,880.82 3,227.40 P&N Bank BBB TD GENERAL Annual 1,500/2022 1,700/2025 2,4600 3,000,000.00 <td< td=""><td>ICBC Sydney Branch</td><td>Α</td><td>TD</td><td>GENERAL</td><td>Annual</td><td>09/12/2021</td><td>09/12/2024</td><td>1.9200</td><td>5,000,000.00</td><td>14,202.74</td><td>8,153.42</td></td<>	ICBC Sydney Branch	Α	TD	GENERAL	Annual	09/12/2021	09/12/2024	1.9200	5,000,000.00	14,202.74	8,153.42
Westpac AA TD GENERAL Quarterly 02/02/2022 03/02/2025 1.8200 2,500,000.00 11,343.84 3,864.38 P&N Bank BBB TD GENERAL Annual 15/02/2022 17/02/2025 2,3700 5,000,000.00 113,954.79 10,064.38 P&N Bank BBB TD GENERAL Annual 22/02/2022 24/02/2025 2,0500 2,000,000.00 38,641.10 3,482.19 MyState Bank BBB TD GENERAL Annual 28/02/2022 28/02/2025 2,500 5,000,000.00 104,178.08 9,554.79 ICBC Sydney Branch A TD GENERAL Annual 02/03/2022 03/03/2025 2,3000 4,000,000.00 84,690.41 7,813.70 NAB AA- TD GENERAL Annual 15/03/2022 17/03/2025 2,400 3,000.000.00 34,980.82 3,227.40 P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2,400 3,000,000.00 1	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
P&N Bank BBB TD GENERAL Annual 15/02/2022 17/02/2025 2.3700 5,000,000.00 113,954.79 10,084.38 P&N Bank BBB TD GENERAL Annual 22/02/2022 24/02/2025 2.0500 2,000,000.00 38,641.10 3,482.19 MyState Bank BBB TD GENERAL Annual 28/02/2022 28/02/2025 2.2500 5,000,000.00 104,178.08 9,554.79 ICBC Sydney Branch A TD GENERAL Annual 02/03/2022 03/03/2025 2.3000 4,000,000.00 84,690.41 7,813.70 NAB AA- TD GENERAL Annual 02/03/2022 03/03/2025 0.9500 4,000,000.00 34,980.82 3,227.40 P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2.4600 3,000,000.00 65,307.95 6,267.95 P&N Bank BBB TD GENERAL Annual 18/06/2022 18/06/2025 1.7500 2,000,000.00 <td< td=""><td>NAB</td><td>AA-</td><td>TD</td><td>GENERAL</td><td>Annual</td><td>29/01/2021</td><td>29/01/2025</td><td>0.7200</td><td>4,000,000.00</td><td>157.81</td><td>157.81</td></td<>	NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2025	0.7200	4,000,000.00	157.81	157.81
P&N Bank BBB TD GENERAL Annual 22/02/2022 24/02/2025 2.0500 2.000,000.00 38,641.10 3,482.19 MyState Bank BBB TD GENERAL Annual 28/02/2022 28/02/2025 2.2500 5,000,000.00 104,178.08 9,554.79 ICBC Sydney Branch A TD GENERAL Annual 02/03/2022 03/03/2025 2.3000 4,000,000.00 84,690.41 7,813.70 NAB AA- TD GENERAL Annual 02/03/2021 03/03/2025 0.9500 4,000,000.00 34,980.82 3,227.40 P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2.4600 3,000,000.00 65,307.95 6,267.95 P&N Bank BBB TD GENERAL Annual 18/03/2022 28/03/2025 2.9000 5,000,000.00 123,150.68 12,315.07 ICBC Sydney Branch A TD GENERAL Annual 18/06/2020 18/06/2025 1.7500 2,000,000.00	Westpac	AA-	TD	GENERAL	Quarterly	02/02/2022	03/02/2025	1.8200	2,500,000.00	11,343.84	3,864.38
MyState Bank BBB TD GENERAL Annual 28/02/2022 28/02/2025 2.2500 5,000,000.00 104,178.08 9,554.79 ICBC Sydney Branch A TD GENERAL Annual 02/03/2022 03/03/2025 2.3000 4,000,000.00 84,690.41 7,813.70 NAB AA- TD GENERAL Annual 02/03/2021 03/03/2025 0.9500 4,000,000.00 34,980.82 3,227.40 P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2.4600 3,000,000.00 65,307.95 6,267.95 P&N Bank BBB TD GENERAL Annual 28/03/2022 28/03/2025 2.9000 5,000,000.00 123,150.68 12,315.07 ICBC Sydney Branch A TD GENERAL Annual 18/06/2020 18/06/2025 1.7500 2,000,000.00 21,671.23 2,972.60 NAB AA- TD GENERAL Annual 16/08/2025 1,000 5,000,000.00 26,027.40 <t< td=""><td>P&N Bank</td><td>ВВВ</td><td>TD</td><td>GENERAL</td><td>Annual</td><td>15/02/2022</td><td>17/02/2025</td><td>2.3700</td><td>5,000,000.00</td><td>113,954.79</td><td>10,064.38</td></t<>	P&N Bank	ВВВ	TD	GENERAL	Annual	15/02/2022	17/02/2025	2.3700	5,000,000.00	113,954.79	10,064.38
ICBC Sydney Branch A TD GENERAL Annual 02/03/2022 03/03/2025 2 3000 4 ,000,000.00 84,690.41 7,813.70 NAB AA- TD GENERAL Annual 02/03/2021 03/03/2025 0,9500 4 ,000,000.00 34,980.82 3,227.40 P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2 4600 3,000,000.00 65,307.95 6,267.95 P&N Bank BBB TD GENERAL Annual 28/03/2022 28/03/2025 2 9000 5,000,000.00 123,150.68 12,315.07 ICBC Sydney Branch A TD GENERAL Annual 18/06/2020 18/06/2025 1.7500 2,000,000.00 21,671.23 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 16/08/2022 18/08/2025 1.200 5,000,000.00 24,986.30 5,095.89 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 ICBC Sydney Branch A TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 19/09/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	P&N Bank	ВВВ	TD	GENERAL	Annual	22/02/2022	24/02/2025	2.0500	2,000,000.00	38,641.10	3,482.19
NAB AA- TD GENERAL Annual 02/03/2021 03/03/2025 0.9500 4,000,000.00 34,980.82 3,227.40 P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2.4600 3,000,000.00 65,307.95 6,267.95 P&N Bank BBB TD GENERAL Annual 28/03/2022 28/03/2025 2.9000 5,000,000.00 123,150.68 12,315.07 ICBC Sydney Branch A TD GENERAL Annual 18/06/2020 18/06/2025 1.7500 2,000,000.00 21,671.23 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 16/08/2022 18/08/2025 4.4200 4,000,000.00 81,860.82 15,015.89 ICBC Sydney Branch A TD GENERAL Annual 13/09/2022 15/09/2025 1.2000 5,000,000.00	MyState Bank	ВВВ	TD	GENERAL	Annual	28/02/2022	28/02/2025	2.2500	5,000,000.00	104,178.08	9,554.79
P&N Bank BBB TD GENERAL Annual 15/03/2022 17/03/2025 2,4600 3,000,000.00 65,307.95 6,267.95 P&N Bank BBB TD GENERAL Annual 28/03/2022 28/03/2025 2,9000 5,000,000.00 123,150.68 12,315.07 ICBC Sydney Branch A TD GENERAL Annual 18/06/2020 18/06/2025 1.7500 2,000,000.00 21,671.23 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 16/08/2022 18/08/2025 4.4200 4,000,000.00 81,860.82 15,015.89 ICBC Sydney Branch A TD GENERAL Annual 02/09/2021 02/09/2025 1.2000 5,000,000.00 24,986.30 5,995.89 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00	ICBC Sydney Branch	А	TD	GENERAL	Annual	02/03/2022	03/03/2025	2.3000	4,000,000.00	84,690.41	7,813.70
P&N Bank BBB TD GENERAL Annual 28/03/2022 28/03/2025 2.9000 5,000,000.00 123,150.68 12,315.07 ICBC Sydney Branch A TD GENERAL Annual 18/06/2020 18/06/2025 1.7500 2,000,000.00 21,671.23 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 16/08/2022 18/08/2025 4.4200 4,000,000.00 81,860.82 15,015.89 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 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 <td>NAB</td> <td>AA-</td> <td>TD</td> <td>GENERAL</td> <td>Annual</td> <td>02/03/2021</td> <td>03/03/2025</td> <td>0.9500</td> <td>4,000,000.00</td> <td>34,980.82</td> <td>3,227.40</td>	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 21,671.23 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 16/08/2022 18/08/2025 4.4200 4,000,000.00 81,860.82 15,015.89 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 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 10/10/2025 4.8400 3,000,000.00 45,350.	P&N Bank	ВВВ	TD	GENERAL	Annual	15/03/2022	17/03/2025	2.4600	3,000,000.00	65,307.95	6,267.95
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 16/08/2022 18/08/2025 4.4200 4,000,000.00 81,860.82 15,015.89 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 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	P&N Bank	ВВВ	TD	GENERAL	Annual	28/03/2022	28/03/2025	2.9000	5,000,000.00	123,150.68	12,315.07
ICBC Sydney Branch A TD GENERAL Annual 16/08/2022 18/08/2025 4.4200 4,000,000.00 81,860.82 15,015.89 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 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	ICBC Sydney Branch	Α	TD	GENERAL	Annual	18/06/2020	18/06/2025	1.7500	2,000,000.00	21,671.23	2,972.60
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 P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	NAB	AA-	TD	GENERAL	Annual	26/07/2021	28/07/2025	1.0000	5,000,000.00	26,027.40	4,246.58
P&N Bank BBB TD GENERAL Annual 13/09/2022 15/09/2025 4.6500 4,000,000.00 71,852.05 15,797.26 P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	ICBC Sydney Branch	Α	TD	GENERAL	Annual	16/08/2022	18/08/2025	4.4200	4,000,000.00	81,860.82	15,015.89
P&N Bank BBB TD GENERAL Annual 19/09/2022 19/09/2025 4.6500 5,000,000.00 85,993.15 19,746.58 ICBC Sydney Branch A TD GENERAL Annual 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	ICBC Sydney Branch	Α	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 10/10/2022 10/10/2025 4.8400 3,000,000.00 45,350.14 12,332.05 ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	P&N Bank	ВВВ	TD	GENERAL	Annual	13/09/2022	15/09/2025	4.6500	4,000,000.00	71,852.05	15,797.26
ICBC Sydney Branch A TD GENERAL Annual 16/10/2020 16/10/2025 1.2000 5,000,000.00 17,589.04 5,095.89	P&N Bank	ВВВ	TD	GENERAL	Annual	19/09/2022	19/09/2025	4.6500	5,000,000.00	85,993.15	19,746.58
	ICBC Sydney Branch	Α	TD	GENERAL	Annual	10/10/2022	10/10/2025	4.8400	3,000,000.00	45,350.14	12,332.05
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	ICBC Sydney Branch	Α	TD	GENERAL	Annual	16/10/2020	16/10/2025	1.2000	5,000,000.00	17,589.04	5,095.89
	ICBC Sydney Branch	Α	TD	GENERAL	Annual	17/11/2020	17/11/2025	1.3000	6,500,000.00	17,594.52	7,176.71

IMPERIUM MARKETS

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Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
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	Α	TD	GENERAL	Annual	03/12/2020	03/12/2025	1.2000	5,000,000.00	9,534.25	5,095.89
P&N Bank	ввв	TD	GENERAL	Annual	05/12/2022	05/12/2025	4.6500	5,000,000.00	36,945.21	19,746.58
ICBC Sydney Branch	Α	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	199.45	199.45
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
ICBC Sydney Branch	Α	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	А	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



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ATTACHMENT

ORDINARY COUNCIL 16/02/2023



Issuer	Rating	Туре	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Westpac	AA-	CASH	GENERAL	Monthly	31/01/2023	31/01/2023	3.3500	20,545,877.85	61,570.12	61,570.12
TOTALS								416,070,207.53	4,030,710.71	736,825.24

Glasshouse Financial Statements for the period ending 31 December 2022

	Original Annual Budget	Current Annual Budget	Budent		Quarter	Varianas	Budget	Year to		Varianas
Note	s \$	\$	Budget \$	Actual \$	Variance \$	Variance %	Budget \$	Actual \$	Variance \$	Variance %
<u>Operating</u>	3			•	•	,,,			•	70
Operating Income										
Operating Contributions and Grants	0	0	0	0	0		0	0	0	
Venue Hire (including hirer promotors events)	1,243,800	1,243,800	309,325	318,974	9,649	103%	621,906	695,800	73,894	112%
Performing Arts - Show Income	316,000	316,000	52,895	41,397	(11,498)	78%	157,999	158,773	774	100%
Gallery - Income	20,300	20,300	5,594 894	6,104 299	510	109%	10,152	3,500	(6,652)	34%
VIC - Income Bar/Café Sales	4,000 205,000	4,000 205,000	64,119	60,509	(596) (3,611)	33% 94%	2,004 102,500	1,026 117,546	(978) 15,046	51% 115%
Retail Income	60,900	60,900	16,023	10,094	(5,929)	63%	30,450	17,036	(13,414)	56%
Rental Income received	0	00,000	0	0	0,020)	0070	00,100	0	0	0070
Sponsorships/Donations/Memberships	55,300	55,300	28,089	19,783	(8,306)	70%	27,648	26,406	(1,242)	96%
Operating Income Total	1,905,300	1,905,300	476,939	457,159	(19,780)	96%	952,659	1,020,088	67,429	107%
Operating Expenditure										
Building Operational Expenses	550,051	550,051	132,575	134,310	(1,734)	101%	296,226	290,444	5,782	98%
Building Maintenance	280,200	280,200	49,047	59,017	(9,970)	120%	175,864	75,625	100,239	43%
Administration Operational Expenses	64,600	64,600	13,416	6,999	6,417	52%	34,465	23,887	10,578	69%
Salaries and oncosts	1,655,252	1,655,252	398,753	379,632	19,121	95%	827,630	766,017	61,613	93%
Community Discount Bar/Café Operations	75,000 89,900	75,000 89,900	27,527 30,522	24,754 32,166	2,773 (1,644)	90% 105%	37,500 44,958	53,061 61,608	(15,561) (16,650)	141% 137%
Marketing and Promotion	93,400	93,400	19,045	8,811	10,234	46%	46,699	16,338	30,361	35%
Performing Arts - Show Expenditure	318,500	318,500	80,984	92,667	(11,682)	114%	159,256	164,246	(4,990)	103%
Gallery Expenditure	227,400	227,400	56,799	38,346	18,453	68%	116,756	104,796	11,960	90%
Retail Expenditure	4,500	4,500	1,185	492	694	41%	2,246	3,091	(845)	138%
Venue Hire Costs (including hirer promotors events)	394,857	394,857	100,157	85,248	14,908	85%	197,436	208,363	(10,927)	106%
Sponsorship/Donations/Memberships Expense	10,200	10,200	2,444	1,783	661	73%	5,100	2,877	2,223	56%
Council Overheads	488,110	488,110	121,996	122,027	(32)	100%	243,959	244,055	(96)	100%
Operating Expenditure Total	4,251,970	4,251,970	1,034,449	986,252	48,197	95%	2,188,095	2,014,408	173,687	92%
Operating Surplus (Deficit)	(2,346,670)	(2,346,670)	(557,510)	(529,093)	28,417	95%	(1,235,436)	(994,320)	241,116	80%
Interest and Depreciation										
Interest Repayments	257,934	257,934	142,265	142,265	0	100%	142,265	142,265	(0)	100%
Depreciation Interest and Depreciation Total	863,200 1,121,134	863,200 1,121,134	222,521 364,786	222,521 364,786	0	100% 100%	431,598 573,863	431,598 573,863	(0)	100% 100%
Total Operating Surplus (Deficit)	(3,467,804)	(3,467,804)	(922,296)	(893,879)	28,417	97%	(1,809,299)	(1 568 184)	241,115	87%
	(0,101,001)	(0,101,001)	(022,200)	(000,010)	20,111	0170	(1,000,200)	(1,000,101)	211,110	0170
<u>Capital</u>										
Capital Income		0	0		0		0		0	
Capital Contributions and Grants Depreciation	0 863,200	0 863,200	0 222,521	0 222,521	0	100%	0 431,598	0 431,598	0	100%
Capital Income Total	863,200	863,200	222,521	222,521	0		431,598	431,598	0	100%
Capital Expenditure										
Acquisition of Assets	66,000	66,000	375	27,840	(27,465)	7424%	33,000	31,468	1,532	95%
Transfers to Reserves	0	0	0	0	Ó		0	0	0	
Loan Principal Repayment	2,019,217	2,019,217	0	0	0		998,804	998,804	(0)	100%
Capital Expenditure Total	2,085,217	2,085,217	375	27,840	(27,465)	7424%	1,031,804	1,030,272	1,532	100%
Total Capital Surplus (Deficit)	(1,222,017)	(1,222,017)	222,146	194,680	(27,465)	88%	(600,206)	(598,674)	1,532	100%
Total Cash Position (before funding)	(4,689,821)	(4,689,821)	(700,151)	(699,199)	952	100%	(2,409,505)	(2,166,858)	242,647	90%
Funded By:-										
Reserves	66,000	66,000	375	27,840	(27,465)	7424%	33,000	31,468	1,532	95%
Other Funds	0	0	0	0	0		0	0	0	
General Council Revenue	4,623,821	4,623,821	699,776	671,359	28,417	96%	2,376,505	2,135,390	241,115	90%
Total Cash Funding Sources	4,689,821	4,689,821	700,151	699,199	952	100%	2,409,505	2,166,858	242,647	90%

GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS - FEBRUARY 2022

Key Outcomes:	Actions:	Progress achieved as at 31 December 2022
Enhancing utilisation, visitation and participation	Cultural Plan Action 1.3 Venues and spaces	
Ensuring the delivery of high quality cultural, community and commercial activities	1.3.1 Market and promote the Glasshouse performance, exhibition and event spaces as the premier venue in the region	Forecourt Business events television advertisement scheduled monthly
	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	 Council's Schedule of Fees and Charges includes: 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	Planned preventative and reactive maintenance on the building and equipment completed, including: Air conditioning duct repaired Follow spot and dimmer lights serviced Lifts serviced Foyer projector replaced Ice machine replaced Green room fridge replaced Boardroom one (1) repainted Rail on bridge one (1) re-installed Door counters repaired Theatre doors serviced Workshops cleaned and restocked Repairs to walls in foyer and basement completed
	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)	Presented seven (7) productions as part of the 2022 Theatre Program, which included Opera Australia and the Sydney Comedy Festival Presented a total of seven (7) exhibitions in the Regional Gallery
	1.4.2 Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse	The Regional Gallery presented three (3) exhibitions featuring works by 96 local artists, which included high school and TAFE students, many of whom have never exhibited before Events included multiple public programs including exhibition opening events, artist/curator talks and art workshops as part of the Explore Excite Ignite Creative Learning Program including the delivery of: Masterclasses - by three (3) local artists Craft and Cocktails - by four (4) local artists
	1.4.3 Attract international standard commercial touring productions to the Glasshouse	Presented 45 performances by commercial touring companies
	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	 Developed Catalogue for future exhibition - Sydney Printmakers - Professional development Craft and cocktails and Masterclass delivery - provides employment and professional development to all facilitating artists Exhibition Proposals - provides professional development in artistic practice and exhibition development and display, Creative Regional Showcase Accessibility to local Arts and community organisations or groups promoting services that they provide in the community. As part of the 2022 Theatre Program, facilitated the Opera Australia Children's Chorus including the recruitment of a local chorus master who auditioned over 50 students. The choir of 24 children aged 9-14 years trained, rehearsed (over several months) and then performed in the main production with Opera Australia Singers and Instrumentalists.

GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS - FEBRUARY 2022

Key Outcomes:	Actions:	Progress achieved as at 31 December 2022
	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	The following activities were delivered as part of the 2022 Education @ Glasshouse Program: Seven (7) Theatre performances (pre-school to year 12) Erth's Prehistoric World workshop - puppetry workshop Opera Australia Community Engagement Program - included 9 workshops covering instrumental, vocal and conductor tuition, career pathways and individual coaching Gravity and Other Myths - circus and physical theatre workshop Edward the Emu - in school workshops - six (6) sessions Courage to Care Exhibition Tours and Workshops - 660 attendees Courage to Care - Incursions to local schools - 527 attendees Exhibition based workshops or schools - two (2) sessions On-Demand Gallery Tours Heritage in a box - one (1) school Education Kits - Suspended Moments, Courage to Care Sprouts School Holiday Program - eight (8) sessions Behind the Scenes Tours
	2.1.2 Investigate digital programming opportunities to increase the accessibility of Glasshouse programs and events	The 2022 Visual Arts Program delivered: Online Create At Home activities with Gabriella Domin, local artist
	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	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	 Support provided to local organisations including Luminosity Youth Summit and The Port Macquarie and District Dance Eisteddfod Support provided to 6 local schools in the delivery of 11 performances Delivered Council events including the Destination Brand Meeting and 2022 PMHC Staff Awards Provided off-site production and technical services for the delivery of Council's Community Engagement - Lake Cathie Town Meeting and Laurieton Council Meeting
Developing successful partnerships	Cultural Plan Action 3.1 Collaborative partnerships	
Working with key stakeholders in the community, government and industry to support the delivery of cultural, community and commercial activities	3.1.1 Partner with key stakeholders in the community, government and industry to support the delivery of cultural and community programs	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	2023 Glasshouse memberships went on sale on 1 December 2022 and as at 30 December 2022, there were 540 Glasshouse Members registered for the 2023 Season
	3.1.3 Deliver a range of Visitor Information services within the Glasshouse to market our region's rich and diverse experiences	 Regular Visitor Information Centre (VIC) updates presented to the Greater Port Macquarie (GPM)Tourism Marketing Sub-Committee New window skin installed with Visitor Information for out of hours, to comply with accreditation requirements Product familiarisation visits resumed with a historic tour and river cruise for Tourism Ambassador volunteers Partnered with the GPM Tourism Association and Discover Media to develop a new free tourist map available at the Visitor Information Centre VIC tourism wall skin updated with the new Greater Port Macquarie destination brand

GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS - FEBRUARY 2022

Key Outcomes:	Actions:	Progress achieved as at 31 December 2022
	Cultural Plan Action 3.2 Cultural marketing and communications plan	
	3.2.1 Review and update the Glasshouse Marketing and Sales Plan	Glasshouse Marketing and Sales Plan review planned for 2023
	3.2.2 Implement targeted marketing and sales strategies to increase awareness, enhance utilisation, increase event visitation and maximise cultural, community and commercial outcomes	 Developed new Gallery A5 collateral for each exhibition Increased social media activity in local forums to promote events and drive last minute ticket sales
Promoting viability and ensuring good governance	Cultural Plan Action 4.1 Funding	
Applying a prudent financial management focus and open and transparent decision-	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	See attached 2022-23 Financial Statement
making, to manage the net cost of the operation of the Glasshouse to the community	4.1.2 Increase operating revenue at the Glasshouse (OP 1.5.3.1)	See attached 2022-23 Financial Statement
	4.1.3 Review current revenue sources and investigate the commercial viability of identified new revenue sources (OP 1.5.4.1)	Glasshouse venue hire fees benchmarked against other similar regional venues using data published by the national peak body Performing Arts Connections Australia
	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	 Secured 26 new venue hire clients for performance and business events Grant funding application to Create NSW for the Creative Capital Minor Works and Equipment Round 2 to upgrade the Glasshouse Gallery lighting. Submission was successful, \$239,108 awarded and the project is due to commence in 3rd quarter 2022-2023.
	4.1.5 Review Glasshouse sponsorship / partnership and membership programs and identify new opportunities to support the delivery of cultural and community programs	Developed the Glasshouse Partnership Prospectus and advertised 2023 opportunities in market as per the PMHC Sponsorship Policy Ongoing focus on Partnership relationships Partnerships renewed for 2023 include WIN Television, Port Macquarie Hastings Libraries 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	Planned for 2023
	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	Reports presented in February and August 2022
	4.7.2 Undertake an economic impact assessment to measure and report on the benefits of the Glasshouse to the local and regional economy	Planned for 2023

Legend:	Yes successful	Partial funding received	TBA - Grant still	No unsuccessful	
			being assessed		

				GRANTS REC	GISTER (2022 - 2023)								
Nu mber	Date App. Submitted	Date \$ Advised	Project Title	Grant Program	Organisation Offering the Grant	Grant a applie		Council's contribution		Amounted granted	Funding Type (Local, State, Federal)	Grant Successful?	Estimated prep time (hours)
1	1/07/2022		Coastal recreational user needs analysis	Coastal and Estuary Grants Program	NSW Department of Planning & Environment (DPE)	\$	66,666.00	\$ 22,222.00	5	66,666.00	NSW	Yes	7
2	4/07/2022	1/10/2022	3 x Reconnect Events (Wauchope, Port Macquarie, Laurieton)	Reconnecting Regional NSW - Community Events	Department of Regional NSW	\$ 3	11,547.00	\$ -	\$	311,547.00	NSW	Yes	21
3	5/07/2022	12/10/2022	Culvert Condition, Risk and Vulnerability Assessment	Local & Regional Risk Reduction	Resilience NSW	\$ 30	00,000.00	\$ -	\$	260,871.00	NSW	Partial	14
4	27/07/2022	1/10/2022	Illaroo Rd Stormwater Protection & Dune Rehabilitation Works	Coast & Estuary Significant Open Coast Hazard	NSW Department of Planning & Environment (DPE)	\$ 25	50,000.00		Т		NSW	No	14
5	8/08/2022	16/11/2022	Glasshouse Gallery Lighting Upgrade	Creative Capital Minor Works and Equiment Round 2	Create NSW	\$ 23	39,108.00		Т		NSW	TBA	21
6	24/08/2022		Airport Emergency Response Facilties Business Case	Business Case and Strategy Development Fund	Regional NSW	\$ 8	80,000.00				NSW	TBA	14
7	24/08/2022	25/01/2023		Business Case and Strategy Development Fund	Regional NSW	\$!	50,000.00		Т		NSW	No	14
8	30/08/2022	2/11/2022	Dredging Lower Cathie Creek and Sand Nourishment of Lighthouse Beach, Lake Cathie	Coastal and Estuary Grants Program	NSW Department of Planning & Environment (DPE)	\$ 23	35,000.00	\$ 235,000.0	0 \$	235,000.00	NSW	Yes	7
9	30/08/2022	2/11/2022	Camden Haven Flood Study update and extension	2022-23 Floodplain Management Program	NSW Department of Planning & Environment (DPE)	\$ 7	70,000.00	\$ 35,000.0	\$	70,000.00	NSW	Yes	7
10	31/08/2022		1 x Bus Sheiter (Cnr Lake Rd and Gordon St, Port Macquarie Seniors Centre)	CPTIGS Bus Shelters Community Passenger Transport Infrastructure Grants Scheme	TfNSW	\$:	11,500.00				NSW	TBA	5
11	9/09/2022		1. Rollands Plains Road, Telegraph Point	Fixing Local Roads Round 4	TfNSW	\$ 1,98	80,000.00				NSW & Aust	TBA	14
12	9/09/2022		2. Pacific Drive, Port Macquarie	Fixing Local Roads Round 4	TfNSW	\$ 2,38	87,000.00		T		NSW & Aust	TBA	14
13	9/09/2022		3. Hollingworth & Ackroyd St, Port Macquarie	Fixing Local Roads Round 4	TfNSW	\$ 1,24	40,800.00		Τ		NSW & Aust	TBA	14
14	9/09/2022		4. Findlay Avenue, Port Macquarie	Fixing Local Roads Round 4	TfNSW	\$ 43	33,467.00		Т		NSW & Aust	TBA	14
15	9/09/2022		5. Jambali and Bowarra Roads, Port Macquarie	Fixing Local Roads Round 4	TfNSW	\$ 60	06,355.00				NSW & Aust	TBA	14
16	9/09/2022		6. Redbank Road, Wauchope	Fixing Local Roads Round 4	TfNSW	\$ 18	82,592.00		Т		NSW & Aust	TBA	14
17	9/09/2022		7. Stoney Creek Road, Beechwood	Fixing Local Roads Round 4	TfNSW	\$ 1,36	63,824.00				NSW & Aust	TBA	14
18	23/09/2022		Kendall Skate Park new and demolish old	Stronger Country Communities Fund Round 5	Regional NSW	\$ 49	50,000.00		Т		NSW	TBA	14
19	23/09/2022		2. Kew Main Street Beautification	Stronger Country Communities Fund Round 5	Regional NSW	\$ 40	00,000.00		Т		NSW	TBA	14
20	23/09/2022		Port Macquarie Regional Stadium Upgrades (replace 1000 seats and changeroom upgrade	Stronger Country Communities Fund Round 5	Regional NSW	\$ 25	97,582.00				NSW	TBA	14
21	23/09/2022		Port Macquarie Infrastructure Upgrades - Oxley Oval Cricket Nets and Hamilton Green Carpark	Stronger Country Communities Fund Round 5	Regional NSW	\$ 19	90,000.00				NSW	TBA	14
22	23/09/2022			Stronger Country Communities Fund Round 5	Regional NSW	\$ 13	30,000.00				NSW	TBA	14

Number	Date App. Submitted	Date \$ Advised	Project Title	Grant Program	Organisation Offering the Grant	Grant amount applied for	Council's contribution	Amounted granted	Funding Type (Local, State, Federal)	Grant Successful?	(hours)
23	23/09/2022		Lank Bain Sports Facility Upgrades (field lighting and upgrade canteen)	Stronger Country Communities Fund Round 5	Regional NSW	\$ 140,000.0			NSW	TBA	14
24	23/09/2022		7. Bain Park BMX Pump Track	Stronger Country Communities Fund Round 5	Regional NSW	\$ 100,000.0			NSW	TBA	14
25	23/09/2022		8. North Shore Riverside Playground	Stronger Country Communities Fund Round 5	Regional NSW	\$ 140,000.0			NSW	TBA	14
26	26/09/2022	6/12/2022	Tacking Point Lighthouse Platform and accessible boardwalk	Regional Tourism Activation Fund Round 2	Regional NSW	\$ 750,000.0	\$ 300,000.00	\$ 750,000.00	NSW	Yes	21
27	29/09/2022	30/10/2022	Relining stormwater / culverts underneath Ocean Drive North Haven	Regional Roads REPAIR program 2022/2023	Transport for NSW	\$ 286,689.00	\$ 286,689.00	\$ 286,689.00	NSW	Yes	3
28	30/09/2022		Beechwood Rd Yippin Creek flood Free Access	Accelerated Infrastructure Fund	NSW Dept of Planning	\$ 6,000,000.0			NSW	TBA	28
29	30/09/2022		Kew Sewage Treatment Plant Upgrade	Accelerated Infrastructure Fund	NSW Dept of Planning	\$ 13,347,650.0			NSW	TBA	28
30	30/09/2022		3. Thrumster Sporting Complex	Accelerated Infrastructure Fund	NSW Dept of Planning	\$ 15,000,000.0			NSW	TBA	28
31	1/10/2022	10/11/2022	Kew, Kendall, Comboyne, Port Macquarie	Block Grant Assistance to Council for Regional Roads	TfNSW	\$ 1,646,000.0	\$ -	\$ 1,646,000.00	NSW	Yes	14
32	7/10/2022		Has tings District Water Security Project	Safe and Secure Water Program	Water Infrastructure NSW	\$ 450,000.0	\$ -		NSW	TBA	
33	7/10/2022		Wauchope and Beechwood Sewage Treatment Plant Project	Safe and Secure Water Program	Water Infrastructure NSW	\$ 125,000.0	\$ -		NSW	TBA	
34	10/10/2022		Westport Park Boating Facility new amenities building	NSW Boating Now Round 4. EOI APPROVED.	Transport for NSW - Maritime	\$ 246,725.0			NSW	TBA	20
35	19/10/2022		Inspection of Bridges	Fixing Country Roads Round 6	TfNSW	\$ 505,000.0	5 -		NSW	TBA	21
36	24/10/2022		Lome Rd Comboyne Upgrade Ch4850 to Ch14560 (approx 9.71km sealing)	Fixing Country Roads Round 6	TfNSW	\$ 26,430,175.0			NSW	TBA	28
37	28/10/2022	10/11/2022	Splashfest	Summer Holiday Break	Office of Regional NSW	\$ 15,000.0	\$ -		NSW	No	14
38	1/11/2022	12/12/2022	Koala Habitat Mapping	NSW Koala Strategy	NSW Dept of Planning and Environment	\$ 300,000.0	\$ -	\$ 300,000.00	NSW	Yes	14
39	7/11/2022		Port Macquarie Library EV site	The Drive electric NSW EV Destination Charging Grants - Round One	Department of Planning and Environment	\$ 15,200.0		s -	NSW	TBA	14
40	8/11/2022		PMHC Pothole Repair Program	Fixing Local Roads Pothole Repair Fund	TfNSW	\$ 479,315.0	\$ 120,000.00	\$ 479,315.00		Yes	21
41	11/11/2022		Koala Roadstrike Management	Koala Recovery Strategy	Department of Planning and Environment	\$ 215,000.0	\$ -	\$ 215,000.00	NSW	Yes	14
42	23/11/2022		Upgrade of field lighting at Stuart Park (fields 1 to 5)	Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program	NSW Office of Sport	\$ 500,000.0			NSW	TBA	21
43	24/11/2022		Heritage Advisor 2023-2025	NSW Heritage Grants 2023-2025	Heritage NSW	\$ 23,020.0	\$ 23,020.00	\$ 23,020.00	NSW	Yes	5
44	25/11/2022		Port Macquarie Airport Security Screening	Regional Airports Screening Infrastructure (RASI)	Dept of Infrastructure, Transport, Regional Development, Communications & Arts	\$ 76,882.0	5 -	\$ 76,882.00	Aust Govt	Yes	5
45	1/12/2022		1. Betterment of Maria River Road	RRTP Regional Roads and Transpoort Recovery Package	Transport for NSW	\$ 7,000,000.0			NSW	TBA	21

Number	Date App. Submitted	Date \$ Advised	Project Title	Grant Program	Organisation Offering the Grant	Grant amount applied for	Council's contribution	Amounted granted	Funding Type (Local, State, Federal)	Grant Successful?	Estimated prep time (hours)
46	1/12/2022		2. Betterment of Stoney Creek /Pembrooke Rd & Bridges.	RRTP Regional Roads and Transpoort Recovery Package	Transport for NSW	\$ 6,500,000.00			NSW	TBA	28
47	15/12/2022		Captain Cook Bicentennial Drive North Brother upgrade open drain Kirmington Terrace and stormwater basin at Black Swan Tce	Infrastructure Betterment Fund	Regional NSW	\$ 1,777,265.00	S -		NSW	TBA	21
48	15/12/2022		Muscio Road Sancrox - Construction of new stormwater pit and pipe network	Infrastructure Betterment Fund	Regional NSW	\$ 130,000.00			NSW	TBA	21
49	15/12/2022		Shoreline Drive North Shore Betterment. Repair 1.35km of North Shore and Shoreline Drive	RRTP Regional Roads and Transpoort Recovery Package	Transport for NSW	\$ 2,284,421.00			NSW	TBA	28
50	15/12/2022		Wauchope WasteWater Treatment Plant / Yippin Creek	Infrastructure Betterment Fund	Regional NSW	\$ 1,200,000.00			NSW	TBA	18
51	20/12/2022		Googik Track connection to CSU 600 metres	Get NSW Active (footpath & Cycling)	Transport for NSW	\$ 458,000.00	\$ -		NSW	TBA	4
52	20/12/2022		2. Town Beach Amphitheatre footpath	Get NSW Active (footpath & Cycling)	Transport for NSW	\$ 70,000.00	\$ -		NSW	TBA	3
53	22/12/2022		Beechwood Recreation Grounds footpath	Get NSW Active (footpath & Cycling)	Transport for NSW	\$ 290,000.00	\$ -		NSW	TBA	7
54	22/12/2022		4. Port Macquarie Public School Footpath	Get NSW Active (footpath & Cycling)	Transport for NSW	\$ 92,000.00	\$ -		NSW	TBA	7
55	23/12/2022		5. Design - Lake Cathie Footpath Design	Get NSW Active (footpath & Cycling)	Transport for NSW	\$ 80,000.00	S -		NSW	TBA	7
56	23/12/2022		6. Timbertown Wauchope linking Footpath	Get NSW Active (footpath & Cycling)	Transport for NSW	\$ 580,000.00	\$ -		NSW	TBA	7
						\$ 98,528,783.00	\$ 1,021,931.00	\$ 4,720,990.00			805

Amount applied Council co- Amount granted

Hours

Port Macquarie-Hastings Contracts Register

Class 1 Contracts



		Evert Booking System	Great Management Booking System	AMOK L PTY LT D.S. T IENM PTY LTD	40 Bisalong Ave ALLAMBIE HEIGHTS MSW 2100	19/01/2026		2 x 1 Year		a Respondent statement in the parameters of the RR) of Key poject lasts and methodology for achieving them, and of Key poject issis and proposed methodology for manage these issis.				w/a	wa	
3/02/2023 Qass 1	T2120	Provision of Cleaning Services Arryon and Classiconse	Clearing of Angoli and Classicouse siles	Synoghaud Sewees Av Lla	22 Valessa Bollevald S PRINGWOOD () LD 4 127	2/02/2026	3 Years	2 » 1 Year		* Ap procession and established and proposed detwern of obtaining and one media. **Capanishin Shirts and resources to perform the services. **Shirts and Resources to perform intervences. **Additionals Servician content on and the community. **Resources in content and and of the community. **Resources in content and and of the lever deaths and objectives and how here.	W/A	wa	M/3.	4/3.	4 /3.	w/a
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Attachment A

Delivery Program 2022-2026





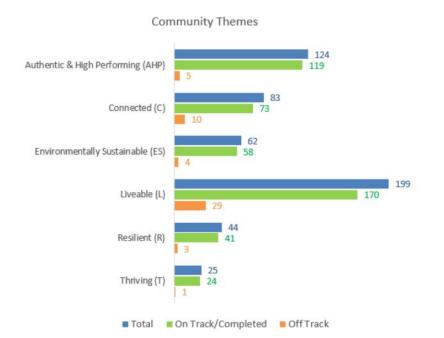
Six Month Summary Report

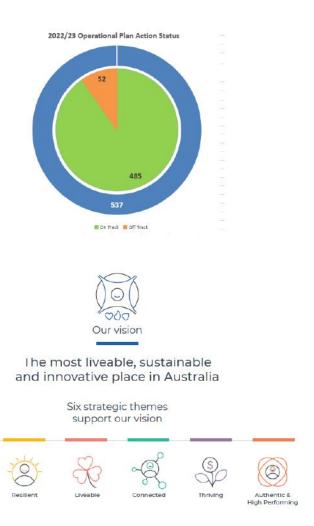
July to December 2022



Performance Overview

The following information provides an overview of Council's performance against the six themes outlined in the *Imagine2050* Community Strategic Plan and the 2022-2026 Delivery Program and shows a snapshot of how we are tracking against our plans





Sustainable

Snapshot



Services

Asset Management, Communications, Corporate Reporting, Customer Interactions, Financial Management, Fleet & Depot Management, Governance & Councillor Support, HR and WH&S Management, Digital Technology, Procurement, Property Investment, Strategic Planning, Transformation Communications: 525,722 website visits 1,251 'Report an Issue' online submissions 12,414 visits to 'Have Your Say' 58 media releases 455 posts on social media 258 email campaigns with 270,000+ emails sent 45 grant applications submitted with value of \$99.6m \$4.8m successful grants to date



Services Library, Transport

Transport: 16.5kms road bitumen sealing 3.4kms road asphalt works road 3.3kms pavement stabilisation Library: 33,997 members 281,637 loan items 91,784 visits 61,225 digital downloads 264 activities hosted 4,760 participants attended activities



Services

Environmental Laboratory, Natural Resource Management, Sustainability, Waste Management Waste: 29,400 tonnes (51.2%) reduced from landfill (recycled) 27,994 tonnes landfilled waste 1,820 public bins collected weekly; Waste Education program delivered to schools 37 sessions 1,110 students attending Laboratory: operating revenue up 4.2%



Services

Arts & Culture, Cemeteries, Council & Community Facilities, Development Services, Glasshouse, Project Delivery, Land Use Planning, Property Management, Sewerage, Sports & Recreation, Water Supply Glasshouse: 26 venue hire clients 8 Arts Program events
22 Regional Gallery exhibitions 11 Education activities

Development: 570 DA applications average processing time 63 days
228 Building Construction Certificates average processing time 24
days 10 Complying Development Certificates average processing time
33 days Estimated value of approved applications \$258m



Services

Community, Compliance, Emergency Management, Health & Building Regulation, Stormwater, Drainage & Flooding



Community: NAIDOC, Homelessness days, Youth Program, Christmas fair 5,000+ attendees

Compliance: responded to 45 footpath obstruct 44 Camping prohibited 93 Dumped waste/litter 50 Overgrown/land 206 Parking concerns 167 Abandoned vehicles 43 Livestock & other animals 5 Signage concerns 23 Stormwater issues 165 Food premise inspections 167 Onsite sewerage system inspections 166 temp/mobile food applications



Services

Economic Development, Airport



Economic: 14 Major Events \$5.18m local economy 9 Event grants 36.2% increase destination website

Airport: Passengers up 411% compared to previous year

Priority Areas

When developing the long term Community Strategic Plan, our community told us they wanted us to focus on a number of priority areas.

The priority areas are reflected in the four year Delivery Program and their status as at 31 December 2022 is provided below.

(Detailed project commentary can be found in the Operational Plan Progress Report - refer to the number reference provided)

		Strategic Approach and Key Projects	Status
reduced traffic	less congestion with a clear transport network approach to address present and future needs	 Integrated Transport Network Plan (TR 15_C1.1) Inland Corridor Strategy (Telegraph Point - Comboyne - Kendall) (TR 96_C 1.1) Parking Policy and Strategy (under review, to become Parking Policy and Action Plan) (TR 09_C 1.1) Walking and Cycling Network Plans (TR 11_C2.2) Ocean Drive Duplication (TR 23_C 1.1) Boundary Street upgrade (TR 24_C 1.1) Lorne Road upgrade (TR 44_C 1.1) 	
stable infrastructure	a sustainable infrastructure approach that ensures sewer, water, stormwater capability now and in the future	 Draft Infrastructure Strategy (SP 01_AHP 3.3) Asset Management Framework (AM 12_AHP 4.2) Development Contribution Framework (LUP 15 L 1.1) Port Macquarie Bulk Water Treatment Plant at Cowarra Dam (WS 41_L 2.2) Thrumster Sewerage Treatment Plant (S 21_L 2.2) Upgrade of Kew Sewerage Treatment Plant (S 20_L 2.2) 	

		Strategic Approach and Key Projects	Status
_AP°	footpaths, shared	Pedestrian Access and Mobility Plan (TR 16_C 1.1) and Bike Plans (TR 11_C2.2)	
	paths, cycleways and access to public	Beach to Beach shared pathway construction (TR 77_C2.2)	
improved pathways	transport across our region	Schools to Schools shared pathway construction (TR 76_C2.2)	
a	protection for our	Biodiversity Strategy Review (NRM 10_ES 1.1)	
(1)	natural environment and built heritage and	 Water Security Plan - now part of the Integrated Water Management Strategy (WS 01_L2.2) 	
720	support for climate friendly initiatives	 Flood Mitigation Program - now part of the Flood Mitigation Planning activities (SDF 07_R2.2) 	
protected environment		Long Term Energy Strategy Review (ST 07_ES 2.1)	
	current and future generations to have access to affordable	Draft Housing Strategy and affordable Housing Policy and Action Plan (LUP 05_L 1.1)	
affordable living	lifestyles (e.g. housing)		
(\$)	initiatives which	Procurement Management Framework (PROC 01_AHP 4.3)	
	support and grow	Economic Analysis of Local Government Area (LUP 16_L 1.1) Complement Area (LUP 16_L 1.1)	
	local jobs and business	Implementation of new Destination Brand (ED 15_T 1.3) Airport Business and Technology Park (AP 11_T 1.3)	_
thriving economy		Eco tourism certification (ED 12 _T 1.3)	

		Strategic Approach and Key Projects	Status
\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	opportunities to celebrate	Reconciliation Action Plan (CMTY 13_R 1.1)	
	our history, work alongside our First Nations people and build community spirit	Graffiti Management - Community Murals (SR 11_L 3.1)	
inclusive community		Community Volunteering Program (CMTY 09_AHP 2.1)	
900	a greater level of	Community Engagement Strategy (CMTY 01_AHP 1.2)	
	trust between the community and	Town and Village Improvement Plans (CMTY 18_AHP 2.1)	
collaboration	decision-makers	Regional Integrated Transport Strategy (TR 01_C 1.1)	
(£)	a clear understanding	Sustainable Development Goals and Practices (ST 06_ES 2.1)	
争	of how resources are prioritised and allocated	Project Portfolio Decision Making Framework (SP 03_AHP 3.3)	
transparency	across the region	Community Engagement Strategy (CMTY 17_AHP 1.2)	
\sim		Cultural Plan (AC 06_L 3.3)	
	quality amenities and effective management	Glasshouse Plan Review (GH 06_AHP 4.3)	
	of assets to ensure good	Port Macquarie Community Centre design (CCF 07_L 3.2)	
	quality of life outcomes	Thrumster Sports Facility design and commence Stage 1 (SR 20_L 3.1)	
quality of life	4====	Cultural and Heritage Precinct (AC 04_L 3.3)	
quality of file		Port Macquarie Aquatic Facility – Planning and Approvals (SR 17_L 3.1)	



Authentic and High Performing

AHP 1: We are well informed of Council activities and actively contribute to decision making

AHP 1.1: Deliver timely, transparent and relevant communications & reporting to our community and key stakeholders

OP Ref	Action Description	Comments	Status	YTD Progress
COMS 01_AHP 1.1	Design, develop and deliver communications content and collateral using a variety of communications media, channels and platforms that are relevant to the communications objectives, key messages and demographics of the target audience to: - Support the promotion of the breadth of Council's projects and services - Inform all key stakeholders of relevant Council decisions and actions - Build the profile of our key projects and people across platforms geared to attracting high performing employees	Channel plan developed. This informs communications plans for projects and campaigns.		50%
COMS 02_AHP 1.1	Proactively engage with the media to ensure the community is informed on key PMHC operations, activities and decisions	Our channel plan informs our approach and we enjoy positive relationships with media partners.		50%
COMS 03_AHP 1.1	Manage Council's Brand and adherence to brand guidelines for internal and external communications and advocate for the Port Macquarie Hastings Council brand at all times in our work delivery	Branch signage completed December 2022.		50%
COMS 05_AHP 1.1	Digital Asset Management Tool - to upload, store and manage creative assets	Sharepoint has been determined to be the best solution and build commenced December 2022.		50%
COMS 06_AHP 1.1	Centralised eDM and SMs Model	Temporarily impacted by staff changes.		50%

2022/23 Six Month Progress Report









OP Ref	Action Description	Comments	Status	YTD Progress
CR 01_AHP 1.1	Deliver reporting to Council and the community in accordance with Integrated Planning & Reporting (IP&R) requirements as specified in the Local Government Act 1993 including Annual Report, 1 year Operational Plan (OP), Quarterly and Six Monthly Progress Reports, 4 year Delivery Program (DP), State of our City Report (every 4 years)	All reporting targets and timelines have been met.		50%
FM 01_AHP 1.1	Monitor and report on Council's financial performance and position in accordance with legislative requirements including: - Council's performance against budget - Adjustments to Council's original adopted budget - Financial performance during and financial position at the end of the Financial Year - Council's investment portfolio	Monthly reporting has been provided to Council in relation to budget and investments performance, as well as the September 2022 Quarterly Budget Review Statement. Council's Annual Financial Statements were lodged with the Office of Local Government within the required timeframes. Council's Annual Budget process is underway in accordance with legislated requirements and timeframes.		50%

AHP 1.2: Genuinely engage with the community on issues that are important to them

OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 01_AHP 1.2	Deliver a robust community engagement program in alignment with Council's Community Engagement Strategy that utilises a broad range of activities and platforms to encourage community participation in Council's decision making	Continuing to develop the overall engagement calendar and how to share and make visible with the community and the organisation. Continuation of the monthly Have Your Say newsletters and introduction of QR codes on our engagement collateral to drive traffic to the engagement platform. Work continues to support the organisation with the development of engagement plans, programs and reports.		50%

2022/23 Six Month Progress Report









OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 16_AHP 1.2	Community Engagement Procedures and Toolkit	The engagement procedures goal is to be rescheduled due to resourcing constraints incurred this quarter.		0%
CMTY 17_AHP 1.2	Community Engagement Strategy	Community engagement strategy developed to support Integrated Planning Reporting documents. An overall organisational approach is currently under development.		100%
CMTY 19_AHP 1.2	Community Satisfaction Survey	Customer Satisfaction Survey completed with a slightly lower result from previous year although still overall satisfied at 78%. A workshop with the Councillors is scheduled in February 2023 to determine how to use the data to support planning for the future.		100%

AHP 2: We achieve great outcomes through collaboration

AHP 2.1: Involve the community in the identification and delivery of opportunities and projects that support our community's vision

OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 09_AHP 2.1	Encourage and support volunteers and volunteering opportunities across the LGA through the promotion and delivery of Council's Community Volunteering Program including: - Natural Environment Restoration Program - Graffiti Busters Program - Adopt an Open Space/Park Program	Next induction day for Graffiti Blasters is scheduled for February 2023 and a second recruitment drive for Graffiti Blasters is scheduled for March 2023. Councillor workshop to discuss the Volunteering Program and how the community can get involved is scheduled for March 2023.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 10_AHP 2.1	Deliver and support activities and programs that enable the community to enhance community life including: - Supporting the objectives of the adopted Community Plans - Providing administrative support to the Mayor's Sporting Fund Committee and assisting in the delivery of fundraising events - Providing access to the Community Directory - Providing funding support for community projects and events via the Community Grants Program	Working with Community-Council Action Teams (CCATs) to determine priorities and identify place making activities. Planning for second Port Macquarie Sporting Fund fundraising event, Bare Foot Bowls, is underway and scheduled for 3 March 2022. Round 2 Community Grants Program is scheduled to open on 20 February 2023.		50%
CMTY 18_AHP 2.1	Town and Village Plans	Bi-monthly meetings are being held with Council- Community Action Teams to identify top 10 priorities for their Town and Village Plans.		50%
CMTY 22_AHP 2.1	Grant funded and community based projects	All projects, activities and events to date have been managed in accordance with the project plans and budgets. Identifying new ways to project manage events. The three legacy projects are being supported with them all being ready to construct.		50%







AHP 2.2: Educate our community on Council services and activities so that everyone knows how they can contribute to a better future for Port Macquarie Hastings

OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 02_AHP 2.2	Create a holistic approach to education that leads to behavioural change in the community through the delivery of education programs and activities across multiple aspects of Council services including: - Water conservation - Road Safety - Waste reduction (in collaboration with regional waste and recycling organisations) - Preservation of native flora and fauna - Council's Tree Management requirements with the Port Macquarie-Hastings 2013 Development Control Plan (DCP) - Sustainability	Digital and face-to-face education activities and opportunities continue. Campaigns included our Joe Rider program focusing on motorcycle safety, the National Recycling week activities with pop ups across the region, a competition for schools and the introduction of Community tours to the Cairncross waste facility. Water Week featured this quarter, relaunching the water tours to various facilities, promoting a water efficiency competition and getting Whizzy out for some community pop ups on water efficiency and security. School visits and tours continued with the team reaching over 2,500 students across the calendar year (the majority falling in this financial year to date). The ConnectEd Community website launched and included links to a digital resource on various topics across council - in waste, water, road safety, compliance and more!		50%

AHP 3: Our Council is accountable to the community for its decisions

AHP 3.1: Provide assurance through effective governance, audit and risk management practices

OP Ref	Action Description	Comments	Status	YTD Progress
GCS 01_AHP 3.1	Manage Council's compliance with Local Government Act and other relevant Acts	Legislative Compliance report was presented to November 2022 Ordinary Council meeting. Maintenance of the Legislative Compliance register is ongoing.		50%

2022/23 Six Month Progress Report









OP Ref	Action Description	Comments	Status	YTD Progress
GCS 02_AHP 3.1	Deliver governance programs and activities to ensure business probity and the prevention of fraudulent and corrupt behaviour including managing: - Code of Conduct obligations - Delegations - Public Interest Disclosure obligations (delivered by Office of the CEO) - Legal services	Code of Conduct training provided as part of new employee induction. All staff code of conduct training ongoing. Delegations currently under review. Legal Services provided by Local Government Procurement contract.		50%
GCS 03_AHP 3.1	Manage privacy matters	Privacy matters managed appropriately and in accordance with the Privacy Management Plan.		50%
GCS 04_AHP 3.1	Provide information to external parties in line with the Government Information Public Access (GIPA) legislation	Majority of GIPA requests processed within required timeframes.		50%
GCS 05_AHP 3.1	Regularly review policies and procedures in line with Council's Policy Development Framework, Sustainability Policy, legislative requirements and contemporary practice	A review plan has been established to review policies.		50%
GCS 06_AHP 3.1	Deliver activities to manage and minimise risk in line with legislative requirements, Council's Risk Management Framework and the state wide continuous improvement program including: - Facilitating and supporting the Audit, Risk and Improvement Committee (ARIC) including convening regular meetings and preparing the Annual Report - The regular review of the implementation of Council's Risk Management Action Plan - Managing Risk Registers	Risk Management Framework adopted by Audit, Risk and Improvement Committee September 2022. Council is no longer a member of the Statewide Mutual however a similar scheme exists in CivicRisk Mutual. Appropriate facilitation of ARIC undertaken with risk registers currently under review.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
GCS 07_AHP 3.1	Deliver effective insurance services for Council and manage ongoing processing of insurance claims including public liability claims	A number of policies with CivicRisk Mutual were renewed 30 October 2022. These renewals are currently underway and are expected to be completed by the due date.		50%
GCS 08_AHP 3.1	Develop and undertake annual internal audit plan in consultation with ARIC and key stakeholders	Annual Audit Plan adopted by ARIC September 2022. Accounts Payable Internal Audit expected to commence early 2023.		50%
GCS 14_AHP 3.1	Risk Management Framework improvements	Risk Management Framework review adopted by Audit, Risk and improvement Committee September 2022 and by Council in October 2022.		50%

AHP 3.2: Support our elected Council to deliver on behalf of the community and make decisions that balance social, environmental and financial considerations

OP Ref	Action Description	Comments	Status	YTD Progress
GCS 09_AHP 3.2	Develop and deliver a Councillor professional development program	Development of individual Councillor program ongoing. Code of Conduct and Code of Meeting Practice delivered in September 2022.		50%
GCS 10_AHP 3.2	Provide support services and administrative services to the Mayor and Councillors including: - Facilitating Councillor briefings on significant areas of Council's business - Management of correspondence, expenses and disclosures register (Provided by Office of the CEO)	Briefings held on variety of topics throughout year.		50%
GCS 15_AHP 3.2	Council Report Template Review	Draft comments and suggestions provided to Chief Executive Officer. Engagement with Executive Leadership ongoing.		25%









AHP 3.3: Implement an integrated strategic planning approach to provide a road map for decision making and delivery of the community's vision

OP Ref	Action Description	Comments	Status	YTD Progress
GCS 11_AHP 3.3	Coordinate and facilitate Council and sub committee meetings including: - Preparation and publishing of meeting agendas and meeting minutes for Council meetings, Advisory Committees, Reference Groups and the Development Assessment Panel - Recording the open sessions of Ordinary and Extraordinary Council meetings and making available to the public via Council's website	All Council meeting and sub-committee business papers and minutes made publicly available, where applicable, in a timely manner.		50%
GCS 12_AHP 3.3	Provide opportunities for the community to participate in Council meetings by: - Delivering the 'Take the Council to the Community' program - Facilitating the Public Forum during Ordinary Council meetings	Public forums held at each Ordinary Council meeting. Ordinary Council meeting held in Laurieton October 2022.		50%
GCS 13_AHP 3.3	Develop and deliver a cyclical program of reporting to Council meetings of strategies, plans and key Council projects	Currently under development.		15%







OP Ref	Action Description	Comments	Status	YTD Progress
SP 01_AHP 3.3	Undertake strategic planning activities to support the delivery of the community's vision and meet the requirements of the Local Government Act and required legislation including: - Delivering and supporting the development of Strategies and Plans across all areas of Council - Developing and reviewing the Integrated Planning & Reporting documents - Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan - Ensuring the timely update and reviews of Strategic documents identified in Council's Strategic Planning Framework - Providing strategic advice and support to Council's Executive Team	The Draft Infrastructure Strategy was reported to Council's Ordinary Meeting in October 2022 with a view to placing the Infrastructure Strategy on public exhibition. Similarly, the Regional Integrated Transport Strategy was reported to Council's Ordinary Meeting in November 2022 seeking to place the Transport Strategy on public exhibition. Both strategies will be placed on public exhibition concurrently along with the Blueprint for Generational Equity to allow submissions to consider the alignment of all three key strategies.		25%
SP 02_AHP 3.3	LGA demographic dashboard and model	A consultant has been engaged to support this work and the required data is being produced by Council presently to inform our demographic dashboard and the visual representation of the key elements.		60%
SP 03_AHP 3.3	Project Portfolio Decision Making Framework - to inform future Delivery Programs and Operational Plans	Improved Integration between the Finance and Strategy teams results in project prioritisation principles being applied to the operating Plan production for year two of the existing Delivery program. This will inform the refinement and development of the production of the model for more holistic purposes.		50%
SP 04_AHP 3.3	Model for True Cost (a model to inform, educate and provide an evidence based strategic decision making and prioritisation framework)	This item is progressing but is slightly behind schedule. The vacancies created by recent staff departures is impacting on this work. The current recruitment program should address this and support getting the Framework finalised by the target date.		25%









AHP 4: Our Council manages its finite resources sustainably to support the service delivery expectations of our community

AHP 4.1: Deliver Council services in a manner that balances community expectations with efficiency and available resources

OP Ref	Action Description	Comments	Status	YTD Progress
CEM 01_AHP 4.1	Provide accessible and transparent cemetery and interment services in accordance with legislative requirements	Due to commence in second half of 2022/23.		50%
CEM 02_AHP 4.1	Wauchope Cemetery - undertake Masterplan	Wauchope cemetery review to commence in Q3 of 2022/23 in accordance with the foreshadowed regulatory reform program in NSW.		25%
CR 02_AHP 4.1	Support Council staff in the delivery of their services and reporting requirements through: - Monitoring and reporting on business performance, IP&R actions and Functional Business Plans - Maintaining the corporate reporting system - Providing ongoing training and development for users - Undertaking regular reviews of the IP&R Reporting requirements	Corporate Reporting Team continue to monitor Integrated Planning and Reporting and Functional Business Plan reports and requirements to ensure accuracy, timeliness and a high level of organisational capability in the reporting software.		50%
FM 05_AHP 4.1	Financial Services - Transaction Efficiency Reviews	Initial review is currently being scoped for Procurement.		5%







OP Ref	Action Description	Comments	Status	YTD Progress
PM 01_AHP 4.1	Coordinate, negotiate and process statutory property matters including: - Statutory land acquisitions, transfers, disposals, subdivisions, boundary adjustments, consolidations - Land classifications and reclassifications - Acquisition and extinguishment of easements, caveats and covenants - Road and reserve naming and renaming applications - Road closures	Statutory property matters completed as required.		50%
PM 07_AHP 4.3	Land acquisitions for Council infrastructure projects (survey, valuation and land transactions)	Land and easement acquisitions completed as required.		50%
TF 01_AHP 4.1	Undertake service reviews in line with Integrated Planning & Reporting (IP&R) Framework; Asset Management Plans, the Long Term Financial Plan (LTPF) and community sentiment	Service reviews in line with legislative requirements and community aspirations, are being undertaken across the organisation.		30%
TF 03_AHP 4.1	Service Review Framework	Service Review framework in initial development phase.		10%

AHP 4.2: Deliver and manage Council's assets according to best practice guidelines

OP Ref	Action Description	Comments	Status	YTD Progress
AM 01_AHP 4.2	Promote and support the implementation of consistent asset management practices, policies and methodologies across Council including providing assistance to Asset Owners in the delivery of their asset management responsibilities	The work is part of the Asset Management Improvement Project (AMIP) which started in December 2022. Part 1 of the AMIP will be completed by November 2023.		20%

2022/23 Six Month Progress Report









OP Ref	Action Description	Comments	Status	YTD Progress
AM 02_AHP 4.2	Manage Council's Asset Management platform / application to ensure it remains fit for purpose (supported by Digital Technology Team)	The work to review the Asset Management (Data) System (AMS) is part of the Digital Technology Roadmap and Part 2 of the Asset Management Improvement Project. The scope of this work is extensive and runs through 2024 and 2025.		10%
AM 03_AHP 4.2	Deliver asset planning activities including: - Developing and maintaining Asset Management Plans to inform the development of capital works and operational works programs across the asset management lifecycle including delivery/acquisition of new assets; asset maintenance; asset rehabilitation/upgrade; asset disposal - Developing Asset Maintenance Plan/Program for following calendar year	Asset Management Plans will be developed and updated annually from 2023 onwards.		10%
AM 04_AHP 4.2	Undertake analysis of asset performance including: - Data analysis to assist planning and operational staff as required - Assessments of asset risk, performance and cost - Asset failures analysis of to improve preventative maintenance requirement	The work is part of the Asset Management Improvement Project (AMIP) which started in December 2022. Part 1 of the AMIP will be completed by November 2023. Critical assets are being currently identified. Improvements are needed to make this process more system driven, rigorous and consistent.		10%
AM 05_AHP 4.2	Deliver regular reporting on asset performance and asset backlog in accordance with Asset Planning & Reporting framework	Improved reporting relies on the completion of the Asset Management Improvement Project (AMIP). Part 1 of the AMIP will be completed by November 2023.		25%
AM 06_AHP 4.2	Manage Asset data including: - Asset management data registers - Asset capitalisations and valuations data	Improved data and improved reporting rely on the completion of the Asset Management Improvement Project (AMIP). Part 1 of the AMIP will be completed by November 2023.		40%









OP Ref	Action Description	Comments	Status	YTD Progress
AM 07_AHP 4.2	Manage Council's Asset GIS data (supported by GIS Team) including: - Infrastructure GIS layers - Work as Executed (WAE) drawings	Asset Geographical Information Systems (GIS) data is being updated as Works As Executed (WAE) drawings are submitted by project managers. Any errors with GIS asset data are corrected. Currently an assessment of accuracy has not been undertaken.		30%
AM 08_AHP 4.2	Deliver/renew/upgrade assets	Works to deliver, maintain, renew and upgrade assets is being undertaken across the respective business units of Council in accordance with Operational Plan actions.		40%
AM 09_AHP 4.2	Maintain assets	Works to deliver, maintain, renew and upgrade assets is being undertaken across the respective business units of Council in accordance with Operational Plan actions.		30%
AM 10_AHP 4.2	Inspect infrastructure assets and undertake condition assessments	Asset condition inspections are undertaken in the asset class areas.		30%
AM 11_AHP 4.2	Dispose of assets in accordance with Asset Management Plans	Assets are being disposed of in accordance with the current policy. The policy will be updated in 2023 as part of the Asset Management Improvement Project (AMIP).		50%
AM 12_AHP 4.2	Asset Management Framework (supported by Office of the CEO - Business Transformation)	A consultancy contract was awarded 22/11/2022 for the Asset Management Framework, strategy and plans review project. The vacant PMHC Asset Management Coordinator role was filled on 7/11/2022. The project initiation meeting was held on 8/12/2022. The consultants are preparing plans for the initial asset management review and stakeholder engagement. Now due for completion by November 2023.		20%







OP Ref	Action Description	Comments	Status	YTD Progress
AM 13_AHP 4.2	Asset Management Improvement Road Map (for the improvement of asset management practices across the asset management lifecycle for all Council assets) and implement actions from the Asset Management Roadmap	The work to develop the Asset Management Improvement Road Map - now called the Asset Management Improvement Project (AMIP), commenced in December 2022 and the implementation of the improvements will commence from July 2023.		20%
AM 14_AHP 4.2	Asset Management Strategic Document Review	The Asset Management document review commenced December 2022. The policies and strategy development will commence in March 2023.		30%
FDM 01_AHP 4.2	Undertake asset planning activities for the Council Plant & Fleet in line with the Asset Management Framework including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Asset failures analysis to improve preventative maintenance requirement - Review of Asset Management Plans and programs	Progressing in accordance with plant and fleet asset management plan.		50%
FDM 02_AHP 4.2	Manage asset data for Council's Plant & Fleet including: - Asset management data registers - Asset capitalisations and valuations data	Asset management requirements in progress and ongoing.		50%
FDM 03_AHP 4.2	Maintain plant and fleet assets in line with Plant & Fleet Asset Maintenance Plan including: - Managing 3rd party repairs, warranty and servicing activities - Completing fit outs or fabrications - Providing in house workshop service for planned and unplanned maintenance for plant and light fleet plant condition inspections - Registrations with RMS - Disposal of assets as required	Maintenance undertaken in line with servicing plans and unplanned repairs where required. Replacement program currently on schedule, however delivery of plant and vehicles is becoming very difficult and may impact the replacement program in the second half on the year.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
FDM 04_AHP 4.2	Manage Council's three depots including: - Managing and monitoring security system & Contract Security Service provider - Maintaining external infrastructure - Implementing Depot Management Plans incorporating safety, environmental and evacuation plans - three depot locations	Minor safety matters being addressed from recent internal audits. Depot renewal project in planning phase.		50%
FDM 05_AHP 4.2	Plant & Fleet purchases and disposals	Replacement program currently on schedule, however delivery of plant and vehicles is becoming very difficult and may impact the replacement program in the second half on the year.		50%
GH 03_AHP 4.2	Undertake asset planning, analysis and reporting activities across the asset management lifecycle for the Glasshouse in line with the Asset Management Framework and Glasshouse Asset Management Plan	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Glasshouse equipment and asset maintenance/refurbishment carried out as required to meet business needs.		50%
GH 05_AHP 4.2	Glasshouse Asset Management Plan	Action not commenced pending broader organisational review of Council's Asset Management Framework.		0%
PD 01_AHP 4.2	Undertake design and pre construction activities including: - Providing or procuring designs to deliver concept through to detailed design of planed infrastructure - Cadastral surveying and engineering survey activities (including the use of Unmanned Aerial Vehicles (UAV) where required) - Land acquisition - Community engagement	Design and preconstruction activities undertaken in accordance with Australian Standards. Required survey and designs undertaken for relevant projects and internally reviewed for compliance with standards. Community engagement ongoing as needed per project.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
PD 02_AHP 4.2	Plan, document, procure, manage and report on the delivery of capital works projects	All project delivery projects are progressing in line with organisational priorities and Project Management Framework. Regular reporting is ongoing.		45%
PD 03_AHP 4.2	Procure and manage infrastructure project contracts in accordance with Council's procurement policies and frameworks	Progressing in line with Council's procurement policies and frameworks.		50%
PD 04_AHP 4.2	Sustainable Building Approach	Solar panels installed on Waste Transfer Stations to offset energy use on Council operational sites.		75%

AHP 4.3: Maintain sustainable financial management and effective procurement practices across all areas of Council

OP Ref	Action Description	Comments	Status	YTD Progress
ED 08_AHP 4.3	Pursue and manage grant funding opportunities to support the delivery of Council priorities through the coordination of the grants process including: - Identification of funding opportunities - Grant application, reporting and acquittal activities	45 grant applications submitted from July to December 2022 with a value of \$99.6 million. \$4.8 million of successful grant funding announced, with 80% of applications still awaiting an outcome. Expecting announcements in early 2023 in the lead-up to the NSW election.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
EL 02_AHP 4.3	Manage the operations and development of the Environmental Laboratory through effective commercial management including: - Delivery of environmental testing services to Council and customers on a fee-for-service basis - Identifying and developing opportunities to increase revenue from existing and new sources at the Laboratory	Operating revenue in Q2 up 4.2% on Q2 2021/22. New revenue sources being investigated.		50%
FM 02_AHP 4.3	Provide rating, billing and debtor management services to raise, record and recover revenue including: - Rates levying - Water meter reading services and water billing - Sundry debtor billing - Manage revenue collection and debtor accounts	Rating, billing and debtor management services have been provided within required timeframes and in accordance with legislated requirements.		50%
FM 03_AHP 4.3	Provide accounting and financial management services to the organisation across key financial transactions areas including: - Accounts Payable - Payroll - Treasury, including cash management and banking, management of Council's investment and loan portfolios, and cash flow monitoring and projections - Asset accounting - Taxation - Grant accounting and acquittals - Management of Council's financial systems, ledgers and processes - Management of Council's month end and end of year financial processes	Financial management and reporting obligations, including a variety of payment requirements, legislated taxation and acquittal lodgements, and legislated reporting, have been met and are progressing on schedule for the period.		50%

Progressing as Scheduled







OP Ref	Action Description	Comments	Status	YTD Progress
FM 04_AHP 4.3	Provide financial planning and business support activities including: - Development of Annual Budget, Fees and Charges and Revenue Policy - Council's Long Term Financial Plan - Providing financial advice on Council's operations and projects - Performing financial modelling to support business case and budget development	The annual budget process, including a review of the Long Term Financial Plan, is underway in accordance with legislated requirements and timeframes.		50%
GH 04_AHP 4.3	Develop, manage and maintain the operation of the Glasshouse through effective commercial management including: - Management of event spaces - Front of house services including event bookings - Management of heritage and archaeological displays - Hospitality facilities and services Provide regular reporting to Council on the performance of the Glasshouse and the delivery of the Glasshouse Plan	The Glasshouse presented its bi-annual report at the August 2022 Ordinary Council Meeting with the next report due in February 2023. The venue secured venue hire business from 15 new clients in the second quarter.		50%
GH 06_AHP 4.3	Glasshouse Plan Review	Action due to commence in Q3 of 2022/2023.		0%
GH 07_AHP 4.3	Glasshouse Back of House maintenance - plant & equipment purchases	Planned and preventative maintenance on the building and equipment repairs and replacement undertaken as required.		50%
GH 08_AHP 4.3	Glasshouse Back of House maintenance - technical equipment purchases	Technical equipment replaced as required and in-line with the asset replacement schedule.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
PI 01_AHP 4.3	Manage Council's strategic property investment portfolio including the acquisition, management, development and disposal of land to support the long term financial sustainability of Council	Consultants engaged to develop Council's Strategic Property Investment Framework and supporting Policy, and to undertake a strategic property portfolio review.		50%
PI 02_AHP 4.3	Strategic Property Investment Framework & Policy	Consultants engaged to develop Council's Strategic Property Investment Framework and supporting Policy.		50%
PI 03_AHP 4.3	Strategic Property Portfolio Review	Consultants engaged to undertake a strategic property portfolio review.		50%
PI 04_AHP 4.3	Property Investment Portfolio (property valuations / investigations)	Consultants engaged to review options for the future development of Council's Partridge Creek residential subdivision at Thrumster.		50%
PI 05_AHP 4.3	Emily Avenue - Sale and development costs	Development planning continuing to identify site remediation requirements.		25%
PM 02_AHP 4.3	Manage Council's operational property portfolio to balance community needs and financial return including: - Managing the process for the acquisition and disposal of Council property - Maintaining and providing public access to the Council's Land Register - Managing the maintenance of vacant Council land	Actions completed as required.		50%
PM 03_AHP 4.3	Manage and maintain Council managed Crown land including preparing and administering agreements for occupation	New and renewed agreements completed as required.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
PM 04_AHP 4.3	Manage leasing and licensing of Council property including: - Negotiating and managing commercial and community leases and licenses - Managing leases and licenses in line with lease conditions (including rent reviews) - Engaging valuation services to obtain market rent valuations - Preparing and administering agreements for the occupation of Council land	New and renewed agreements completed as required.		50%
PM 05_AHP 4.3	Manage permits for the use of Council land including: - Outdoor dining - Commercial and community activities	New and renewed agreements completed as required.		50%
PM 06_AHP 4.3	Plans of Management for Council owned and managed parks, open spaces and sporting fields	Draft Plans of Management for Crown Land reviewed by Crown Lands. Amendments requested have been updated and resubmitted to Crown Lands for consent to publicly exhibit. Consultant appointed to prepare mapping for Plans of Management for Council owned community land.		50%
PM 08_AHP 4.3	Asset revaluation - buildings and operational land	Request for quotation finalised and consultant has been appointed. Inspections to commence in February 2023 with draft valuation due March 2023.		40%
PROC 01_AHP 4.3	Deliver strategic procurement and contract management activities in line with Council's Procurement & Contract Management Frameworks and Procurement Strategy including: - Development of procurement policy - Development of procurement procedures and	Procurement transformation update scheduled for Strategic Executive Meeting 24 January 2023.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
	templates - Management of the electronic procurement and contract management platform - Reporting of contract spend - Procurement and tender advice and education - Procurement planning - Management of preferred suppliers			
PROC 02_AHP 4.3	Operate Council's stores including: - Annual stocktake - Distribution of stores - Ordering of stores items from suppliers	Spend analysis completed and procurement pathway mapped out.		30%
PROC 03_AHP 4.3	Procurement Policy review	Review of the procurement policy is part of the broader procurement transformation project and the legislative and governance arrangements.		55%
PROC 04_AHP 4.3	Supply Chain Resilience Plan	Works are planned to commence in the second half of 2022/23.		0%
PROC 05_AHP 4.3	Preferred supplier arrangements	Progressing as scheduled.		75%
PROC 06_AHP 4.3	Procurement & Contract Management Platform	Procurement and contract management solution Phase 1 configured. Procurement team training and familiarisation underway. Soft launch planned for February and March 2023.		65%
PROC 07_AHP 4.3	Procurement Functional Business Plan	Purchase order management, improved compliance and effective procurement practices were the focus in the second quarter.		35%









AHP 4.4: Deliver digital tools and information services which support and improve Council's business objectives and the delivery of Council's services

OP Ref	Action Description	Comments	Status	YTD Progress
DT 01_AHP 4.4	Manage Council's information systems and data in line with Council's Information Strategy including: - Records management - Archive management - Information and Data management	Council records, archives etc. continue to be managed and maintained as required. Knowledge Management project to review and replace systems kicking off in 2023.		70%
DT 02_AHP 4.4	Operate and maintain Council's spatial software including GIS Mapping and Cadastre creation/mapping and integrate with related Council software	Operating as planned with upgrades to user applications planned for Q3 2023.		50%
DT 03_AHP 4.4	Operate and maintain Council's digital network between Council offices and key work sites including: - Network licensing - Implementation and maintenance of telecommunications, phone and VOIP systems - Firewall management - Remote access - Server and web hosting	Network and systems operating at >95% uptime. Minor upgrades planned for 2023.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
DT 04_AHP 4.4	Operate and maintain Council's enterprise software and software applications including: - Software licensing requirements - Administration and support for integration of applications - Management of InfoCouncil application for Council meetings - Business application administration, configuration, patch and upgrade management - User management - Cloud application management - Development of internal solutions using business applications - User Service Desk	Progressing alongside reviews and contract renewals.		50%
DT 05_AHP 4.4	Undertake asset planning and analysis activities for Digital Technology assets in line with the Asset Management Framework and Digital Technology Road Map across the asset management lifecycle including: - Assessments of asset risk, performance and cost - Asset failures analysis of to improve preventative maintenance requirement - Review of Asset Management Plans and programs - Reporting on asset performance and any asset backlog	Aligned with Asset Management Framework project which commenced in Q2 of 2022/23.		0%
DT 06_AHP 4.4	Manage asset data for Digital Technology assets including: - Asset management data registers - Asset capitalisations and valuations data	In progress along with Assets program and new roles in Digital Technolgy.		0%

Progressing as Scheduled







OP Ref	Action Description	Comments	Status	YTD Progress
DT 07_AHP 4.4	Purchase and maintain Digital Technology assets in line with Asset Maintenance Plan including condition assessments and inspections and dispose of assets as required	Resource restrictions have hampered inspections. Procurement and other maintenance requirements are progressing well. Streamlining procurement and the number of devices in use is ongoing as is a review of outsource contracts such as Network, firewalls etc. Costing exercise underway for Cloud migration of server workloads to Amazon Web Services (AWS) or Azure.		75%
DT 08_AHP 4.4	Customer Experience Project	Functional requirements to be developed in Q3 of 2022/23 and target will change to Q4 of 2022/23.		0%
DT 09_AHP 4.4	Data Strategy development - to support the measurement of organisational objectives	The Data Strategy has been drafted and is with Executive for review.		25%
DT 10_AHP 4.4	Digital Technology Asset Management Plan	Being implemented as part of organisational Asset management program. New role in Digital Technology to have responsibility for IT Assets.		0%
DT 11_AHP 4.4	Compliance Management software	Project yet to be initiated.		0%
DT 12_AHP 4.4	Risk Management software	To be included in Uplift Program in 2023.		0%
DT 13_AHP 4.4	Information & Communications Technology - Projects	Development of Human Resource Information System in progress including Learning Management System, Performance Management and On boarding. Digital Uplift Program communicated via workshops with the Senior Leadership Team and the Executive.		20%
DT 14_AHP 4.4	Information & Communications technology - Renewals	Continuing as planned.		60%









OP Ref	Action Description	Comments	Status	YTD Progress
DT 15_AHP 4.4	Asset Management System	Awaiting Asset review.		60%

AHP 5: Council's organisational health and customer focus delivers successful outcomes for our community

AHP 5.1: Deliver a contemporary customer experience that aligns with the expectations of our community

OP Ref	Action Description	Comments	Status	YTD Progress
CI 01_AHP 5.1	Deliver a responsive customer service experience in line with Council's human centred Customer Experience Policy including: - Providing information to customers on Council services and activities - Registering and actioning customer service requests and enquiries - Collecting, receipting and balancing monies - Capturing, coordinating and reporting on customer complaints and compliments - Responding to customer correspondence or registering and assigning to relevant Council staff for response - Managing customer complaints - Managing bookings for Council facilities and services - Managing administrative services for Development & Building services	Due to commence in second half of 2022/23.		50%
CI 02_AHP 5.1	Knowledge Management System (KMS). To support an improved customer service experience through access to accurate information on all Council services	Due to commence in second half of 2022-2023.		50%









AHP 5.2: Maintain and improve a healthy, safe and well organisation

OP Ref	Action Description	Comments	Status	YTD Progress
COMS 04_AHP 5.2	Deliver engaging and timely internal communications messaging and tools to inform employees of Council activities/projects/successes	Continued with weekly staff matters and regular Workplace posts. Intranet evaluation and rebuild underway.		50%
HR 04_AHP 5.2	Undertake activities to ensure the continued health and safety of council staff including: - Developing monitoring and reviewing safety policies - Undertaking safety audits - Investigating incidents, injuries and reported hazards - Managing Council's Employee Assistance Program - Managing and delivering employee wellness and awareness programs - Delivery of safety focused training across all council employee groups - Promoting a focus on safety	Incident investigations completed as required. Safety training scheduled and delivered. Safety promotion continues through weekly Toolbox Talks and WHS Team engagement with work groups and Managers.		40%
HR 05_AHP 5.2	Manage workplace injuries including: - Return to work plans - Employees' work compensation claims - Investigating and reporting on incidents, injuries and reported hazards	Management of workplace injury reporting and outcomes continues to be successfully actioned.		50%
HR 06_AHP 5.2	Manage industrial relations including: - Convening the operation of Council's Consultative Committee - Managing voluntary and involuntary termination - Investigation of grievances	Consultative Committee meetings held at least quarterly, and grievances addressed in a timely manner.		50%







AHP 5.3: Implement contemporary human resources practices and organisational development to attract and retain a skilled workforce

OP Ref	Action Description	Comments	Status	YTD Progress
HR 01_AHP 5.3	Manage HR systems and performance including: - Strategic Human Resource planning - Facilitating the recruitment process (including job design and workforce planning) - Induction and on boarding of new staff - Facilitating the Employee Engagement Process (EEP) - Coordinating employee recognition programs - Facilitating the delivery of a Performance Management Framework - Analysing and reporting on HR Metrics - Management of HR information system	Management of all Human Resource functions being undertaken as outlined in current policies and plans.		50%
HR 02_AHP 5.3	Undertake Strategic Organisational Development activities including: - Developing and implementing the Workforce Management Strategy - Developing, delivering and reporting on the Equity, Diversity and Inclusion Strategy - Program of Work focused on the organisation's culture	Workforce Management Strategy adopted in Q1 of 2022/23. Quarterly reporting in place. Focus Groups conducted in Q2 of 2022/23 on the People Strategy to drive culture.		50%
HR 03_AHP 5.3	Undertake activities to develop the skills of Council employees including: - Delivering against the Learning & Development Strategy	Successful delivery of compliance and leadership programs as per Learning and Development Training Plan.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
	- Assisting in training needs analysis - Developing and delivering training plan - Managing the educational assistance process - Managing apprentices and trainees - Facilitating / Delivering e-learning training - Ensuring compliance training is valid for all required employees based on role - Delivery of leadership program across the leadership group			
HR 07_AHP 5.3	Equity, Diversity & Inclusion Strategy Review	Strategy has been reviewed. The document is scheduled for approval to adopt.		90%
HR 08_AHP 5.3	Employer Branding Strategy	Overarching People Strategy Focus Groups completed December 2022.		35%
HR 09_AHP 5.3	Leadership Program	Programs delivered as per leadership development training plan.		75%
HR 10_AHP 5.3	'Effective Communications' Training	Communications training delivered.		100%







AHP 5.4: Foster a culture of business excellence and innovation

OP Ref	Action Description	Comments	Status	YTD Progress
TF 02_AHP 5.4	Deliver programs and activities to support change and drive business improvement and performance in line with the Transformation Strategy & Roadmap including: - Managing the delivery and implementation of Functional Business Plans across the organisation - Supporting the development and delivery of cross divisional Service Level Agreements - Reporting on Council's performance through the Australian Business Excellence Framework (ABEF) - Delivery of the Culture Amp Organisational Health Survey and oversight of resulting Action Plans			100%







Connected

C 1: We safely and efficiently connect people, goods and businesses within and beyond our region

C 1.1: Deliver a safe, efficient and well maintained road network across the LGA

OP Ref	Action Description	Comments	Status	YTD Progress
TR 01_C 1.1	Deliver upon the strategies articulated in the Regional Integrated Transport Strategy (RITS) through the development and delivery of Action Plans for all forms of transport	The Regional Integrated Transport Strategy (RITS) has not yet been formally adopted by Council and as such plans have been developed in draft only. Project initiation and scoping work has begun on the Integrated Transport Plan and the Pedestrian Access and Mobility plans. Upon formal adoption of the RITS greater progress and guidance will be achieved on supporting plans.		75%
TR 02_C 1.1	Deliver programs & activities that support the safety of people travelling on our roads including: - Supporting the Port Macquarie Traffic Committee and implement works as required - Delivering Road Safety Education Programs	Three (bi-monthly) Local Traffic Committee (LTC) meetings have been held to date. Schedule has been prepared for 2023 meeting dates. Development of streamlined workflow process is ongoing and preparation of education materials related to LTC for internal/external stakeholders is being undertaken. Expected completion in Q3.		45%
TR 03_C 1.1	Undertake asset planning, analysis and reporting activities for Transport assets in line with the Asset Management Framework across the asset management lifecycle including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. This project is not scheduled to start until Q3 and is planned to be finalised in Q3 of the 2023/24 Operational Plan year.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
TR 04_C 1.1	Manage asset data for Transport assets	Four major projects have been capitalised in Q2, including Gordon Street carpark, Telegraph Point Pedestrian safety upgrades, North Haven Stormwater relining, and Hill Street Pedestrian Refuge.		50%
TR 05_C 1.1	Maintain Transport assets in line with Transport Asset Maintenance Plan including condition assessments and inspections and dispose of Transport assets as required	Maintenance of transport assets is being undertaken in accordance with budget allocation and available staff and contractor resources. Condition assessment of the road network is planned to commence in Q3.		50%
TR 06_C 1.1	Construct, maintain and renew our Sealed Roads Network in line with the Transport Asset Management Plan and Integrated Transport Network Master Plan including: - Road inspections - Heavy patching, bitumen resealing, asphalt (hot mix) resurfacing and pothole repairs - Kerb & Guttering - Intersection Treatment to improve traffic flows and safety - Street Cleaning for local roads - Signs and Roadside Furniture (including line marking, regulatory and directional signage, guardrails and barriers) - Roadside Litter and Vegetation Management (including roadside slashing, weed control, mowing, roadside tree management, medians) - Street lights	Progressing with maintenance program and programmed works per schedule. Remaining bitumen resealing and asphalt works are scheduled from late January to April 2023. Routine maintenance and heavy patching repairs have been successfully carried out to maintain control of the network. The maintenance of gravel roads has delivered minimal reactive maintenance requirements and all gravel resheeting works for the unsealed network will be completed by the end of December 2022. Roadside vegetation control activities have been increased to regain control throughout the network, and in particular before the Christmas closedown and holiday season.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
TR 07_C 1.1	Maintain and renew our unsealed road network including: - Road grading - Gravel resheeting - Gravel pothole repairs - Roadside drainage maintenance	Unsealed road network is in good condition with minimal to no reactive maintenance being required over the last quarter. Maintenance program is being undertaken in accordance with funding allocation and resourcing available.		50%
TR 08_C 1.1	Maintain and renew existing bridges including timber, concrete, steel and composite bridges and maintain and repair culverts (including timber and concrete structures)	Progressing in accordance with programmed works and where maintenance requirements necessitate.		45%
TR 09_C 1.1	Deliver actions that improve Parking efficiency across key centres in the LGA	Draft Parking Management Plan is completed and will be presented to Council in Q3 for public exhibition.		60%
TR 14_C 1.1	Service Level Definition	Condition data on our road network is being gathered through an inspections regime and condition survey to be undertaken in Q3 of OP year 2022/23.		50%
TR 15_C 1.1	Integrated Transport Network Master Plan (ITNMP) identify alternate transport modes and align timing of key transport improvements and upgrades across the LGA (in collaboration with TfNSW and State and Federal agencies)	The Integrated Transport Plan (ITP) is continuing to be developed in partnership with Transport for NSW (TfNSW). Initial project program has been slightly delayed. Public exhibition planned to be undertaken in Q1 2023/24 Operational Plan year.		30%
TR 16_C 1.1	Pedestrian Access & Mobility Plan (PAMP)	Project has commenced, review of content underway, community engagement will commence in Q3.		40%







OP Ref	Action Description	Comments	Status	YTD Progress
TR 17_C 1.1	Multi Modal transport investigation - to understand the benefits of multi modal transport and the community barriers to multi modal options	This project is a key deliverable in the Integrated Transport Plan. The ITP project scope has been finalised and the plan is being developed in partnership with TfNSW. Data gathered from the development of the Community Strategic Plan will be used to inform the initial stages of the document with additional community engagement to begin in Q4.		50%
TR 21_C 1.1	Condition Rating - Transport Assets - Infrastructure Planning	Geotechnical works have been completed on Kennedy Drive to inform pavement rehabilitation options. Addition geotechnical testing will be carried out on Ocean Drive in Bonny Hills and North Haven in Q3 to inform road rehabilitation projects. A request for quote for a network condition rating program has been released in Q2 and will be commenced in Q3.		50%
TR 23_C 1.1	Port Macquarie - Ocean Drive Duplication	Construction works commenced November 2022.		100%
TR 24_C 1.1	Port Macquarie - Boundary Street Upgrade	100% Detailed Design completed. Environmental approvals anticipated Q3 of 2022/23.		95%
TR 25_C 1.1	Kew Main Street Upgrade	Construction contract awarded September 2022. Construction commencement in January 2023 and due for completion by June 2023.		25%
TR 26_C 1.1	Wauchope - King Creek Road - Improvements	Shoulder seal and barrier installations completed December 2022. Final seal and line marking scheduled for January 2023.		90%
TR 27_C 1.1	Wauchope - Commerce Street - Asphalt Sealing	Works completed December 2022.		100%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 28_C 1.1	Port Macquarie - Gordon Street Upgrade	Works underway to obtain preconstruction approvals.		10%
TR 29_C 1.1	Lake Road Duplication - Ocean Drive - Chestnut Rd	Design progressing. Approvals subject to interface with adjacent National Parks and Wildlife Services land, which require a legislated process to be followed with associated timeframes involved. Opportunities for design refinement and work within existing corridor to achieve duplication under investigation.		15%
TR 30_C 1.1	Lake Road upgrade - Intersection upgrades Jindalee and Fernhill Roads	Land acquisitions to commence once Transport for NSW approvals obtained for works. Acquisitions expected to commence in 2023.		15%
TR 32_C 1.1	Local Roads - Proactive Transport Program	Included in broader bitumen resealing and asphalt program, which is well progressed.		45%
TR 33_C 1.1	High Traffic Road - Resurfacing	Included in broader bitumen resealing and asphalt program, which is well progressed.		45%
TR 34_C 1.1	Continuation of pavement rejuvenation treatments	This work is included in the broader bitumen resealing and asphalt program, for which further works will be carried out in the new calendar year.		45%
TR 35_C 1.1	Road resealing works	Included in broader bitumen resealing & asphalt program, which is well progressed.		45%
TR 42_C 1.1	Stage 1 - Pembrooke Road / Stoney Creek Road upgrade - Detailed design	Concept design development progressing. On track for completion in May 2023.		35%
TR 44_C 1.1	Lorne Road upgrade	Concept design works commenced. Detailed design expected to commence Q3 of 2022/23.		70%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 45_C 1.1	Maria River Road upgrade	100% detailed design complete. Review of Environmental Factors and Environmental Impact Statement approvals on track for Q4 of 2022/23.		90%
TR 46_C 1.1	Concrete Bridge Rehabilitation Program - Lake Cathie bridge	Project is in the planning phase ahead of procurement for level 3 inspections. Commencement anticipated in Q3 of 2022/23.		35%
TR 47_C 1.1	Bridge & Pavement Design	Allocation is being used to support bridge and road rehabilitation projects, including Limeburners Creek Bridge embankment works and Ocean Drive, North Haven and Bonny Hills, for road rehabilitation works.		50%
TR 48_C 1.1	Timber Bridge Replacement Program - Bridge 178 Mundays Lane	Due to the timeframes involved in following the legislation planning / environmental approval pathways, the Timber Bridge replacement program cannot be delivered in the Fixing Country Bridges Program delivery timeframes. Project to be removed from the 2022/23 Operational Plan via a monthly budget adjustment.		0%
TR 49_C 1.1	Timber Bridge Replacement Program - Bridge 179 Mundays Lane	Due to the timeframes involved in following the legislation planning / environmental approval pathways, the Timber Bridge replacement program cannot be delivered in the Fixing Country Bridges Program delivery timeframes. Project to be removed from the 2022/23 Operational Plan via a monthly budget adjustment.		0%
TR 50_C 1.1	Timber Bridge Replacement Program - Bridge 181 Mundays Lane	Due to the timeframes involved in following the legislation planning / environmental approval pathways, the Timber Bridge replacement program cannot be delivered in the Fixing Country Bridges Program delivery timeframes. Project to be removed from the 2022/23 Operational Plan via a monthly budget adjustment.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 51_C 1.1	Timber Bridge Replacement Program - Bridge on Farrawells Road	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) anticipated for release in January 2023.		40%
TR 52_C 1.1	Timber Bridge Replacement Program - Old School Road Bridge, Herons Creek	Project to be deferred to outer years as no funding currently exists.		0%
TR 53_C 1.1	Concrete Bridge Rehabilitation Program Limeburner's Bridge	Project is in the planning phase ahead of procurement for level 3 inspections. Commencement anticipated in Q3 of 2022/23.		40%
TR 54_C 1.1	Timber Bridge Replacement Program - Bottlebrush No 1 Bridge - Bril Bril Road	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) advertised December 2022.		50%
TR 55_C 1.1	Timber Bridge Replacement Program - Donkins Flat Bridge, Comboyne	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) anticipated for release in January 2023.		50%
TR 56_C 1.1	Kindee Bridge upgrade	Works not yet commenced. Design works currently not resourced due to resource commitments to other bridge projects.		0%
TR 57_C 1.1	Timber Bridge Replacement Program - King Creek Bridge upgrade	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) advertised December 2022.		50%
TR 58_C 1.1	Timber Bridge Replacement Program - Langdons Bottlebrush No 2	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) advertised December 2022.		50%
TR 59_C 1.1	Timber Bridge Replacement Program - Little Mortons Creek Bridge	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) advertised December 2022.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 60_C 1.1	Pappinbarra Right Arm Bridge - Design & construction	Works on bridge replacement complete.		100%
TR 61_C 1.1	Timber Bridge Replacement Program - Joes Bridge upgrade	This Bridge is being delivered as part of the Fixing Country Bridges Program. Procurement of modular bridge structure has been awarded in December 2022. Construction to commence Q4 of 2022/23.		50%
TR 62_C 1.1	Black Creek Bridge rehabilitation	All materials have been acquired for the works. Works are programmed to commence in March 2023. The project may take up to seven months weather permitting. The project has been delayed due to excessive wet weather experienced at Bril Bril Creek bridge replacement, natural disaster events requiring removal of debris at many bridge crossings & as Steels Bridge, Yippin Creek, has been brought forward for more urgent works due to deteriorating deck condition further delaying the start to Black Creek bridge.		15%
TR 63_C 1.1	Cowal Creek Bridge upgrade	Concept Design Completed. Construction commencement expected mid 2023. The project will be fully funded via natural disaster funding rather than Fixing Country Bridges due to damage incurred during the March 2021 flooding event.		25%
TR 64_C 1.1	Timber Bridge Replacement Program - Crowe Roods Bridge upgrade	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) anticipated for release in January 2023.		50%
TR 65_C 1.1	Cutty Creek Bridge upgrade	This Bridge is being delivered as part of the Fixing Country Bridges Program. Procurement of modular bridge structure has been awarded in December 2022. Construction to commence fourth quarter of 2022/23.		30%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 70_C 1.1	Timber Bridge Replacement Program - Thone River Road Bridge	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) anticipated for release in January 2023.		50%
TR 71_C 1.1	Bril Bril Bridge	Bril Bril Creek bridge rehabilitation has experienced approximately 80 wet work days of delay due to the high frequency and amount of wet weather over the last 12 months. Each time the creek rises it adds several days to clean the site to recommence work. The project is anticipated to be completed in early February 2023.		90%
TR 72_C 1.1	Timber Bridge Replacement Program - Logans Crossing Bridge	This Bridge is being delivered as part of the Fixing Country Bridges Program. Construction Request for Tender (RFT) advertised December 2022.		50%
TR 73_C 1.1	Timber Bridge Replacement Program - Tower Road Bridge	This Bridge is being delivered as part of the Fixing Country Bridges Program. Procurement of modular bridge structure has been awarded in December 2022. Construction to commence Q4 of 2022/23.		50%
TR 90_C 1.1	Fauna infrastructure on Council roads (inc. koala food trees)	In accordance with the Ocean Drive/Link Rd Koala Plan of Managment fencing repairs have been completed and the fauna crossing furniture has been installed.		50%
TR 91_C 1.1	Developer provided assets (capital works allocation to allow for public asset construction by developers supporting new land development)	Financial reporting has continued in Q2. Council has received 8 notifications (five in Q1 and three in Q2) from Developers to date.		25%
TR 92_C 1.1	Kendall Town Centre Master Plan works - Design	Preliminary scoping and project planning for road design has commenced. Funding has no associated income source meaning the project is unable to progress and is recommended for consideration in future Operational Plan development pending priority.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 93_C 1.1	Road resealing (additional)	Included in larger bitumen resealing and asphalt program, which is well progressed.		45%
TR 96_C 1.1	Corridor Planning - MR538/MR600	The corridor strategy has been placed on hold for final adoption until the Regional Integrated Transport Strategy (RITS) and Integrated Transport Plan (ITP) are adopted, as changes to the RITS and ITP may influence the corridor strategy.		100%
TR 99_C 1.1	Rollands Plains Road guardrail	Construction completed. Awaiting completion report to capitalise asset.		95%

C 1.2: Deliver air and water based transport services as key elements of our integrated transport network

OP Ref	Action Description	Comments	Status	YTD Progress
TR 10_C 1.2	Operate a ferry service to/from the North Shore at Settlement Point and Hibbard Drive including: - Planned maintenance - Unplanned ferry maintenance (due to any breakdowns) - RMS ferry inspections	Ferry operations and maintenance requirements undertaken per schedule. Engine failure on Settlement Point Ferry replaced and operational within 18 hours after breakdown in late November 2022.		50%
TR 84_C 1.2	Hibbard Ferry (15 vehicle)	Minor safety inspection not required until December 2023.		0%
TR 85_C 1.2	Ferry ramp rehabilitation	Minor repairs were carried out using new cementitous materials which has arrested any further deterioration of the ramp.		100%









C 2: We make more trips by active and public transport

C 2.2: Facilitate public transport services that are reliable, accessible and aligned to population growth

OP Ref	Action Description	Comments	Status	YTD Progress
TR 11_C 2.2	Maintain & construct a network of footpaths and cycle ways across the LGA in alignment with the Transport Asset Management Plan, Pedestrian and Mobility Plans (PAMPS) and the Port Macquarie Hastings Bike Plan including: Inspections Footpath replacements and extensions, Access ramps, pedestrian refuges, crossings and bridges Sealed shoulder widening works for on road cycle ways Integrating (wherever possible) active transport options in the design and delivery of new and upgraded roads	Maintenance work on paths undertaken in accordance with funding allocation.		50%
TR 12_C 2.2	Deliver and promote programs, initiatives and practices to improve the effectiveness of our active and public transport network	Meeting monthly with Education team regarding proposed initiatives and programs for 2022/23. Activities include Bicycle Safety education about availability of cycle lanes and shared pathways in LGA, usage, rules and regulations and road safety. Programs with schools are focused on designated school crossings and agreements with schools regarding obligations.		45%
TR 13_C 2.2	Support the use of public transport by: - Maintaining and constructing bus shelters across the LGA - Advocating for increased public transport options across the LGA with Transport for NSW	Project scoping and planning is completed for six new bus shelters. Works will commence on construction of new shelters in Q3. Ongoing maintenance of shelters is undertaken in line with allocation.		25%

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OP Ref	Action Description	Comments	Status	YTD Progress
TR 74_C 2.2	Footpaths, cycleways & pedestrian management	Design work expected to be undertaken in Q3 and Q4 of 2022/23 as primary focus is on grant funded projects, with construction to follow.		0%
TR 75_C 2.2	Port Macquarie CBD works	Maintenance work is undertaken based on inspections and Customer Requests Management System (CRMS) requests.		50%
TR 76_C 2.2	Schools to Schools shared pathway	Concept design commenced. Further progression of design pending resource availability and allocation.		20%
TR 77_C 2.2	Beach to Beach shared pathway - Construction	Project Planning underway with Request for Tender expected to be advertised Q3 of 2022/23 and contract entered into prior to 30 June 2023.		0%
TR 78_C 2.2	North Shore improvements - Vehicular/pedestrian connection	All road network upgrade works completed in November 2022.		100%
TR 79_C 2.2	Oxley Highway, Port Macquarie - Shared path	Survey works completed and design investigations progressed. Transport for NSW (TfNSW) inputs and endorsement being sought for shared path design as the adjacent Oxley Highway is under TfNSW ownership. Streetlight relocations may be necessary which will result in a delay in construction commencement.		30%
TR 80_C 2.2	Pacific Drive - Footpath	Design investigations progressed. Construction anticipated to commence in Q3 of 2022/23.		30%
TR 81_C 2.2	Lake Road - Footpath	Design works underway with construction commencement planned Q3 of 2022/23.		30%
TR 82_C 2.2	Footpath - McGilvray Rd, Bonny Hills	Project to be delivered in conjunction with TR 83_C 2.2. Project not yet commenced as project management resourcing has not yet been able to be recruited.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
TR 83_C 2.2	Ocean Drive, Bonny Hills - Shared path	Works commencement pending project management resource allocation following recent recruitment exercise. Planning and design progression expected from January 2023.		0%
TR 97_C 2.2	Charles Sturt University (CSU) - Googik connection consultancies	Designs completed. Final consultation with CSU was undertaken in November with in-principle agreement and acceptance on the final design and land tenure issues. It is expected that once formal acceptance and a Memorandum of Understanding (MOU) is drafted this project will be formally completed in Q3.		95%
TR 98_C 2.2	Beechwood pedestrian upgrades - New footpath	Project complete (construction). Awaiting final completion report to capitalise asset.		95%







C 3: We connect with each other via technology, ideas and the places we meet

C 3.2: Provide contemporary and accessible library facilities and services that engage the community in life long learning and the exchange of ideas

OP Ref	Action Description	Comments	Status	YTD Progress
LIB 01_C 3.2	Operate Council's 3 libraries at Wauchope, Laurieton and Port Macquarie including: - Curation of physical library collection for recreational and educational purposes - Lending services (including book club sets) - Managing Library volunteers - Technology services (including access to PCs and free Wi-Fi) - Delivery of library events and programs including adult, children, youth and seniors programs - Promotion and management of meeting spaces - Participation in regional network of library providers - Management and promotion of the library as a technology hub (including creative studio and Imaginarium) - Management and development of local studies collection - Provision of family history services - Promotion of library services and events	264 activities were hosted with 4,760 participants attending during the period from 1 July to 30 December 2022.		50%
LIB 02_C 3.2	Provide a range of online services to support education and recreation activities including: - Online lending - Access to databases - Educational courses - Online media	30,200 items loaned. Started an online book of the month. All catalogues available in the three branches additional events such as author talks and school holiday programs.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
LIB 03_C 3.2	Provide library services for those unable to easily access Council's libraries at Port Macquarie, Wauchope and Laurieton including: - A home delivery & nursing home service for people with mobility and access restrictions - A mobile library service including the Anytime Library to Sovereign Hills and Lake Cathie - Literacy van	All service provided and all scheduled visits achieved.		50%
LIB 04_C 3.2	Library Refurbishment - furnishings, fittings & equipment (including computer equipment, technology, photocopiers, additional shelving etc.)	Works ongoing with Library refurbishments, a concept plan is pending and will be completed in Q3 of 2022/23.		50%
LIB 05_C 3.2	Library books	Library Books purchased to maintain and replenish stock.		50%
LIB 06_C 3.2	Special library projects	New project identified, made chair yoga sessions available in the library.		50%







Environmentally Sustainable

ES 1: Our natural environment is healthy and supports a rich environment of flora and fauna

ES 1.1: Protect and enhance our natural resources and biodiversity

OP Ref	Action Description	Comments	Status	YTD Progress
NRM 01_ES 1.1	Manage the Local Government Area's bushland and biodiversity including: - Undertaking ecological studies/projects - Reviewing legislative and best practice requirements regarding biodiversity - Delivering environmental restoration plans and programs - Preparing for rapid response to new biosecurity incursions - Providing expert advice to internal and external stakeholders regarding biodiversity and biodiversity legislation - Researching, developing and implementing key biodiversity strategies and plans	Actions progressing as scheduled. For biosecurity incursions Council follows the new weed incursion and rapid response plan. No new incursions have occurred since July 2022. Expert advice is provided as required pertaining to biodiversity and legislation.		50%
NRM 02_ES 1.1	Implement priority actions from the Natural Resources Asset Management Plan	Progress has been made towards development of the Natural Resources Management Plan Asset register.		35%
NRM 03_ES 1.1	Implement Council's Local Weeds Management Plan	Weed management actions are progressing as scheduled with Council Biosecurity and Natural Resources Management team following and acting on the local weeds management plan.		50%
NRM 04_ES 1.1	Manage Vegetation Management Plans (VMP)	Audits and inspections undertaken as scheduled Vegetation Management Plans audited and managed as required.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
NRM 10_ES 1.1	Biodiversity Management Strategy Review	Review completed and reported to Executive with recommendations for future strategy development.		95%
NRM 11_ES 1.1	Biodiversity Mapping	Initial project meetings have commenced with engagement of Geographical Information System and Land Use Planning Teams to assist with Delivery.		10%
NRM 12_ES 1.1	Koala Recovery Strategy & Action Plan	Report presented to Council with full endorsement of actions.		50%
NRM 18_ES 1.1	Provide support to Landcare groups for community based projects including streambank protection, erosion control, weed eradication & revegetation and water quality improvements	Ongoing support provided to Landcare groups undertaking approved works on Council land. Council staff continue to support Revive Lake Cathie where possible to improve the health of the Lake Cathie/Lake Innes/Cathie Creek Waterway.		50%
NRM 19_ES 1.1	Long term biodiversity planning	Councillor brief delayed and due to be delivered early 2023 to discuss need for managing offset liabilities.		25%
NRM 20_ES 1.1	Koala Recovery Strategy	Secured a Koala Recovery Strategy Funding Agreement for additional signage and vegetation works.		35%
NRM 21_ES 1.1	Koala Plans of Management (KPoM) Compliance Monitoring Program	Koala Plans of Management audited as planned for 2022-2023 operational year.		50%
NRM 22_ES 1.1	KPoM Compliance - Capital (undertake capital maintenance)	Maintenance works for Link Road Koala Plan of Management fauna fence and underpass structures completed and additional works scheduled.		20%









OP Ref	Action Description	Comments	Status	YTD Progress
NRM 23_ES 1.1	Flying Fox Camp Management Plan for Kooloonbung Creek - Stage 2	Flying Fox Subsidy Program for residents living in close proximity to the Camp has commenced. Flying Fox quarterly counts are on schedule and community updates have been delivered.		30%
NRM 25_ES 1.1	Strategic Biosecurity and Ecological Restoration program - for the control of noxious and environmental weeds on Council owned land	Works are progressing throughout Councils bushland reserves to manage weeds. Annual funding successfully granted.		50%
NRM 26_ES 1.1	Biodiversity Management - Vertebrate Pest Management	Wild deer culling has commenced with successful culling occurring around the Port Macquarie Dam and airport biodiversity certified lands.		50%

ES 1.3: Protect and improve the health of our waterways

OP Ref	Action Description	Comments	Status	YTD Progress
NRM 05_ES 1.3	Undertake activities to protect our coastline and estuaries including: - Developing and implementing coastal and estuary management plans - Provide technical advice and support for coast and estuary related matters - Undertake acid sulphate soil monitoring and management - Coast and Estuary grant management - Reviewing and assessing Review of Environmental Factors (REF) and Environmental Impact Statement (EIS) documents	Council staff continue to develop the Coastal Management Program (CMP) with projects underway across all zones of the program including Lake Cathie, Hastings, Open Coastline and Camden Haven. Council staff provide advice to both internal and external stakeholders when requested. Council staff continue to monitor the Partridge Creek weir to regulate acidity in the creek, as well as undertaking investigations into acid sulfate impacts in the Lake Innes/Lake Cathie/Cathie Creek System. Council have received grant funding for seven projects under the Coastal and Estuary Grants program and will continue to apply for additional grants to progress the CMP.		50%

2022/23 Six Month Progress Report Progressing as Scheduled







OP Ref	Action Description	Comments	Status	YTD Progress
NRM 13_ES 1.3	Hastings Water Quality Improvement Strategy for Stage 2 of the Hastings River Estuary Coastal Management Program (CMP)	Hastings Bank Condition Assessment complete. Water quality Strategy yet to be completed.		50%
NRM 14_ES 1.3	Camden Water Quality Improvement Strategy	Developing scope for consultants to undertake a Camden River Bank Condition Assessment Study.		5%
NRM 29_ES 1.3	Coastal Management Program (CMP) - Aboriginal Cultural Heritage Study - Sea Country	Staff presented to the Marrungbalbu Group Aboriginal Advisory Committee of Council.		5%
NRM 30_ES 1.3	Coastal Management Program (CMP) Stage 2 - Hastings	The Hastings River Estuary Bank and Riparian Assessment has been completed and the Hydrodilution study is nearing completion.		50%
NRM 31_ES 1.3	Coastal Management Program (CMP) Stage 2 - Lake Cathie/Bonny Hills	Lake Cathie Studies ongoing. The Illaroo Road Coastal Hazard Protection Options Review Engagement has been completed, while the Hydrodynamic Model is currently being developed.		50%
NRM 32_ES 1.3	Coastal Management Program (CMP) Stage 2 - Open Coastline	Council has received funding from Department of Planning and Environment towards a Coastal Vulnerability Area Mapping and Coastal Hazard Assessment for the open coast, with the project expected to go to market early 2023.		10%
NRM 33_ES 1.3	Illaroo Coastal Hazard Management (undertake hazard reduction works at Illaroo)	The Illaroo Road Coastal Hazard Protection Options Review project has been completed, while PMHC currently have an open tender to undertake dredging/sand nourishment along the foreshore of Illaroo Road, as well as undertake emergency works around the southern stormwater outlet.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
NRM 34_ES 1.3	Hazard management - Bushfire Risk Mitigation Program (annual works plan)	Asset Protection Zones and Strategic Fire Advantage Zones are being maintained as scheduled on Council owned and managed lands.		50%
NRM 35_ES 1.3	Hydrographic Dilution Study - Kooloonbung Creek	Kooloonbung Creek Pollutant transfer study underway with Department of Primary Industries Fisheries.		80%
NRM 36_ES 1.3	Lake Cathie Dredging	A tender is currently open to undertake dredging (closes 19/1/23), however dredging cannot commence until the entrance closes.		25%
NRM 37_ES 1.3	Lake Cathie - Coastal Management Program (CMP) - monitoring and surveillance of environmentally sensitive areas including water quality testing	Ongoing monthly testing and a monitoring program underway.		50%
NRM 38_ES 1.3	Camden Haven Flood Study	Grant funding in the amount of \$70,000 (2:1) has been announced in November 2022 to support the completion of this project. The project has subsequently moved into the planning phase, with a project plan anticipated to be completed January 2023.		10%
NRM 39_ES 1.3	Illaroo Road (stormwater preparatory work)	Stormwater redirection not to continue as originally proposed as October Council resolution following Coastal Hazard Protection Options Review was to 'Continue to progress short term mitigation measures for coastal erosion adjacent to Illaroo Road including sand nourishment and stormwater protection measures and, undertake emergency works as necessary should damage to stormwater and road assets occur.' Council currently have an open tender to undertake dredging/sand nourishment along the foreshore of Illaroo Road, as well as undertake emergency works around the southern stormwater outlet.		50%









ES 2: The impact of our built environment on our natural environment is minimised

ES 2.1: Employ practices and deliver projects that manage our resources sustainably and result in positive outcomes for our environment

OP Ref	Action Description	Comments	Status	YTD Progress
EL 01_ES 2.1	Provide sampling, analysis, reporting and professional advice of water quality analysis and environmental programs in accordance with operational and regulatory requirements including: - Undertaking sampling and field analysis - Conducting chemical, physical and biological sample analysis and Quality Control - Testing sewage to meet effluent license conditions - Targeted water quality analysis and reporting for our local waterways - Testing of our drinking water supply - Landfill testing and returning EPA annual license returns - Fluoride reporting	Sampling, analysis, reporting and professional advice of water quality analysis and environmental programs provided in accordance with operational and regulatory requirements. National Association of Testing Authorities (NATA) accreditation has been maintained.		50%
HBR 01_ES 2.1	Respond to and investigate pollution issues (land, air, water, noise) in accordance with Council's Enforcement Policy	143 new tasks received; 146 tasks closed.		50%
HBR 02_ES 2.1	Respond to and investigate contaminated land issues and review and update contaminated land register	Register kept up to date, incidents investigated and customers responded to in a timely manner.		50%
NRM 06_ES 2.1	Provide current Ecological advice on development related matters including: - Assessing Development Applications and Planning Proposal (rezoning) referrals - Reviewing REFs - Providing internal advice on EPA Act pathways	Ecological Advice provided relating to Planning Proposals, Development Applications (DA's), Reviews of Environmental Factors (REF).		50%

2022/23 Six Month Progress Report









OP Ref	Action Description	Comments	Status	YTD Progress
NRM 07_ES 2.1	Review and implement guidelines, processes and templates for environmental assessments	Processes, guidelines and templates are continuously updated throughout the year as required to improve efficiency and professionalism for all tasks.		50%
NRM 15_ES 2.1	Port Macquarie Airport Biodiversity Certification program and related environmental approvals	Contractors engaged and are progressing works as required. Reporting completed as required		50%
NRM 16_ES 2.1	Conservation Zones	Good progress with a report to the 8 December 2022 Ordinary Council Meeting on a planning proposal to amend zones to Conservation on Council land identified in Koala Plan of Management, VMP's and VPA's.		45%
ST 01_ES 2.1	Develop and deliver sustainability based education activities for businesses including energy & water conservation and waste management (supported by Education and Economic Development teams)	Program drafted with further development requested with Education and Economic Development teams. During Q2 assisted multiple businesses interested in State Electronic Vehicle Charger Grant. Regular Waste, Water and NRM education activities are ongoing.		10%
ST 02_ES 2.1	Develop and deliver education programs and activities that improve the understanding of Quadruple Bottom Line sustainability (for Council staff, Councillors and the community) (supported by the Education Team)	Strategy has been delayed due to Climate Change Response Policy reconsideration by Council. Strategy will provide direction for future education activities.		10%
ST 03_ES 2.1	Facilitate energy efficiency projects and renewable energy procurement and installations at Council facilities in line with the Long Term Energy Strategy	Energy Efficiency projects being facilitated and monitored as required. Funding obtained for E-charging stations in Council/Library carpark. Development of Sustainability Strategy will provide more direction for future projects		40%







OP Ref	Action Description	Comments	Status	YTD Progress
ST 04_ES 2.1	Work with Council Divisions and the Staff Sustainability Working Group to identify and facilitate sustainability initiatives including: - Waste avoidance - Energy and water reduction, - Material reuse and recycling including the use of recycled materials in our infrastructure - Phasing out single use plastics from Council operations and Council sponsored events	Identified and facilitated sustainability initiatives during Q2 relating to energy, waste and installation of new electric vehicle chargers.		5%
ST 05_ES 2.1	Collaborate with other Councils and participate in programs which support sustainability initiatives including Sustainability Advantage and Cities Power Partnership	Continue to network with other Councils through established programs including Cities Power Partnership, LGNSW, Sustainbaility Advantage and Joint Organisation.		50%
ST 06_ES 2.1	Report to Council and the community on Council's progress towards achievement of the Sustainable Development Goals and sustainable practices	Scorecard to be developed in line with Strategy adoption.		10%
ST 07_ES 2.1	Long Term Energy Strategy Review	Long Term Energy Strategy review conducted over Q2 with other relevant areas of council. State funded support to further review and provide options to develop mid-scale PV/battery and Revolving Energy Fund recommendations to Council.		50%
ST 08_ES 2.1	Council Climate Mitigation and Adaptation Action Plans	December 2022 Ordinary Council Meeting resolution for Councillor workshop on developing the Sustainability Strategy with adaption and resilience included in Q3.		20%







ES 2.2: Reduce waste sent to landfill and transition to a circular economy

OP Ref	Action Description	Comments	Status	YTD Progress
WM 01_ES 2.2	Deliver upon the strategies articulated in the Waste Management Strategy through the development and delivery of Action Plans for the Waste Service	The current waste strategy is due for renewal, which is a current project. Actions for delivery will be outlined in the new strategy.		50%
WM 02_ES 2.2	Manage the collection of domestic and commercial waste including: - Collection of domestic (household waste) - Provision of a commercial waste collection service for businesses - Collection of recyclables and green waste from domestic households - Providing kerb side collections on a user pays basis - Contract management for the delivery of the collection services on Council's behalf	Domestic and commercial kerbside waste continues to be collected across the LGA in accordance with the Domestic Waste Collection Contract. Almost 100,000 kerbside bins are distributed across the LGA for this service.		50%
WM 03_ES 2.2	Mange the collection of waste in public places including: - Collection of bins in public places - Cleaning public bins - Providing additional waste collection services for community and commercial activities in public places on a user pays basis - Monitoring and responding to illegal dumping and littering complaints	Public place bins are provided throughout the LGA and collected and managed by Council. Illegal dumping is investigated and collected as required.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
WM 04_ES 2.2	Manage the processing and disposal of waste including: - Operating Council's Waste Transfer Stations including domestic waste recycling and disposal - Receiving and managing hazardous waste - Hazardous waste collection program - Processing dry recyclables - Processing organic waste - Mange operational and environmental legislative requirements - Mange the recycling contract - Monitoring the rehabilitation sites of former landfills	Council's waste facilities operated in accordance with legislative requirements including reporting and environmental management.		50%
WM 05_ES 2.2	Undertake asset planning, analysis and reporting activities for Waste assets in line with the Asset Management Framework across the asset management lifecycle including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Asset maintenance plans and programs are being developed based on adopted budgets and operational priorities for waste.		50%
WM 06_ES 2.2	Manage asset data for Waste assets	The management of waste asset data is undertaken as required. Council's building assets, which includes waste buildings is currently underway.		75%
WM 07_ES 2.2	Deliver/renew/upgrade Waste assets	Works being undertaken as required as per Operational Plan actions.		75%
WM 08_ES 2.2	Maintain Waste network assets in line with Waste Network Asset Maintenance Plan including condition assessments and inspections and dispose of Waste assets as required	Asset maintenance/renewal works being undertaken as required.		75%









OP Ref	Action Description	Comments	Status	YTD Progress
WM 09_ES 2.2	Deliver Waste Education programs including: - School education program - Community talks on request - Pubic visits to waste facilities - Event Waste Management (delivered in partnership with the Education Team)	Waste education programs continue to be developed and delivered including Plastic Free July, The Good Food Fight and Schools Education.		50%
WM 10_ES 2.2	Waste Education	Program delivered.		100%
WM 11_ES 2.2	Waste facilities asset management	Asset Management Plans (AMP) are being reviewed as part of the organisational wide AMP review project.		0%
WM 12_ES 2.2	Cairncross Waste Management Facility (WMF) - Waste transfer station extension	This Operational Plan action is dependent on the Waste Strategy and associated Cairncross Master planning being developed to ensure a strategic design for the entire facility. This project will be deferred into outer year's budget.		0%
WM 13_ES 2.2	Cairncross WMF - Material Recovery Facility (MRF) upgrade	A report was presented to Council in December 2022 with a modification proposed on meeting the needs of the current MRF, including contract negotiations on current ongoing management. No upgrade now proposed in the interim.		100%
WM 16_ES 2.2	Kingfisher Road rehabilitation (DA condition from the Waste Transfer Station upgrade)	Project pending resource allocation. Works not commenced. Project management resourcing currently allocated to higher priority projects.		0%
WM 19_ES 2.2	Cairncross landfill expansion	This item has not progressed further this quarter and project plan is yet to be completed.		5%









OP Ref	Action Description	Comments	Status	YTD Progress
WM 20_ES 2.2	Cairncross WMF - Landfill gas collection system	Procurement planning continuing.		5%
WM 21_ES 2.2	Wauchope landfill (closed) - Continued remediation	Remediation of the site is ongoing with a Request for Quotation to be sent to consultants to undertake a hydrogeological investigation to address some infiltration issues onsite.		5%
WM 22_ES 2.2	Cairncross Waste Depot	Tree planting now planned for March 2023 which is within approved timeframe.		20%







Liveable

L 1: We have well planned and liveable communities

L 1.1: Undertake integrated strategic land use and infrastructure planning to manage growth in a financially and environmentally sustainable manner that enhances liveability

OP Ref	Action Description	Comments	Status	YTD Progress
DS 01_L 1.1	Manage the accurate assessment and determination of all development related applications.	Ongoing service provided. No appeals.		50%
DS 02_L 1.1	Coordinate the processing and assessment of applications with the Development Assessment Panel where required	No appeals.		50%
DS 03_L 1.1	Manage building certification and plumbing and drainage inspections for private development in accordance with statutory requirements.	Ongoing service provided.		50%
DS 04_L 1.1	Undertake inspections of public infrastructure installed or constructed by developers to be handed over to Council	Ongoing inspection service provided.		50%
DS 05_L 1.1	Provide general planning and building certification advice through pre lodgement meetings and the planning advisory service	Ongoing service provided.		50%
DS 06_L 1.1	Heritage Advisor Service	Specialist heritage advice provided on relevant development applications, council projects and community enquiries. No errors or issues.		50%
LUP 01_L 1.1	Undertake strategic land use planning activities including: - Developing, reviewing and updating major strategic planning policies and strategies including structure plans and precinct plans as required - Partnering with State Government agencies on the collaborations/actions identified in the Port Macquarie	The Strategic Land Use Planning team are meeting all of the legislative requirements and progressing the strategic and structure planning. The Strategic Land Use Planning group are presently at market for recruitment of additional senior resources and will support this activity. There is a full review of the		45%

2022/23 Six Month Progress Report









OP Ref	Action Description	Comments	Status	YTD Progress
	Regional City Action Plan and the North Coast Regional Plan - Providing a local government response to regional and state planning projects, studies and proposed legislative changes - Preparing, reviewing and updating Council's principal environmental planning instrument (LEP) and Development Control Plan (DCP) to ensure planning controls incorporate best practice planning and respond to the changing needs of our community - Processing planning enquiries - Providing guidance to Council in all land use planning matters, external policy proposals/documents and regional land use planning policies and initiatives	hierarchy of strategic land use planning documents and the reviews will be delivered to ensure alignment from strategies and plans.		
LUP 02_L 1.1	Undertake Development Contributions activities including: - Developing, reviewing and accounting for S 7.11 and S 7.12 contribution plans - Developing, reviewing and accounting for S 64 Development Servicing Plans for the delivery of water and sewer infrastructure (on behalf of the Community Utilities team) - Developing, reviewing and accounting for Voluntary - Planning Agreements (VPAs) and Works in Kind (WIK)	The Development Contributions levies are in line with legislative requirements and levies within the plans. Planning Agreements and Works in Kind are managed and reported in line with requirements. The Plans will be reviewed every four years in alignment with the Delivery Program to commence after adoption of the Framework. The New Contributions Framework is progressing and will improve the efficiency and effectiveness of monitoring and reporting.		25%
LUP 03_L 1.1	Port Macquarie Hastings Blue Print - Multi year project	There is progress with reports to Council on Wastewater Treatment Capacities and Water Capacity and impacts on land use planning. The work to identify utility infrastructure capacity to inform urban growth areas and existing zoned land is being progressed as a cross functional council working group with discussion and information from the development community.		25%









OP Ref	Action Description	Comments	Status	YTD Progress
LUP 04_L 1.1	Place Planning Framework - Multi year project	The Local character and place work will be informed by the review of the Housing Strategy and will be guided by the Urban Growth Management Strategy review. The work has commenced and will include Heritage and a review of existing place documents.		35%
LUP 05_L 1.1	Housing Strategy and supporting action plans	The support studies are progressing well. The Transport for NSW announcement on the Oxley Highway is needed to progress with confidence on yields. Council are in constant dialogue with the State Government on this issue.		25%
LUP 06_L 1.1	Local Strategic Planning Statement	The North Coast Regional Plan has been finalised and contains some goals, objectives and actions that will inform the review of the Local Strategic Planning Statement (LSPS). The endorsement of the Blueprint for Generational Equity, The Infrastructure Strategy and the Regional Integrated Transport Strategy that are currently on exhibition will also inform and provide an opportunity to rationalise the content of the LSPS.		25%
LUP 07_L 1.1	Rural Land Study	The direction for the Rural land study will be set by the Urban Growth Management Strategy review to ensure the outcome is set by the strategy and strategic principles.		45%
LUP 08_L 1.1	LEP and DCP Review - Multi year project	The issues to be addressed are being researched and collated presently and this work is in progress but some of the issues may require resolution of the land use strategies to embed in the Local Environment Plan and Development Control Plan with confidence.		25%









OP Ref	Action Description	Comments	Status	YTD Progress
LUP 09_L 1.1	Housing Supply Land Monitoring and Model	The support studies are progressing well. The Transport for NSW announcement on the Oxley Highway is needed to progress with confidence on yields. Council are in constant dialogue with the State Government on this issue.		25%
LUP 10_L 1.1	Port Macquarie Civic Precinct	The early planning for the precinct is in progress and the Council were briefed on 6 October 2022.		35%
LUP 11_L 1.1	Land Use Strategy Development	The review of the Urban Growth Management Strategy has commenced. The identification of key supporting infrastructure for land use strategy supporting growth is in progress and central to the review. The review will include an assessment of the hierarchy of strategic land use planning documents and their functions, purpose and objectives.		50%
LUP 12_L 1.1	Fernbank Creek / Sancrox	Support studies are progressing well. The Infrastructure Plan to support the Structure Plan is the next critical element. Some loss of key staff in Strategy have impacted and the recruitment of these roles to support this work is at market.		35%
LUP 13_L 1.1	Health & Education Precinct (HEP)	The support studies are progressing well. The Transport for NSW announcement on the Oxley Highway is needed to progress with confidence on yields. Council are in constant dialogue with the State Government on this issue.		25%







OP Ref	Action Description	Comments	Status	YTD Progress
LUP 14_L 1.1	Yippin Creek Strategic Planning	The Yippin Creek Planning Proposal requires a solution to the flood free access requirements that meets risk management principles and legislation. Council does have an active grant application for the upgrade of Beechwood road. Without grant funding Council's works program does not have a solution until well into the future and Strategy are working with the development community to identify and cost alternate solutions.		25%
LUP 15_L 1.1	Development Contribution Framework implementation (new plans and project reconciliation)	The new Development Contributions Framework is nearing completion and will be finalised over the next quarter for consideration by the executive Team and ultimately presentation to Council.		45%
LUP 16_L 1.1	Economic analysis for PMHC Local Government Area	This work is being worked through presently to determine the source of the data and the best presentation of it to maximise effectiveness.		35%







L 2: We have housing that meets our needs and is well serviced by sustainable infrastructure

L 2.2: Provide an integrated network of water, sewer and stormwater systems that meets community needs and protects our environment

OP Ref	Action Description	Comments	Status	YTD Progress
S 01_L 2.2	Deliver upon the strategies articulated in the Integrated Water Management Strategy (IWMS) through the development and delivery of action plans for the Sewerage Scheme	The Integrated Water Management Strategy is the subject of Department Planning and Environment framework changes and has therefore not been finalised. Various components including Water Security, Wastewater Treatment Plant Capacity reviews, Recycled Water scheme approval and expansion have been completed or underway. Changes to the Town Water Risk Reduction Program from Department Planning and Environment will have further impacts on final project and this is currently being assessed.		25%
S 02_L 2.2	Deliver sewerage services to urban and village areas serviced by Council's sewerage schemes including: - Managing the sewerage reticulation system - Responding to any breakdowns - Managing Sewage treatment - Monitoring, testing and controlling sewerage treatment and effluent discharge - Electrical and mechanical services to support the Scheme - Implementing energy efficiency measures across the Water Network	Service delivery operating as per legislative requirements.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
S 03_L 2.2	Undertake Asset Planning, analysis and reporting activities for Sewerage Scheme Assets in line with the Sewerage Scheme Asset Management Framework across the asset management lifecycle including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Asset maintenance plans and programs are being developed based on adopted budgets and operational priorities for sewer.		50%
S 04_L 2.2	Manage asset data for water network assets	The management of sewer asset data is being undertaken as required. Capitalisations are being undertaken once received. There is still a backlog of previous years capitalisations that are being work through which is having some impact on current year work.		75%
S 05_L 2.2	Deliver/renew/upgrade Sewerage assets	Works being undertaken as per Operational Plan actions.		75%
S 06_L 2.2	Maintain sewer network assets in line with Sewer Network Asset Maintenance Plan including condition assessments and inspections and dispose of sewer assets as required	Network maintenance being undertaken as required.		50%
S 07_L 2.2	Developer Service Plans (DSP) - Sewer	Project progressing as scheduled.		50%
S 08_L 2.2	Urban Sewer Catchment Plans	Project is progressing as scheduled.		40%
S 09_L 2.2	Effluent Management Strategy	Project has not commenced as no project management resource were available to be assigned due to other higher priority projects and operational matters.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
S 10_L 2.2	Sewer Asset Management Plans	Asset Management Plans are being reviewed as part of the organisational wide Asset Managment review project.		0%
S 13_L 2.2	Port Macquarie WwTP - Odour control works	Specification has been developed but Tender documentation still to be developed in preparation for tender in January 2023.		30%
S 14_L 2.2	Port Macquarie WwTP Centrifuge - Upgrade/process optimisation	Process review continuing.		40%
S 15_L 2.2	Wauchope WwTP - Plant inlet rationalisation	Project is progressing as scheduled with overall wastewater treatment plant scoping report complete.		15%
S 16_L 2.2	Bonny Hills WwTP - Membrane replacements	Engagement with suppliers continuing.		50%
S 20_L 2.2	Kew WWTP upgrade	Still awaiting further direction and information from the Environmental Protection Authority regarding effluent management for the upgraded plant. Once this has been received final tender documents can be released.		30%
S 21_L 2.2	Thrumster WwTP (Pre construction)	Project is progressing on schedule with key initial studies and investigations underway.		50%
S 24_L 2.2	Port Macquarie Recycled Water Treatment Plant - Membrane replacements	Engagement with supplier continuing.		50%
S 26_L 2.2	Lakewood (Area 15) - Gravity Sewer Trunk Mains - Design and construction	Project is yet to commence with no project management resource allocated due to other higher priorities.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
S 27_L 2.2	Port Macquarie - Sewer Pump Station #20 - New rising main	Project initiation commenced. Project management resource allocation commencing in January 2023. Designs and investigations will commence in 2023 with construction expected during the 2023/24 financial year.		10%
S 28_L 2.2	Port Macquarie - Sewer Pump Station #18 - Rising main replacement and augmentation	Initial design investigations commenced. Works intended to be delivered in conjunction with Lake Road Stage 3 project. Construction will commence in future financial year.		15%
S 29_L 2.2	Kew/Kendall - Sewer Pump Station #6 - Sewer rising main upgrade (from Kew/Kendall Sewer Pump Station #6 to Kew WwTP)	Construction contract awarded December 2022.		35%
S 30_L 2.2	Sewer Pump Station - Lid replacement program	Contractor scoping continuing. Construction contractor engaged to renew lid on Port Macquarie Wastewater Treatment Plant Inlet.		40%
S 31_L 2.2	Annual sewer relining works allocation	Contractors engaged to undertake relining works. Remaining budget will be combined with other relining budgets to allow for cost escalations.		50%
S 32_L 2.2	Annual sewer rehabilitation allocation	Rehabilitation projects are progressing as planned.		50%
S 37_L 2.2	Camden Haven Sewer Pump Station #9 - Catchment Reline	This Operational Plan action will not be delivered due to supply cost increases. This project will be deferred out of the 2022/23 Operational Plan via the Quarterly Budget Review in the coming months.		0%
S 38_L 2.2	Port Macquarie Sewer Pump Station #29 - Catchment Reline	This Operational Plan action will not be delivered due to supply cost increases. This project will be deferred out of the 2022/23 Operational Plan via the Quarterly Budget Review in the coming months.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
S 39_L 2.2	Sewer Pump Station Upgrades - Pre construction and construction (includes CH Sewer Pump Station #2 and Port Macquarie Sewer Pump Stations #18, #64 and #71)	Issued for Construction design finalised for KK4 and KK6 pump stations. Construction to commence early 2023. Works on track.		50%
S 40_L 2.2	Wauchope - Sewer Pump Station #1 Civil Works - Wet Well/Dry Well conversion and refurbishment	Project has not commenced as project management resources are unable to be assigned to other operational priorities.		0%
S 41_L 2.2	Wauchope - Sewer Pump Station #4 - Catchment reline	Contractor resource and materials shortage may impact program.		35%
S 42_L 2.2	Wauchope - Sewer Pump Station #8 - Catchment reline	Contractor resource and materials shortages may impact program.		35%
S 43_L 2.2	Kew/Kendall - Upgrade Sewer Pump Station #1 and associated works - Developer delivered sewer works	Works are progressing on schedule with the first stage (gravity sewer and pump station upgrade) complete. Design approval has been given for stage 2 (rising main), except the bridge crossing with works underway.		85%
S 44_L 2.2	Annual sewer pump replacement program allocation	Replacement pumps ordered and change out occurring as required.		70%
S 56_L 2.2	Annual Electrical WwTP - Asset replacement allocation	Assets for replacement identified. Procurement and scoping activities continuing. Installations commenced.		35%
S 57_L 2.2	Annual Mechanical WwTP - Asset replacement allocation	Asset replacements commenced. Identification and procurement of strategic spares ongoing.		20%
S 58_L 2.2	Annual switchboard replacement	All switchboards identified for replacement delivered. Installations progressing.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
S 59_L 2.2	Energy efficiency initiatives	Procurement of items continuing. Installation planning underway.		35%
S 60_L 2.2	Backup generators	Site for generator identified and awaiting delivery of unit before conducting installation.		40%
S 64_L 2.2	Sewer critical infrastructure	Planned works to replace security infrastructure at Wastewater Pump Stations is subject to completion of security consultancy review.		0%
S 65_L 2.2	Sewer Telemetry SCADA System - Replacement	Works progressing as per replacement program.		50%
S 66_L 2.2	Camden Haven - Sewer Telemetry radios	Investigation of procurement strategy for required componentry continuing.		10%
S 67_L 2.2	Camden Haven - Sewer DNP3 Processor roll out	Investigation of procurement strategy for required componentry continuing.		10%
S 72_L 2.2	Developer provided assets (financial requirement)	Processing of dedicated assets undertaken as required.		75%
S 73_L 2.2	Install new microwave links - Jolly Nose to Bonnie Hills Waste Water Treatment Plant	Procurement of replacement Microwave Links ongoing.		20%
S 74_L 2.2	Install new microwave links - Jolly Nose to Camden Haven Waste Water Treatment Plan	Procurement of replacement Microwave Links ongoing.		20%
S 75_L 2.2	Install new microwave links - Rosewood/Bago to Waste Water Treatment Plant	Procurement of replacement Microwave Links ongoing.		20%









OP Ref	Action Description	Comments	Status	YTD Progress
SDF 01_L 2.2	Deliver upon the strategies articulated in the Integrated Water Management Strategy (IWMS) related to Stormwater through the development and delivery of Action Plans for the stormwater network	This action will be achieved under the Stormwater Strategy, which is currently in the planning phase.		25%
SDF 02_L 2.2	Undertake asset planning, analysis and reporting activities for Stormwater assets in line with the Asset Management Framework across the asset management lifecycle including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Works to be partly carried over into 2023/24 based on progress with the Stormwater Strategy and the organisational review of asset management practices and plans.		0%
SDF 03_L 2.2	Manage asset data for Stormwater assets	CCTV camera footage has been completed for select Stormwater drains in Port Macquarie and Dunbogan. Stormwater works were capitalised as required with reduction in overall Works in Progress (WIP) for all Council assets this quarter. Continued asset data collection will be sustained throughout 2022/23 Operational Plan year.		50%
SDF 04_L 2.2	Deliver/renew/upgrade Stormwater assets	Stormwater structures, including open drains, are being repaired and renewed as required, including culvert relining works.		40%
SDF 05_L 2.2	Maintain Stormwater assets in line with Stormwater Asset Maintenance Plan including condition assessments and inspections and dispose of Stormwater assets as required	Maintenance program undertaken based on condition inspections, Customer Requests Management System and customer/maintenance needs.		45%









OP Ref	Action Description	Comments	Status	YTD Progress
SDF 06_L 2.2	Maintain the Broadwater and Settlement Shore Canals including dredging of the and foreshore renourishment where identified	Hydrographic study has been completed and dredging project has been defined. Council has advertised the tender for the dredging program on Newport Island and Ballina canals. Works are to commence in Q4 pending contractor availability. Broadwater canal maintenance needs are being investigated via survey and geotechnical investigations.		50%
SDF 08_L 2.2	Service Level Definition	Service level definition and accompanying funding profile is established for 2023/24. As additional data and information is sought updates to the service levels will be adopted.		100%
SDF 09_L 2.2	Stormwater Strategy	Project was put on hold in Q2 as staffing resources were allocated to other projects. Project will recommence in Q3.		25%
SDF 10_L 2.2	Urban Stormwater Catchment Plans	Project planning will commence in Q3. The action is contingent on the completion of the Stormwater Strategy, meaning only the initial planning phase will be undertaken in 2022/23. The catchment analysis will commence in the 2023/24 Operational Plan year.		0%
SDF 12_L 2.2	Stormwater investigations and design	Stormwater investigation completed at Black Creek, Wauchope, results will be used to design future maintenance programs. Finalising stormwater modelling and CCTV footage in North Haven to determine flow and blockages of stormwater pipes.		60%
SDF 13_L 2.2	Stormwater Renewal Program	Project planning has been completed and works will commence in Q3.		25%









OP Ref	Action Description	Comments	Status	YTD Progress
SDF 14_L 2.2	Settlement Shores Canals	Dredging project scope completed for Ballina and Newport Island canals based on survey and geotechnical investigations. Procurement phase commenced with a contract planned for award in Q3. Work commencement planned for Q4 pending contractor availability. Maintenance plan review being initiated following on from previous dredging programs.		25%
SDF 15_L 2.2	Broadwater Canals	A hydrographic survey was completed in September 2023, with no urgent maintenance intervention identified. The results have prompted the need to undertake further geotechnical studies, which will occur in Q4 to better inform maintenance regimes in future.		50%
SDF 16_L 2.2	Black Swan Terrace - Stormwater Detention Facility	Project in design phase and nearing completion (anticipated March 2023). Timing for construction phase dependent on funding provision, with the current level of funding not providing for this phase.		50%
SDF 17_L 2.2	North Brother Flood Risk Management Plan	The project has been scoped and commenced. The project will yield design concepts to be constructed when funding is available in future years. Designs are to be completed by Q4.		50%
SDF 18_L 2.2	Panorama Drive - Stormwater remediation	The previous engagement of works was cancelled following higher than expected price increases that affected the viability of the works. Staff are currently seeking alternative contractors to complete works but may need to reconsider these works in future years when availability of contractors within the civil construction industry will allow for completion of works within the identified budget.		25%









OP Ref	Action Description	Comments	Status	YTD Progress
SDF 19_L 2.2	Drainage maintenance	Additional drainage maintenance activities have been carried out, including renewing flood gate structures where required. Culvert relining work is scheduled for Ocean Drive in February and March 2023.		40%
WS 01_L 2.2	Deliver upon the strategies articulated in the Integrated Water Management Strategy (IWMS) through the development and delivery of Action Plans for the Water Supply Network	Water security actions are being undertaken and incorporated in future programs.		100%
WS 02_L 2.2	Manage the delivery of a potable (drinking water) to the urban and village areas serviced by our Water Supply network including: - Distribution management - Managing the operations of pumping stations, water treatment plants and storage dams - Managing the Electrical (including High Voltage) and Supervisory Control and Data Acquisition (SCADA) systems - Implementing energy efficiency measures across the Water Network Water security & sustainability - Managing water restrictions - Environmental monitoring - Managing licenses and reporting to the Department of Planning & Environment (DPE) Water Quality - Water Quality testing, sampling and monitoring - Managing the Memorandum of Understanding (MOU) with NSW Health	Water network being operated in accordance with regulatory conditions.		50%
WS 03_L 2.2	Manage the distribution and water quality of the reclaimed water network including providing access to reclaimed water and collection points	Recycled water network being operated in accordance with legislative requirements.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
WS 04_L 2.2	Undertake asset planning, analysis and reporting activities for water network assets in line with the Asset Management Framework across the asset management lifecycle including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Asset maintenance plans and programs are being developed based on adopted budgets and operational priorities for water.		50%
WS 05_L 2.2	Manage asset data for Water network assets	The management of water asset data is being undertaken as required. Capitalisations are being undertaken once received. There is still a backlog of previous years capitalisations that are being worked through, which is having some impact on current year work.		75%
WS 06_L 2.2	Deliver/renew/upgrade Water assets	Renewals being undertaken as required.		50%
WS 07_L 2.2	Maintain water network assets in line with Water Network Asset Maintenance Plan including condition assessments and inspections and dispose of water assets as required	Network maintenance being undertaken as required.		50%
WS 08_L 2.2	Develop the Integrated Water Cycle Management Strategy (IWCMS)	Formal IWCMS not continuing. Water security strategy and related works still underway and on track.		35%







OP Ref	Action Description	Comments	Status	YTD Progress
WS 09_L 2.2	Camden Haven Recycled Water Review	This Operational Plan action will not be delivered due to impacts of limited project management resourcing currently assigned to other priority projects, being the Recycled Water commissioning project to meet Environmental Protection Authority requirements. This project will be deferred out of the 2022/23 Operational Plan via the Quarterly Budget Review in the coming months.		0%
WS 10_L 2.2	Review and develop S.64 Development Servicing Plan (DSP) for Water infrastructure (delivered by Development Contributions)	Project is progressing as scheduled.		50%
WS 12_L 2.2	Install new water supply services to residential and business premises, to cater for new development	New services are being installed as requested to support new development generally within four week service standard.		75%
WS 13_L 2.2	Bulk Water Chlorination System upgrade	Construction tender has been awarded. Construction commencement anticipated April 2023 and works on track for completion by the end of 2023.		25%
WS 14_L 2.2	Water asset management	Asset Management Plans are being reviewed as part of the organisational wide Asset Management Review project.		0%
WS 15_L 2.2	750mm Trunk Water Main to Port Macquarie Dam - Construction	Works to commence in 2023 as part of the Ocean Drive Duplication Project.		0%
WS 16_L 2.2	Southern Arm Trunk Main (DN750) - Pacific Hwy to Bonny Hills - Construction	Final designs completed. Environmental approvals delayed until land transfer is finalised. It is envisaged construction will commence in May 2023.		40%
WS 17_L 2.2	Kendall Water Supply - Security feed design and construction	Project planning and design to progress in January 2023.		20%









OP Ref	Action Description	Comments	Status	YTD Progress
WS 18_L 2.2	Maher Rd to Crestwood water main - Construction	Works to commence in 2023 as part of the Ocean Drive Duplication Project.		25%
WS 19_L 2.2	Northern Arm trunk main (DN750) from Cowarra to Port Dam - Design and construction	This Project is being delivered in conjunction with the Cowarra Water Treatment Plant Project. Concept design envisaged to commence in March 2023, with detailed design to follow.		35%
WS 20_L 2.2	Trunk Main from Bonny Hills to Kew (Area 15) Reservoir - Construction	Design works progressing. Design completion anticipated April 2023. Construction commencement may delay until July 2023.		45%
WS 21_L 2.2	Annual Live Water Mains Relocations program - Renew	Project not yet started for this financial year as resources currently engaged on other programs.		0%
WS 22_L 2.2	Annual Live Water Mains Renewals Program	Water main renewals proceeding as programmed.		50%
WS 24_L 2.2	Cowarra to Wauchope Backfeed Pump Station - Pre Construction	Project planning and concept design work continuing. On track for anticipated completion by the end of the financial year.		20%
WS 25_L 2.2	Koree Island Rock Ramp to secure water level at Koree Island Pump Station's Intake Pool - Construction	Awaiting additional environmental approvals. An updated timeframe is not yet discernible.		0%
WS 26_L 2.2	Port Macquarie Dam bypass pump station - Completion of construction	Project planning has progressed, however the management of this project is currently not resourced therefore further work is currently on hold.		35%
WS 27_L 2.2	Renewal works at the Port Macquarie Dam pump station	Awaiting final materials delivery before proceeding with installation.		35%









OP Ref	Action Description	Comments	Status	YTD Progress
WS 28_L 2.2	Marbuk Motorised Valve Relocation	Finishing works completed, awaiting completion report.		95%
WS 29_L 2.2	Kew (Area 15) Reservoir	This Operational Plan action will not be delivered due to the impacts of limited resourcing. This project will be deferred out of the 2022/23 Operational Plan via the Quarterly Budget Review in the coming months.		0%
WS 30_L 2.2	Elevated Reservoir at Bonny Hills - Pre construction	Beca HH20 have been engaged to progress this project. Planning currently underway.		20%
WS 31_L 2.2	Elevated Reservoir at Bonny Hills - Construction	Beca HH20 have been engaged to progress this project. Planning currently underway, construction to follow in due course.		0%
WS 33_L 2.2	Laurieton No 1 Reservoir - Roof replacement	Unallocated, project not initiated.		0%
WS 34_L 2.2	Widderson St Reservoir - Roof replacement	Roof design on track to be completed in 2022/23 financial year with roof reconstruction anticipated to be completed end 2023.		35%
WS 40_L 2.2	Thrumster RW interim supply (rising main to Reservoir)	Construction completed with commissioning to commence 2023.		75%
WS 41_L 2.2	Water treatment/filtration plant at Cowarra Dam - Pre construction	Project progressing in accordance with approved Project Plan. Concept design tracking to June 2023. Further design progression focused on technical specification and construction delivery methodology.		40%
WS 43_L 2.2	Services Bridge at Lake Road refurbishment	Test pipe works completed with construction methodology finalised. Completion of construction will extend beyond June 2023 and is anticipated by end 2023.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
WS 44_L 2.2	Comboyne Water Treatment Plant - Process upgrade	This Operational Plan action will not be delivered due to other higher operational priorities and impacts of limited resourcing. This project will be deferred out of the 2022/23 Operational Plan via the Quarterly Budget Review in the coming months.		0%
WS 47_L 2.2	Telegraph Point Water Treatment Plant - Membrane replacement	Project is progressing as scheduled.		55%
WS 49_L 2.2	Annual Water Meter Replacement Program	Lack of procurement pathway and supply chain issues are putting budget at risk for this year.		25%
WS 50_L 2.2	Annual Switchboard Replacement Program	Item linked to water SCADA replacement. Scope for switchboard replacement to be set once Water SCADA upgrade scope is finalised.		10%
WS 51_L 2.2	Water Treatment Plant (WTP) electrical and mechanical assets - Programmed replacement	Works progressing as per replacement program.		30%
WS 52_L 2.2	High Voltage System at the Port Dam pump station - Upgrade	Consultants scope agreed and to be engaged for work commencement.		5%
WS 53_L 2.2	Water Supervisory Control and Data Acquisition (SCADA) system - Elements of the SCADA system renewed	Consultant engaged to project manage and develop tender documentation. Development of tender documentation ongoing.		25%
WS 54_L 2.2	Variable speed drive pumps at water sites as part of the Annual Energy Efficiency Initiatives Program	Procurement of equipment progressing.		20%
WS 55_L 2.2	Clearwater Storage - Improving chlorine contact time	Tender completed and contract awarded. Currently in design phase for construction to commence in 2023.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
WS 56_L 2.2	Increase capacity at Telegraph Point Clearwater Storage	This Operational Plan action will not be delivered due to impacts of limited project management resourcing. This project will be deferred out of the 2022/23 Operational Plan via the Quarterly Budget Review in the coming months.		0%
WS 57_L 2.2	Security upgrades at Water sites	Environmental approvals in final stages ahead of proceeding with tenders.		35%
WS 59_L 2.2	Various minor works across the water supply scheme at pump stations, reservoirs, dams, dosing facilities and other sites (including renewal or upgrade of infrastructure)	Asset renewals being undertaken as required.		50%
WS 60_L 2.2	Water Supply assets dedicated to Council as a result of development - required for finance purposes	Dedicated assets processed as required.		75%
WS 62_L 2.2	Microwave link - Cowarra to Rosewood	Procurement of replacement Microwave Links ongoing.		20%







L 3: We enjoy easy access to green and blue spaces and a wide range of active and passive cultural, sporting and recreational activities

L 3.1: Protect, enhance and maximise the use of existing public open space and expand in line with the needs of our community

OP Ref	Action Description	Comments	Status	YTD Progress
SR 01_L 3.1	Manage the use of our open space by the community including: - Maintaining relationships with sporting clubs and associations - Coordinating the seasonal and occasional use of sporting fields - Providing the wet weather communication service - Coordinating the booking of open spaces for events and use by approved operators and the community	102 Community events and private function applications, and 149 Sports field allocations actioned in this reporting period. Daily sports field status notifications conducted. Sports community update circulated to user groups.		50%
SR 02_L 3.1	Deliver services to better manage the safety and amenity of our open spaces including: - Lifeguard services and beach safety programs - Public place cleaning, litter pickup, beach raking, illegal dumping removal	Lifeguard services contract implemented, quarterly meeting and monthly reporting complete. Majority of Beach safety program complete with strong numbers despite some schools continuing with the online internal safety training.		50%
SR 03_L 3.1	Support the safe use of alcohol across the LGA including: - Establishing and managing alcohol free zones and alcohol prohibited areas; - Advocating for safe places through Council's partnership with the Hastings Liquor Accord - Managing Liquor licensing applications	Current alcohol free spaces in place, regular engagement with NSW Police regarding use of liquor in our parks, reserves and public places.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
SR 04_L 3.1	Support the development and maintenance of the LGA's urban tree canopy and green corridors including: - Planting public trees - Inspecting and maintaining tress on public land - Assessing pruning and removal applications for trees on private land - Assessing development application referrals which involve trees - Investigating complaints about trees on public and private land	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. Total number of CRM's received 269. 111 (Public), 47 (Private), 80 (Storm), 6 (Illegal tree removal/pruning) and 25 (Other categories). 20 CRM's currently exceed service standard. Additional information: 76 enquires (53 public and 23 private phone and email enquires). This does not include calls transferred from call centre to mobile or landline. In addition, there were 17 internal enquiries (including DA referrals) and 1 hour for rural road/fire related inspections. 133 annual re-inspections conducted.		50%
SR 05_L 3.1	Undertake asset planning, analysis and reporting activities for Sports & Recreation assets across the asset management lifecycle in line with the Asset Management Framework including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23.		50%
SR 06_L 3.1	Manage asset data for Sports & Recreation assets	Asset capitalisations received updated in register.		50%
SR 07_L 3.1	Maintain Sports & Recreation assets in line with relevant Asset Maintenance Plans including condition assessments and inspections and dispose of Sports & Recreation assets as required	Maintenance works progressing. Selected work program completed during off season as required.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
SR 10_L 3.1	Open Space utilisation - Improvements	Request for quotation evaluated for new booking system, evaluation report underway. Memorandum of understanding signed with schools infrastructure to allow discussions with local school principals, one meeting held with another scheduled for February 2023.		50%
SR 11_L 3.1	Graffiti Reduction Program	The Graffiti Management Plan and Reward scheme policies have been adopted and the ongoing process for reducing graffiti is underway. The scheme has been placed on the website, with a communications campaign yet to commence.		50%
SR 12_L 3.1	Tree Management	Tree management review ongoing, Draft Mackay Urban Greening Strategy reviewed.		50%
SR 13_L 3.1	Asset Management Planning	Asset management planning underway.		60%
SR 14_L 3.1	Sustainable Infrastructure Trial	Trial completed.		100%
SR 15_L 3.1	Regional Master Planning	Planning underway for projects to be delivered this financial year with multiple grant applications submitted to enable delivery of planned projects. This has been slightly impacted by staff resignations and recruitment challenges.		60%
SR 16_L 3.1	Aquatic Facilities - Asset replacement	Asset replacement works ongoing.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
SR 17_L 3.1	Port Macquarie Aquatic Facility - Design and approvals	Concept staging to be presented to February 2023 Ordinary Council Meeting. Concept design and approvals not anticipated until late 2023.		40%
SR 19_L 3.1	Hastings Regional Sporting Complex - Wauchope	Works progressing in accordance with approved Project Plan. Design and approvals on track for completion first quarter 2023.		70%
SR 20_L 3.1	Thrumster Sports Fields	Acquisition of land is dependent upon an endorsed Voluntary Planning Agreement (VPA). The program of works including completing the design and approval or applying for grants is impacted by the delays in finalising the VPA.		25%
SR 21_L 3.1	Thrumster Sports Fields - District facilities	This project is not due to start until land acquisition has been completed - refer to SR 20.1 L 3.1.		0%
SR 22_L 3.1	Wayne Richards Regional Sporting Complex - Port Macquarie	Project initiation underway. Design anticipated to commence third quarter 2023.		25%
SR 24_L 3.1	Lank Bain Park Sports Ground - Lighting upgrade	Planning commenced, additional grant funding applied for to supplement works. Expected delivery Q4.		20%
SR 25_L 3.1	Rainbow Beach Sports Fields	Facility construction is nearing completion. Field use planned for the 2023 winter sporting season.		95%
SR 26_L 3.1	Sancrox/Thrumster Sporting Fields	Detailed design completion anticipated April 2023. Environmental approvals subject to Voluntary Planning Agreement (VPA).		20%
SR 27_L 3.1	Sporting infrastructure renewals	Planning complete for all works. Construction works to commence in third quarter.		60%









OP Ref	Action Description	Comments	Status	YTD Progress
SR 28_L 3.1	Kendall - Norrie Reserve River Street - Playground replacement	Engagement to take place upon receipt of grant funding for skate park. May facilitate combined project with skate park construction.		0%
SR 29_L 3.1	Wauchope - Bain Park - Playground upgrade	Design complete. Procurement underway.		30%
SR 30_L 3.1	Telegraph Point - Charlie Watt Reserve - Playground upgrade	Design complete and contractor for construction appointed. Construction to commence early 2023.		50%
SR 31_L 3.1	Wauchope - James Street Reserve - Playground upgrade	Engagement to take place in line with places to play plan development.		0%
SR 32_L 3.1	Pembrooke - Moroko Park - Playground upgrade	Playground engagement to commence in line with Places to Play plan which is expected in Q3.		0%
SR 33_L 3.1	Port Macquarie - Rotary Park Stewart Street - Playground upgrade	Budget allocation for master plan only. Draft masterplan prepared and community engagement undertaken. Playground construction to commence 2023/24.		40%
SR 34_L 3.1	Westport Park, Liwi's Place - Playground upgrade	Construction to commence January 2023 with completion expected June 2023.		30%
SR 46_L 3.1	Town Beach Reserve - Amphitheatre	Design complete with works for in ground services commenced. Construction of amphitheater to commence early 2023.		40%
SR 47_L 3.1	Wauchope - Bain Park - Reserve upgrade	Design complete. Procurement underway.		30%
SR 48_L 3.1	Pathway renewals	Pathway renewals undertaken in line with budget available.		70%









OP Ref	Action Description	Comments	Status	YTD Progress
SR 49_L 3.1	Port Macquarie Bicentennial Walkway	Walkway open to public, minor works outstanding including one handrail section to be finalised in Q3.		90%
SR 54_L 3.1	Park furniture	Funds diverted to another project as per Council resolution.		20%
SR 55_L 3.1	Parks and gardens future designs	Designs for parks and gardens projects ongoing.		40%
SR 56_L 3.1	Parks maintenance	Parks maintenance works progressing on schedule.		40%
SR 59_L 3.1	Westport Park boating amenities	Awaiting outcome of grant application.		0%
SR 65_L 3.1	Beach access points - Maintenance	Works implemented as necessary.		20%
SR 66_L 3.1	Kendall Skate Park - Renewal	Awaiting additional grant funding of \$450k to allow this project to commence. Current budget not sufficient.		5%
SR 67_L 3.1	Dunbogan Reserve - Upgrade	Project not progressing at this stage. Council endorsed fund reallocation and will revisit the project in future years.		0%
SR 68_L 3.1	Tree maintenance	Tree maintenance works underway, works undertaken based on priority rating.		20%







Item 10.14

OP Ref	Action Description	Comments	Status	YTD Progress
SR 69_L 3.1	Laurieton Main Street	Switch on Seymour - Streets as Shared Spaces Commenced in November after the installation of landscape and parklets. Once a month a community event is run to encourage use of the space. Parklets complete. Events underway.		50%
SR 70_L 3.1	Port Macquarie Town Centre Master Plan	Work progressing as per approved priority project from Town Centre Master Plan (TCMP) committee and advice from staff. Review of TCMP complete.		50%

L 3.2: Provide accessible, adaptable and well maintained community facilities across the LGA

OP Ref	Action Description	Comments	Status	YTD Progress
CCF 01_L 3.2	Manage operational requirements for Community & Council Facilities including: - Managing and monitoring security system and security service contract - Managing fire safety inspections - Procuring and managing facilities contracts (e.g., cleaning) - Identifying and pursuing opportunities for energy and water efficiency	All services are being provided and being managed in a timely manner.		50%
CCF 02_L 3.2	Undertake Asset Planning, analysis and reporting activities for Community & Council Facilities in line with the Asset Management Framework across the asset management lifecycle including: - Data analysis to assist planning - Assessments of asset risk, performance and cost - Reporting on asset performance and any asset backlog	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Asset Planning has commenced with an Asset Management steering group established.		50%

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OP Ref	Action Description	Comments	Status	YTD Progress
CCF 03_L 3.2	Manage Asset Data for Council & Community Facilities	Asset capitalisations received updated in register.		50%
CCF 04_L 3.2	Maintain Council & Community Facilities in line with Community & Council Facilities Asset Maintenance Plan including condition assessments and inspections and dispose of assets as required	All works are being carried out as per our program.		70%
CCF 05_L 3.2	Community Hall Management - improvements	Procurement process ongoing for new booking system, evaluation report underway. Expression of interests for community halls scheduled for third quarter. Memorandum of understanding signed with schools infrastructure to allow discussion with local school principals with one meeting held and another scheduled for February 2023.		30%
CCF 06_L 3.2	Council & Community Facilities Asset Management Plan	Consultant appointed for asset revaluation. Planning commenced with asset management coordinator.		30%
CCF 07_L 3.2	Port Macquarie Community Centre - Design and construction	This Operational Plan cannot be delivered due to resourcing availability within the project management team. This project will be reallocated and proposed for 2023/24 financial year. A project brief and scope will be developed.		0%
CCF 08_L 3.2	Hamilton Green - Asset renewals and maintenance	Grant funding application submitted, planning to commence upon receipt of additional grant funding to facilitate car park resealing.		10%
CCF 16_L 3.2	Maintenance of Council and Community Buildings - Building rectification works	All works are on track as per Building Services program.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
CCF 17_L 3.2	Furniture replacement at Council offices	All works are being carried out as required.		80%
CCF 18_L 3.2	Woodlands Reserve - Tennis club repairs insurance	Consultation continuing with community group.		60%
CCF 19_L 3.2	Camden Haven Surf Clubhouse - Connect to sewer	Planning commenced, works to proceed based on current location of surf club. Completion expected fourth quarter		10%
CCF 20_L 3.2	Tacking Point Surf Life Saving Club	Council contribution toward surf club project to be paid once requested.		20%
SR 08_L 3.2	Manage operational requirements for Sports & Recreation facilities including: - Managing the security system and security service contract - Managing fire safety inspections for all buildings - Procuring and managing facilities contracts (e.g. cleaning) - Identifying and pursuing opportunities for energy, water and waste efficiency	All services are being managed and completed in a timely manner.		60%
SR 09_L 3.2	Oversee the management of Council's sporting facilities including: - Port Macquarie Indoor Sports Stadium - Council's aquatic facilities at Port Macquarie, Laurieton, Wauchope & Kendall	Contract implemented.		50%







L 3.3: Foster a community that celebrates arts, culture, innovation and creativity and our connection to place

OP Ref	Action Description	Comments	Status	YTD Progress
AC 01_L 3.3	Support the delivery and maintenance of Public Art across the LGA including: - Supporting Community-Council Action Teams (CCAT) to access funding and deliver public art projects identified in community plans Providing input relating to cultural and place based infrastructure and public art into new developments - Maintaining Public Art in line with Public Spaces Asset Management Plan and associated maintenance plans	Work has continued to support the delivery and maintenance of Public Art across the Local Government Area (LGA).		50%
AC 02_L 3.3	Support and showcase Aboriginal arts and culture arts and culture opportunities presented to Council by the Aboriginal community in Council's cultural programs and initiatives	Discussions with Forestry Corporation staff regarding an aboriginal mural on the water tank continue near the Guulaaba Tourism Precinct. Engaging local aboriginal artists to design ArtWalk Brand Collateral.		25%
AC 03_L 3.3	Support and promote opportunities for the development of a thriving creative industries sector: - Encouraging the provision and promotion of affordable spaces for creative industries and services - Deliver or promote programs to support the business skills of creative practitioners	Work continues to support and promote opportunities for the the Creative Industries thus far two opportunities have been delivered.		50%
AC 04_L 3.3	Cultural and Heritage Precinct	Cultural Activation Framework was endorsed by Council and plans to launch in early 2023 to the community and stakeholders. Grant opportunities will be identified at this time too.		30%
AC 05_L 3.3	Protect and promote Aboriginal, non Aboriginal and environmental heritage including significant architecture, objects, places and landscapes	The Interpretation Strategy and Guidelines were presented to the December 22 Ordinary Council meeting and on placed on exhibition, for finalisation in Q3. This will provide a process and gateway to funding.		50%

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OP Ref	Action Description	Comments	Status	YTD Progress
AC 06_L 3.3	Cultural Plan implementation	Work continues to deliver the Cultural Plan.		50%
AC 07_L 3.3	Artwalk event delivered in line with project plan and budget	Recruitment is being finalised for the Cultural Events Officer Role. Once complete event planning will begin.		25%
GH 01_L 3.3	Manage the delivery of a range of high quality performing and visual arts events and associated education programs at the Glasshouse in consideration of Council's Glasshouse Plan and Cultural Plan	The Glasshouse Performing Arts Program presented the following events: Manhattan Short Film Festival Sydney Comedy Festival Showcase Backbone - 2 performances Edward the Emu The Best of Buble Christmas Experience The Glasshouse Regional Gallery delivered the following exhibitions and events: Dobell Drawing Prize #22 Council Collection Regional Creative Showcase Sprouts School Holiday Program - 4 sessions Craft and Cocktails - 2 sessions Moments in Colour Plein air workshop Oil painting workshops x 6 Textiles workshop Education @ Glasshouse delivered the following activities: Backbone - 1 school performance and 1 workshop Edward the Emu - 2 school performances and 6 workshops Gallery on demand workshops - 2 school workshops		50%









Resilient

R 1: We respect one another and participate fully in community life

R 1.1: Strengthen inclusion and wellbeing and foster community participation of people of all ages, abilities and identities

OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 03_R 1.1	In partnership with relevant Community organisations or groups, create and deliver a program of community activities each year which address and advocate for key Social Issues relating to Youth, Seniors, people living with disability, Aboriginal & Torres Strait Islanders and our homeless	NAIDOC and Homelessness Days delivered December 2022 and International Day of Persons Living with Disabilities saw a morning tea held and recognition highlight conducted with ACES. Seniors Week activity planned with Community College (February 2023). Youth Week activity planned with YMCA (April 2023).		25%
CMTY 04_R 1.1	Facilitate and support activities, programs and projects that enable people with a disability to fully participate in community life including: - Identifying ways to engage people with disability to facilitate community involvement in and understanding of Council decision making - Ensuring accessibility to public buildings, facilities and outdoor spaces - Ensuring Council resources, brochures and maps where appropriate are available in accessible formats - Encouraging all Council projects to be reviewed with a lens on access	Accessibility Audit has been conducted on Council headquarters and working with Recreation and Building Manager to determine other locations. Everyone Can Play guidelines are being followed when upgrading and/or delivering new play spaces.		50%







OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 05_R 1.1	Deliver and support activities that recognise and celebrate our diversity including: - Assisting and encouraging an increased youth voice in the community - Recognition and celebration of key dates that recognise our diversity - Promotion of and education on significant dates in the annual calendar - Implementing actions within Council's Reconciliation Action Plan	Youth Program delivered: - Creative youth Voice - Expression of interest sought for the Youth task Force - Bi-monthly meetings held with the Hastings Youth Network - Planning is underway for Youth Week - Splashfest at Port Macquarie, Wauchope and Kendall Reconciliation Week activity planning underway with a mural partnership with the Port Macquarie Library.		50%
CMTY 06_R 1.1	Genuinely engage with our indigenous communities to ensure Council has a good understanding of Country and Culture in our Community and Aboriginal perspectives are considered in Council's decision making	Bi-monthly Marrungbalbu meetings scheduled and attended, although lacking a quorum at many meetings. Monthly Local Aboriginal Land Council meetings scheduled monthly and attended.		50%
CMTY 07_R 1.1	Deliver, support and promote an annual calendar of Council coordinated and community coordinated events and projects across the LGA	Community events/activities plan has been created and communication plan underway. Christmas Fair was delivered on 2 December 2022 with approx 5,000 people in attendance and Citizen ceremonies are delivered quarterly as per the Act.		50%
CMTY 11_R 1.1	Inclusion Stakeholder Network - to share information on key community issues and identify opportunities to address gaps	Council representation on all local interagencies and staff to attend bi-monthly meetings.		50%
CMTY 12_R 1.1	Disability Access Review checklist for council projects	This task is yet to commence. This is planned to be developed in the final quarter of this financial year to be ready to use in the 2023/24 financial year.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 13_R 1.1	Reconciliation Action Plan	Council have registered with Reconciliation Australia to establish which Reconciliation Action Plan is needed. Expressions of interest for an internal working group to be advertised in January/February 2023.		50%
CMTY 14_R 1.1	Natural Environment Restoration Program (in conjunction with Environment & Regulatory Services)	A draft Memorandum of Understanding has been developed for natural environment restoration volunteers to undertake prescribed works on Council managed land through appropriate volunteering organisations such as Landcare, Friends of Kooloonbung Creek. Further discussion to be had a Councilor Workshop in March 2023.		50%
CMTY 20_R 1.1	Disability Access Works	Infrastructure and Recreation planning and delivery teams across the organisation liaise on upcoming projects to ensure they meet accessibility requirements where possible. Events, programs and activities are designed to be accessible and inclusive of all to ensure that all residents in our community can participate.		50%
CMTY 21_R 1.1	Zoetrope sculpture relocation	Board members of Bunyah Local Aboriginal Land Council not in support of moving the Zoetrope. Awaiting written confirmation of this and then will provide a report back to Council of the outcome.		50%







R 2: We are resilient in the face of adversity and change

R 2.1: Enhance disaster management preparedness and capability and support our community in times of disaster

OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 08_R 2.1	Deliver programs and initiatives that build the capacity of our community leaders and residents to be resilient including: - Keeping emergency information up to date and accessible to all residents - Continuing to educate the community to enable them to be prepared for and respond in times of emergency - Building the capacity of community groups	Emergency priorities for each community have been discussed and considered by Community-Council Action Teams (CCATs) in the planning of the Town and Village priority plans. Community First Aid course is scheduled from February to May 2023 for the community.		50%
CMTY 15_R 2.1	Community Emergency Response Plans	Community Emergency Booklets are designed and awaiting final approval. Community Inclusion Team leader attached Council-Community Action Team meetings to discuss the importance on Emergency Planning when looking at project priorities for the community. Two communities are working on their own community emergency response plans after engagement earlier in 2022.		50%
EM 01_R 2.1	Undertake activities (including managing Council's Business Continuity Framework) to ensure Council can continue to function and deliver services to the community in the face of severe disruptions and emergencies. at times of emergencies (delivered by Governance team)	Quotations currently being prepared for review of Business Continuity Plan.		10%







OP Ref	Action Description	Comments	Status	YTD Progress
EM 02_R 2.1	Contribute with other agency stakeholders to the development and implementation of a Disaster Plan and the operation of the Local Emergency Management Operations (LEMO)	The Local Emergency Management Plan review is nearing completion and will be reported for endorsement to the March 2023 Local and Regional Emergency Management Committee meetings. Council is performing its routine emergency management functions in coordinating the Local Emergency Management Committee and undertaking of the Local Emergency Management Operations role.		70%
EM 03_R 2.1	Rural Fire Service bushfire tanker/vehicle purchases	Rural Fire Service personnel manage these purchases.		35%

R 2.2: Take action to minimise the impacts to our environment, life and property from floods, bushfires, storms, erosion and other hazards

OP Ref	Action Description	Comments	Status	YTD Progress
CMTY 23_R 2.2	Bushfire disaster recovery funding	Project completed.		100%
CMTY 24_R 2.2	Bushfire disaster recovery funding - Stream 2	A program of preparedness activities has been developed and will be delivered throughout the year. During the October to December period, activities have been delivered as follows: - Five Recovery Engagement Pop Ups, which are designed to educate the community on emergency planning for their households - One Community preparedness Day at Beechwood		50%
NRM 09_R 2.2	Deliver bushfire preparedness and planning programs/tools to the community	Bushfire mitigation actions in progress with Asset Protection Zones maintained in accordance with annual program.		50%

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OP Ref	Action Description	Comments	Status	YTD Progress
NRM 17_R 2.2	Summer Bushfire Grant project	Met Grant milestone 1 reporting and met with funding body. Future works supported by funding body. Majority of Asset Protection Zones inspected and enhancement works undertaken in Lake Innes/Thrumster and Kooloongbung Ck. Begun development of community interface mapping tool.		30%
SDF 07_R 2.2	Undertake Flood Mitigation Planning activities across the LGA to minimise the risk of flooding and its impacts including: - Developing and implementing Floodplain Management Plans - Flood modelling and mapping - Floodplain grant management - Reviewing and assessing REFs (Review of Environmental Factors) and EIS (Environmental Impact Statement) documents	Development referrals are being completed on an as needed basis and are currently up to date. Mapping systems will be updated by Q4.		50%
SDF 11_R 2.2	Flood Management Policy Review	The flood management policy review is in the planning and initiation phase of the project. The review will commence in Q3.		20%
SDF 22_R 2.2	Flood monitoring	Flood monitoring data is being actively collected and analysed on an as needed basis.		50%
SDF 23_R 2.2	Flood monitoring - Hastings streamflow and rain flow gauges	Ongoing monitoring program in place.		25%
SDF 24_R 2.2	Hastings Catchment Flood Study and Risk Management Plan updates	Project has commenced and is in the planning and initiation phase.		25%
SDF 25_R 2.2	Flood - Voluntary house raising	Key resources have now been recruited. Commencement of this action will begin in Q3.		0%









OP Ref	Action Description	Comments	Status	YTD Progress
SDF 28_R 2.2	Hart Street Stormwater remediation - Construction of pit and pipe upgrade	Works were completed in the first quarter. Stormwater and kerb and gutter works undertaken as part of the project.		100%
SDF 31_R 2.2	Settlement Shores - Dredge and major maintenance	Dredging project scope for Ballina and Newport Island canals has been finalised. Tender was advertised in Q2, with a contract planned for award in Q3. Maintenance plan review will follow on from dredging work being undertaken.		50%

R 3: We are a safe and healthy community

R 3.1: Safeguard and promote the wellbeing of our community

OP Ref	Action Description	Comments	Status	YTD Progress
COMP 01_R 3.1	Undertake a range of enforcement activities including: - Patrolling and enforcing parking time limits - Monitoring and enforcing parking and traffic regulations - Enforcing the Crown Lands Management Act 2016, the Impounding Act 1993, the Roads Act - Enforcing free camping and open space regulations - Investigating illegal dumping of waste and unauthorised clearing of vegetation - Investigating complaints on abandoned vehicles/articles, overgrown vegetation, stormwater and other matters	Activities undertaken from 1 July 2022 to 30 December 2022 include responses to following requests: Ongoing Ranger Patrols Footpath obstruct - 45 Camping Prohibited - 44 Dumped Waste/litter - 93 Overgrown Land - 50 Parking Concerns - 206 Abandoned Vehicles - 167 Livestock & other animals - 43 Signage Concerns - 5 Stormwater issues - 23		50%







OP Ref	Action Description	Comments	Status	YTD Progress
COMP 02_R 3.1	Manage complaints/issues regarding companion and other animals including: - Dog attacks - Patrolling of off- and on-leash and prohibited dog areas - Animal noise ad nuisance complaints	Complaints received this quarter: 131 Barking/Noise 75 Menacing/attack 100 Animal Pickup 47 Roaming Dogs 5 Defecation 10 Cat issues Patrols ongoing		50%
COMP 03_R 3.1	Maintain the Companion Animals Register including: - New registrations - Permit changes - Dog attacks	Companion animal registrations, changes, attacks and declarations updated in the Companion Animals Register within 48 hours of receipt.		50%
COMP 04_R 3.1	Manage Council's animal shelter for stray and surrendered animals and deliver education activities to raise awareness of the legal responsibilities of pet owners	This quarter Shelter has managed: 207 - strays, surrenders, and seizures 206 - adoptions, owner collections, rescue org transfers, and euthanisations (19)		50%
COMP 05_R 3.1	Enforce conditions of Development Consents and other approvals related to land use and the built environment including Illegal land use and building works	This quarter the following requests were responded to: Breach of Consent - 22 Erosion & Sediment Control - 5 Unauthorised Building Works -18 Unauthorised land use - 21		50%
HBR 03_R 3.1	Deliver activities and programs to minimise risk to the community from the sale of unfit food and unsanitary in line with the Food Regulation Partnership with NSW Food Authority including: - Food premises inspections - Food safety education - Food activity reporting - Determining applications for temporary food stalls and mobile food vehicles	82 routine inspections were carried out in Q2. All applications for permanent, mobile and temporary food premises were processed within 21 days. Newsletter with educational calendar delivered to food premises.		40%









OP Ref	Action Description	Comments	Status	YTD Progress
HBR 04_R 3.1	Deliver activities and programs to support the health of our community including: - Inspecting Personal Appearance Premises - Inspecting Brothels in accordance with the approved program - Delivering Public Health education activities (e.g. newsletter, presentations) - Inspect the water quality of public pools and spas in accordance with approved program - Undertaking enforcement action for Public Health - Delivering annual Public Health Reporting [Deactivated on 31/08/2022]	Routine inspection programs progressing and incidents investigated as required in accordance with relevant legislation and council policy. Focus this quarter on public pool and spa inspections, completing 17 of 20 premises. Annual public health reporting completed in July.		50%
HBR 05_R 3.1	Provide comments on environmental health and building regulation requirements for internal referrals on development applications, community events and planning proposals	29 referrals were undertaken this quarter. 82% were responded to within target.		50%
HBR 06_R 3.1	Inspect and audit regulated heating and cooling systems in accordance with the approved program	No inspections required this quarter.		50%
HBR 07_R 3.1	Inspect onsite sewage systems in accordance with approved program and deliver onsite sewage management education	162 inspections completed this quarter.		40%
HBR 08_R 3.1	Assess and determine applications for onsite sewage management systems and pre purchase inspections	Applications assessed and determined within service levels.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
HBR 09_R 3.1	Undertake swimming Pool Fencing Compliance Program including: - Inspecting, assessing and determining applications for swimming pool fencing compliance certificates - Responding to non compliant fencing compliants - Undertaking mandatory public pool compliance inspections in accordance with approved program - Conducting swimming pool compliance education	Pool barrier compliance applications assessed, inspected and determined. Complaints have been responded to in a timely manner. Additional education for swimming season distributed on social media in December 2022.		50%
HBR 10_R 3.1	Assess and determine Building Certificate applications in accordance with the Environmental Planning and Assessment Act	Applications for Building Information Certificates have been assessed, inspected and determined in accordance with legislative requirements.		50%
HBR 11_R 3.1	Assess and determine: - Applications for approval to operate caravan parks and manufactured home estates - Applications to install manufactured homes - Certificates of completion for manufactured homes - Section 82 applications for exemption to operate caravan parks and manufactured home estates	Unplanned leave of staff members, and the construction of new Manufactured Home Estates has resulted in reduced capacity to undertake regulation and assessment of caravan parks and manufactured home estates.		40%
HBR 12_R 3.1	Monitor the fire safety of buildings by: - Responding to fire safety complaints and notices - Issuing reminders and following up on outstanding Annual Fire Safety Statements	All outstanding and due fire safety statements are actioned appropriately, and complaints are responded to in a timely manner.		50%
HBR 13_R 3.1	Inspect Underground Petroleum Storage (UPSS) in accordance with approved program	No inspections required this quarter.		50%







Thriving

T 1: We have a thriving, diverse and sustainable economy

T 1.1: Facilitate and support the development of strong, viable and diverse economic clusters

OP Ref	Action Description	Comments	Status	YTD Progress
ED 01_T 1.1	Encourage partnerships and promote local investment opportunities that align with current and emerging industry clusters	The performance measures are progressing on target. The execution of this Strategy will be reviewed to be the most effective following the recruitment of key Economic Development roles.		25%
ED 09_T 1.1	Development of the Agritourism Sector	Changes to Agritourism have been reported to council. Active recruitment in the Economic Development space will support further education and promotion of opportunities.		40%
ED 10_T 1.1	Circular Economy Feasibility Study	This item has been included in the Regional Economic Development Strategy. The premise of a circular economy is included in the Sustainability Strategy being progressed presently.		25%
ED 11_T 1.1	Industry trends and skills mapping (to identify and analyse emerging industry trends to identify skills gaps better support career pathways, mapping and planning)	The business confidence survey completed and provides key data to support this action. The Australian Bureau of Statistics published data for 2022 with its staged release will further provide an evidence base. There is engagement with a consultant and other levels of government and association groups to establish sound and consistent empirical evidence to support this action.		50%







T 1.3: Facilitate and support a vibrant and sustainable visitor economy

OP Ref	Action Description	Comments	Status	YTD Progress
AP 01_T 1.3	Support the delivery of air based transport services at the Airport in accordance with regulatory, safety and security requirements and the Airport Master Plan including: - Daily aerodrome inspections and maintenance - Coordination of passenger safety and security - Advocating for and facilitating regular public transport (RPT) airline services at the Airport	Passenger numbers for Q2 have increased significantly (411%) on Q2 of 2021/22. Q2 passenger numbers are at 83% of pre-COVID level. Daily aerodrome inspections carried out in accordance with regulatory requirements, and airport operational manuals reviewed progressively through the year as required.		50%
AP 02_T 1.3	Manage the operations of the Airport as a commercial entity in consideration of the Port Macquarie Airport Master Plan including: - Management of ancillary passenger services such as car rental, car parking, passenger lounge, café and retail - Management of leased sites for aviation related activities - Identifying and developing opportunities to increase revenue from existing and new sources at the Airport	Operating revenue in quarter two up significantly on quarter two 2021/22, noting impacts due to COVID-19. New revenue sources being investigated in line with the development of the 2023/24 Schedule of Fees and Charges.		50%
AP 03_T 1.3	Manage the development of the Airport in line with the Port Macquarie Airport Master Plan including: - Development and promotion of the Airport Business & Technology Park - Monitoring, planning and implementing the Port Macquarie Airport Biodiversity Certification Strategy and related environmental approvals	On track, including construction of the Stage 1 parallel taxiway project, investigation of opportunities for the expansion of the General Aviation (GA) Hangar Precinct, planning and design work being progressed for future public car park expansion, strategic property review commenced for the Airport Business & Technology Park, and actions progressed in line with the approved Biodiversity Certification Strategy.		50%









OP Ref	Action Description	Comments	Status	YTD Progress
AP 04_T 1.3	Undertake asset planning, analysis and reporting activities across the asset management lifecycle for the Port Macquarie Airport in line with the Asset Management Framework and Port Macquarie Airport Master Plan.	Delivery of this Operational Plan Action is pending development of the Asset Management Framework (refer to OP action AM 12_AHP 4.2), which is currently underway. Current Asset Management plans are out of date and therefore cannot practically be updated for 2022/23. Airport maintenance carried out as required in accordance with regulatory requirements and business needs.		50%
AP 05_T 1.3	Airport Service Review	Three consulting engaged to deliver service review in Q3 and Q4 2022/23.		25%
AP 06_T 1.3	Port Macquarie Airport Biodiversity Certification Strategy - Including Biobank Offsets Payment (BOP) and Additional Biobank Offsets (ABO)	Actions progressed in line with the approved Biodiversity Certification Strategy.		50%
AP 07_T 1.3	Airport Parallel Taxiway Stage 1 and General Aviation (GA) - Pavement renewal	Project ahead of schedule. Taxiway expected to be complete and opened for use in February 2023.		90%
AP 08_T 1.3	RPT Apron Covered Passenger Walkway at Port Macquarie Airport Terminal	The project is well underway, with pre-construction phase complete. Project delayed due to unavailability of contracted specialist services. Completion now due in 2023/24.		25%
AP 09_T 1.3	Council owned hangars - Maintenance and refurbishment	Hanger maintenance delivered as scheduled.		50%
AP 15_T 1.3	Domestic Airports Security Costs Support Program	Domestic Airports Security Costs Support (DASCS) funding acquitted in accordance with program guidelines.		100%

Progressing as Scheduled







OP Ref	Action Description	Comments	Status	YTD Progress
ED 02_T 1.3	Deliver and support tourism development programs and activities as detailed in the Port Macquarie Hastings Destination Management Plan including: - Implementing and managing the Port Macquarie Hastings Tourism Brand - Installing wayfinding and interpretive signs/assets in line with the Public Spaces Interpretation Strategy & Guidelines as project budget and grant funds allow	Delivery of the Destination Management Plan is ongoing with a strong focus on Brand Implementation, all owned channels have now been rebranded including the destination website. The Interpretive Strategy and Guidelines project was presented to Council in December 2022 and placed on exhibition following that.		25%
ED 12_T 1.3	Port Macquarie Hastings Destination Eco Certification (in conjunction with Ecotourism Australia and local stakeholders)	This Operational Plan action will not be delivered during 2022/23 due to lack of support from National Parks and Wildlife Services for Councils submission.		0%
ED 13_T 1.3	Aboriginal Tourism Development - with local Aboriginal Land Councils	Support for partners at the Guulabaa Tourism Precinct continues. Cultural Development Staff are currently supporting the planning for an aboriginal mural on the water tank. Promotional support for launch of the build for the Wild Koala Facility and WildNets launches via PR, social media and website.		50%
ED 14_T 1.3	Major event post event acquittal (to identify opportunities for improvement for the delivery of future events)	All outstanding acquittals for events in 2022 have been processed with a great increase in attendance across all events reported.		25%
ED 15_T 1.3	Destination brand implementation	The Brand Implementation is progressing as planned.		50%
GH 02_T 1.3	Coordinate and deliver Visitor Information Services at the Glasshouse	Visitor Information Centre accreditation successfully renewed in July 2022 and valid until September 2023. Visitor services delivered in line with Accredited Visitor Information Centres (AVIC) criteria.		50%









T 2: Our centres, main streets and village hubs are prosperous and vibrant

T 2.1: Deliver projects and activities that bring businesses, residents and visitors together in our town and village centres across the LGA

OP Ref	Action Description	Comments	Status	YTD Progress
ED 03_T 2.1	Deliver activities to attract and support the delivery of events in line with the Major Events Plan including: - Providing funding assistance - Supporting major event owners to implement Council's development, public place and events - Waste Minimisation and Management Policy	During this quarter we have approved Round 1 of the 2023 Major Events Grants with seven events being successful. Work also continues in assisting a major event holder with a venue to bring their event to Port in 2023 for the first time.		25%
ED 04_T 2.1	Deliver programs, events and activities to encourage activation of our centres (Including night time, out of hours and out of season activities) including: - Applying for and supporting grant funding applications for programs, events and activities - Creating and supporting opportunities such as markets, towns and village activations. - integrating smart community initiatives in Council projects within local centres - facilitating and delivering initiatives that promote flexible work options to boost our local centres	Great progress with many grant applications and letters of support successful, market activation and good progress on a new strategy and agreement for the Innovation Hub with Charles Sturt University.		25%







T 3: Our businesses and workers are able to meet their potential

T 3.1: Support businesses and social enterprises to grow, improve their competitiveness and innovate

OP Ref	Action Description	Comments	Status	YTD Progress
ED 05_T 3.1	Provide and facilitate links to programs, events, resources and education to support new and existing businesses including: - Overseeing the management of the Port Macquarie Innovation Hub in partnership with Charles Sturt University	The Business Confidence Survey is complete. Discussion have commenced with Charles Sturt University about a new strategic direction and formalised agreement to maximise and focus effort on economic development opportunities in a sustainable, efficient and effective allocation of resources.		70%
ED 06_T 3.1	Support local business networks and advocate to other levels of government and key stakeholders on behalf of the local business community	This action is being met through advocacy with other levels of government and meetings with local business networks.		60%
ED 07_T 3.1	Support local businesses to both capture wealth within our communities and strengthen connections beyond Port Macquarie Hastings including: - Helping local businesses to identify local procurement opportunities (including as a supplier to Council) - Facilitating and supporting local markets in line with Council's Market Policy	This action has been met through meetings with industry and communications from other channels.		55%







Attachment C





Authentic and High Performing

AHP 1: We are well informed of Council activities and actively contribute to decision making

AHP 1.2: Genuinely engage with the community on issues that are important to them

OP Ref	Action Description	Comments	Status	Progress
CMTY 16_AHP 1.2	Community Engagement Procedures and Toolkit	The engagement procedures goal is to be rescheduled due to resourcing constraints incurred this quarter.		0%

AHP 4: Our Council manages its finite resources sustainably to support the service delivery expectations of our community

AHP 4.2: Deliver and manage Council's assets according to best practice guidelines

OP Ref	Action Description	Comments	Status	Progress
AM 02_AHP 4.2	Manage Council's Asset Management platform / application to ensure it remains fit for purpose (supported by Digital Technology Team)	The work to review the Asset Management (Data) System (AMS) is part of the Digital Technology Roadmap and Part 2 of the Asset Management Improvement Project. The scope of this work is extensive and runs through 2024 and 2025.		10%
AM 03_AHP 4.2	Deliver asset planning activities including: - Developing and maintaining Asset Management Plans to inform the development of capital works and operational works programs across the asset management lifecycle including delivery/acquisition of new assets; asset maintenance; asset rehabilitation/upgrade; asset disposal - Developing Asset Maintenance Plan/Program for following calendar year	Asset Management Plans will be developed and updated annually from 2023 onwards.		10%

OP Ref	Action Description	Comments	Status	Progress
AM 04_AHP 4.2	Undertake analysis of asset performance including: - Data analysis to assist planning and operational staff as required - Assessments of asset risk, performance and cost - Asset failures analysis of to improve preventative maintenance requirement	The work is part of the Asset Management Improvement Project (AMIP) which started in December 2022. Part 1 of the AMIP will be completed by November 2023. Critical assets are being currently identified. Improvements are needed to make this process more system driven, rigorous and consistent.		10%

AHP 4.4: Deliver digital tools and information services which support and improve Council's business objectives and the delivery of Council's services

OP Ref	Action Description	Comments	Status	Progress
DT 07_AHP 4.4	Purchase and maintain Digital Technology assets in line with Asset Maintenance Plan including condition assessments and inspections and dispose of assets as required	Resource restrictions have hampered inspections. Procurement and other maintenance requirements are progressing well. Streamlining procurement and the number of devices in use is ongoing as is a review of outsource contracts such as Network, firewalls etc. Costing exercise underway for Cloud migration of server workloads to Amazon Web Services (AWS) or Azure.		75%

Connected

C 1: We safely and efficiently connect people, goods and businesses within and beyond our region

C 1.1: Deliver a safe, efficient and well maintained road network across the LGA

OP Ref	Action Description	Comments	Status	Progress
TR 15_C 1.1	Integrated Transport Network Master Plan (ITNMP) identify alternate transport modes and align timing of key transport improvements and upgrades across the LGA (in collaboration with TfNSW and State and Federal agencies)	The Integrated Transport Plan (ITP) is continuing to be developed in partnership with Transport for NSW (TfNSW). Initial project program has been slightly delayed. Public exhibition planned to be undertaken in Q1 2023/24 Operational Plan year.		30%
TR 29_C 1.1	Lake Road Duplication - Ocean Drive - Chestnut Rd	Design progressing. Approvals subject to interface with adjacent National Parks and Wildlife Services land, which require a legislated process to be followed with associated timeframes involved. Opportunities for design refinement and work within existing corridor to achieve duplication under investigation.		15%
TR 56_C 1.1	Kindee Bridge upgrade	Works not yet commenced. Design works currently not resourced due to resource commitments to other bridge projects.		0%
TR 62_C 1.1	Black Creek Bridge rehabilitation	All materials have been acquired for the works. Works are programmed to commence in March 2023. The project may take up to seven months weather permitting. The project has been delayed due to excessive wet weather experienced at Bril Bril Creek bridge replacement, natural disaster events requiring removal of debris at many bridge crossings & as Steels Bridge, Yippin Creek, has been brought forward for more urgent works due to deteriorating deck condition further delaying the start to Black Creek bridge.		15%

OP Ref	Action Description	Comments	Status	Progress
TR 92_C 1.1	Kendall Town Centre Master Plan works - Design	Preliminary scoping and project planning for road design has commenced. Funding has no associated income source meaning the project is unable to progress and is recommended for consideration in future Operational Plan development pending priority.		0%

C 2: We make more trips by active and public transport

C 2.2: Facilitate public transport services that are reliable, accessible and aligned to population growth

OP Ref	Action Description	Comments	Status	Progress
TR 74_C 2.2	Footpaths, cycleways & pedestrian management	Design work expected to be undertaken in Q3 and Q4 of 2022/23 as primary focus is on grant funded projects, with construction to follow.		0%
TR 76_C 2.2	Schools to Schools shared pathway	Concept design commenced. Further progression of design pending resource availability and allocation.		20%
TR 79_C 2.2	Oxley Highway, Port Macquarie - Shared path	Survey works completed and design investigations progressed. Transport for NSW (TfNSW) inputs and endorsement being sought for shared path design as the adjacent Oxley Highway is under TfNSW ownership. Streetlight relocations may be necessary which will result in a delay in construction commencement.		30%
TR 82_C 2.2	Footpath - McGilvray Rd, Bonny Hills	Project to be delivered in conjunction with TR 83_C 2.2. Project not yet commenced as project management resourcing has not yet been able to be recruited.		0%
TR 83_C 2.2	Ocean Drive, Bonny Hills - Shared path	Works commencement pending project management resource allocation following recent recruitment exercise. Planning and design progression expected from January 2023.		0%

Environmentally Sustainable

ES 2: The impact of our built environment on our natural environment is minimised

ES 2.1: Employ practices and deliver projects that manage our resources sustainably and result in positive outcomes for our environment

OP Ref	Action Description	Comments	Status	Progress
ST 02_ES 2.1	Develop and deliver education programs and activities that improve the understanding of Quadruple Bottom Line sustainability (for Council staff, Councillors and the community) (supported by the Education Team)	Strategy has been delayed due to Climate Change Response Policy reconsideration by Council. Strategy will provide direction for future education activities.		10%

ES 2.2: Reduce waste sent to landfill and transition to a circular economy

OP Ref	Action Description	Comments	Status	Progress
WM 16_ES 2.2	Kingfisher Road rehabilitation (DA condition from the Waste Transfer Station upgrade)	Project pending resource allocation. Works not commenced. Project management resourcing currently allocated to higher priority projects.		0%
WM 19_ES 2.2	Cairncross landfill expansion	This item has not progressed further this quarter and project plan is yet to be completed.		5%
WM 21_ES 2.2	Wauchope landfill (closed) - Continued remediation	Remediation of the site is ongoing with a Request for Quotation to be sent to consultants to undertake a hydro-geological investigation to address some infiltration issues onsite.		5%

Liveable

L 2: We have housing that meets our needs and is well serviced by sustainable infrastructure

L 2.2: Provide an integrated network of water, sewer and stormwater systems that meets community needs and protects our environment

OP Ref	Action Description	Comments	Status	Progress
S 01_L 2.2	Deliver upon the strategies articulated in the Integrated Water Management Strategy (IWMS) through the development and delivery of action plans for the Sewerage Scheme	The Integrated Water Management Strategy is the subject of Department Planning and Environment framework changes and has therefore not been finalised. Various components including Water Security, Wastewater Treatment Plant Capacity reviews, Recycled Water scheme approval and expansion have been completed or underway. Changes to the Town Water Risk Reduction Program from Department Planning and Environment will have further impacts on final project and this is currently being assessed.		25%
S 09_L 2.2	Effluent Management Strategy	Project has not commenced as no project management resources were available to be assigned due to other higher priority projects and operational matters.		0%
S 13_L 2.2	Port Macquarie WwTP - Odour control works	Specification has been developed but Tender documentation still to be developed in preparation for tender in January 2023.		30%
S 20_L 2.2	Kew WWTP upgrade	Still awaiting further direction and information from the Environmental Protection Authority regarding effluent management for the upgraded plant. Once this has been received final tender documents can be released.		30%
S 26_L 2.2	Lakewood (Area 15) - Gravity Sewer Trunk Mains - Design and construction	Project is yet to commence with no project management resource allocated due to other higher priorities.		0%

OP Ref	Action Description	Comments	Status	Progress
S 27_L 2.2	Port Macquarie - Sewer Pump Station #20 - New rising main	Project initiation commenced. Project management resource allocation commencing in January 2023. Designs and investigations will commence in 2023 with construction expected during the 2023/24 financial year.		10%
S 28_L 2.2	Port Macquarie - Sewer Pump Station #18 - Rising main replacement and augmentation	Initial design investigations commenced. Works intended to be delivered in conjunction with Lake Road Stage 3 project. Construction will commence in future financial year.		15%
S 40_L 2.2	Wauchope - Sewer Pump Station #1 Civil Works - Wet Well/Dry Well conversion and refurbishment	Project has not commenced as project management resources are unable to be assigned due to other operational priorities.		O%
S 41_L 2.2	Wauchope - Sewer Pump Station #4 - Catchment reline	Contractor resource and materials shortage may impact program.		35%
S 42_L 2.2	Wauchope - Sewer Pump Station #8 - Catchment reline	Contractor resource and materials shortages may impact program.		35%
S 64_L 2.2	Sewer critical infrastructure	Planned works to replace security infrastructure at Wastewater Pump Stations is subject to completion of security consultancy review.		0%
S 66_L 2.2	Camden Haven - Sewer Telemetry radios	Investigation of procurement strategy for required componentry continuing.		10%
S 67_L 2.2	Camden Haven - Sewer DNP3 Processor roll out	Investigation of procurement strategy for required componentry continuing.		10%
SDF 09_L 2.2	Stormwater Strategy	Project was put on hold in Q2 as staffing resources were allocated to other projects. Project will recommence in Q3.		25%

2022/23 Six Month Exception Report

OP Ref	Action Description	Comments	Status	Progress
SDF 10_L 2.2	Urban Stormwater Catchment Plans	Project planning will commence in Q3. The action is contingent on the completion of the Stormwater Strategy, meaning only the initial planning phase will be undertaken in 2022/23. The catchment analysis will commence in the 2023/24 Operational Plan year.		0%
SDF 16_L 2.2	Black Swan Terrace - Stormwater Detention Facility	Project in design phase and nearing completion (anticipated March 2023). Timing for construction phase dependent on funding provision, with the current level of funding not providing for this phase.		50%
SDF 18_L 2.2	Panorama Drive - Stormwater remediation	The previous engagement of works was cancelled following higher than expected price increases that affected the viability of the works. Staff are currently seeking alternative contractors to complete works but may need to reconsider these works in future years when availability of contractors within the civil construction industry will allow for completion of works within the identified budget.		25%
WS 13_L 2.2	Bulk Water Chlorination System upgrade	Construction tender has been awarded. Construction commencement anticipated April 2023 and works on track for completion by the end of 2023.		25%
WS 19_L 2.2	Northern Arm trunk main (DN750) from Cowarra to Port Dam - Design and construction	This Project is being delivered in conjunction with the Cowarra Water Treatment Plant Project. Concept design envisaged to commence in March 2023, with detailed design to follow.		35%
WS 25_L 2.2	Koree Island Rock Ramp to secure water level at Koree Island Pump Station's Intake Pool - Construction	Awaiting additional environmental approvals. An updated timeframe is not yet discernible.		0%
WS 26_L 2.2	Port Macquarie Dam bypass pump station - Completion of construction	Project planning has progressed, however the management of this project is currently not resourced therefore further work is currently on hold.		35%

2022/23 Six Month Exception Report

OP Ref	Action Description	Comments	Status	Progress
WS 33_L 2.2	Laurieton No 1 Reservoir - Roof replacement	Unallocated, project not initiated.		0%
WS 34_L 2.2	Widderson St Reservoir - Roof replacement	Roof design on track to be completed in 2022/23 financial year with roof reconstruction anticipated to be completed end 2023.		35%
WS 43_L 2.2	Services Bridge at Lake Road refurbishment	Test pipe works completed with construction methodology finalised. Completion of construction will extend beyond June 2023 and is anticipated by end 2023.		50%
WS 49_L 2.2	Annual Water Meter Replacement Program	Lack of procurement pathway and supply chain issues are putting budget at risk for this year.		25%

L 3: We enjoy easy access to green and blue spaces and a wide range of active and passive cultural, sporting and recreational activities

L 3.1: Protect, enhance and maximise the use of existing public open space and expand in line with the needs of our community

OP Ref	Action Description	Comments	Status	Progress
SR 20_L 3.1	Thrumster Sports Fields	Acquisition of land is dependent upon an endorsed Voluntary Planning Agreement (VPA). The program of works including completing the design and approval or applying for grants is impacted by the delays in finalising the VPA.		25%
SR 21_L 3.1	Thrumster Sports Fields - District facilities	This project is not due to start until land acquisition has been completed - refer to SR 20.1 L 3.1.		0%
SR 22_L 3.1	Wayne Richards Regional Sporting Complex - Port Macquarie	Project initiation underway. Design anticipated to commence Q3 2023.		25%

OP Ref	Action Description	Comments	Status	Progress
SR 67_L 3.1	Dunbogan Reserve - Upgrade	Project not progressing at this stage. Council endorsed fund reallocation and will revisit the project in future years.		0%

Resilient

R 1: We respect one another and participate fully in community life

R 1.1: Strengthen inclusion and wellbeing and foster community participation of people of all ages, abilities and identities

OP Ref	Action Description	Comments	Status	Progress
CMTY 12_R 1.1	Disability Access Review checklist for council projects	This task is yet to commence. This is planned to be developed in the final quarter of this financial year to be ready to use in the 2023/24 financial year.		0%

R 2: We are resilient in the face of adversity and change

R 2.2: Take action to minimise the impacts to our environment, life and property from floods, bushfires, storms, erosion and other hazards

OP Ref	Action Description	Comments	Status	Progress
SDF 25_R 2.2	Flood - Voluntary house raising	Key resources have now been recruited. Commencement of this action will begin in Q3.		0%

R 3: We are a safe and healthy community

R 3.1: Safeguard and promote the wellbeing of our community

OP Ref	Action Description	Comments	Status	Progress
HBR 11_R 3.1	Assess and determine: - Applications for approval to operate caravan parks and	Unplanned leave of staff members, and the construction of new Manufactured Home Estates has resulted in		40%

OP Ref	Action Description	Comments	Status	Progress
	manufactured home estates - Applications to install manufactured homes - Certificates of completion for manufactured homes - Section 82 applications for exemption to operate caravan parks and manufactured home estates	reduced capacity to undertake regulation and assessment of caravan parks and manufactured home estates.		

Thriving

T 1: We have a thriving, diverse and sustainable economy

T 1.3: Facilitate and support a vibrant and sustainable visitor economy

OP Ref	Action Description	Comments	Status	Progress
AP 08_T 1.3	RPT Apron Covered Passenger Walkway at Port Macquarie Airport Terminal	The project is well underway, with pre-construction phase complete. Project delayed due to unavailability of contracted specialist services. Completion now due in 2023/24.		25%

ATTACHMENT 1 - SHAPING OUR FUTURE 2040 - IMPLEMENTATION UPDATE - DECEMBER 2022

Key: C, D&E - Community, Development & Environment

CI - Community Infrastructure

CU - Community Utilities

B&P - Business & Performance



1	PLANNING PRIORITY 1: Protect, con	nserve and enhance o	ur biodiversity and areas of high environ	nmental value
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023
1.1	Implement priority actions from Council's LGA-wide Biodiversity Management Strategy including but not limited to management of threatened species and their key threats.	Natural Resources Team C,D&E	On track Flying Fox Camp Management Plan Delivered community education and engagement opportunities. Supported Friends of Kooloonbung Creek in restoration works around the camp as per MOU signed with Council. Notification to residents and removal of Sprinkler System completed. Investigations into DCP amendments for buffers to Flying Fox Camps	Flying Fox Camp Management Plan Delivery of Kooloonbung Creek Flying For subsidy package to residents Investigation into management opportunities to reduce human/flying fox conflict at camp boundaries through building improvements. PMHC staff attendance Flying Fox National Forum in September Annual update to community National Flying Fox count completed quarterly.
			Koala Recovery Strategy Council report and brief delivered 17/11/2022 regarding current status of Actions and information regarding NSW Koala Strategy funding and release of new PNF codes (see detail below). Letter of commitment signed by CEO and delivered to Department of	Receive and instigate NSW State funding initiatives until 2024 including \$300K for Koala Habitat Mapping and \$215K for Koala Road Strike mitigation.

			Planning and Environment (DPE) to utilise Koala Habitat Mapping within the planning instrument for future planning decisions. Service Agreement between DPE and PMHC for Road Strike mitigation funding signed. Funding Deed between DPE and PMHC for Koala Habitat Mapping signed. On-going auditing of KPoM's in PMHC LGA. Instigation of Council KPoM audits with new officer appointed. Delivery of Koala Road Strike report and Guidance document adopted by Council.	 Completion of the Koala Recovery Action Plan with inclusion of grant funding components. Continue auditing of private KPoM's and seeking compliance of actions. Summary of Council KPoM status delivered and reported with recommendations. Continued support with communications and engagement plan for Koalas. Feral Deer Management Ongoing culling using the 'pen control' method at suitable locations Ongoing culling is using the 'Open Shooting' method at suitable locations
			Feral Deer Management	
			Continued implementation of Hastings Wild Deer Management plan with ongoing establishment of sites and population management as appropriate	
			Ongoing culling using the 'pen control' method at suitable locations	
			Ongoing culling is using the 'Open Shooting' method at suitable locations	
			Development of an inter-departmental FeralScan map to share control activities with other agencies	
1.2	Develop and implement the Ecological Restoration (No Nett Loss) Report Plan to mitigate the impacts of climate change on our valued flora and fauna	Natural Resources Team C,D&E	Surveys completed for all Council Owned and Managed conservation zoned reserves Investment in legislative biosecurity compliance for all Council Owned and Managed conservation zoned reserves Investment in ecological restoration of the top 40 ranked conservation reserves	Investment in legislative biosecurity compliance for all Council Owned and Managed conservation zoned reserves Investment in ecological restoration of the top 40 ranked conservation reserves MOU in place with Hastings Landcare and Port Macquarie Landcare

2.1	Develop an economic model to better understand and evaluate the whole-of-life costs of development and compare urban consolidation and greenfield development opportunities.	Strategic Projects Team C,D&E	This is an OP Item for 2022/23. No work has yet commenced on this action.	Action to be commenced in 2023 subject to resourcing.
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023
2	PLANNING PRIORITY 2: Manage gro	wth sustainably		
1.4	Implement the Koala Recovery Strategy to secure the future of koalas in the LGA	Natural Resources Team C,D&E	 SLA for biosecurity compliance on behalf of internal business units in place MOU in place with the Friends of Kooloonbung Creek Nature Park. DRAFT MOUs currently being reviewed for comment by Port Macquarie Landcare and Hastings Landcare Report to Council 17/11/2022 outlined the delivery of remaining outstanding actions within the PMHC Koala Recovery Strategy including; Delivery and adoption by Council of the Koala Road Strike Options for Engineering Solutions Report and Guidance Report for Future Road Projects. Rezoning of Koala Habitat is an action incorporated into the identification and rezone of High Environmental Value lands to Conservation zones within the OP 2022-2023. Koala population assessment to be delivered through Council KPoM auditing with a new officer appointed and budget allocation for OP 2022-2023. 	Presentation of Koala Road Strike Guidance Report for Future Road Projects across Council Infrastructure teams. Delivery of PMHC Koala Recovery Action Plan to include; Instigation of NSW State Funding projects to be incorporated into PMHC Koala Action Plan with a) Koala Habitat Mapping ensuring consistent methodology with SEPP (Conservation and Biodiversity) 2021. b) Koala Road Strike Mitigation measures. Reporting on status of Council KPoM's Methodology for population assessment Continued auditing of all KPoM's within the LGA. Timing of LEP update as per NSW State funding requirement and signed commitment by PMHC.

	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023
3.1	Develop a Sustainability Strategy which provides a clear direction on building resilience to future environmental change.	Strategic Projects & Sustainability Teams C,D&E	As a result of the process associated with the proposed recession of the adopted Climate Change Response Strategy the development of the Strategy was delayed, Development has recently commenced.	Workshop with Councillors to be held in March 2023 and Strategy to be further developed with completion expected in CY 2023.
3.5	Develop and implement an annual PMHC bushfire risk mitigation program to adaptively manage bushfire risk	Natural Resources C,D&E	Developed a Bushfire Mitigation Management Tool (BMMT) to deliver comparative risk weighting for all council owned and managed interfaces Developed a consistent naming convention for all interfaces/ complexes for all council owned and managed bushfire management areas On ground maintenance of all council recognised Asset Protection Zones to ensure compliance with the RFS standards for Asset Protection Zones.	 On ground maintenance of all council recognised Asset Protection Zones to ensure compliance with the RFS standards for Asset Protection Zones. Complete BMMT surveys for ALL suitable interfaces to guide future works Enhancement of all APZs to ensure compliance with the Bushfire Planning for Existing Developments and Bushfire Environmental Assessment Code
4	PLANNING PRIORITY 4: Protect and	improve the health of	our waterways and aquatic habitats	
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023
4.1	Develop, implement and evaluate the Coastal Management Program and associated Coastal Management Plans for all coastal zones across the Port Macquarie-Hastings LGA which will identify actions to mitigate and manage the impacts on our coastal zone including the open coast, the waterways and the	Natural Resources C,D&E	On Track Key CMP Stage 2 projects have been progressed including: Lake Cathie/Lake Innes Hydrodynamic Model Update Illaroo Road Coastal Hazard Management Co-Design	Continue CMP Stage 2 Projects as follows: Finalisation of Lake Cathie/Lake Innes Hydrodynamic Model Camden Haven Bank Condition Assessment Coastal Recreation User Needs Analysis Coastal Vulnerability Assessment Sea Country Action Plan

5	PLANNING PRIORITY 5: Sustainably and efficiently manage our energy, water, waste, emissions and natural resources				
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
5.1	Implement Council's Long-Term Energy Strategy	Sustainability Team C,D&E	Many of the viable Long Term Energy Strategy options recommended have been implemented. The remaining options are under review with the new 2023 electricity contract conditions and pricing	The 2017-2027 Long Term Energy Strategy could be potentially integrated into the Sustainability Strategy being developed in 2023. A Council Report is due by March 2023 on suitable council sites and land that could accommodate mid-scale solar and/or community battery projects.	
5.3	Finalise Council's Integrated Water Cycle	Utilities Planning &	Not yet commenced. Planning work for the	Commencement of the IWCMS	
	Management Strategy (IWCMS) to ensure	Design Team,	PMH Water Security Plan was presented to		
	water quality and security for the LGA.	CU	Council at the June 2022 OCM.		



6	PLANNING PRIORITY 6: Use a place-based approach to shape the development of our sites, streetscapes, precincts, towns and centres					
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023		
6.2	Undertake an audit and gap analysis of existing Place Documents	Strategic Land Use Planning team C,D&E	No action on this item to date.	Due to competing priorities this item was not included in the 2022/2023 Operational Plan.		
6.6	Continue to develop and implement Community Plans in partnership with our communities across the LGA to inform the development of Place Plans and other key planning documents	Community Team C,D&E	Community Plans have been endorsed for all communities excepting North Shore. Many projects identified in Community Plans have received grant funding and are complete or will be completed in 2022/23.	Recruitment Drive for CCATS to build and refresh membership Review of Community Pans with CCATs particularly in light of priorities - are these still relevant post-covid and flooding? Development of Town Improvement Business Plans (top 10 priority projects) for each Community		
7	PLANNING PRIORITY 7: Provide for a diversity of housing in the right locations					
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023		
7.1	Finalise Council's Local Housing Strategy in line with the DPIE Local Housing Strategy Guideline 2018 to provide for a diversity of housing choice in the Port Macquarie-Hastings LGA.	Strategic Land Use Planning Team C,D&E	Following exhibition of the draft Local Housing Strategy in May 2021 for 60 days, changes were made to the Strategy to incorporate community and stakeholder feedback. As yet, the draft Strategy has not been presented to Council for adoption.	Development of a Living & Place Strategy to incorporate the elements detailed in the draft Local Housing Strategy.		
8	PLANNING PRIORITY 8: Create vibra	nt public places that	inspire social interaction and support co	ommunity wellbeing		
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023		
8.2	Develop and implement a Property Strategy to optimise Council-owned property for long-term benefit	Commercial & Business Services Team	The revised Strategic Property Investment Policy has been drafted and circulated for comment and public consultation has been	Further develop the policy and finalise. Develop supporting documents and property investment targets that align with strategic		

9	NO IMMEDIATE ACTIONS FOR THIS PLANNING PRIORITY PLANNING PRIORITY 10: Protect, respect and embrace our natural, built and cultural heritage (including Aboriginal cultural heritage)				
10					
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
10.1	Complete an Aboriginal Heritage Study for the Port Macquarie-Hastings LGA	Strategic Land Use Planning Team C,D&E	No action on this item to date.	Due to competing priorities this item was not included in the 2022/23 Operational Plan.	
10.2	Update the Heritage inventory in the Port Macquarie-Hastings LEP 2011.	Strategic Land Use Planning Team C,D&E	No action on this item to date.	Due to competing priorities this item was not included in the 2022/2023 Operational Plan.	



11	PLANNING PRIORITY 11: Provide a multi-modal, integrated land-use and transport network across Port Macquarie-Hastings				
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
11.1	Develop a Hub and Spoke model for the LGA by understanding catchment areas for key centres and attractors (such as our retail centres, hospitals, airport and education facilities)	Transport & Stormwater Engineering Planning Team CI	A draft Regional Integrated Transport Strategy (which incorporates the Hub and Spoke framework) was developed and presented to Council in late 2022.	Following adoption of the RITS, the principles of the RITS (including the Hub and Spoke framework) will be implemented within the Integrated Transport Plan. This plan is currently under development in partnership with TfNSW	
11.2	Develop and implement a Regional Integrated Transport Strategy (RITS) for the LGA which includes the Movement & Place framework and the Hub & Spoke Model	Strategic Projects Team C,D&E	A draft Regional Integrated Transport Strategy was developed and presented to Council in late 2022.	Public exhibition, finalisation and adoption of the Regional Integrated Transport Strategy.	
12	2 PLANNING PRIORITY 12: Develop a network of safe, accessible and sustainable local transport options linking key destinations				
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
12.1	Review progress against Council's Pedestrian and Mobility Plans and incorporate outstanding connections in future Operational Plans	Transport & Stormwater Engineering Planning Team CI			



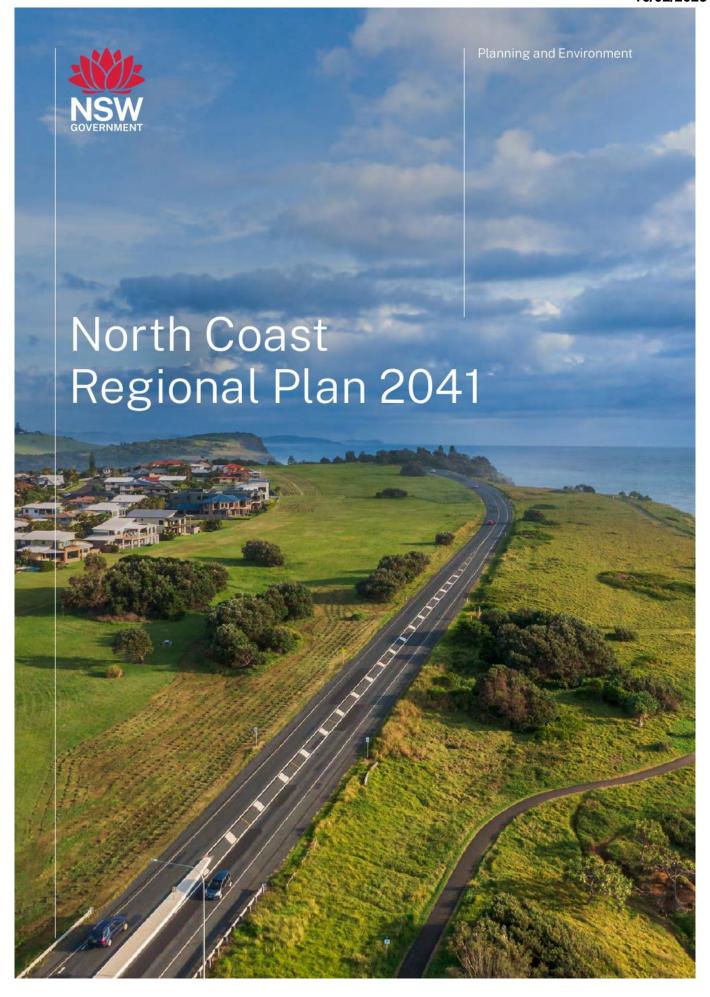
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
13.1	Implement the Health & Education Precinct Master Plan with associated Development Contributions Plan and funding model	Strategic Land Use Planning Team C,D&E	Council is awaiting information from Transport for NSW in relation to strategic planning investigations associated with the Oxley Highway.	The proposal has been put on hold until suc time as Transport for NSW has finalised preferred upgrades to the Oxley Highway.	
13.2	Review and update Council's <i>Economic Development Strategy</i> to stimulate sustainable industry, business and investment growth	Economic Development Team C,D&E	Following public exhibition, the finalised Economic Development Strategy was presented to Council in 2022. The Strategy was not adopted at that time pending the development of the PMH Blueprint.	Finalisation of the Economic Development Strategy	
13.4	Finalise and implement the Port Macquarie Regional City Action Plan in collaboration with the Department of Planning, Industry & Environment	Strategy Team, C, D&E Transport & Stormwater Engineering Planning Team - CI Natural Resources Team - C,D&E	Work has commenced on Collaboration 4 - the development of an Integrated Transport Plan in conjunction with Transport for NSW. Work on the remaining 4 collaborations has not yet commenced.	Finalisation of the Integrated Transport Plan	
14 PLANNING PRIORITY 14: Develop a thriving and sustainable visitor economy					
15	5 PLANNING PRIORITY 15: Protect and sustainably manage our productive agricultural land and create diverse economic opportunities				
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
15.1	Prepare a Rural Land-Use Strategy with a focus on protecting our agricultural farmland from inappropriate uses.	Strategic Land Use Planning Team C,D&E	No work has commenced on this Strategy as yet.	This Strategy will be incorporated into the Living and Place and Economic Developme Strategies as appropriate which are to be developed/finalised in 2023.	

	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023
16.1	Undertake regular audits of business and employment in our local centres to help inform land-use planning and initiatives to support our local businesses.	Economic Development Team C,D&E	Business Confidence survey undertaken in October 2022	Regular audits planned and as required
16.2	Identify opportunities for Smart Community pilots, projects, partnerships and grant funding that benefit local businesses.	Economic Development Team C,D&E	The Free Wi-Fi in Laurieton and Wauchope project was completed in 2022. At this time no further initiatives have been identified by the Economic Development Team due to resourcing constraints	Any future activity in this are subject to the finalisation of priorities in line with the finalised Economic Development Strategy and available resourcing



17	PLANNING PRIORITY 17: Ensure existing and future infrastructure is resilient to natural hazards and human-related threats				
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
17.1	Identify Council's critical infrastructure and define acceptable and intolerable risk levels for that infrastructure including indirect social impacts	Asset Management Team B&P	Not commenced, forms part of project to be completed in 2023	Processes to improve the identification of critical infrastructure and asset risk levels will be part of the asset management improvement project to be completed in 2023.	
17.2	Assess the capacity and adequacy of, as well as linkages between, critical infrastructure systems and upgrade these as necessary according to risks identified in Action 17.1	Asset Management Team B&P	Not commenced, forms part of project to be completed in 2023	Capacity of and plans for upgrades to critical infrastructure systems forms part of the asset management improvement project to be completed in 2023.	
18	PLANNING PRIORITY 18: Create a greener urban environment				
	NO IMMEDIATE ACTIONS FOR THIS PLANNING PRIORITY				
19	19 PLANNING PRIORITY 19: Plan, prioritise and deliver integrated infrastructure				
	ACTION	RESPONSIBILITY	STATUS (as at 31/12/2022)	PLANNED ACTIVITY 2023	
19.1	Develop an LGA-wide Infrastructure Strategy to ensure integration in the planning, delivery and funding of all forms of our infrastructure.	Strategic Projects Team C,D&E	A draft Infrastructure Strategy has been developed and presented to Council.	Public Exhibition, finalisation and adoption of the Infrastructure Strategy.	
19.2	Undertake an audit and review of Council's Section 7.11 and Section 7.12 (of the EP&A Act 1979) development contribution plans, planning agreements and processes to ensure that infrastructure is provided to support the needs of residents and that plans capture and reflect the true costs of the delivery of future infrastructure.	Development Contributions Team C,D&E	A Draft Development Contributions Framework Review report has been prepared by GLN consultants and finalised by Council Staff.	Commencement of the implementation of the recommendations of Council's development contributions framework review.	

19.3	Review and update Council's Asset	Asset Management	The Asset Management Coordinator role	In consultation with council asset staff and
	Management Strategy & Plans to optimise	Team,	has been filled and the consultant engaged	consultants, develop the Asset Management
	the management, performance and use of	B&P	for the asset management improvement	Framework and commence implementation of
	Council's infrastructure assets.		project.	initial framework elements.
19.4	Finalise Council's Smart City Road Map	Economic		
	and develop a plan moving forward for the	Development Team		
	integration of smart technologies in the	C,D&E		
	delivery of upgraded and new			
	infrastructure to support desired			
	community outcomes.			



Item 10.15 Attachment 2

ATTACHMENT

ORDINARY COUNCIL 16/02/2023

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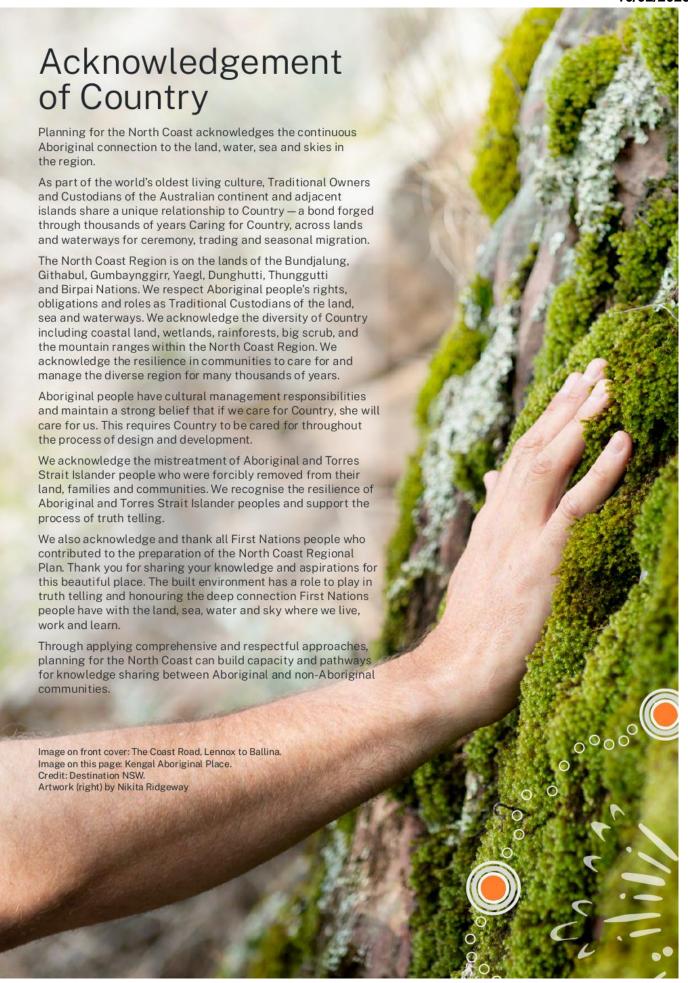
North Coast Regional Plan 2041

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Foreword

The stunning NSW North Coast is one of the state's most desirable places to live, work, visit and play.

The rich and diverse environment and sub-tropical climate forge the unique character of the region, underpinning a growing economy and creating an enviable lifestyle for its residents.

As the bridge between the rapidly growing economic powerhouses of Sydney, Newcastle and South East Queensland, the North Coast offers an unparalleled point of difference as an alluring and accessible destination for new residents and millions of tourists each year.

It's a region of resilience strengthened by a rare community bond. Since the last Regional Plan was released in 2017, these communities have battled devastating floods, bushfires and the COVID-19 pandemic. Their courage and support for each other in the face of these life-changing events has been inspirational and the government will continue to stand with these communities and provide them with the support they need to prosper. This updated vision for the region is part of that effort.

Over the past two years COVID-19 has transformed the way people live and work. The pandemic, together with a strong economy, has accelerated the region's popularity with more people able to capitalise on flexible work arrangements to make their sea and tree change dream a reality.

As the strong appeal of the region continues over the next 20 years, its key cities of Tweed Heads, Coffs Harbour, and Port Macquarie are primed to accommodate the growth.

The North Coast Regional Plan 2041 (the plan) is the updated Government blueprint to harness the opportunities and sustainably support ongoing prosperity and growth for the region over the next two decades.

The plan reflects stakeholder aspirations and needs while protecting the region's precious natural environment and resources. We have worked with the 12 local councils, other government agencies and Aboriginal representatives to develop this plan.

A series of strategies, actions, and collaboration activities will lay the foundation for delivering the plan's priorities.

Capitalising on the region's strategic transport links and special connection to South East Queensland will be key to driving a prosperous economic future. Supplying enough affordable housing to meet people's needs is a key Government priority.

A range of housing and employment options, especially in the region's cities and strategic centres, will support the growing population, and local council strategies and precinct planning will ensure connected, active, and healthy communities.

Promoting a circular economy, exploring renewable energy opportunities, preserving the region's important farmland, and protecting its biodiversity and waterways, including coastal lakes, wetlands, estuaries and the iconic Solitary Islands Marine Park, is essential to the region's long-term sustainability and prosperity.

The natural disasters the area has experienced in the recent past highlights the importance of strategic planning and the need for our strategic thinking to be able to adapt to meet changing needs and circumstances over the next 20 years.

The unfortunate reality is climate change could lead to a world where there is a greater frequency of natural disasters and this plan prepares for this with measures that build more resilience into planning decisions to better protect people and places.

Overall, this plan resets priorities for the North Coast and builds on the earlier efforts for a more sustainable, prosperous, and resilient region. It focuses on delivering the right housing and jobs in the right locations supported by infrastructure, championing ecofriendly technologies, advancing Aboriginal interests, enhancing biodiversity, and recognising the diversity of landscapes throughout the region.

It is a regional plan that will take a highly targeted subregional planning approach to achieve a brighter, better and more sustainable future for the North Coast.



The Hon. Anthony RobertsMinister for Planning
Minister for Homes

Introduction

The North Coast Region sits in the State's north-east and provides arguably NSW's most enviable life-work-play balance across a mixture of urban, coastal, and rural lifestyles.

The North Coast Regional Plan 2041 sets a 20-year strategic land use planning framework for the region, aiming to protect and enhance the region's assets and plan for a sustainable future.

As a 20-year plan, it applies to the Local Government Areas (LGAs) of Ballina, Bellingen, Byron, Clarence Valley, Coffs Harbour, Kempsey, Kyogle, Lismore, Nambucca, Port Macquarie-Hastings, Richmond Valley and Tweed.

This Regional Plan represents a five-year review of the region's strategic planning settings and considers some of the key land use challenges and opportunities over the last five years and moving forward. It covers all facets of land use planning, including employment areas, town centres, housing and related infrastructure, the natural environment and hazards.

This past five-year period has seen prolonged drought, flooding, bushfire and the effects of the COVID-19 pandemic. However, there have also been many positive developments and major infrastructure investments in the region, including the ongoing upgrade of the Pacific Highway, the Clarence Correctional Centre, the Tweed Valley Hospital and the Richmond Valley Regional Job Precinct

In the coming 20 years, population growth in the region is expected to be particularly strong in the regional cities and other key centres. With the population rapidly getting older, technology changes, new job opportunities and increasing pressures between urban growth and the need to preserve important farmland and protect the environment, a new regional plan can set out the requirements for clear and coordinated planning across all levels of government and within the community.

We have prepared this plan in consultation with councils and key stakeholders. It is designed to guide planning and decision-making by the NSW Government and councils and to inform decisions by the private sector and the wider community.



About the North Coast Region

The region's first people are the Bundjalung, Githabul, Gumbaynggirr, Yaegl, Dunghutti, Thunggutti and Birpai Nations. Their rich cultural heritage is supported through the Local Aboriginal Land Councils (LALCs), which own local land holdings and have responsibilities for Aboriginal people living in the area.

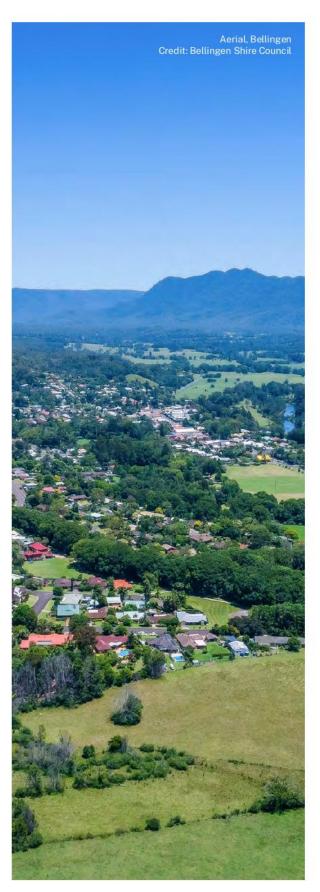
The region's natural environment is its defining characteristic, and must be valued, respected and carefully managed and protected. With the future of work changing, the region is attracting more remote workers, which will see rising demand for local housing, health, education, shops, cafés and services.

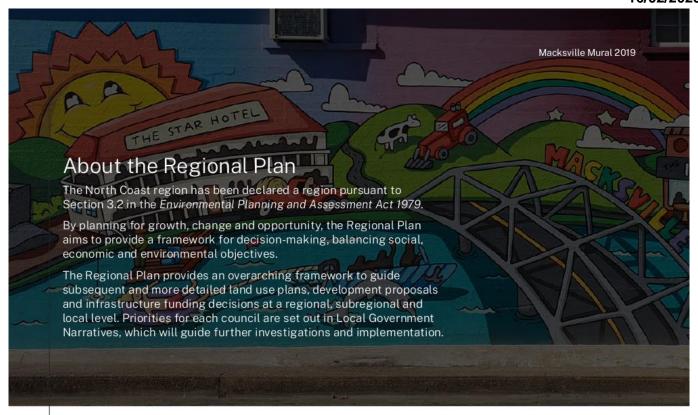
The region links the rapidly growing areas of Sydney, the Hunter and South East Queensland.

Many communities are still reeling from the devastating bushfires and floods; and the COVID-19 pandemic has shown how the region's natural and built assets—its main streets, beaches, parks, rivers, and leafy open spaces—are key to public life.

The region has two distinct subregions centred around the Northern Rivers and the Mid North Coast and the regional cities of Tweed, Lismore, Coffs Harbour and Port Macquarie. Other centres such as Murwillumbah, Mullumbimby, Byron Bay, Ballina, Kyogle, Casino, Grafton, Bellingen, Macksville and Kempsey are playing an increasingly important role in providing housing and employment opportunities and supporting local communities within these subregions.

The North Coast supports a strong and growing economy. Health care and social assistance to support the region's ageing population continues to be the main economic driver, while the growing education and training, construction, tourism, creative, retail and agriculture sectors are expected to generate increasing employment opportunities.





Review process

The Environmental Planning and Assessment Act 1979 (EP&A Act) requires five-yearly reviews of regional plans. Since the release of the North Coast Regional Plan 2036, the NSW Government has worked with councils, stakeholders and the community to:

- prepare action plans for the regional cities of Tweed, Lismore, Coffs Harbour and Port Macquarie
- deliver the North Coast Housing and Land Monitor 2018
- develop a model to integrate cross border land use planning between NSW and South East Queensland and remove barriers to economic, housing and jobs growth
- review areas identified as 'under investigation' within urban growth areas to identify sites of potential high environmental value
- support the identification of areas of Aboriginal cultural heritage in areas such as Tweed and Coffs Harbour
- prepare land release criteria to assess appropriate locations for future residential, commercial and industrial uses
- develop an Urban Design Guide for Regional NSW, and
- create a local housing strategy guideline and template.

Together with councils' local strategic planning statements, this review allows communities to work collaboratively to build vibrant places and protect precious landscapes.

In addition to inputs from councils, State agencies and other stakeholders, we drew from:

- council's local strategic planning statements and community strategic plans
- State Infrastructure Strategy 2018-2038, Future Transport 2056 and A 20-year Economic Vision for Regional NSW
- regional economic development strategies for Clarence Valley, Coffs Coast, Hastings Macleay, Nambucca, Northern Rivers and Tweed Shire, and
- findings from a dedicated engagement process with representatives of key Aboriginal stakeholder groups in the region to ensure Aboriginal and Torres Strait Islander voices are reflected accurately and respectfully in the Regional Plan.

Local strategic planning statements

Regional and local planning must work together. For this reason, the EP&A Act provides a clear line of sight from regional planning to local delivery. This includes local strategic planning statements, prepared by councils, which respond to each LGA's opportunities, changes and trends. This process establishes clear objectives to guide on-the-ground outcomes.

Local strategic planning statements, therefore, must be consistent with the relevant regional plan and a council's community strategic plan.

This framework allows different levels of government to coordinate and realise greater efficiencies as the strategies and actions in regional plans are implemented.

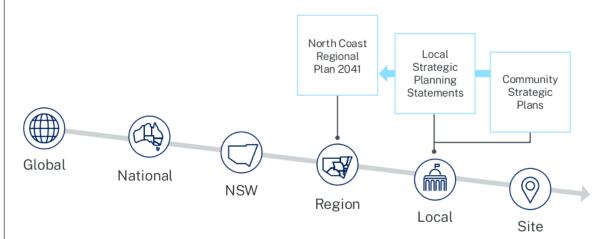


Figure 1: Strategic planning line of sight

Implementation

The North Coast Delivery, Coordination and Monitoring Committee is responsible for the plan's implementation. Made up of council and State agency representatives, the committee will listen and work with stakeholders to align growth with infrastructure to support growth and change in the region.

The committee will prioritise the actions needed to seize on immediate and emerging opportunities, such as supporting cities, growing the economy, protecting important farmland, capitalising on renewable energy investments and major infrastructure projects, and promoting tourism and manage the environment to sustain the precious natural resources that underpin all of these opportunities.

The committee will monitor and review progress towards achieving the vision and goals for 2041 and detail indicators for housing, employment, communities and the environment, as well as provide advice to government on short-term actions in an annual report.

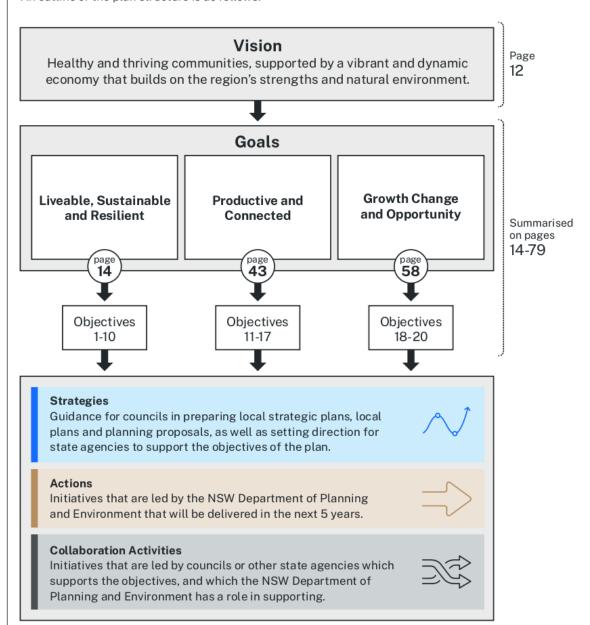
An Implementation Plan for 2022-2026 supports the Regional Plan.

Strategies, actions and collaboration activities

To support the vision for the region, we've identified strategies, actions and collaboration activities.

Strategies will be implemented by councils when preparing local plans, actions will be led by the Department of Planning and Environment and collaboration activities by the identified stakeholders.

An outline of the plan structure is as follows:



All actions and collaboration activities in the plan are listed below.

Actions

Establish the North Coast Urban Housing Monitoring Program.

Provide guidance to help councils plan for and manage accommodation options for seasonal and itinerant workers.

Establish Housing Affordability Roundtables for the Mid North Coast and Northern Rivers subregions with councils, community housing providers, State agencies and the housing development industry to collaborate, build knowledge and identify measures to improve affordability and increase housing diversity.

Continue to provide guidance and tools for councils to use for evidence-based risk-management approaches to build resilience to shocks and stresses, plan for natural hazards and transition to net zero emissions.

The Department of Planning and Environment will work with LALCs, Native Title holders and councils by:

- meaningfully engaging with LALCs and Native Title holders in the development and review of strategic plans to ensure aspirations are reflected in plans
- · building capacity for Aboriginal communities, LALCs and Native Title holders to utilise the planning system
- · incorporating Aboriginal knowledge of the region into planning considerations and decisions.

Undertake housing and employment land reviews for the Northern Rivers and Mid North Coast subregions to assess future supply needs and locations.

Collaboration Activities

Work with and assist councils to:

- · review biodiversity mapping and related local environmental plan and development control plan provisions
- improve access to data to enable identification of protected areas including NPWS Estate, Crown Reserves and in-perpetuity private land conservation agreements to inform local planning
- ensure koala habitat values are included in land-use planning decisions through regional plans, local strategic planning statements and local environmental plans.

Lead Agency: NSW Biodiversity and Conservation Division

Work with councils and agencies and the Transition North Coast Working Group to deliver the North Coast Enabling Regional Adaptation report to provide opportunities for climate change adaptation pathways with the aim of transitioning key regional systems to a more resilient future.

Lead Agency: NSW Office of Energy and Climate Change

Support the development of the Richmond Valley Regional Job Precinct to create a hub focused on high-value agriculture, food processing, manufacturing, distribution, and renewable energy.

Lead Agency: Department of Regional NSW

To ensure that centres experiencing high growth have well planned and sustainable transport options, place-based Transport Plans will be developed for key cities and centres across the North Coast region.

Lead Agency: Transport for NSW

In collaboration with Tweed Shire Council, City of Gold Coast and Department of Transport and Main Roads Queensland, develop opportunities for multimodal transport connections to Coolangatta and the Tweed. **Lead Agency:** Transport for NSW

Investigate public transport improvements including on-demand services.

Lead Agency: Transport for NSW

Vision

Healthy and thriving communities, supported by a vibrant and dynamic economy that builds on the region's strengths and natural environment.

On the lands of the Bundjalung, Githabul, Gumbaynggirr, Yaegl, Dunghutti, Thunggutti and Birpai people and respecting their connection to Country, the North Coast is a vibrant and growing area. The region's spectacular environment, biodiversity and climate, continues to attract residents and visitors alike providing one of Australia's most enviable lifestyles and underpinning a range of opportunities and a prosperous future.

Located between Sydney and Brisbane, the region offers ready access to domestic and international markets and services via high-quality transport networks. Communities ranging from Port Macquarie-Hastings to Tweed are well connected, attractive, healthy, safe and prosperous. They are places with a strong sense of identity, resilience and respect for Country.

Residents enjoy a broad range of employment opportunities and housing choices along with quality education, health, recreational and other community services. These are located across the region's cities and centres, and all within a

beautiful natural environment set between the Great Dividing Range and the Pacific Ocean.

The North Coast has strong communities of interest and connections focused on the Northern Rivers and Mid North Coast subregions. New housing, services, infrastructure and employment opportunities are being delivered across these subregions based on their natural attributes and advantages to ensure prosperity and growth for all North Coast cities, centres and communities. The Northern Rivers continues to integrate with a burgeoning South East Queensland while the Mid North Coast has strong regional relationships in particular to the north, south and west.

The region is welcoming, inclusive and supports a diversity of rural, coastal, bohemian and cosmopolitan lifestyles. It is economically strong with thriving health, education and construction sectors; local, emerging and creative industries; and other sectors such as agriculture, fishing, aquaculture and tourism which reinforce and embrace the region's local character and charm.

The region responds to the challenge of climate change in constructive and innovative ways that minimise exposure to hazards, build community resilience and promote a sustainable future. The stunning natural environment of the North Coast, including its rich and unique biodiversity, is to be valued, protected and enhanced.





Item 10.15 Attachment 2



Item 10.15 Attachment 2

The North Coast is one of the most stunning environments in NSW. The region extends from Port Macquarie-Hastings to the Queensland border, and west to the Great Dividing Range and hinterland. From panoramic coastal bays and beaches to scenic rural landscapes, the environment establishes the unique character of the region.

The region has outstanding biodiversity assets ranging from the Tweed volcano complex and Wollumbin (Mount Warning) caldera in the north to the Middle Brother Mountains in the south, the Solitary Islands that stretch from Coffs Harbour to Wooli, and the largest coastal river system in NSW-the Clarence River.

These assets provide an environment and lifestyle that continues to attract visitors and residents. As a result, it is projected over the next 20 years that a minimum 41,300 extra homes will be needed to meet population growth¹. Additional homes in excess of those identified for population growth will also be needed to cater for increasing demand for visitor accommodation and replacement homes destroyed by floods and other natural disasters.

Clearing for urban development has occurred across many parts of the region. Sustainable and balanced land use that protects the North Coast's biodiversity and environmental values is essential moving forward. Changing demographics, technology, and lifestyle preferences are expected to drive demand for greater housing diversity in the region. Smaller and lower maintenance homes will be well suited to many of the ageing households and can be accommodated within existing urban areas and help remove pressure on the region's environmental assets from new greenfield development.

Directing growth away from hazards and to locations that avoid and minimise impacts on the natural environment and protecting areas of high environmental value will also ensure the region grows sustainably and in line with community aspirations.



Protection of koalas and their habitat

Koalas are an iconic species on the North Coast, which is home to many of the most important koala populations in NSW, including 10 populations identified as priority populations under the *NSW Koala Strategy*, and five of the state's 10 stronghold populations. Protecting and increasing these populations is essential to achieve the NSW Government's goal to double koala numbers in NSW by 2050.

Many of these koala populations face severe threats from habitat loss and fragmentation. Loss of habitat leaves koalas at greater risk of localised impacts, including vehicle strike, domestic dog attack, koala populations becoming isolated leading to a reduction of genetic diversity and increased rates of disease. The 2019 –20 bushfires added to these stresses, affecting more than a quarter of koala habitat in NSW with over 30% of suitable habitat impacted in the North East region.

The NSW Koala Strategy is the biggest commitment by any state government to secure koalas in the wild on the North Coast.

OBJECTIVE 1:

Provide well located homes to meet demand



The demand for housing on the North Coast continues to grow strongly.

This demand is being primarily driven by migration and demographic factors, including growth associated with the region's proximity to South East Queensland.

Housing Delivery

A long-term housing pipeline across the North Coast for the next 10 years and beyond will help support community needs and appropriate growth. In local plans, councils should provide for a 10 year pipeline of supply. The first 2-5 years of this is to be zoned and development ready, with planning approvals and infrastructure plans in place. Biocertification can help protect the environment, reduce red tape and maintain a pipeline of developable land.

A housing monitoring program will be established for the North Coast. The program will improve the coordination and delivery of new housing and will set serviced land targets for infill and greenfield areas at the subregional scale to help inform local plans. It will focus on identifying infrastructure requirements, and auditing residential zoned land to identify other barriers to development to establish a clearer housing supply pipeline in key locations.

The program when fully developed will publicly report subregional and LGA based data on approvals and completions. This data can help provide councils with a longer term and strategic approach to respond to higher than expected housing demand.

When preparing land use strategies for housing delivery it is important that councils plan for not only the number of homes needed to satisfy future population growth but also consider other uses such as short term holiday letting that may impact on supply and the number of overall homes that are needed.

Strategy 1.1



A 10 year supply of zoned and developable residential land is to be provided and maintained in Local Council Plans endorsed by the Department of Planning and Environment.

Action 1



Establish the North Coast urban housing monitoring program.

Housing diversity

Housing diversity includes lot sizes, the number of bedrooms, tenure, or whether housing is suitable for seniors, students or people with a disability, or is culturally responsive for Aboriginal communities. Planning for a diversity of housing choices gives people more options at different stages of life and reduces pressure for greenfield release areas on farmland and biodiversity. Greater housing choice through more townhouses, villas, tiny homes, intergenerational housing, and apartments will also maximise the use of existing and new infrastructure and provide greater access to jobs, services and lifestyle opportunities.

Providing housing diversity and choice will improve affordability, help meet the needs of an ageing population and support the ongoing reduction of household size. Greater housing diversity will also attract and retain younger residents.

When preparing strategies or planning proposals, councils should consider and ensure that development controls, such as minimum lot sizes, support the delivery of more diverse housing. These strategies should also consider and plan for caravan parks and manufactured home estates as they provide part of the housing accommodation mix.

Some Aboriginal communities have the desire to live intergenerationally and have caring obligations within family units. It is important to consider the need for culturally responsive housing that supports intergenerational living and considers clustering diverse dwelling options for a range of demographic needs.

Infill, greenfield and rural residential development

A mix of well-planned infill, greenfield and rural residential locations will be essential in supporting the region's future growth. When developing local housing strategies, infill housing is to be prioritised as it takes advantage of existing infrastructure and services and is a more environmentally sustainable option. Infill development increases the viability of public and active transport, protects valuable agricultural and environmental land and limits the long-term service and maintenance costs to the community.

A significant amount of the growth on the North Coast is expected to occur in the regional cities of Coffs Harbour, Port Macquarie, and Tweed. Pursuing suitable housing densities in the right locations within these cities will create a more compact urban footprint and protect significant environmental areas.

Councils' future local housing strategies are to have a clear road map outlining and demonstrating how to deliver 40% of new dwellings by 2036 in the form of multi dwelling / small lot (less than 400m²) housing. Demonstrated movement towards achieving this target will also be essential when seeking to justify any urban growth area boundary variations for new greenfield land supply.

When planning for new greenfield areas across the North Coast, these should be located adjacent or near to existing urban areas to encourage the efficient use of land and infrastructure.

Rural residential housing also remains a popular housing choice for certain areas on the North Coast. In many instances it can however be costly to service, environmentally unsustainable and may conflict with important agricultural, urban, industrial or resource lands and increase pressure for new services and infrastructure outside existing settlements. New rural residential release areas must promote sustainable land use outcomes and are to be located outside the more environmentally sensitive and constrained coastal strip.

Opportunities to live on Country is important for many Aboriginal communities. Where LALC land holdings are outside of urban growth area boundaries, there may be locations where rural land sharing arrangements are appropriate to facilitate the development of housing on Country.

The temporary influx of seasonal workers or workers associated with major infrastructure projects can also increase demand for accommodation at different times of the year. An undersupply of accommodation options for these workers can result in upward pressure on rents for all residents. Health and safety concerns may also arise from overcrowding and makeshift housing. Peaks in housing demand may be satisfied through seasonal and itinerant workers accommodation.

Strategy 1.5

Strategy 1.4

New rural residential housing is to be

Councils in developing their future housing

to assist in meeting the region's overall 40%

multi-dwelling / small lot housing target and are encouraged to work collaboratively at a

subregional level to achieve the target.

strategies must prioritise new infill development

located on land which has been approved in a strategy endorsed by the Department of Planning and Environment and is to be directed away from the coastal strip.

Strategy 1.2

Local Council plans are to encourage and facilitate a range of housing options in well located areas.

Strategy 1.6

Councils and LALCs can partner to identify areas which may be appropriate for culturally responsive housing on Country.

Strategy 1.3

Undertake infrastructure service planning to establish land can be feasibly serviced prior to rezoning.

Action 2

Provide guidance to help councils plan for and manage accommodation options for seasonal and itinerant workers.





OBJECTIVE 2:

Provide for more affordable and low cost housing



Two key aims of the NSW planning system are the delivery and maintenance of affordable housing and the promotion of housing affordability.

Several policy frameworks support the delivery of affordable housing, including infill affordable housing and boarding house provisions in the Housing SEPP.

Councils can also consider providing for low cost dwelling types in their local strategies and plans to assist housing affordability.

Low cost housing types remain in perpetuity, unlike some affordable housing dwellings which revert to market rates after a set period.

New affordable housing in Bellingen

Former aged care residential units will be transformed into up to 40 affordable housing homes for low-income older women in Bellingen. The project includes the redevelopment of the Royal Freemasons' Benevolent Institution sites on Bowra and Watson Streets. Two buildings will be demolished and rebuilt, while the nursing home will be refurbished and made ready for tenants. The project is to be jointly funded by the State and Federal Governments.

Improve housing affordability

The North Coast's housing market remains popular for both residential and tourist accommodation. Finding homes to meet varying needs and budgets can be a challenge for households in the region.

Across their lifetimes, people may need homes of a certain size, configuration, accessibility or location. Changing household types and attitudes such as preferences for lower maintenance, energy efficiency, adaptability and places that are within walking distance of shops, services or public transport, combined with the scarcity of well-located land, are also expected to drive a need for smaller and more affordable housing types. Housing that meets the needs of residents on a range of incomes will also help reduce social disadvantage.

Housing diversity extends into aspects such as lot sizes, the number of bedrooms, or whether housing is suitable for seniors, students or people with a disability. Councils can encourage diversity of housing types through a range of mechanisms such as:

- Bonus development provisions, where a percentage of affordable housing is included in a proposal.
- Reduced contributions or other development incentives that may boost construction of secondary dwellings as alternative affordable housing.

 Planning incentives or negotiated planning agreements to encourage private investment in social and affordable housing.

The NSW Land and Housing Corporation and the NSW Aboriginal Housing Office also play a vital role in providing social housing across the region. Social housing is secure and affordable rental housing for people on low incomes with housing needs. It includes public, community, and Aboriginal housing.

Ginda Barri Housing Program

This innovative program is a specialised program for young parents to be run through the Macleay Vocational College Kempsey (a school catering for year 9-12 students outside mainstream education). The program ensures participants complete formal education, gain vocational competencies and develop positive parenting skills. Land and Housing Corporation (LAHC) worked with stakeholders including the college to identify sites suited to housing participants in the program. A site was chosen close to the College and was acquired to provide 22 new homes for both participants of the program and social housing tenants. The hybrid model is envisioned as a blueprint for housing strategies in areas of generational disadvantage in NSW. A community housing provider (Community Housing Limited) was allocated tenancy and asset management of the site and developed a tailored allocation strategy which considers the unique needs of the program participants and tenants from the wider community. Upon completion of education and attainment of employment, tenants will be supported to explore opportunities to enter the private rental market.

Action 3

Establish Housing Affordability
Roundtables for the Mid North Coast and
Northern Rivers subregions with councils,
community housing providers, State agencies
and the housing development industry to
collaborate, build knowledge and identify
measures to improve affordability and
increase housing diversity.



OBJECTIVE 3:

Protect regional biodiversity and areas of high environmental value



The North Coast is the most biologically diverse region in NSW. The region's environmental values include protected reserve lands, such as National Parks, Conservation Areas and dedicated Crown land, High Environmental Value (HEV) land and a network of biodiversity corridors. These assets make the region a great place to live and visit and provide a range of habitats for ecological diversity.

The region contains several National Parks that make up the UNESCO World Heritage listed Gondwana Rainforests of Australia, which contain the most extensive areas of subtropical rainforest in the world, large areas of warm temperate rainforest, and the majority of the world's Antarctic beech cool temperate rainforest.

Rivers, estuaries, foreshores and beaches of the region are of immense environmental importance and are highly valued by the community. They provide habitat for a great diversity of marine, aquatic and terrestrial plants and animals including migatory shorebirds. The region contains both the Cape Byron and Solitary Islands Marine Parks, and vast areas of significant and sensitive fish

habitat. The region also contains five of the 10 koala stronghold areas as identified in the NSW Koala Strategy.

Some of the flora species in the region, such as the Coastal Fontainea and Moonee Quassia, are found virtually nowhere else in the world.

The scenic and cultural landscapes of the North Coast's unique environment contribute to the identity and culture of the region. Preserving and enhancing these landscapes encourages an appreciation of the natural environment, protects heritage and culture, and creates economic opportunities, particularly for recreation and tourism.

Key threats to the environment and its biodiversity include land clearing, poor land and water management practices, habitat fragmentation, degradation of native riparian vegetation, diffuse source water pollution, inappropriate fire regimes, invasive species, pollution, development pressure through population growth, natural hazards, climate change and sea level rise impacts.



Item 10.15 Attachment 2

Potential High Environmental Value Assets

Protecting and enhancing areas of HEV is integral to maintaining the biological diversity of the North Coast

To protect, maintain and enhance biodiversity, HEV assets need to be identified at the site map scale and then used to inform strategic planning, LEPs and planning proposals.

Land use planning strategies should ensure new or more intensive development is located in areas of least biodiversity sensitivity and that HEV assets are avoided where possible and protected. They should also consider marine environments, water catchment areas and groundwater sources to avoid potential development impacts.

At the planning proposal stage, HEV assets within the planning area should be identified through site investigations and suitable mechanisms put in place to protect HEV.

Avoiding impacts on, and protecting identified HEV land at the planning proposal stage provides greater certainty and can reduce the need for further biodiversity assessment and offsetting at development stage. This can drive more efficient and streamlined development assessment processes.

Potential HEV assets are shown at the regional scale on the Potential High Environmental Values map and include:

- land with high biodiversity value that is particularly sensitive to impacts from development and clearing (as shown on the NSW Government's Biodiversity Values map)
- native vegetation of high conservation value, including vegetation types that have been over cleared or occur within over cleared landscapes, threatened ecological communities, old growth forest and rainforest
- key habitat of threatened species
- · important wetlands, estuaries and lakes
- · areas of geological significance.

This mapping is not appropriate for use at a property

Biodiversity certification provides an opportunity for strategic conservation planning at the precinct or landscape scale and can help to provide certainty for development and streamline biodiversity assessment and approval processes for councils.

Strategy 3.1



Strategic planning and local plans must consider opportunities to protect biodiversity values by:

- focusing land-use intensification away from HEV assets and implementing the 'avoid, minimise and offset' hierarchy in strategic plans, LEPs and planning proposals
- ensuring any impacts from proposed land use intensification on adjoining reserved lands or land that is subject to a conservation agreement are assessed and avoided
- encouraging and facilitating biodiversity certification by Councils at the precinct scale for high growth areas and by individual land holders at the site scale, where appropriate
- updating existing biodiversity mapping with new mapping in LEPs where appropriate
- identifying HEV assets within the planning area at planning proposal stage through site investigations
- applying appropriate mechanisms such as conservation zones and Biodiversity Stewardship Agreements to protect HEV land within a planning area and considering climate change risks to HEV assets
- developing or updating koala habitat maps to strategically conserve koala habitat to help protect, maintain and enhance koala habitat.
- considering marine environments, water catchment areas and groundwater sources to avoid potential development impacts.

Strategy 3.2



In preparing local and strategic plans Councils should:

- embed climate change knowledge and adaptation actions
- consider the needs of climate refugia for threatened species and other key species.

Collaboration Activity 1



Work with and assist councils to:

- review biodiversity mapping and related local environmental plan and development control plan provisions
- improve access to data to enable identification of protected areas including NPWS Estate, Crown Reserves and in-perpetuity private land conservation agreements to inform local planning
- ensure koala habitat values are included in land-use planning decisions through regional plans, local strategic planning statements and local environmental plans.

Lead Agency: NSW Biodiversity and Conservation Division



OBJECTIVE 4:

Understand, celebrate and integrate Aboriginal culture



The North Coast is on the lands of the Bundjalung, Githabul, Gumbaynggirr, Yaegl, Dunghutti, Thunggutti and Birpai nations. The region is rich in Aboriginal heritage and includes places and objects that are of significance to Aboriginal people because of their traditions, observances, lore, customs, beliefs and history. This includes pre-contact, habitation and usage sites, burial sites and camping, hunting or fishing sites.

Aboriginal cultural heritage also relates to the connection and sense of belonging that people have with the landscape and with each other. These cultural values have been an intrinsic part of the landscape and environment for tens of thousands of years. The rich history of the region includes the Gumbaynggirr people who formed one of the largest coastal Aboriginal nations.

The connection of Aboriginal communities to their ancestral Country is a result of passing down histories and stories of place through generations.

Conserving these values and respecting the Aboriginal community's right to determine how it is identified and managed, is vital in preserving some of the world's longest-standing spiritual, historical, social and educational values.

The NSW Government will partner with Aboriginal communities to ensure Country is cared for appropriately and sensitive sites are protected with Aboriginal people having access to Country to continue cultural practices. Consultation on future land use planning should acknowledge, respect, and reflect Aboriginal interests and cultural responsibilities.

Engagement and partnerships can be formally established through a mechanism such as a Memorandum of Understanding, which sets out what organisations can do to build strong relationships, respect and opportunities within organisations and communities.

Tweed Aboriginal Cultural Heritage Management Plan

With the aims of acknowledging, respecting and improving the understanding of Aboriginal cultural heritage, Tweed Shire Council adopted an Aboriginal Cultural Heritage Management Plan in 2018. The Plan provides pathways for ensuring that individuals have the right tools and information at their disposal to meet their obligations under the law and to enable cultural heritage to be properly assessed and managed.

The management plan is supported by a thematic history and incorporates a written management plan and shire-wide mapping of Aboriginal place of heritage significance (known cultural heritage) and predictive aboriginal cultural heritage.

Mapping

Accurate and appropriate cultural mapping for the North Coast can identify known and predicted Aboriginal places of cultural significance. Some councils, including Tweed Shire and Coffs Harbour City, have LGA-wide cultural heritage mapping, which supports people to make decisions that ensure cultural heritage can be properly assessed and managed. Any mapping project undertaken by councils must be done in partnership with the local Aboriginal community and identified knowledge holders for that Country.

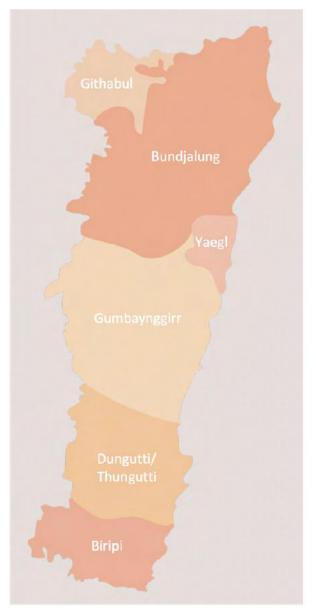
Cultural heritage management plans can accompany mapping and be used to determine how to follow cultural protocols relating to the protection, management and access of culture and Country. Cultural heritage management plans recognise and empower cultural governance decision making structures and sites that are important for cultural practice. Appropriate management of cultural intellectual property needs to be maintained throughout this process.

Naming of geographical features, cultural sites and local places

Through place naming and visual representation, communities can unlock stories and provide a sense of belonging and identity.

Under the Geographical Names Board Place Naming Policy, Aboriginal names are encouraged for any feature that is not currently named. Where appropriate, Aboriginal place names should be reinstated through the dual naming process. These processes should be led by local communities and councils.

To support dual naming or naming places in local Aboriginal language, interpretive artwork and visual representation of naming can be added to important places, features or local infrastructure including sports fields. This provides opportunities to share local culture and language with the wider community.



North to South the Different Nations Credit: Image recreated by Zion Engagement and Planning



Connecting with Country

The continuum of Aboriginal history and culture must be a visible part of NSW's built and natural environment.

Government Architect NSW is working with recognised Aboriginal knowledge holders and professionals as well as the design industry, government, and community to develop practical guidance about how to Design with Country.

The Connecting with Country Framework recognises the clear need for tools and strategies to assist both Aboriginal and non-Aboriginal communities to share knowledge about Aboriginal places as well as places of shared cultural and heritage significance – and to understand how we can all work to respect and protect sensitive sites and to strengthen culture.

Connecting with Country aims to:

- reduce impacts of natural events such as fire, drought and flooding, exacerbated by unsustainable land and water-use practices
- value and respect Aboriginal cultural knowledge and engage Aboriginal knowledge holders to co-lead design and development of all NSW infrastructure projects
- ensure that Aboriginal people have access to their homelands so they can continue their responsibility to care for Country and protect sensitive sites.

Connecting with Country calls for project teams and leaders to commit to value Country, and by extension, Aboriginal culture and people. When the framework is finalised, councils can work with local Aboriginal communities to identify local priorities to apply the Connecting with Country framework to inform the planning, design and delivery of built environment projects.

Strategy 4.1

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Councils prepare cultural heritage mapping with an accompanying Aboriginal cultural management plan in collaboration with Aboriginal communities to protect culturally important sites.

Strategy 4.2



Prioritise applying dual names in local Aboriginal language to important places, features or infrastructure in collaboration with the local Aboriginal community.

OBJECTIVE 5:

Manage and improve resilience to shocks and stresses, natural hazards and climate change



The North Coast continues to be a great place to live but climate change is increasing its vulnerability to shocks, stresses and natural hazards, including bushfires, heatwaves, droughts, coastal hazards, rising sea levels, storms, floods, acid sulfate soils and landslips.

The topography of the region and coastal setting results in climate conditions that vary across the region. It is very wet along the coast, especially in the north, but drier inland. Summers are warm across the region, with cool winters in the foothills and along the Great Dividing Range. Temperature extremes, both hot and cold, occur infrequently but can have considerable impacts on health, infrastructure and the environment.

Temperatures and extreme weather events on the North Coast are expected to increase in the future. These include droughts, which may result in large scale bushfires, and extreme rainfall causing floods. These events, combined with coastal storms and sea level rise, can have major impacts on our catchments and coasts, with consequent large scale erosion, inundation of low lying areas and critically poor water quality.

Shocks, stresses and natural hazards

Shocks and stresses cause disruptions that can be expensive and damaging to places, infrastructure and communities. Anticipating the occurrence and impacts of these events will assist communities to be better placed to resist, absorb, accommodate, and recover from a range of risks and to become more resilient.

The State-wide Natural Hazards Package guides how natural hazard risk is to be considered in local land use planning. It recommends multidisciplinary collaboration, including engagement and collective decision-making across state and local government, including risk and emergency managers and asset owners.

Strategic planning can help to reduce natural hazard risk and build resilience by considering the impacts of shocks and stresses early in decision-making, particularly when planning for future growth and development. This could include appropriate zoning and development controls that consider the constraints that shocks and stresses, including natural hazards place on land.

Minimising and managing risk

Land use planning can help minimise and manage the impacts of climate change. LEPs identify natural hazard-prone land and apply provisions to exclude these areas from development unless hazards can be mitigated or managed to an acceptable level.

Appropriate hazard studies, including coastal hazard studies that inform Coastal Management Programs, should inform new land use strategies to balance environmental protection with the need to protect development from hazards and to ensure infrastructure is adequate to evacuate people in extreme events.

Green infrastructure and shared spaces between a hazard and residential development or critical infrastructure can be integrated where practical to enhance resilience and protect natural assets from hazards such as urban heat and heatwayes.

The impacts of rising sea levels and climate change will be critical to managing coastal and floodplain risks. Planning and natural resource management authorities will need to consider the impacts of sealevel rises, storm surges and inundation to provide adequate buffers for landward migration of coastal ecosystems and protection of coastal saline wetlands.

The NSW Government's Flood Prone Lands Policy aims to reduce the impact of flooding and flood liability on individual owners and occupiers, and to reduce public and private losses resulting from flooding. Under this policy councils are responsible for managing flood risks and developing flood risk management plans that use a merit-based approach to balance social, economic, environmental and flood-risk and determine the appropriate land use on flood-prone land. Guidance for the preparation of a flood risk management plan is provided through the NSW Government's Flood Risk Management Manual.

The 2019-2020 bush fire season demonstrated the need for strategic bush fire planning to help reduce the ongoing risk to life, property, and the environment. *Planning for Bushfire Protection Guideline 2019* bush fire management principles should be considered in strategic planning.

Tweed Shire Council Voluntary House Purchase Scheme

The scheme aims to permanently remove at-risk people from high flood hazard ares (areas within high flood depths and velocities) by buying their houses. The properties are then back-zoned for more flood compatible uses, such as parkland or farming.

The NSW Government has approved Voluntary House Purchase in the high flood hazard areas of South Murwillumbah, Bray Park, Burringbar and Mooball

2022 NSW Flood Inquiry

Following the February-March 2022 flood event, the NSW Government commissioned an independent expert inquiry to investigate issues related to the preparation for, cause of, response to and recovery from the 2022 floods. The report of the NSW Independent Flood Inquiry included 28 recommendations, across a broad range of areas, including emergency management arrangements, land management and planning, equipment and technology, capacity and capability building and research.

The NSW Government has supported, either in full or in principle, the recommendations of the Inquiry and noted some will require further work on implementation, including further consultation with local and Commonwealth governments. The department will work with councils to determine how the planning for hazards, including flooding, will inform the planning process.

Building Back Better

The path to building back better on the North Coast will be informed by the recommendations of the Independent Flood Inquiry. Based on recommendations from the Inquiry, the NSW Government will tailor approaches informed by engagement with local councils and affected communities.

Building back better as a concept is an opportunity to create more resilient communities by embedding lessons learned into post-disaster recovery and using the best-available evidence to inform decision-making. Rather than reverting to like-for-like rebuilding, building back better seeks to understand the threshold of tolerable risk and ensure that the process of recovery reduces the existing risk within an impacted area. It works to ensure that buildings and infrastructure are rebuilt to higher standards, or relocated where this is not possible, so as to mitigate the severity of hazard impacts in the future. This is achieved through a variety of physical and systemic measures that support resilience in the long-term.

Northern Rivers Reconstruction and Adaptation

In February and March 2022, the Northern Rivers region experienced flooding events that had significant and widespread impacts on housing, infrastructure and businesses in the region.

The Northern Rivers Reconstruction Corporation (NRRC) came into effect on 1 July 2022 to lead and co-ordinate the long-term reconstruction of flood affected areas across the Northern Rivers. The NRRC is working across government agencies to coordinate the reconstruction and adaptation efforts.

Consistent with the outcomes of the NSW Flood Inquiry the Government has now established the NSW

Reconstruction Authority. The Authority will have the responsibility and power to facilitate the protection, recovery, and reconstruction of affected communities following a natural disaster. Once the Authority has been stood up and fully operational, it will also be responsible for:

- Developing a State disaster mitigation plan and material to guide councils to prepare adaptation plans; and
- Ensuring development needed to prevent or recover from a natural disaster can be delivered quickly.

The NRRC will continue its important work rolling out the \$800 million Resilient Homes Program rebuilding communities within the Ballina, Byron, Clarence Valley, Lismore, Richmond Valley, Tweed and Kyogle local government areas, before being transitioned into the NSW Reconstruction Authority at an appropriate time.

Strategy 5.1

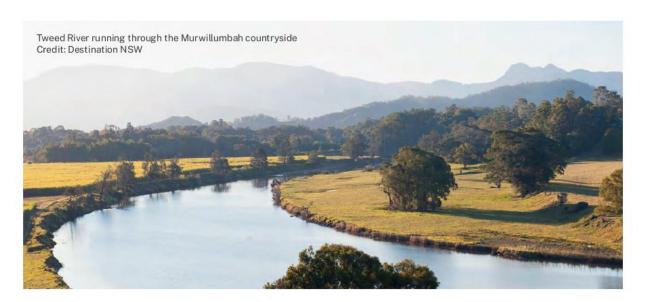


When preparing local strategic plans, councils should be consistent with and adopt the principles outlined in the *Strategic Guide to Planning for Natural Hazards*.

Strategy 5.2



Where significant risk from natural hazard is known or presumed, updated hazard strategies are to inform new land use strategies and be prepared in consultation with emergency service providers and Local Emergency Management Committees (LEMCs). Hazard strategies should investigate options to minimise risk such as voluntary housing buy back schemes.



Strategy 5.3

Use local strategic planning and local plans to adapt to climate change and reduce exposure to natural hazards by:

- identifying and assessing the impacts of place-based shocks and stresses
- taking a risk-based-approach that uses the best available science in consultation with the NSW Government, emergency service providers, local emergency management committees and bush fire risk management committees
- locating development (including urban release areas and critical infrastructure) away from areas of known high bushfire risk, flood and coastal hazard areas to reduce the community's exposure to natural hazards
- identifying vulnerable infrastructure assets and considering how they can be protected or adapted
- building resilience of transport networks in regard to evacuation routes, access for emergencies and, maintaining freight connections
- identifying industries and locations that would be negatively impacted by climate change and natural hazards and preparing strategies to mitigate negative impacts and identify new paths for growth
- preparing, reviewing and implementing updated natural hazard management plans and Coastal Management Programs to improve community and environmental resilience which can be incorporated into planning processes early for future development
- identifying any coastal vulnerability areas
- updating flood studies and flood risk management plans after a major flood event incorporating new data and lessons learnt
- communicating natural hazard risk through updated flood studies and strategic plans.

Action 4

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Continue to provide guidance and tools for councils to use for evidence-based risk-management approaches to build resilience to shocks and stresses, plan for natural hazards and transition to net zero emissions.

Strategy 5.4



Resilience and adaptation plans should consider opportunities to:

- encourage sustainable and resilient building design and materials (such as forest products) including the use of renewable energy to displace carbon intensive or fossil fuel intensive options
- promote sustainable land management including Ecologically Sustainable Forest Management (ESFM)
- address urban heat through building and street design at precinct scale that considers climate change and future climatic conditions to ensure that buildings and public spaces are designed to protect occupants in the event of heatwaves and extreme heat events
- integrate emergency management and recovery needs into new and existing urban areas including evacuation planning, safe access and egress for emergency services personnel, buffer areas, building back better, whole-of-life cycle maintenance and operation costs for critical infrastructure for emergency management
- adopt coastal vulnerability area mapping for areas subject to coastal hazards to inform the community of current and emerging risks
- promote economic diversity, improved environmental, health and well-being outcomes and opportunities for cultural and social connections to build more resilient places and communities.

Strategy 5.5



Partner with local Aboriginal communities to develop land management agreements and policies to support cultural management practices.

Collaboration Activity 2



Work with councils and agencies and the Transition North Coast Working Group to deliver the North Coast Enabling Regional Adaptation report to provide opportunities for climate change adaptation pathways with the aim of transitioning key regional systems to a more resilient future.

Lead Agency: NSW Office of Energy and Climate Change

OBJECTIVE 6:

Create a circular economy



A circular economy can change how we produce, assemble, sell and use products to minimise waste and to reduce environmental impacts. Transitioning to a circular economy on the North Coast will generate jobs, diversify the economy, increase the accessibility of goods, maximise the value of resources, reduce waste and help protect the region's environment and biodiversity values.

Circular economy principles are essential, especially now that Australia faces restrictions in terms of exporting recyclable materials.

Waste from natural disasters is an emerging issue given the increased frequency of events such as flooding and bushfires. This is both a challenge for waste management but also an opportunity for better waste capture and processing.

The North Coast region is already actively changing the way waste is stored, transferred, repurposed, reused and disposed of to reduce environmental impacts. Six councils in the region participate in the MIDWASTE Regional Waste Forum that aims to reduce the environmental impact of waste and use resources more efficiently. Infrastructure such as the Recycled Water Treatment Plant at Port Macquarie provides a valuable, renewable water resource that reduces demand on drinking water supplies and results in less water pumped from the Hastings River for the town drinking water supply.

Councils should explore opportunities to help promote within their communities investment in renewable energy technologies, circular economy waste solutions and sustainable transport services in a net zero future.

Circular Economy and Waste Reduction Case Study – Revolve Your World

Revolve Your World have operated within the Byron Shire since 2016, developing onsite decontamination and consolidation of food and packaging waste from commercial premises within the commercial business district. By using innovative data acquisition, client reporting and waste processing technology, Revolve Your World have succeeded in increasing waste recycling from less than 10% to greater than 90%, and diverted greater than 98% of food waste from landfill across their clientele.

Strategy 6.1



Support the development of circular economy, hubs, infrastructure and activities and consider employment opportunities that may arise from circular economies and industries that harness or develop renewable energy technologies and will aspire towards an employment profile that displays a level of economic self-reliance, and resilience to external forces.

Strategy 6.2



Use strategic planning and waste management strategies to support a circular economy, including dealing with waste from natural disasters and opportunities for new industry specialisations.

OBJECTIVE 7:

Promote renewable energy opportunities

Technical innovation is driving changes in energy generation and storage. The region has several potential sources of renewable energy, including solar, bio-mass, small-scale hydro, wind, geothermal and wave power. These sources could contribute to electricity generation, reduce the region's carbon footprint and create new economic opportunities and industries to build off.

A strategic and integrated approach to renewable energy projects is needed to leverage the opportunities of renewable energy, long-term sustainability, and to support the State's net zero by 2050 target. Supporting renewable opportunities will also help deliver a circular economy with greater green industries.

Today, wind and solar are the cheapest forms of new electricity generation and the most environmentally friendly. When paired with batteries, pumped hydro or gas-fired generators, they can reliably supply electricity at all times. It is however important that renewable energy projects

are subject to detailed assessment and careful site selection to reduce the likelihood and extent of any potential land use conflicts.

New opportunities for the region include sourcing affordable and locally sustainable bio-mass and developing regional bio-energy industries that can stimulate regional development and employment, while reducing the demand for fossil fuels.

Strategy 7.1



When reviewing LEPs and local strategic planning statements:

- ensure current land use zones encourage and promote new renewable energy infrastructure
- identify and mitigate impacts on views, local character and heritage where appropriate
- · undertake detailed hazard studies.



OBJECTIVE 8:

Support the productivity of agricultural land



Agriculture is a key industry for the North Coast, and its rich soils, reliable rainfall and range of landscapes support a diverse and important agricultural sector.

The North Coast is facing increasing pressures from growth which has resulted in rural land use conflict and the permanent removal of land from agricultural production. For agriculture to continue to grow and diversify on the North Coast, it is essential sustainable food and fibre production is protected and supported.

The importance of agricultural land on the North Coast is not limited to economic factors. The scenic and environmental qualities attributed to rural lands used for agriculture, make a significant contribution to the character and natural beauty of the region.

Rural land uses

Rural land in the region is primarily used for agriculture but can also contain a mix of other uses, such as rural residential development, agritourism, renewable energy infrastructure and natural resource extraction. These different land uses contribute to the character and productivity of the region but need to be undertaken strategically to avoid significant impacts on agricultural viability.

Given the importance of agriculture to the regional economy, local planning should ensure that agriculture is supported, managed, and facilitated in appropriate locations. Councils should consider the potential for land use conflict when new development is proposed in rural areas, including the need for buffers around productive agricultural lands. Sensitive land uses should be excluded from rural areas where a significant impact on agriculture would result.

Councils should also apply the agent of change principle for new developments in rural areas to ensure that they include measures to mitigate against any potential adverse impacts from existing land uses in the vicinity.

Minimum lot size standards for dwellings should limit land fragmentation to maintain capacity for sustainable productive agriculture, to enhance the viability of the agricultural sector and maximise production efficiencies.

Dwellings that are not a primary residence or associated with agriculture should be limited to avoid potential conflicts with agricultural activities. Before approving secondary dwellings or detached dual occupancies in rural areas, councils should consider possible land use conflicts and impacts on local agricultural activities.

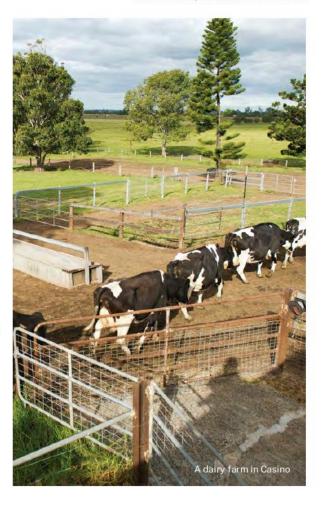
Agricultural activities, such as horticulture, are growing rapidly on smaller holdings across the North Coast. Local planning controls can help to support these industries by identifying potentially suitable locations for intensive plant agriculture to minimise land use incompatibility and prevent the ad hoc fragmentation of land.

LEPs can also support the agricultural sector by allowing farm boundary adjustments and subdivisions creating a lot for primary production. The provisions should offer flexibility and opportunity while preventing the fragmentation of the rural landscape and the spread of rural housing that is unrelated to agricultural production.

To minimise the loss of agricultural productivity, the application of a conservation zone on land within a rural zone should be confined to those areas within a planning area where the environmental attributes have been verified.

Encouraging greater diversity in the agricultural sector – for example, through agritourism or the processing and packaging of produce and associated retail services and value adding –can make the sector more sustainable and resilient. Boutique commercial, tourist and recreation activities that do not conflict with primary production can offer similar opportunities. Local plans should aim to permit a range of compatible non-agricultural land uses in rural zones to support the diversification of agricultural producers.

Biosecurity will also continue to be an important consideration for agricultural areas and should be considered when preparing strategies and planning proposals along with applying any appropriate buffer areas.



Agriculture and climate change

Climate change is likely to create challenges with long term shifts in weather patterns. These changing climatic conditions will affect agricultural industries on the North Coast in different ways, and these industries may need to adapt or change in response.

It is important that agricultural industries are supported to adapt to climate change by permitting diversification and intensification in suitable locations, and where adequate supporting infrastructure is available.

Supporting a circular agricultural economy that establishes efficiencies and input cost reductions through opportunities such as energy generation and smart grid distribution, innovative off-grid energy solutions recycled water use and waste solutions, will minimise the amount of external inputs required for agricultural production.

There is also an opportunity to recognise the role agriculture plays in carbon sequestration with increasing opportunities for farmers to manage their land to support carbon capture and environmental outcomes.

Important Farmland

The NSW Government's Important Farmland mapping identifies land that is significant to the region and to the State (see Figure 4).

It is important that this resource is protected as it is fundamental to the strong, profitable agricultural sector in the North Coast. It is essential that these areas are protected from incompatible, competing land uses to ensure that the region can sustain agricultural production and capitalise on increasing demand for agricultural products in the future.

It is recognised that agricultural production may not be suitable on some small pockets of mapped important farmland due to non-biophysical factors that make the land more suited to other uses. The urban growth area variation principles will continue to be used to assess the suitability of these pockets of land for non-agricultural land use (see Appendix B).

Housing delivery targets for new housing will be achieved though development of land generally within the urban growth area boundary. Local planning controls can help to support agriculture by identifying potentially suitable locations for greater residential density within the urban growth area boundary and maximising the density of land proposed to be rezoned for urban purposes. The regional plan's multi-dwelling / small lot housing target will be used to assess the merits of any greenfield development outside the urban growth boundary on important farmland.

Councils should consider a subregional approach to deliver new housing and employment land in appropriate locations to minimise the ad hoc fragmentation of important farmland and maximise economic opportunity.

Sustainable Agricultural Production

When considering the potential of land to support sustainable agricultural production, the wider importance of agriculture to the area and its resource needs, the following matters should be considered:

- 1. location, extent and type of agriculture
- 2. biophysical advantages for agriculture
- 3. economic contribution of agriculture
- infrastructure, services and resources established to support agriculture and the flow on economic and social contributions
- 5. value adding enterprises that are supported by agricultural producers
- trends in agriculture such as intensification, increase in scale, tenure, employment and changes in technology
- 7. future agricultural industry development
- 8. factors required to retain or expand local food production
- factors required to protect environmental assets and catchment water quality.

Strategy 8.1



Local planning should protect and maintain agricultural productive capacity in the region by directing urban, rural residential and other incompatible development away from important farmland.



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OBJECTIVE 9:

Sustainably manage and conserve water resources



Land use and water planning

The North Coast's many interconnected rivers, creeks, groundwater aquifers, estuaries, marine parks and nationally important wetlands include the main rivers of the Tweed, Richmond, Clarence, Macleay, Bellinger, Nambucca, Hastings, and Camden Haven as well as adjoining coastal catchments and many unregulated rivers.

Future water reliability and security in a changing climate will be central to land use and urban development planning decisions. There is an opportunity to consider water availability and impacts much earlier and more strategically through the planning system.

Climate modelling has found that droughts in the region may be more severe in the future. During extreme droughts, the focus is on securing essential town, domestic and stock water supplies.

The region is also likely to see seasonal shifts in rainfall patterns, higher rates of evaporation and more hot days and more intense storm events. Sea level rise and saline intrusion is an additional risk to future town water security.

Minimal water infrastructure such as large dams or off river storages exist to capture, store or divert flows and most of the region's rivers are unregulated. Water users generally rely on high, reasonably reliable rainfall and small local storages to meet their demands. Towns, communities and industries in the region are susceptible to climate variability and change and protecting water-dependent environmental assets and native species, while still providing sufficient water for towns, basic rights and commercial purposes, is becoming more challenging.

While there is generally enough water in the region to meet annual urban and rural water demands, competition over low flows during the drier spring months increases hydrologic stress on the region's rivers, creeks, and environments such as estuaries, ICOLLs (intermittently closed and open lakes and lagoons) and marine parks.

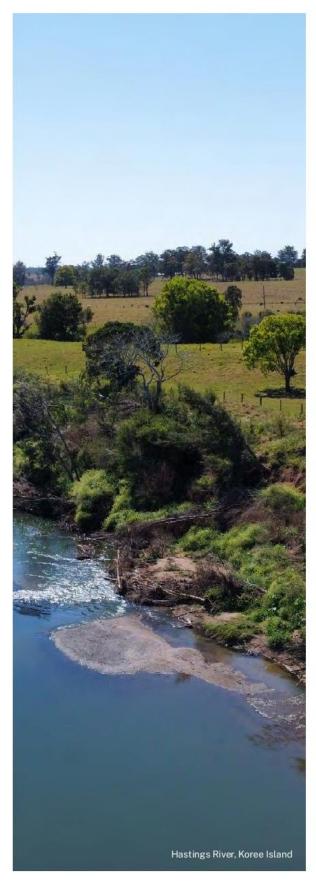
Climate modelling of river systems shows there could be an increase in the number of years in which a cease-to-flow event occurs — across all regulated, unregulated and estuary inflow systems in the North Coast. This affects the river's flora and fauna, as well as downstream water users. Low freshwater flows affect a waterway's flora and fauna, fish habitat, downstream water users such as the tourism and commercial fishing industries, and community recreation and wellbeing. Most councils have already taken steps to secure town water supplies, however, some towns are still vulnerable to extended dry periods combined with the pressure of population growth.

Many of the water sources in the region also suffer from poor water quality due to increased sediment and nutrient loads. Water quality issues are largely a result of diffuse source water pollution caused by historic mining operations, poor agricultural practices and catchment management, pollution from urban centres and issues including drainage of shallow acid groundwater and tidal floodgate operation. Blackwater generation and drainage is also a cause of water quality issues, particularly in the Richmond and Tweed estuaries. Maintaining a healthy riverine and estuarine environment which include important marine parks is not only important to the region's unique and diverse ecosystems, but also critical to supporting the North Coast economy.

The early consideration of water quality and supply in strategic planning is needed to ensure that the region's water supply is secure and resilient. Planning needs to consider whether adequate supply is available to support new development and that new and intensified development is designed to protect the region's water resources. As local water utilities respond to future climatic extremes and investigate alternate water supplies, strategic planning must also consider impacts to water sources, such as groundwater or stormwater.

The location of development should mitigate risks to water sources and the environment while minimising negative effects on the broader catchments.

Aboriginal people have an important connection to sea and waterways or water Country. Aboriginal people want to contribute to decisions that impact water Country. Waterway restoration projects and water management practices across the region can recognise, respect and respond to the Aboriginal community's cultural knowledge, values and cultural rights to water.



Strategy 9.1

Strategic planning and local plans should consider:

- opportunities to encourage riparian and coastal floodplain restoration works
- impacts to water quality, freshwater flows and ecological function from land use change
- water supply availability and issues, constraints and opportunities early in the planning process
- partnering with local Aboriginal communities to care for Country and waterways
- locating, designing, constructing and managing new developments to minimise impacts on water catchments, including downstream waterways and groundwater resources
- possible future diversification of town water sources, including groundwater, stormwater harvesting and recycling
- promoting an integrated water cycle management approach to development
- encouraging the reuse of water in new developments for urban greening and for irrigation purposes
- improving stormwater management and water sensitive urban design
- ensuring sustainable development of higherwater use industries by considering water availability and constraints, supporting more efficient water use and reuse, and locating development where water can be accessed without significantly impacting on other water users or the environment
- identifying and protecting drinking water catchments and storages in strategic planning and local plans
- opportunities to align local plans with any certified Coastal Management Programs.

Strategy 9.2



Protect marine parks, coastal lakes and estuaries by implementing the NSW Government's Risk-Based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning Decisions, with sensitive marine parks, coastal lakes and estuaries prioritised.

Strategy 9.3



Encourage a whole of catchment approach to land use and water management across the region that considers climate change, water security, sustainable demand and growth, the natural environment and investigate options for water management through innovation.



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OBJECTIVE 10:

Sustainably manage the productivity of our natural resources



The region's natural resources range from rich fertile soils that are the foundation for a traditionally strong agricultural sector to the raw materials used for infrastructure, new housing, industry and primary industries. These natural resources are the basis of future wealth for a large and important sector of the regional economy.

It is important that these resources are not affected or sterilised by the encroachment of sensitive land uses, and that activities are undertaken sensitively to minimise negative impacts on the environment, water quality, important agricultural land, neighbouring businesses and the community. Planning for these activities will help to avoid potential land use conflicts.

Other significant natural resources include extractive materials, ground and surface water, forests and fisheries. Inappropriately located urban development or sensitive land uses can adversely affect or sterilise resource land.

Forests provide tourism and recreation activities, wood products, and protection for water quality, native habitat and connectivity with other forests (such as national parks).

The Future of Gas Statement outlines how the NSW Government will improve certainty about future gas production and exploration, but this does not involve any coal seam gas development within the North Coast.

Strategy 10.1



Enable the development of the region's natural, mineral and forestry resources by avoiding interfaces with land uses that are sensitive to impacts from noise, dust and light interference.

Strategy 10.2



Plan for the ongoing productive use of lands with regionally significant construction material resources in locations with established infrastructure and resource accessibility.



Item 10.15 Attachment 2

The North Coast's diverse economy is strong and growing. The health care and social assistance sector continues to grow quickly and supports the region's growing and ageing population. Other economic drivers such as education and training, construction, tourism, retail, agriculture and food manufacturing are also expected to generate increasing employment opportunities.

There will also be new opportunities as the economy diversifies into the knowledge and creative sector like the film and television industry and through investments such as the Richmond Valley Regional Job Precinct. Developing, retaining and attracting skilled workers will be an important focus for key industries.

The North Coast's locational advantages and transport infrastructure underpin the region's economic opportunities and provide efficient and reliable access for residents, visitors and freight. The Pacific Highway upgrade through the region

connects Sydney and Brisbane and is a major contributor to the country's economic activity. Strategic improvements to foster east-west connectivity will complement the Pacific Highway upgrade.

Delivering transport infrastructure to support the North Coast as it grows and changes will support more jobs, housing choice, access to services within and outside the region, and low-carbon transport choices. Walking, cycling and public transport will play a greater role in the North Coast's future, particularly in the region's growing cities and centres.

The North Coast's location and strong relationship with South East Queensland will continue to generate economic opportunities for the region. The Brisbane Olympics in 2032 will bring forward infrastructure spending in the next 10 years and create even stronger linkages and economic prosperity for the region.



OBJECTIVE 11:

Support cities and centres and coordinate the supply of well-located employment land

The North Coast's unique mix of cities and centres are hives of economic opportunity. Centres play a crucial role as key places for employment and it is important they evolve and adapt to changes in the regional economy.

Many of these cities and centres have significant economic anchors like hospitals, university and TAFE campuses, airports or other key employment areas. The on-going development of existing sectors and clusters of economic activity will continue to bring economic diversity and provide more job opportunities.

Retaining and managing employment land through flexible planning and development controls will enable communities to respond to new opportunities and technologies. The availability of new greenfield employment lands depends on servicing, location and size, and constraints such as flooding, bushfire, biodiversity, and important farmland.

An appropriate supply of employment land is to be identified through local growth management strategies or local strategic planning statements. Supply should be focused on locations supported by freight access, infrastructure and protected from encroachment by incompatible development. While certain industries such as marine based industries may need to be located away from existing traditional urban centres, it is important that these industries are clustered to minimize the potential for land use conflict and to maximise infrastructure usage.

New investment will be attracted to the centres of employment by harnessing their unique local qualities and competitive advantages. Making cities and centres more attractive can also grow employment and business opportunities while improving the quality of life for the community. Engaging with the community during the development of local strategies is essential, as it can shape local job opportunities to attract and retain professional and skilled workers and to 're-attract' young people who may have grown up in the region and left to travel or pursue further education, and who are looking to return 'home'.

Improved walking and cycling opportunities in the region's cities and centres may also attract young people that were drawn to larger cities.

The region will also need to respond to the changing nature of retail. While physical shop fronts will remain important, their functions and purpose will change depending on market capacity to adopt new technology and digital platforms. It will be important to understand market responses to these changing technologies and how this will influence floor space demand overall.

Freight, service and delivery demands will continue to grow in the region. Addressing the freight needs of urban centres can deliver placemaking outcomes. Considering urban freight logistics in early planning can support centre revitalisation and renewal. Facilitating adequate off-street servicing and loading/dock facilities can limit congestion and amenity impacts on street frontages while securing freight connectivity for local businesses.

New commercial precincts, outside of existing centres should be of an appropriate size and scale relative to the area they will be servicing. Proposals must demonstrate how they will benefit the community and the regional economy, as well as how they will:

- · respond to retail supply and demand
- · respond to innovations in the retail sector
- maximise the use of existing infrastructure (including public transport and community facilities) commensurate with the scale of the proposal; and
- · enhance the value of the public realm.

Collaboration Activity 3



Support the development of the Richmond Valley Regional Job Precinct to create a hub focused on high-value agriculture, food processing, manufacturing, distribution, and renewable energy.

Lead Agency: Department of Regional NSW

Strategy 11.1

Local council plans will support and reinforce cities and centres as a focal point for economic growth and activity.

Strategy 11.2



Utilise strategic planning and land use plans to maintain and enhance the function of established commercial centres by:

- · simplifying planning controls
- developing active city streets that retain local character
- facilitating a broad range of uses within centres in response to the changing retail environment
- maximising the transport and community facilities commensurate with the scale of development proposals.

Strategy 11.3



Support existing and new economic activities by ensuring council strategic planning and local plans:

- retain, manage and safeguard significant employment lands
- respond to characteristics of the resident workforce and those working in the LGA and neighbouring LGAs
- identify local and subregional specialisations
- address freight, service and delivery considerations
- identify future employment lands and align infrastructure to support these lands
- provide flexibility in local planning controls
- are responsive to future changes in industry to allow a transition to new opportunities
- provide flexibility and facilitate a broad range of commercial, business and retail uses within centres
- focus future commercial and retail activity in existing commercial centres, unless there is no other suitable site within existing centres, there is a demonstrated need, or there is positive social and economic benefit to locate activity elsewhere
- are supported by infrastructure servicing plans for new employment lands to demonstrate feasibility prior to rezoning.



Strategy 11.4



New employment areas are in accordance with an employment land strategy endorsed by the Department of Planning and Environment.

OBJECTIVE 12:

Create a diverse visitor economy



The North Coast region has a strong and vibrant visitor economy ranging from the traditional family holiday, lifestyle retreats and those seeking adventure on the many beaches and world class surf breaks.

A key challenge for the region is being able to grow and enhance the tourism sector by having a greater focus on agri-tourism and eco-tourism, while ensuring the impact does not harm the region's environmental and agricultural qualities.

The rich heritage of the Bundjalung, Githabul, Gumbaynggirr, Dunghutti, Thunggutti, Birpai and Yaegl peoples should be celebrated and recognised through opportunities designed with local Aboriginal people-these in turn could provide opportunities to economically empower local Aboriginal communities. Linking these ventures across the region will ensure equity and fairness in the distribution of opportunities.

Tourism can both benefit and increase pressure on the environment and smaller communities. Tweed Heads, Ballina, Byron Bay, Coffs Harbour and Port Macquarie are prime tourism development areas, with conference and function centres, access to public transport and large-scale accommodation and festival venues. Medium-to smaller-scale nature-based and coastal tourism accommodation can be provided outside these prime tourism areas. Event, dining and accommodation options in rural areas should only be considered where they complement and are consistent with prime agricultural pursuits. Agri-tourism and ecotourism should only be located where a long-term, beneficial and sustainable relationship with the environment can be established.

Brisbane Olympics 2032

There are great opportunities for the North Coast to leverage economic and social benefits from the Brisbane Olympic Games in 2032. Not only during the planning and construction phases but also the longer-term tourism opportunities that will exist. This will include developing an evener stronger events and visitor economy for the Northern Rivers supported by world class sporting, recreation and visitor infrastructure and accommodation. This can lead to a change in the tourism industry with direct and indirect employment benefits for the North Coast.



Strategy 12.1



Council strategic planning and local plans should consider opportunities to:

- enhance the amenity, vibrancy and safety of centres and township precincts
- create green and open spaces that are accessible and well connected and enhance existing green infrastructure in tourist and recreation facilities
- support the development of places for artistic and cultural activities
- identify appropriate areas for tourist accommodation and tourism development
- protect heritage, biodiversity and agriculture to enhance cultural tourism, agri-tourism and eco-tourism
- partner with local Aboriginal communities to support cultural tourism and connect ventures across the region
- support appropriate growth of the nighttime economy
- provide flexibility in planning controls to allow sustainable agritourism and ecotourism
- improve public access and connection to heritage through innovative interpretation
- incorporate transport planning with a focus on active transport modes to connect visitors to key destinations.

OBJECTIVE 13:

Champion Aboriginal self-determination



Local planning can support the economic selfdetermination and aspirations of Aboriginal people and communities and enable greater choice, access and agency over land, water, housing and resources.

Facilitating the prompt, efficient and equitable return of land rights to Aboriginal communities

The Aboriginal Land Rights Act 1983 was passed by NSW Parliament to provide land rights to Aboriginal people in NSW for the historic dispossession of Aboriginal people from their traditional lands. Under the Commonwealth Native Title Act 1993, Native Title holders are also returned land as part of determination outcomes of native title claims. Land rights generate economic, social, environmental and cultural benefits and costs for landowners, users and managers.

Local Aboriginal Land Councils are established under the *Aboriginal Land Rights Act* to claim land. Native Title holders and claimants can also hold land, and once granted or transferred, they both activate, utilise and manage land as an economic resource for Aboriginal communities, laying the basis for a self-reliant and more secure economic future.

The NSW Government is committed to the prompt, equitable and efficient resolution of Aboriginal Land Claims on Crown land to Aboriginal communities. This also recognises that in many circumstances native title interests may still exist in that land. Resolving land claims and negotiations will benefit Aboriginal communities and pave the way for strategic and collaborative land use opportunities.

Partnering with Local Aboriginal Land Councils (LALCs) and Native Title holders in the North Coast region

LALCs and Native Title holders work to improve, protect and foster the best interests of all Aboriginal people within their area.

The 22 LALCs in the North Coast region are Baryulgil Square, Birpai, Birrigan Gargle, Bogal, Bowraville, Bunyah, Casino-Boolangle, Coffs Harbour, Dorrigo Plateau, Grafton Ngerrie, Gugin Gudduba, Jali, Jana Ngalee, Jubullum, Kempsey, Muli Muli, Nambucca Heads, Ngulingah, Thunggutti, Tweed/Byron, Unkya and Yaegl.

Working collaboratively with LALCs and Native Title holders can build capacity for shared knowledge, constructive relationships, and meaningful approaches to strengthen economic self-determination.

Tweed and Byron Shire councils have delivered significant outcomes from having formal Aboriginal identified roles to facilitate meaningful engagement with local Aboriginal community members and stakeholders. These positions can help to ensure that council planning and land use decisions recognise and fully consider the aspirations of the local community.

State agencies and councils have varying levels of knowledge about the land ownership and aspirations of LALCs and Native Title holders and this can impact the ability to work collaboratively on location-specific matters. Building the capacity for shared knowledge about Aboriginal land can help to create more effective relationships between LALCs, Native Title holders, state agencies, and councils. Undertaking local cultural immersion or cultural awareness training can also help those involved with planning better understand the perspectives of First Nations communities and ways that better outcomes for Country can be achieved.

A barrier for Aboriginal land holders to achieve development and conservation aspirations in the region is the land zoning of returned land. The NSW government and councils will work with LALCs and Native Title holders to support the utilisation of the planning system to achieve self-determination.



Opportunities through strategic planning

LALCs and Native Title holders have varying levels of knowledge and resourcing to enable the utilisation of the planning system to achieve aspirations about the future use of their land.

Local and regional strategic planning can help to give Aboriginal communities a genuine voice in determining how their land is utilised and for what purpose. This provides the ability to translate potential values from returned land into real and tangible benefits for communities.

LALC and Native Title land holdings should be considered in strategic planning for the region's conservation outcomes to help provide upfront investment certainty and help generate economic outcomes through regional development that provides conservation co-benefits. Strong Aboriginal representation at council, such as through an advisory board and/or identified positions in council planning teams, can ensure strategic planning is aligned.

Strategy 13.1

Provide opportunities for the region's LALCs, Native Title holders and community recognised Aboriginal organisations to utilise the NSW planning system to achieve development aspirations, maximising the flow of benefits generated by land rights to Aboriginal communities through strategic led planning.

Strategy 13.2

Prioritise the resolution of unresolved Aboriginal land claims on Crown land.

Strategy 13.3



Partner with community recognised Aboriginal organisations to align strategic planning and community aspirations including enhanced Aboriginal economic participation, enterprise and land, sea and water management.

Strategy 13.4



Councils consider engaging Aboriginal identified staff within their planning teams to facilitate strong relationship building between councils, Aboriginal communities and key stakeholders such as Local Aboriginal Land Councils and local Native Title holders.

Strategy 13.5



Councils should establish a formal and transparent relationship with local recognised Aboriginal organisations and community, such as an advisory committee.

Action 5



The Department of Planning and Environment will work with LALCs, Native Title holders and councils by:

- meaningfully engaging with LALCs and Native Title holders in the development and review of strategic plans to ensure aspirations are reflected in plans
- building capacity for Aboriginal communities, LALCs and Native Title holders to utilise the planning system
- incorporating Aboriginal knowledge of the region into planning considerations and decisions.

OBJECTIVE 14:

Deliver new industries of the future

In the future, new and innovative industries will play an increasing vital role in delivering growth and prosperity in the region.

While it is expected the strongest growth will be in traditional health and education jobs, knowledge intensive and creative industries such as the rapidly expanding film sector offer great opportunities to grow and expand the local economy based on the region's natural endowments.

Improved efficiencies in the Region's current key employment sectors will drive resilience and growth.

Advanced manufacturing, technology-enabled primary production and the renewable energy sector are key emerging industries that could rapidly develop in regional NSW. Being prepared for these emerging industries will give new and expanding industries the best chance at success.

New industries of the future will not only provide new jobs and bring new people to the region, it will also diversify the regional economy and make it more resilient to economic disruptions and shocks.

The proximity of the region to South East Queensland, Sydney, Newcastle and local markets and processing centres serviced by the Pacific Highway allows for specialisation particularly in food manufacturing.

The agribusiness sector will grow with better recognition, protection and expansion of the agricultural supply chain, including key transport infrastructure and facilities, supporting secondary processing facilities, and transport and logistics industries.

The ongoing expansion of agribusiness can be supported through a strategic approach to intensive agriculture and food processing to avoid land use compatibility issues, protect the long-term viability of operations and facilitate opportunities for expansion across different rural sectors and communities.

Coffs Harbour food hub

Bananas were historically the crop of choice for farmers in the Coffs Harbour Region. Blueberries now account for 80% of regional produce, but farmers also grow a wide variety of other agricultural commodities including potatoes, ginger, turmeric, milk, seafood, beef, micro greens, tomatoes, macadamia nuts and avocados.

A Cooperative Research Centre project involving Coffs Harbour City Council and researchers at Queensland University of Technology will look at food production in the Coffs Harbour region and explore opportunities for growth by expanding output capacity, value-adding and deployment of technology. It is intended that the project's findings will support the creation of a smart, sustainable food hub and more streamlined distribution channels in the region.

Strategy 14.1



Facilitate agribusiness employment and income-generating opportunities through the regular review of council planning and development controls, including suitable locations for intensive agriculture and agribusiness.

Strategy 14.2



Protect established agriculture clusters and identify expansion opportunities in local plans that avoid land use conflicts, particularly with residential and rural residential land uses.

OBJECTIVE 15:

Improve state and regional connectivity



Road

The recent investments in north-south highway connections via the Pacific Highway has created significant benefits for the state and the region's local communities in safety, travel time savings, freight efficiency, productivity and lifestyle options. A focus on east-west connectivity is now essential to create a better-connected and more resilient transport network.

Centres west of the Pacific Highway, including Lismore, Casino, Grafton, Wauchope and Bellingen, will benefit from improved east-west connections. The Bruxner, Gwydir, Waterfall Way and Oxley Highways are the key routes connecting regional cities and centres within the region and to the New England North West Region.

As the region's population continues to grow, and agribusiness continues to increase across the region, improved transport connections will benefit both freight and economic opportunities along with

tourism and passenger movements. Better east west connections are also important to reduce the region's vulnerability in natural disasters.

Rail

High speed rail may one day connect the region's main centres directly to Brisbane, Sydney, Canberra and Melbourne. The benefits of high speed rail could be widespread and include improved access to the capital cities, lower travel time, spurring regional development including tourism, and reducing emissions. Land uses that may affect the long-term viability of any proposed corridors should be avoided.

Existing heavy rail includes the North Coast Rail Line, which is a nationally significant rail line and part of the National Land Transport Network. It provides both passenger and freight services and should be protected from incompatible land uses.

Air

The North Coast region is situated between international airports at the Gold Coast and Newcastle. Both airports have expansion plans underway and are key gateways for the region.

Intrastate aviation will continue to be important gateways for business, tourism and personal travel, as well as high-value freight in the region. Intrastate air routes connect North Coast holiday airport destinations of Ballina-Byron, Coffs Harbour and Port Macquarie.

Smaller airports and airfields such as those at Casino, Lismore, Grafton and Kempsey can play an important role in supporting local communities.

Freight

Freight connections and activity in the region provides connectivity between regional, inter-regional and international producers, manufacturers and markets. Many different industries rely on these supply chain connections to operate and thrive.

Production and manufacturing in the region includes a diverse mix of types and scales ranging from boutique local goods production to major activities in forestry, livestock and the sugar industry. At the larger scale, there is the sourcing and processing of raw materials, dairy and livestock from neighbouring regions in NSW and Queensland and seafood to Australian markets and international shipping exports.

The amount and value of freight generated by the region will continue to increase over time particularly in relation to wholesale food and agricultural commodities.

Maximising and safeguarding the region's transport assets and expanding export-related and value-adding industries will encourage investment, attract industry and provide certainty to industries.

Connection to Queensland

The connection with Queensland via Tweed Heads is benefitting from significant public and private investment, such as the commencement of investigations for future light rail/mass transit and the new Tweed Valley Hospital in Kingscliff. In the future, the Gold Coast Light Rail could extend from the Gold Coast Airport into Tweed Heads and Tweed Heads South, changing the way people access jobs, education and services.

The Richmond Valley Regional Job precinct will also explore opportunities for greater connectivity to the planned inland port at the Bromelton State Development Area in Queensland and other surrounding areas such as Kyogle, Lismore and Clarence Valley.

Strategy 15.1



Protect proposed and existing transport infrastructure and corridors to ensure network opportunities are not sterilised by incompatible land uses or land fragmentation.

Collaboration Activity 4



To ensure that centres experiencing high growth have well planned and sustainable transport options, placed-based Transport Plans will be developed for key cities and centres across the North Coast region.

Lead Agency: Transport for NSW

Collaboration Activity 5



In collaboration with Tweed Shire Council, City of Gold Coast and Department of Transport and Main Roads Queensland develop opportunities for multimodal transport connections to Coolangatta and the Tweed.

Lead Agency: Transport for NSW



OBJECTIVE 16:

Increase active and public transport usage

Active and public transport reduces congestion, encourages healthier lifestyles, supports centres, is more sustainable and offers accessibility for people who don't drive.

The region's generally wide streets, lower traffic volumes and safe routes can make walking and cycling safe and convenient transport options. The larger cities and centres enjoy public transport, while some smaller centres have limited public transport options.

Many areas on the North Coast have seasonal changes in population due to tourism. A challenge for these areas is to provide additional services where peak season demand exceeds the service level required for other times of the year.

Transport facilities should be designed for all ages and abilities with equitable access, seating and shade. Community transport will remain important for older people and those experiencing transport disadvantage. Appropriate transport links can assist older people to continue living in their home or community as they age. E-bikes and electric scooters can also compliment other active transport modes and assist with micro freight tasks like food deliveries.

Public transport

Encouraging infill opportunities in and around activity nodes, and investing in facility enhancements at these key locations, will promote the densities necessary to foster public transport options. Prioritising active and public transport to schools, libraries, hospitals and parks will encourage this change. A multimodal transport network gives customers greater choice in how they move and integrate between different transport modes.

Promoting walking and cycling as a preferred choice of transport

Active transport networks should link key activity locations and encourage walking and cycling through safe pedestrian crossings, lower traffic speeds, separated cycling paths and before and after trip facilities such as secure bicycle storage.

Walkable neighbourhoods are those with short distances between destinations. Walking and cycling routes are attractive, well connected, safe and shaded, and they integrate easily with other sustainable transport options to provide people with greater choice. This then means people are more likely to only use their cars on trips they cannot do on public and active modes.

In greenfield areas, street layouts should be designed to maximise walkability and connectivity for future residents. New and infill residential development should be accessible by walking and cycling connections and public transport.





Walking for tourism, recreation, and access to nature

The region's coastal areas and disused railway infrastructure present opportunities to upgrade tracks and trails and make areas newly accessible to the public. The Northern Rivers Rail Trail will eventually connect Murwillumbah, Byron Bay, Bangalow, Lismore and Casino. When completed the trail will be 132 km long and pass through some of the most scenic countryside in New South Wales and will be a drawcard for walkers, hikers, runners and cyclists. It will offer a unique way to explore the region while helping to preserve the area's history and heritage. The region's rainforests also offer great walks.

Strategy 16.1



Encourage active and public transport use by:

- prioritising pedestrian amenity within centres for short everyday trips
- providing a legible, connected and accessible network of pedestrian and cycling facilities
- delivering accessible transit stops and increasing convenience at interchanges to serve an ageing customer
- incorporating emerging anchors and commuting catchments in bus contract renewals
- ensuring new buildings and development include end of trip facilities
- integrating the active transport network with public transport facilities
- prioritising increased infill housing in appropriate locations to support local walkability and the feasibility of public transport stops.

Strategy 16.2



Local plans should encourage the integration of land use and transport and provide for environments that are highly accessible and conducive to walking, cycling and the use of public transport and encourage active travel infrastructure around key trip generators.

OBJECTIVE 17:

Utilise new transport technology

New technologies can transform the way we move around and help to better utilise existing transport infrastructure.

While change will continue to occur rapidly, our planning and investment must provide the flexibility to adapt new technology. Rethinking the use of car parks or drop-off bays for electric vehicle recharging is encouraged. Alternative uses such as storage, logistics hubs, depots or community uses may arise if autonomous vehicles reduce the need for car parking.

Future proofing capacity for the delivery of common vehicle charging or battery recharging facilities within new freight precincts will encourage the uptake of electric vehicles particularly within the freight industry.

Advances in hydrogen fuel cell technology will also address range anxiety for long haul transport, particularly for the road and rail freight sector.

Renewable hydrogen will increasingly become a competitive zero emissions fuel option for the heavy transport sector.

On-demand services offer an affordable alternative to taxi services in order to facilitate local travel, including to access medical care and employment opportunities. High customer satisfaction rates and steadily increasing patronage over the life of the pilots have shown that the On Demand Transport pilots services have been successful in improving customer outcomes by providing affordable transport services to customers who live in areas with minimal transport options.

Modern infrastructure will improve access for people with disabilities and those with limited mobility and will assist them to enjoy a more seamless public transport experience, particularly at interchanges.



Case study: Northern Rivers On Demand Trial

The Northern Rivers On Demand service trial operated between 2020-22 and delivered high quality, safe and efficient public transport which enables convenient and timely travel around the towns of Alstonville, Wollongbar, Chilcotts Grass and Goonellabah, including connections to the daily bus services to Lismore and Ballina.

The On Demand services are an anywhere to anywhere service within geo-fenced areas, and also serve as 'first mile/last mile' services to take customers to bus stops to transfer to buses to Ballina or Lismore.

Strategy 17.1

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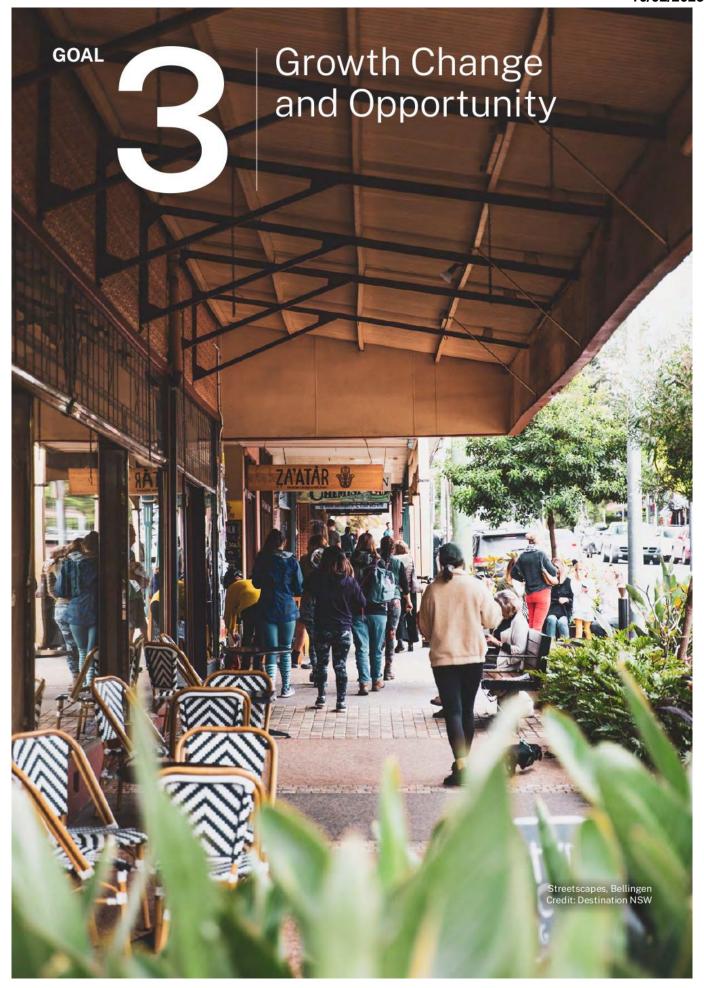
Councils should consider how new transport technology can be supported in local strategic plans, where appropriate.

Collaboration Activity 6



Investigate public transport improvements including on-demand services.

Lead Agency: Transport for NSW



Item 10.15 Attachment 2

The North Coast is a growing and vibrant region. More jobs and homes are needed to accommodate the growing population.

We will see more jobs in health care and social assistance as well as construction, accommodation, service industries, agribusiness and high value food and beverage production, advanced manufacturing, tourism, freight and logistics and creative industries (e.g. the film sector).

The regional cities of Port Macquarie, Coffs Harbour, Lismore, and Tweed Heads offer high level services and facilities and their growth and how they connect and integrate with their surrounding subregions is fundamental to the success of the broader North Coast and its communities.

Sustained high levels of growth in South East Queensland will be boosted further by the Brisbane 2032 Olympics and will create increased pressure for housing and land supply in the Northern Rivers, particularly in the Tweed LGA. This brings opportunities for infrastructure and economic development along with risks of losing the Northern Rivers character that so many cherish.

The rural hinterland is an integral and defining part of the North Coast and supports a variety of

land uses including agriculture, agribusiness, rural lifestyle living, horticulture and tourism. As the effects of climate change increase, the region will become more important as a food producer. One of the most important challenges in addressing future growth on the North Coast is the need to maintain an appropriate balance between rural land, environmental protection, and urban development.

Coordination and delivery of housing and employment opportunities across the Mid North Coast and Northern Rivers that directs change and growth based on the natural attributes of each subregion, will help to boost prosperity in all centres and communities while protecting and enhancing the region's environment and character.

The need to protect and enhance the region's natural environment by directing development to appropriate locations is more critical than ever. This may include the recognition that some locations, particularly within the sensitive coastal strip are no longer suitable for significant greenfield housing or employment land release. A focus on urban renewal and infill development and the coordination of certain land supplies with adjacent areas will be key in addressing supply, diversity and affordability issues.



OBJECTIVE 18:

Plan for sustainable communities



Land use planning strategies play a key role to help coordinate and facilitate development and investment and generate high quality and sustainable land use planning outcomes. Land use planning strategies include local strategic planning statements. They will be prepared in consultation with the community and relevant government agencies, and generally prior to preparing a LEP to zone land for residential, rural residential, commercial, or industrial land use.

They will reflect the aims and strategies of this plan and be based on the following key settlement planning principles and the settlement planning guidelines in Appendix A*:

1

Identify growth needs and opportunities

Examine the demand for urban growth and change, based on population and employment projections, and assess supply and demand of suitable land to accommodate growth.

2

Direct growth to identified urban growth areas

Use the region's urban growth areas to balance urban expansion, protect coastal and other environmental assets, help maintain the distinctive character of the region, and direct growth away from important farmland, sensitive ecosystems, cultural heritage, natural hazards and steep land.

Maps of these areas which include both existing urban lands and investigation areas for potential future urban land, are shown in the Local Government Narratives section of this plan.

If a variation to an urban growth area is proposed, the Urban Growth Area Variation Criteria (Appendix B) must be addressed.

Any change to add or remove land from an urban growth area identified in the regional plan, is to be undertaken as part of a local land use strategy or planning work by council in consultation with the local community. Once adopted by the council and approved by the Department, the amendment will be reflected in the next review of the regional plan.

3

Ensure sustainable development within the coastal strip

Safeguard the sensitive coastal strip (land east of the Pacific Highway alignment plus the urban areas of Tweed Heads around the Cobaki Broadwater; and for Coffs Harbour, land to the east of Dirty Creek, Upper Corindi, Bucca, Karangi, Upper Orara and Bonville), from increasing population and development pressures, and direct new rural residential development away from this area. Only minor and contiguous variations to urban growth area boundaries within the coastal strip will be considered.

4

Determine a required structure for future development

Consider structure and precinct plans for employment and housing growth areas to guide and deliver new development and infrastructure. When structure planning is undertaken, it should provide regional and subregional context, establish a local vision, and provide a clear planning framework to coordinate development within the structure plan area.

A character analysis should be included to ensure future development is consistent with preserving the individual character of places, as well as a high-level design to promote development that has good connectivity, environmental management, and social outcomes. It should also consider the right mix of land uses and be prepared following consultation with key private and government stakeholders and the community.

5

Encourage locally responsive sustainable design

All land use strategies in the North Coast will encourage locally responsive, sustainable design in established urban areas and in new growth areas. This is important to enhance the unique character of the region's cities, centres, towns, villages, and rural hinterland and to protect the key qualities that are important to the community. Priorities for each council are set out in Local Government Narratives within this plan.

Local strategies will plan for timely and economically viable infrastructure, and support proposals that minimise expenditure or the duplication of services. Rezoning should only occur when proposals for new major land release or development demonstrate that servicing can occur from existing infrastructure or that new infrastructure can be provided.

^{*} These planning principles together with the Settlement Planning Guidelines in Appendix A supersede the North Coast Settlement Planning Guidelines 2019.



Subregional Planning

The North Coast's subregions are:

- Mid North Coast Port Macquarie-Hastings, Kempsey, Nambucca, Bellingen, Coffs Harbour and Clarence Valley LGAs
- Northern Rivers Tweed, Byron, Ballina, Lismore, Richmond Valley and Kyogle LGAs.

The Mid North Coast (Figure 6) covers approximately 21,700 square kilometres, containing the Camden-Haven, Hastings, Macleay, Nambucca, Bellinger, Coffs Harbour and Clarence river catchments. The Birpai, Dunghutti, Thunggutti, Gumbaynggirr, Yaegl and Bundjalung nations are the traditional owners of this land.

The Pacific Highway connects north towards Queensland and south to Newcastle, the Hunter Valley and Sydney. Waterfall Way and the Gwydir and Oxley highways connect to the New England North West region.

The natural environment underpins many of the subregion's key industries like agriculture, forestry, commercial fishing, aquaculture and tourism. A significant portion is national park or state forest, including the Solitary Islands Marine Park at Coffs Harbour.

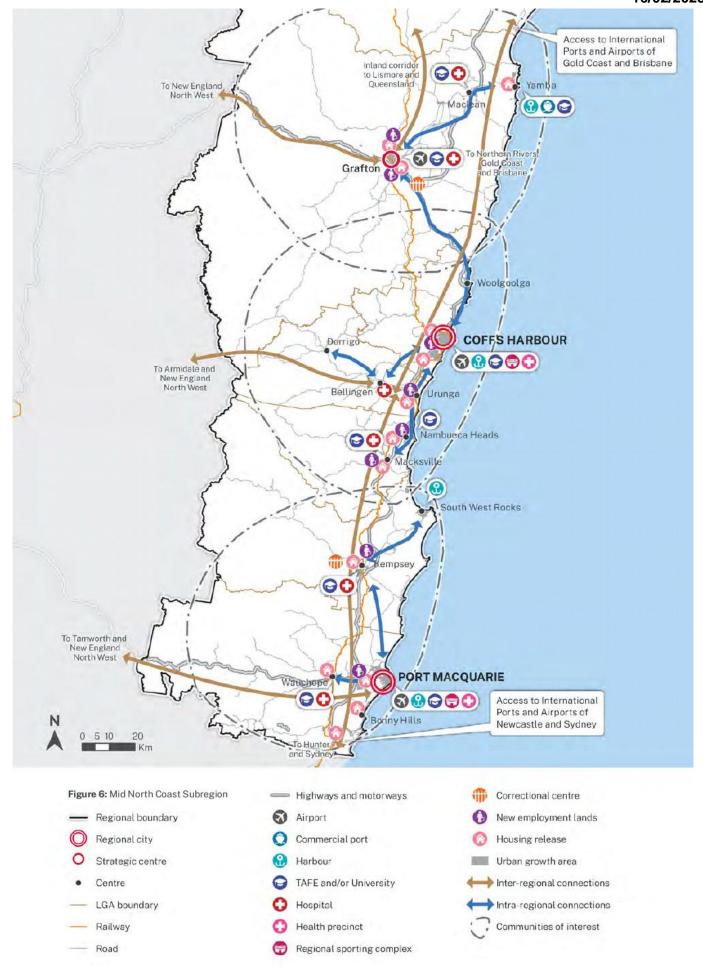
People living in Clarence Valley, Bellingen and Nambucca LGAs have strong links to the regional city of Coffs Harbour, while those in the Kempsey LGA link to Port Macquarie. The Pacific Highway upgrade and digital technology will support these links and future growth.

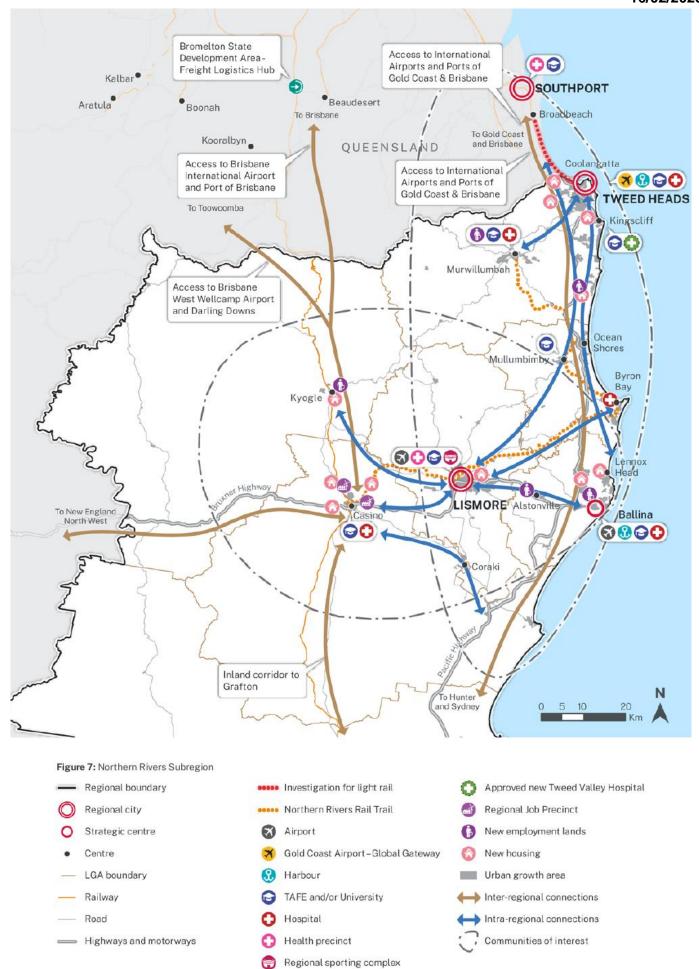
The Northern Rivers (Figure 7) spans approximately 10,277 square kilometres and takes in the Richmond, Tweed, Upper Clarence and Wilson river catchments. The Bundjalung and Githabul nations are the traditional owners of this land.

Supporting one of the most biodiverse environments in Australia, the subregion's picturesque coastlines, waterways, rainforests, wetlands and lush rural hinterland make the Northern Rivers a highly popular residential and tourist destination. Creative industries, tourism and agriculture play an important role in underpinning the local economy.

The Northern Rivers is well connected to the surrounding areas of South East Queensland, the New England and the Mid North Coast. The Bruxner Highway is an important link between Ballina, Lismore, Casino and west to Tenterfield on the Northern Tablelands. Summerland Way provides important connections with Grafton to the south, Casino and Kyogle to the west and across to Beaudesert in Queensland.

The opportunities presented by the significant growth in South East Queensland will play an important role in driving economic growth and prosperity in the Northern Rivers.





Item 10.15 Attachment 2

Subregional planning principles

The most significant land use planning challenge for the North Coast into the future is ensuring that enough residential and employment lands can be delivered in a sustainable and coordinated way that maintains the region's unique character and addresses long term growth pressures.

New land release areas not affected by biodiversity issues, cultural heritage, important farmland or natural hazards such as flooding and bushfire risk, are becoming increasingly difficult to find. This is now preventing some cities and centres from being able to supply and deliver certain forms of housing and employment lands.

To address this issue and ensure all forms of housing and employment lands are available across the region, councils are encouraged, when preparing land use planning strategies, to look for opportunities and collaborate with partnering councils within their subregions to sustainably locate future release areas.

The priority will be to direct growth to existing zoned land and investigation areas within existing urban growth area boundaries in the first instance. Councils should also remain open to demand for certain types of land uses being met by adjoining or other LGAs within the subregion if their land has a higher or better use.

The principles for subregional planning are:

- Identify suitable land supplies in appropriate locations to support a range of residential and employment land uses to meet forecast population and employment growth across the Mid North Coast and Northern Rivers subregions.
- Councils should collaborate, plan and work together when considering the opportunities and need for new release areas, not only for their subregion but also for smaller areas within the subregion.
- Direct growth based on each subregion's natural attributes and the building typologies most appropriate to each location.
- Investigate planning levers to facilitate the delivery of housing and employment lands to meet shortand longer-term demands.
- 5. Strengthen collaboration across councils and the NSW Government to support measures that bring forward a supply of "development ready" land.
- Protect and enhance inter- and intra-regional transport links to secure freight capacity whilst enabling more active movement connections between local areas.
- Protect important farmland, HEV assets, water quality, environmentally and culturally sensitive areas and visually sensitive landscapes.
- Improve house and employment land monitoring in the subregions as a foundation for policy improvements and transparency around emerging issues.

Action 6



Undertake housing and employment land reviews for the Northern Rivers and Mid North Coast subregions to assess future supply needs and locations.

The Regional Cities

The North Coast Regional Cities of Port Macquarie, Coffs Harbour, Lismore and Tweed Heads provide:

- central business districts with large retail outlets, including department stores
- · a range of employment opportunities
- schools and higher education, sporting facilities, hospitals, and other health services
- · NSW Government offices
- tourist accommodation, including ecotourist facilities and caravan parks
- · housing choice.

Implementation of Regional City Action Plans (RCAPs) for each city will help to drive diverse economic development opportunities and support the delivery of more new homes and new jobs in the region by 2041.

These opportunities will also spread growth and economic opportunity across all the centres and areas of the region through increased subregional coordination.





Port Macquarie RCAP

Nestled between the Pacific Ocean and the Hastings River, on the traditional lands of the Birpai people, Port Macquarie is a smart, sustainable, and vibrant regional city with a strong culture and social heart. The people of Port Macquarie protect and embrace the beauty and diversity of the natural environment and take pride in their cultural story and community connections. As the southern gateway to the North Coast, Port Macquarie is economically strong and diverse and is a welcoming city to visit, live, work and play.

The RCAP identifies 17 objectives under five goals to make the city a better place to live, work, meet, play and move.

Five key areas for future collaboration have been identified to help deliver the 20-year strategic vision for Port Macquarie:

- 1. On-ground verification of Koala corridors to support council's Koala Recovery Strategy
- 2. Coordinating state and local government approaches to meet affordable housing needs
- Development of a policy framework to achieve a sustainable and resilient future for Port Macquarie
- Development of an integrated transport network
- 5. Development of local place and design guidelines.

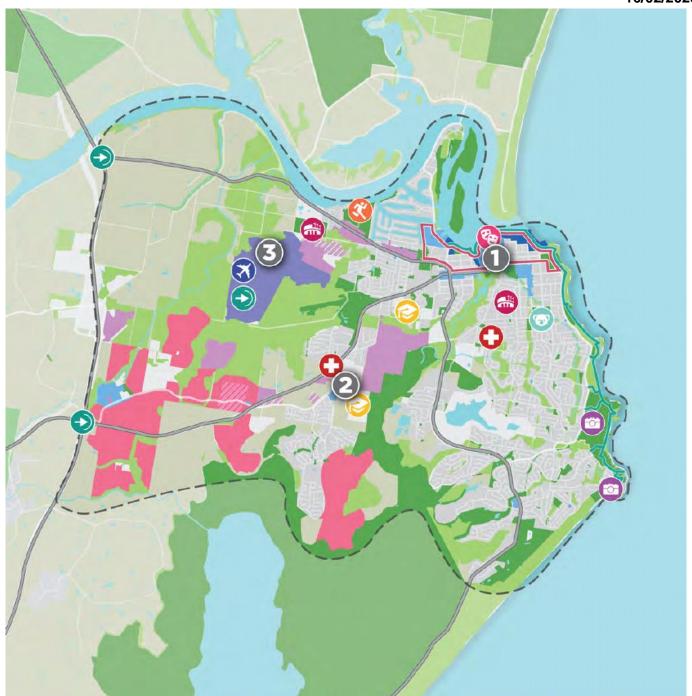
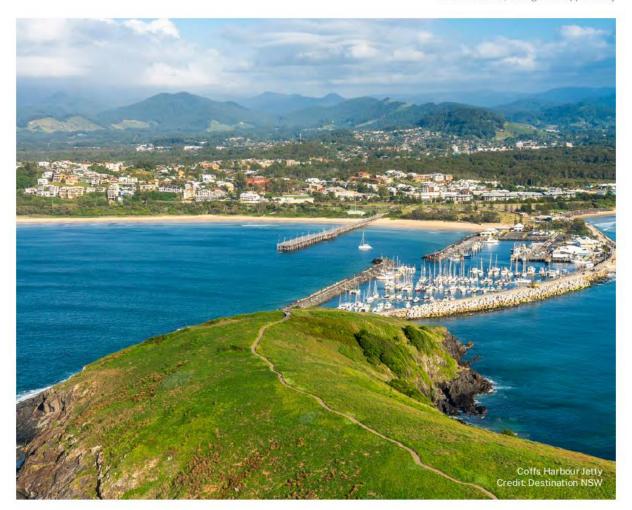


Figure 8: Port Macquarie RCAP Vision Map





Coffs Harbour RCAP

On the lands of the Gumbaynggirr people and respecting their spiritual connection to country, Coffs Harbour is growing within its spectacular natural setting, cradled between the green embrace of the Great Dividing Range and the blue expanse of the Pacific Ocean. It is a welcoming city showcasing its signature blend of worldly city buzz, culture and creative energy, a tapestry of places and sustainable agricultural harvest. As a mid-way point between Newcastle and South East Queensland, it leads through region-shaping civic, tourism, health and education anchors.

The RCAP identifies 20 objectives under five goals to guide growth and change in the city.

Targeted actions highlighting areas for collaboration and future work across government include:

- 1. Coffs Harbour City Centre
- 2. City spine renewal strategy
- 3. Coffs Harbour future transport plan
- 4. Jetty Foreshores Precinct
- 5. South Coffs Harbour Regional Sporting Hub
- 6. Support the local arts, cultural and creative energy of Coffs Harbour
- 7. South Coffs Harbour Enterprise Area.

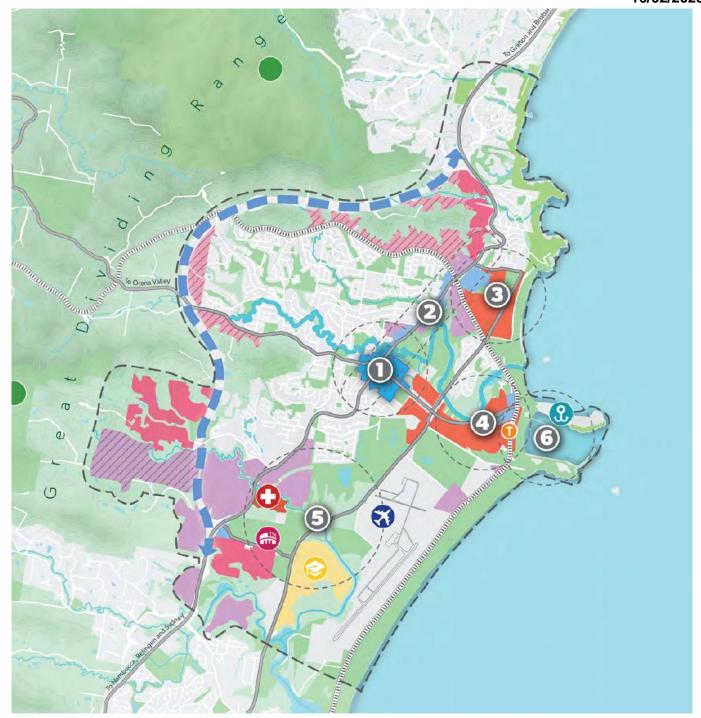
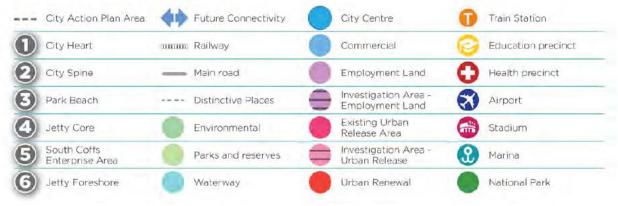


Figure 9: Coffs Harbour RCAP Vision Map





Lismore RCAP

Located on Bundjalung Country, Lismore is characterised by natural beauty, productive agriculture and connection to the Wilsons River. The community is welcoming, artistic and diverse, and a thriving local economy builds on the strong education, health, creative and innovation ecosystem.

The RCAP was produced and finalised prior to the 2022 floods and contains planning measures that promote resilience and natural disaster protection. The RCAP identifies 18 objectives under five goals to live, work and learn, meet, play and protect, and move. Along with other strategies and plans, it will guide the growth of Lismore city and transform it into a more exciting regional city bursting with investment, jobs and a vibrant lifestyle, and will be an important part of Lismore's recovery.

Key targeted actions highlighting areas for collaboration and future work across government include:

- Protection and enhancement of vegetation to strengthen corridors that support koalas and other wildlife
- Development of a policy framework to provide housing options that support social inclusion, including crisis accommodation, housing for seniors and people with disability, single households and affordable living
- Development of a floodplain risk management plan that considers the findings of the Lismore Floodplain Risk Management study to guide appropriate development decisions.

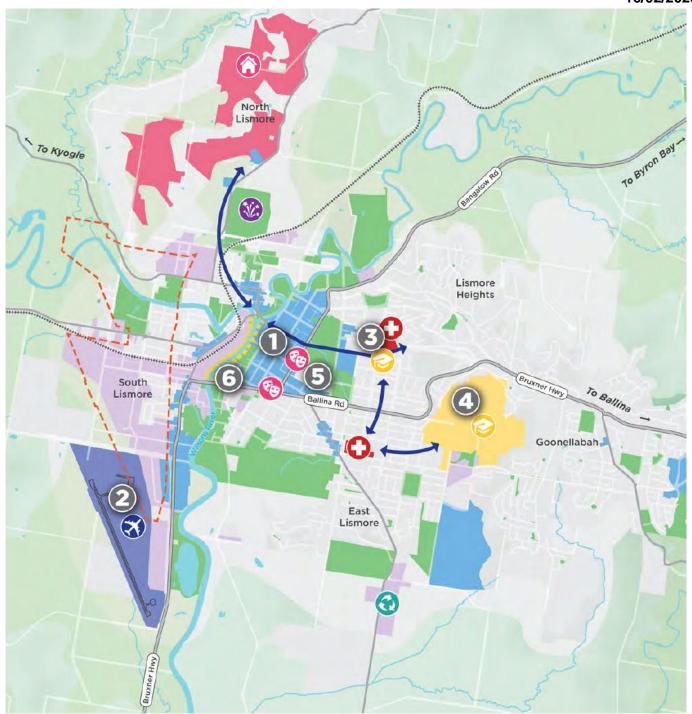


Figure 10: Lismore RCAP Vision Map





Razorback lookout, Tweed Heads

Tweed RCAP

Nestled between the Pacific Ocean and the riverine estuaries of the Tweed River on the traditional lands of the Aboriginal people of the Bundjalung nation, Tweed Regional City is a connected, sustainable city with a distinctive sense of place. The people protect and celebrate the beauty and diversity of the natural environment and take pride in their cultural story and community connections. As the northern gateway to NSW, Tweed Regional City is economically resilient and diverse and delivers on its potential as a welcoming city to live, move, work, meet and play.

The RCAP identifies 17 objectives under five goals to make the city a better place to live, move, work, meet and play.

Targeted actions highlighting areas for collaboration and future work across government include:

- Whole of government affordable housing solutions
- 2. Increased tree cover canopy
- 3. Resilience planning flooding and regional approaches to water security
- 4. Tweed Transport Plan
- 5. Tweed active transport links
- 6. Tweed Multi-Modal Corridor Study
- 7. Economic development action plan
- 8. Hospital precinct visioning
- 9. Great public spaces and precincts
- 10. Inclusive and accessible space



Parks and reserves Residential University — Roads

Nature reserves Existing urban release area Hospital ····· NSW/QLD state border

Non-urban Employment lands Approved new Tweed Valley Hospital

Waterway Commercial Airport

Figure 11: Tweed RCAP Vision Map

OBJECTIVE 19:

Public spaces and green infrastructure support connected and healthy communities



The North Coast region is one of the most highly desired places to live and visit in NSW, with beautiful country, easy access to nature and vibrant public spaces used for community meetings, markets and celebrations.

Public spaces are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive and these include our public open spaces, public facilities and streets.

They are places that people of all ages, backgrounds and abilities can use to relax, exercise, play and enjoy the civic and natural environment. New and existing neighbourhoods should have access to a range of great public spaces within a well-distributed network of green infrastructure.



Public Open Spaces

Both active and passive (including parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, outdoor playing fields and courts, and publicly accessible bushland).



Public Facilities

Public libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities.



Streets

Streets, avenues and boulevards; squares and plazas; pavements; passages and lanes, and bicycle paths and parking.

Activating open space: West Kempsey pump track

A piece of underutilised land has been transformed into a community co-designed pump track in West Kempsey, through a partnership between Kempsey Shire Council and community organisations.

A pump track is a 'rollercoaster' path which riders of bicycles, skateboards, scooters and roller-skates of all abilities can complete without needing to pedal or push. The facility has been designed to provide a recreational riding area and safe community space for individuals and families to enjoy.

Public facilities for connected and inclusive communities

Public libraries, museums, galleries, civic and community centres provide space for the community to express themselves creatively and are drawcards for an area.

Town centres and existing gathering places should have areas which can be used creatively by the community for events and cultural practices.

Across the region, there needs to be more Aboriginal cultural infrastructure and places to support ongoing cultural practice. This may include multipurpose facilities, with men's and women's business spaces and places to undertake cultural activities and practices.

Council policies and planning mechanisms should be reviewed in conjunction with community consultation to ensure public spaces can be used for creative or temporary uses, where appropriate.

The Quad-Lismore

The Quad is a central public greenspace in the heart of Lismore CBD. It plays an important role in the community as a free public meeting place, a performance venue, a children's play space, a creative hub and space for community events.

Key strategic and regional opportunities identified for public open spaces are:

- Complementing regional sporting hubs in Coffs Harbour and Lismore.
- Expanding regional recreational walking and cycling paths, including the NSW Coastline cycleway.
- Improving access to and connections within the Sealy lookout/ Nigii Precinct in Orara State Forest, including upgrade to adjacent rainforest walking track network.
- Enhancing visitor experiences in key national parks in the region, including some in the Gondwana Rainforests World Heritage Area and Coffs Coast Regional Park.
- Guulabaa Place of Koala, a nature based tourism precinct in Cowarra State Forest.
- · Protecting and enhancing Urunga Wetlands.
- · The Northern Rivers Rail Trail.

Green infrastructure

Green infrastructure is the network of green space, natural systems and semi-natural systems that support sustainable communities and include waterways, bushland, tree canopy and open spaces that are strategically planned, designed and managed to support a good quality of life in an urban environment. Prioritising and integrating green infrastructure with development and the public realm is important for liveable and sustainable places.

Public spaces need to be designed and managed so that they remain comfortable places to be as the region gets hotter. This includes increasing the number of trees and other vegetation in developed areas, maximising shading and using materials with greater reflectivity, less heat capacity and (in the case of paving materials) more permeability.

Strategic planning and local plans should encourage the retention of existing and planting of new street trees along the main streets of towns and centres, to provide for natural shading opportunities and to reduce urban heat.

When landscaping, there are many benefits to using local plant species which are particular to the regional area. Local species can support biodiversity, protects local flora and fauna, are well suited to the local conditions and reduce the risk of environmental weed invasions. Using local species also creates a stronger connection with place and helps to strengthen nature-based local character and identity. Using local plant species can support biodiversity and strengthen nature-based local character and identity.

Strategy 19.1

Councils should aim to undertake public space needs analysis and develop public space infrastructure strategies for improving access and quality of all public space to meet community need for public spaces. This could include:

- drawing on community feedback to identify the quantity, quality and the type of public space required
- prioritising the delivery of new and improved quality public space to areas of most need
- considering the needs of future and changing populations
- identifying walkable and cycleable connectivity improvements and quality and access requirements that would improve use and enjoyment of existing infrastructure
- consolidating, linking and enhancing high quality open spaces and recreational areas
- working in partnership with local Aboriginal communities to develop bespoke cultural infrastructure which responds to the needs of Aboriginal communities and facilitates continued cultural practices.

Strategy 19.2

Public space improvements and new development should consider the local conditions, including embracing opportunities for greening and applying water sensitive urban design principles.



Strategy 19.3



Encourage the use of council owned land for temporary community events and creative practices where appropriate by reviewing development controls.

Strategy 19.4



Local environmental plan amendments that propose to reclassify public open space must consider the following:

- the role or potential role of the land within the open space network
- how the reclassification is strategically supported by local strategies such as open space or asset rationalisation strategies
- where land sales are proposed, details of how sale of land proceeds will be managed
- · the net benefit or net gain to open space.



OBJECTIVE 20:

Celebrate local character



Character is the combination of things that make a place, street, village or town recognisable. It's all the things that are special and unique about a place and can help to create a sense of community. The North Coast is renowned for its diverse local character, a key reason the region is such a desirable place to live and visit.

Retaining and celebrating local character is important as places evolve. Places that evolve in response to an identified local character and agreed desired future character are likely to be more sustainable, contribute to good quality of life and attract investment.

Local character is also important in new development areas. An idea of the future character of a place can be established through strategic visioning.

Local character is integrated into land use planning through local character statements, development control plans and local strategic planning statements.

Placemaking in action: Murwillumbah parklet trial

As part of a placemaking pilot project, two parklets were installed in existing car spaces in the Murwillumbah CBD in November 2020.

Evaluation of the trial found that people and businesses were overwhelmingly supportive of the streetscape improvements and agreed they made the streets more attractive, lively and vibrant.

Urban design

Urban design shapes how public areas and main streets are used and experienced. Urban design can make town centres more attractive and enable them to better accommodate public events and celebrations, to boost the vibrancy of main streets and attract locals, visitors and businesses².

Urban design should reinforce the local character and complement natural features, important buildings, views and cultural assets.

This requires local planning to determine suitable building heights, setbacks and details that are appropriate for neighbouring historic and cultural assets and their characteristics or proposing complementary uses that can help to preserve what makes a place or asset special.

Any proposed development activity must consider the potential impacts on Aboriginal cultural heritage values, and incorporate these where appropriate in partnership with the local Aboriginal community.

Heritage

Heritage is distinct from local character, although there are often common elements between a conservation area and a place with a valued or distinctive local character.

Managing heritage is not just about managing the material culture of the past, it is also about understanding how heritage influences and shapes communities today.

Urban Design Guide for Regional NSW

The Urban Design Guide for Regional NSW recognises that across regional NSW there is a rich variety in the character and identity of urban areas, underpinned by diverse landscapes, stories, and cultures to be acknowledged and preserved through urban design. The Guide provides guidance on how urban design in regional NSW should celebrate culture and nature, respond to local character, and use the landscape.

Strategy 20.1



Ensure strategic planning and local plans recognise and enhance local character through use of local character statements in local plans and in accordance with the NSW Government's Local Character and Place Guideline.

Strategy 20.2



Celebrate buildings of local heritage significance by:

- retaining the existing use where possible
- establishing a common understanding of appropriate reuses
- · exploring history and significance
- · considering temporary uses
- designing for future change of use options.



Local Government Narratives

The NSW Government will work with each council to deliver the objectives and actions set out in this plan. Priorities for each council that will guide further investigations and implementation are detailed in the following section.

Ballina Shire

Ballina Shire is located on the lands of the Bundjalung people, the traditional custodians of the lands within its local government boundary. It is a popular lifestyle, tourism, cultural and recreation destination.

Ballina is the shire's strategic centre and provides essential and higher-level services to residents. Centres like Alstonville and Wollongbar fulfill local service needs for residents who live further inland, and Lennox Head services the coast north of Ballina.

The distinctive coastline, lowland, escarpment and plateau areas, including the Ballina to Lennox Head coastal strip and the red soil plateau, in particular, possess unique landscapes and cultural values that create lifestyle and economic opportunities.

The shire's extensive environmental, landscape and open space assets contribute significantly to the social, economic and environmental wellbeing of Ballina, and attract many to the area, making the shire a lifestyle destination.

Ballina has a strong and diverse economy that is sustained by a stable and highly skilled workforce. The shire delivers a range of employment opportunities, with a strong retail sector as well as health, education, cultural and recreation opportunities.



Regional Priorities



Liveable and Resilient



Productive and Connected

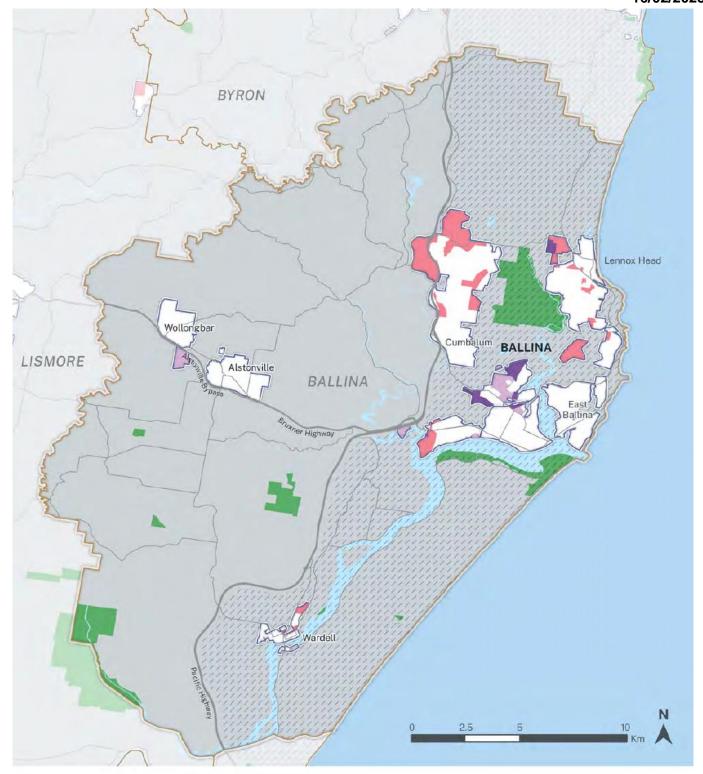


Housing and Place





- Expand nature-based, adventure and cultural tourism by investigating opportunities to develop and enhance infrastructure and places which support this, including major event spaces within the shire.
- · Support a sustainable agricultural sector in farmland areas across the shire.
- Support environmentally sustainable development that is responsive to climate change and natural hazards, in particular flood risk.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.
- Promote and recognise Aboriginal culture, local character and local creativity and investigate opportunities for the provision and enhancement of cultural and community assets within the shire.
- Maximise the opportunities associated with the Southern Cross Industrial Precinct to deliver additional jobs.
- Support employment lands and jobs at Ballina, Lennox Head and Wollongbar.
- Deliver housing at Cumbalum, Kinvara, Wollongbar and Lennox Head.
- Support the delivery of housing supply and greater diversity in strategic and local centres, including higher density housing within and close to Ballina CBD.
- Promote social cohesion and connection through good design and place making.
- Support economic growth associated with the Ballina-Byron Gateway Airport.
- Support a regional framework for employment land delivery by fostering stronger connections and collaboration at the Northern Rivers subregional level
- Maximise opportunities associated with growth in South East Queensland and the increased connectivity provided by the upgraded Pacific Motorway and digital technology.



LGA boundary
Road
Highway
National parks and nature reserves
Urban growth area
Investigation area - urban land
Existing employment land

Coastal strip

Figure 12: Urban growth area map for Ballina LGA

Water body

Bellingen

Bellingen Shire is located on the lands of the Gumbaynggirr people, the traditional custodians of the lands within its local government boundary. The shire's diverse range of coastal, hinterland and rural communities, make it a popular tourism, cultural and recreation destination. Bellingen is the main centre and boasts a rich architectural heritage and rural charm. Its diverse culture is shown through a range of local businesses, events and housing, giving the region its distinct character. Dorrigo and Urunga fulfil the local service needs for residents who live further inland and on the coast. Bellingen Shire is well known for its idyllic mix of natural landscapes, including the Dorrigo Plateau, World Heritage rainforests of the Waterfall Way, fertile valleys of the Kalang and Bellinger rivers, and its picturesque coastline and villages including Urunga and Mylestom.

More than half of the shire is national park or state forest and managing this unique natural environment appropriately will be key to delivering a sustainable future.

The local economy is underpinned by strong community-based employment in the health and social assistance, agriculture and tourism sectors. Its proximity and growing connectivity to the Mid North Coast subregion, particularly Coffs Harbour, is creating strong social and economic links between the communities, and ensuring access to high-level employment, health, education and cultural opportunities for the Bellingen community.



Regional Priorities



- Identify additional employment investigation areas for inclusion in the urban growth areas, to secure employment land supply in proximity to Bellingen and Urunga.
- Support the growth and diversification of the Bellingen Shire's agricultural base through encouraging regenerative agricultural practices and leveraging local food production systems.
- Identify opportunities to enhance natural and cultural tourism through the creative industries sector, the world heritage listed national parks, and coastal and heritage assets.

Liveable and Resilient



- Provide mitigation measures in response to climate change.
- Support environmentally sustainable development that is responsive to natural hazards, in particular bushfire and flood risk.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.

Productive and Connected



- Support the development of employment land at Raleigh to supplement employment land delivery in Coffs Harbour.
- Encourage the ongoing viability of regionally important farmland areas, including the Dorrigo Plateau and the Kalang and Bellinger valleys, to support the agricultural sector.

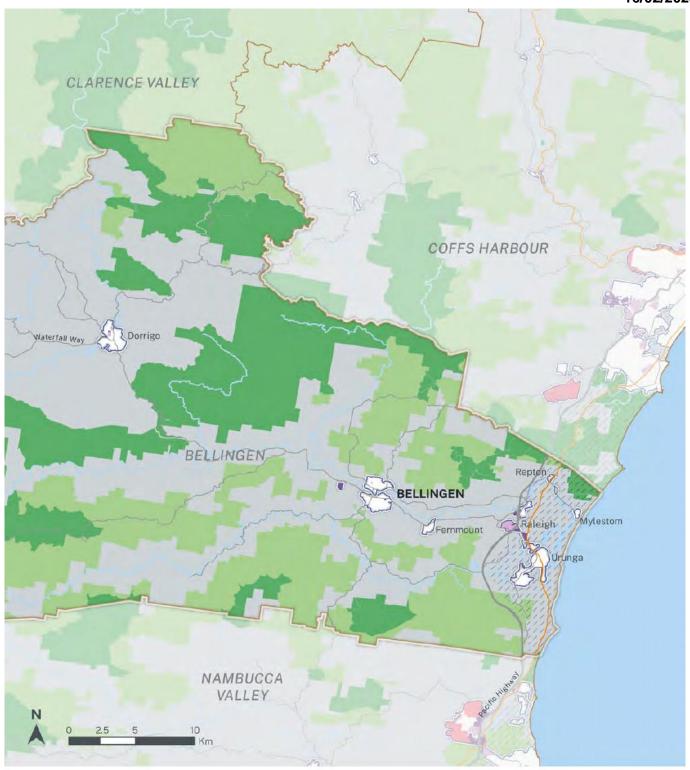
Housing and Place



- Deliver housing in appropriate locations including North Bellingen, South Urunga and East Dorrigo.
- Promote the diversification of housing options through increased affordable and social housing, additional infill, housing that caters to the shire's ageing population, and innovative housing types unique to the area including community land trusts and ecovillages.
- Support retention of the distinctive character of the Bellingen Shire's towns and villages.
- Encourage uptake of available greenfield land in the R1 zone to relieve current housing pressure.



- Foster stronger connections with the Mid North Coast subregion, in particular the Coffs Harbour and Nambucca LGAs.
- Co-ordinate infrastructure delivery with relevant agencies to support the growing population, utilising improved digital technology.



■ LGA boundary
■ Road
■ Investigation area – urban land
■ Highway
■ Investigation area – employment land
■ Railway
■ Existing employment land
■ National parks and nature reserves
■ State forest

Figure 13: Urban growth area map for Bellingen LGA

Water body

Byron

Byron Shire is on the land of the Arakwal people, the Minjungabl people and the Widjabul people of the Bundjalung nation.

As one of Australia's most desirable LGA's to live and visit with stunning beaches, beautiful hinterland and vibrant centres like Byron Bay, Brunswick Heads, Mullumbimby and Bangalow, a key challenge is to retain its unique community diversity, natural character and liveability. Its communities provide boutique retail, food and accommodation options, essential services, and offer a unique lifestyle. The shire's year-round popularity and key employment sectors has meant that in addition to its long term residents, it has a high level of visitor and seasonal worker populations.

Collectively this has led to growing pressure on many necessities such as housing, community services and local infrastructure.

Byron Shire is known for its natural beauty and character with unique environmental features such as the Arakwal National Park and the Cape Byron Marine Park. These attributes will continue to draw domestic and international visitors, contribute to attractive lifestyles and grow the local economy. Byron has a strong and diverse economy based on the tourism, agriculture, food manufacturing, health, digital and creative arts sectors. Continuing connectivity improvements throughout the Northern Rivers subregion and South East Queensland will support future economic growth and opportunities.



Regional Priorities



- Support a resilient and innovative economy based on Byron Shire's unique character, landscapes and important farmland.
- · Manage and support sustainable growth.
- Acknowledge native title interests and Aboriginal land rights, support a
 partnership approach with Aboriginal landowners and native title holders and
 preserve aboriginal cultural heritage assets, built, natural and intangible.
- Deliver housing equitably to meet the needs of the community.
- · Support Byron Shire's visitor economy by fostering sustainable visitation.

Liveable and Resilient



- Support the shire's net zero target including zero waste to landfill through a circular economy.
- Deliver mitigation and adaptation measures in response to climate change.
- Support environmentally sustainable development that is responsive to natural hazards.
- Protect and enhance local biodiversity through partnerships and management of environmental assets and ecological communities.

Productive and Connected



- Maximise opportunities associated with the growth of South East Queensland.
- Deliver additional employment land at West Byron and other investigation sites in the Shire.
- Sustain important farmland by encouraging regenerative farming practices and localised food production.
- Encourage opportunities for agribusiness and agritourism, particularly in relation to organic and boutique food production.
- Empower communities to shape the local economy in a manner that creates diverse and inclusive employment opportunities.

Housing and Place



- Investigate opportunities for increased housing diversity and density, encompassing multi-unit dwellings and innovative housing models in appropriate locations.
- Prioritise the delivery of affordable housing to support the local workforce and healthy and diverse communities.
- Encourage design-led and collaborative placemaking initiatives to support healthy lifestyles and create liveable and inclusive places.
- Deliver Place Plans for villages, towns and key precincts that define the community's vision and the priority projects that work towards that aspiration.



- Foster stronger connections and alignment with the Northern Rivers subregion and South East Queensland.
- Sustainably manage infrastructure need and delivery to accommodate Byron Shire's permanent and temporary visitor populations.

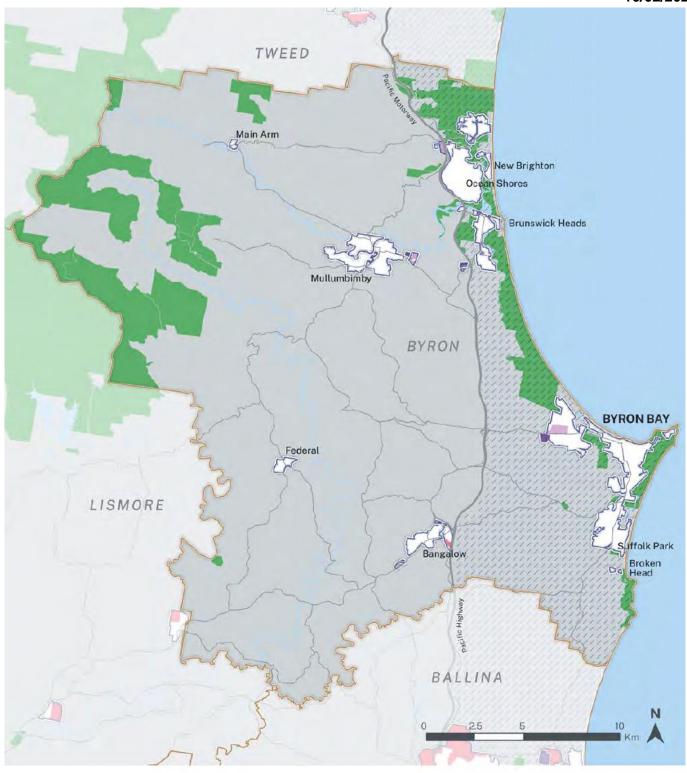


Figure 14: Urban growth area map for Byron LGA



Clarence Valley

Clarence Valley is located on the lands of the Bundjalung, Gumbaynggirr and Yaegl people, the traditional custodians of the lands. These nations extend across adjoining LGAs and meet around the Clarence River.

Clarence Valley Council is the largest LGA in the region and is the gateway between the Northern Rivers and the Mid North Coast subregions, with strong connections to the New England North West region.

Grafton provides a range of high-level specialist services to residents and the wider regional community. Yamba and Maclean are important centres providing local services and supporting the local community and visitors. A dispersed settlement pattern is supported by a wide range of unique hinterland and coastal villages. The communities of the Clarence Valley enjoy a laidback lifestyle and have a ready supply of land for housing and employment opportunities supported by strong water security.

Major infrastructure projects like the new Pacific Motorway have significantly enhanced regional connectivity from Clarence Valley to the rest of the North Coast and beyond. Together with rail, air and sea links, these connections provide economic opportunities. The Clarence Valley's tourism and agricultural sectors are strong economic drivers, together with the continued development and delivery of regional government services including justice and health facilities.

The Clarence Valley has abundant environmental assets, including World Heritage rainforests, national parks, coastal wetlands, all centred around the Clarence River (or *Birrinba* in Bundjalung language) and its tributaries. These assets underpin significant aquaculture, agriculture, marine industry and a growing tourism sector, and are of cultural importance to First Nations People, residents and visitors.



Regional Priorities



- Involve First Nations People in decision making and caring for Country.
- Develop Grafton's importance and role in the region through placemaking improvements, growing the economy and providing job opportunities, housing and services.
- Support the growth and diversification of the Valley's agricultural base and support sustainable industries and value adding processes to encourage new opportunities for agribusiness, agritourism and associated manufacturing and transport.
- Expand sustainable nature-based, adventure and cultural tourism by leveraging Clarence Valley's natural and heritage assets.
- Foster stronger strategic relationships with the Northern Rivers and Mid North Coast subregions, and with the NSW Government.

Liveable and Resilient



- Provide adaptation and mitigation strategies in response to natural hazards, including climate change.
- Promote a sustainable, low carbon community, with an emphasis on local food production.
- Protect natural assets like the Clarence River through sustainable and effective management of natural resources.
- Retain and enhance the unique heritage values of the built environment, through well-designed development in historic centres.
- Support environmentally sustainable development that is responsive to natural hazards.

Productive and Connected



- Progress opportunities for aviation, industrial and emergency services related clusters at Clarence Valley Regional Airport.
- Focus employment lands in Grafton, Maclean and Yamba, and in planned growth areas near Junction Hill, South Grafton, Lanitza (Airport) and Townsend; and marine based precincts at Harwood.
- Progress opportunities to leverage employment lands delivery in the subregion and opportunities arising from the Coffs Harbour Bypass.
- Promote the sustainable use of regionally important farmland to support agriculture, horticulture, forestry, and aquaculture.

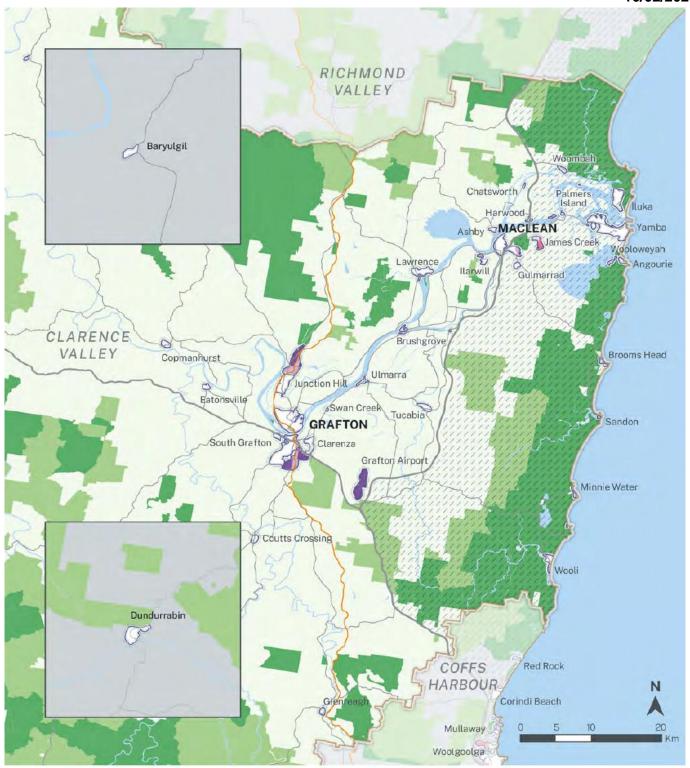
Housing and Place

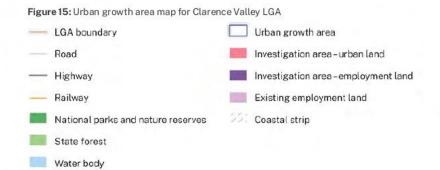


- Enable appropriate housing development throughout the LGA, including at Grafton, Clarenza, James Creek, Junction Hill and West Yamba.
- Explore opportunities to provide more affordable housing near supporting infrastructure and services.
- Provide a diverse range of housing types with access to facilities and services that meet population and demographic needs.
- Protect and enhance the unique character of the LGA's towns and villages.
- Incorporate a placemaking approach to create sustainable and liveable communities.



- Integrate freight and logistics, industrial development and value adding businesses, taking advantage of road, rail and air freight corridors and infrastructure investment.
- Maximise opportunities associated with regional health and justice infrastructure, including Grafton Base Hospital, Maclean District Hospital, Grafton District Court, and Clarence Correctional Centre.



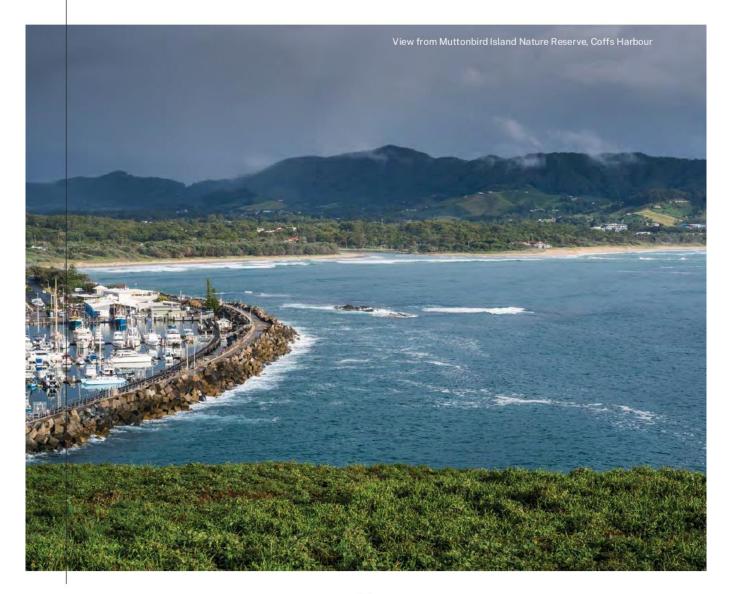


Coffs Harbour

The Coffs Harbour LGA is located midway between South East Queensland and Sydney on the lands of the Gumbaynggirr people, the traditional custodians of the lands within its local government boundaries.

The city of Coffs Harbour functions as the regional city for this area, providing a significant share of the region's housing and jobs. It delivers a variety of high-level services, including civic, entertainment and cultural venues. Services and industries like health and education campuses are critical anchors. Growth in these industries will contribute to making Coffs Harbour a thriving compact city, with the growing Coffs Harbour Airport further diversifying the local economy. Local amenities and jobs are also serviced by other centres such as Woolgoolga and Sawtell.

Coffs Harbour is building collaborative partnerships with adjoining LGAs which together have growing creative, digital innovation, manufacturing and transport industries that will facilitate new employment opportunities in Coffs Harbour and the Mid North Coast. The area also supports a highly productive agricultural hinterland, including the nationally significant blueberry industry. Recreation and tourism are important contributors to the Coffs Harbour economy. The Coffs Coast is an accredited ECO Destination and is a leader in environmental tourism. The area will continue as a destination for international and national sporting events and grow tourism associated with significant natural areas including the Solitary Islands Marine Park and Bongil Bongil and Bindarri national parks.



Regional Priorities



Liveable

and Resilient



Productive and Connected



Housing and Place





- Manage and support growth in Coffs Harbour, anchored by the expanding health, education and creative industries sectors, and Coffs Harbour Airport Enterprise Park.
- Deliver suitable housing and job opportunities across the LGA including in Coffs Harbour, Woolgoolga, Moonee Beach, Toormina and Sapphire Beach.
- Protect environmental assets that sustain the agricultural and tourism industries.
- Provide mitigation measures in response to climate change.
- Support environmentally sustainable development that is responsive to natural hazards.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.
- Develop health, education and aviation precincts at the South Coffs Harbour Enterprise Area and Coffs Harbour Airport Enterprise Park, and new employment land at Woolgoolga and Bonville.
- Promote the sustainable use of important farmland areas through encouraging initiatives to support the development of the agricultural sector and agribusiness.
- Identify opportunities to expand nature based, adventure and cultural tourism assets including Solitary Islands Marine Park and other coastal, hinterland, and heritage assets, which will support the local ecotourism industry.
- Enable 'better places' through placemaking initiatives, active transport, urban design specific to the North Coast, and facilitation of the '20 minute neighbourhood'.
- Deliver housing at Woolgoolga, North Boambee Valley and Bonville, and address the temporary worker housing needs associated with the Coffs Harbour Bypass.
- Enhance the variety of housing options available by promoting a compact urban form in and around the Coffs Harbour city centre and Park Beach.
- Increase and strengthen social, economic and strategic links with the Mid North Coast subregion including Bellingen, Clarence Valley and Nambucca LGAs, particularly regarding the delivery of additional employment lands.
- Maximise opportunities associated with the increased connectivity provided by the new Coffs Harbour Bypass

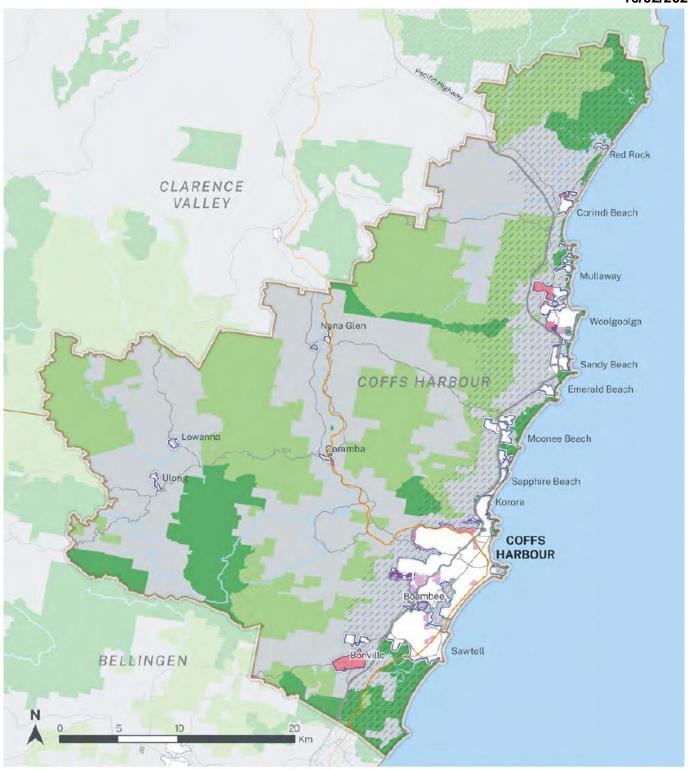


Figure 16: Urban growth area map for Coffs Harbour LGA



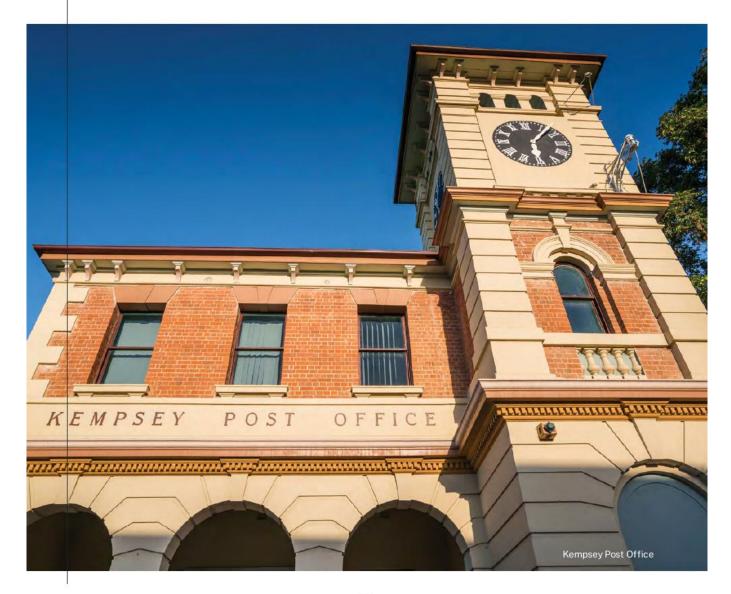
Kempsey

Kempsey Shire is located on the lands of the Dunghutti and Thungghutti people, the traditional custodians of the lands within its local government boundaries.

The area has a diverse range of natural landscapes from long sweeping beaches bounded by pristine national parks, to estuaries, wetlands and the Macleay River extending to the ancient Gondwana rainforests perched high in the mountains. The shire's communities have strong ties and include Kempsey, Frederickton, South West Rocks, Crescent Head, Stuarts Point, Smithtown, Gladstone, Bellbrook and Kundabung. Kempsey is the focal centre and provides essential retail, commercial and community services to a range of local communities. The area's strong local economy

is underpinned by the agricultural sector, which includes a number of major manufacturers.

The continuing growth of the tourism, health, education and construction sectors will also increase economic diversity and job opportunities. Improved transport accessibility and investment in new tourist activities will see the continued popularity of Crescent Head and iconic destinations like South West Rocks and Trial Bay Gaol. Kempsey Shire has a strong and growing Aboriginal community. Cultural venues like the Wigay Aboriginal Park and Dunghutti-Ngaku Aboriginal Art Gallery offer opportunities to expand engagement with indigenous cultural heritage and diversify employment, whilst celebrating Dunghutti and Thungghutti culture.



Regional Priorities



- Support the growth and diversification of the shire's agricultural base by leveraging the strength of the dairy and cattle sector to encourage smart and sustainable opportunities for agribusiness and associated manufacturing and transport.
- Promote the shire as an enterprising business and country lifestyle destination for investment, learning and employment.
- Promote and develop indigenous cultural heritage business enterprise and tourism opportunities.

Liveable and Resilient



- Support environmentally sustainable development that is responsive to climate change and natural hazards, such as bushfire and flooding.
- Protect, enhance and maintain local biodiversity through effective management of environmental assets.

Productive and Connected



- Support new and emerging job opportunities associated with the West Kempsey Health and Education Precinct.
- Develop the enterprise corridor between South Kempsey and Frederickton, and investigate employment land options for South West Rocks.
- Support the sustainable and regenerative agricultural practices and appropriate use of important farmland in the Macleay Valley.
- Promote the shire as a premier regional visitor destination and continue to expand nature-based, adventure and cultural tourism by leveraging the area's environmental and iconic assets such as World heritage Gondwana rainforests, the Five Headlands Trail, Trial Bay Gaol and Smoky Cape Lighthouse, the Slim Dusty Centre, the Macleay Valley Mountain Bike Park and the proposed Macleay Valley Adventure Park.

Housing and Place



- Deliver housing at South West Rocks, in addition to West and South Kempsey.
- · Maintain the unique character of the area's towns and villages.
- Deliver rural residential housing opportunities across the LGA including at Collombatti, Frederickton, Yarravel, Euroka, Dondingalong, Verges Creek, Crescent Head, South Kempsey, and Yarrahapinni, and investigate options at Kundabung.
- Develop opportunities to achieve a diverse range of housing products across multiple towns that are fit for purpose.



- Foster a stronger subregional identity with Port Macquarie, Coffs Harbour, Bellingen and the Nambucca Valley.
- Develop opportunities to grow local jobs associated with increased connectivity with a focus on Frederickton, Stuarts Point, West and South Kempsey.
- Co-ordinate infrastructure delivery with relevant agencies to support anticipated growth of the area, including a second bridge at West Kempsey and Kempsey Armidale Road upgrade.

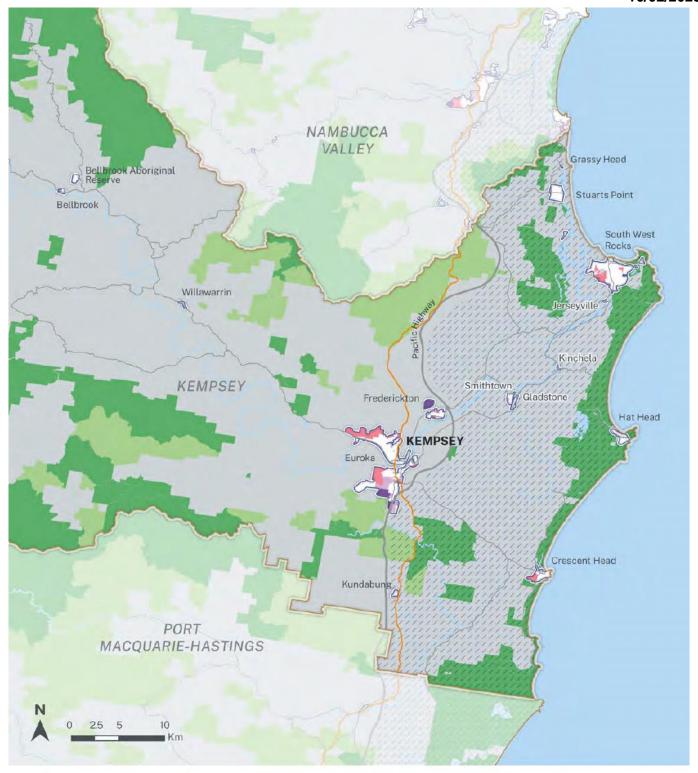


Figure 17: Urban growth area map for Kempsey LGA



Kyogle

The Kyogle LGA is located on the lands of the Bundjalung and Githabul people, the traditional custodians of the lands within its local government boundary. It has a rich history and is well known for its heritage buildings and architecture that reflect the early timber milling and agricultural ventures of the area. Kyogle is the focal centre of the area, providing local retail, commercial and community services and is experiencing increased housing, business and visitor growth, affirming its role as an important local centre.

Kyogle offers a unique and attractive point of difference in the wider Northern Rivers, with a relaxed lifestyle, World Heritage rainforest and the renowned Border Ranges, Toonumbar and Richmond Range national parks. This landscape and local character are major drawcards for tourists, particularly those seeking eco-tourism and adventure tourism experiences. Kyogle is the gateway to the rich agricultural areas in Queensland, including the Scenic Rim and Darling Downs. Additional investment in transport infrastructure is leading to sustained economic growth and enhanced connectivity with Lismore, Casino, Tweed and Bromelton in Queensland.



Regional Priorities



- Support the important local grazing, dairy, crops and horticulture industries and expand on opportunities for agribusiness and agritourism, including small scale agricultural development.
- Identify opportunities to expand nature based, adventure and cultural tourism
 and enhance visitor experiences by capitalising on natural assets within areas
 such as world heritage national parks.
- Continue to support Local Aboriginal Land Councils to maximise land opportunities and assist in economic self-determination for the local Aboriginal community.
- Maintain the liveability of Kyogle through social and community infrastructure, open space, social housing, inclusivity and cultural heritage.

Liveable and Resilient



- Support environmentally sustainable development that is responsive to climate change and natural hazards.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.

Productive and Connected



- Develop employment lands at Kyogle in conjunction with the Northern Rivers Joint Organisation to support jobs growth.
- Support the retention of important farmland throughout the LGA by encouraging agricultural diversification and promoting contemporary sustainable farming practices.

Housing and Place



- Deliver a variety of housing options in appropriate locations across Kyogle.
- Maintain the village character and rural lifestyle of Kyogle's smaller communities.
- Improve housing choice in the LGA by encouraging diversification of housing products, including smaller dwellings for the ageing population.



- Grow agricultural links along the Summerland Way and Clarence Way corridors to South East Queensland to maximise connections with national and international markets.
- Foster stronger connections and alignment with the Northern Rivers subregion, South East Queensland and the Scenic Rim through increased connectivity and advancements in digital technology.
- Maximise opportunities associated with Brisbane West Wellcamp Airport and the expansion of the Bromelton State Development Area to support Kyogle's agricultural sector.

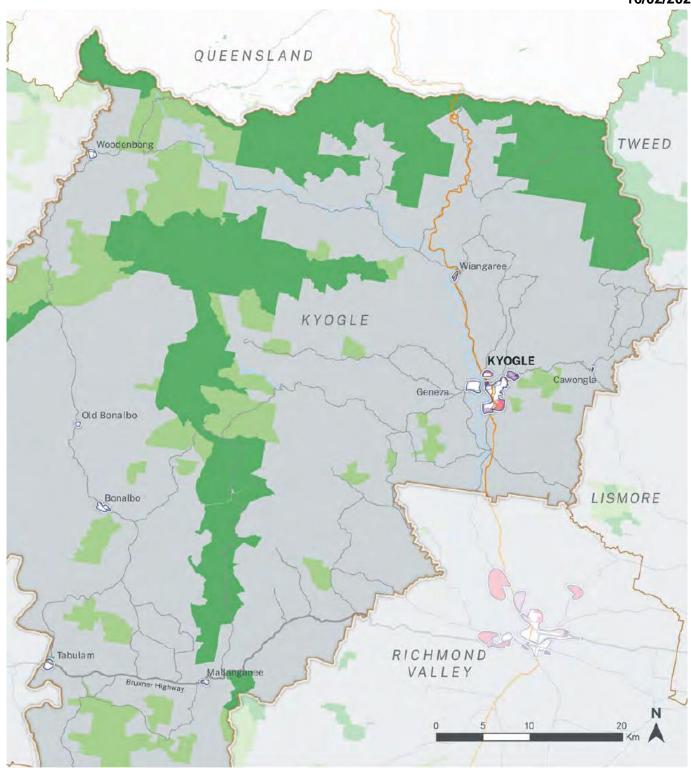


Figure 18: Urban growth area map for Kyogle LGA



Lismore

Lismore is an inland LGA located at the centre of the Northern Rivers on the lands of the Widjabal/ Wyabal people of the Bundjalung nation, the traditional custodians of the lands within its local government boundary.

Lismore provides high-level services to its residents and those from surrounding LGAs. The floods of early 2022 caused widespread physical, social and emotional damage to communities. The rebuilding and reimagining of Lismore's future will be a priority in the coming years.

Rural villages including Bexhill, Clunes, Dunoon, The Channon, Nimbin, Goolmangar, Caniaba and Wyrallah fulfil local service needs and contribute to the unique local character of the area.

The LGA includes part of the Border Ranges rainforest region, one of 15 Australian biodiversity hotspots, and supports fertile, productive land

and expansive floodplains. This rich environment underpins the area's important agricultural and tourism sectors.

Lismore has a strong economy, anchored by major retail, civic and tertiary infrastructure. Lismore Base Hospital and the Lismore campus of Southern Cross University will continue to deliver sustained growth in education and health services industries.

Lismore is supported by a flourishing creative arts scene, showcasing public art in the CBD, and hosting markets and events. Whilst Lismore regroups, temporary uses that allow this sector (and others) to operate will be important. Lismore's proximity to significant rural production areas in the Richmond Valley and Kyogle LGAs offer opportunities to activate agribusiness and leverage cross-border agricultural activities and freight transport opportunities.



Regional Priorities



Liveable and Resilient



Productive and Connected



Housing and Place



Smart, Connected and Accessible (Infrastructure)



- Expand Lismore's role as a regional city through urban renewal of the CBD, enhanced housing delivery and continuation of critical services delivery to the subregion.
- Identify opportunities to expand tourism and enhance visitor experiences associated with the Gondwana Rainforests and Border Ranges, Lismore's arts and culture scene, and the Northern Rivers Rail Trail.
- Support mitigation measures in response to climate change, including investment in green energy industries.
- Encourage environmentally sustainable development that is responsive to natural hazards, in particular flooding.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.
- Support the creation of new opportunities that capitalise on the education and health-services industry clustering with the Southern Cross University and Lismore Base Hospital precincts.
- Maximise opportunities associated with the strong local livestock and horticulture sectors to encourage new opportunities for agribusiness and agritourism.
- Protect the on-going viability of important farmland areas while allowing sustainable practices and other compatible uses on agricultural land across the LGA.
- Support the development of employment lands, including commercial and industrial employment opportunities such as retail sharing outside the Lismore CBD.
- Support realignment works on the Bruxner Highway to improve east-west connectivity.
- Deliver housing across Lismore, including at North Lismore and Goonellabah, with additional housing in appropriate urban investigation areas.
- Support the delivery of enhanced housing diversity including medium density housing, affordable housing and housing appropriate to the climate of the region.
- Grow stronger connections and alignment with the Northern Rivers subregion and South East Oueensland.
- Maximise opportunities associated with Brisbane West Wellcamp Airport and the expansion of the Bromelton State Development Area to support Lismore's agricultural sector.

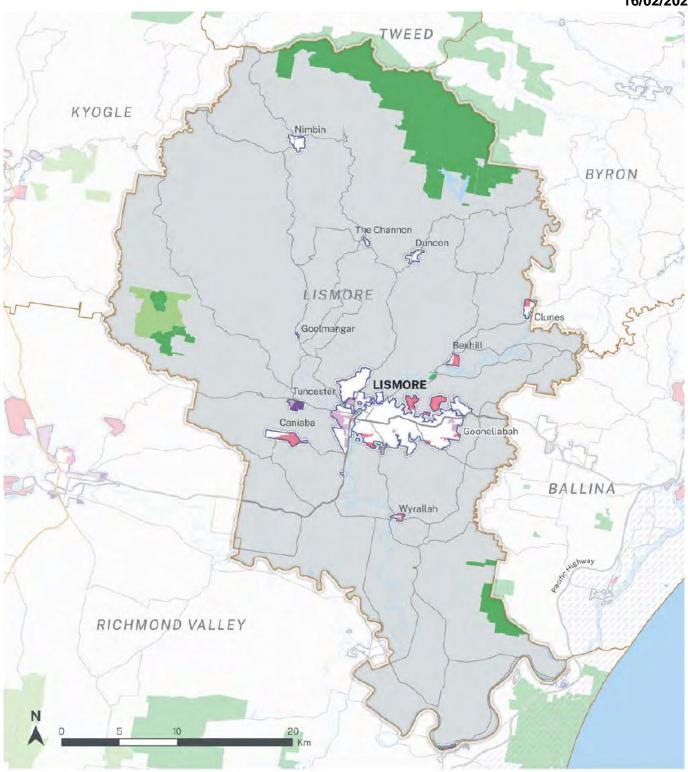


Figure 19: Urban growth area map for Lismore LGA

LGA boundary

Urban growth area



Growth areas show the boundaries of urban areas and as such, identify both existing and proposed urban lands. Not all land identified within the growth area can be developed for urban uses. All sites will be subject to more detailed investigations to determined capacity and future yield. Land that is subject to significant natural hazards, environmental constraints and or servicing constraints will be excluded from development.

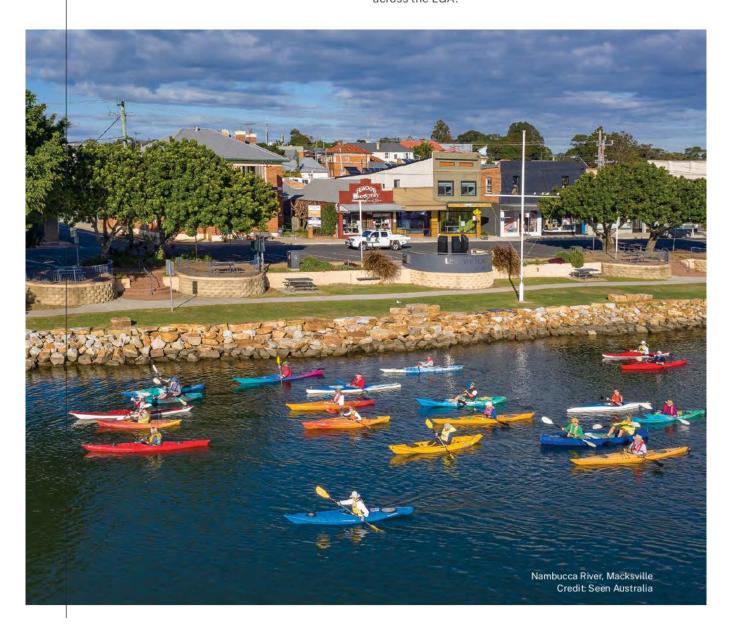
Nambucca

The Nambucca Valley LGA is located on the lands of the Gumbaynggirr and Dunghutti people, the traditional custodians of the lands within its local government boundary.

The Nambucca Valley has important scenic and ecological values, including pristine coastal waters, the Gaagal Wanggaan (South Beach), Yarriabini and Dunggir national parks, parts of the New England Plateau, and the Nambucca River and Taylors Arm floodplains. Macksville is the main centre, providing essential retail, commercial and community services. Housing and jobs are also located at Nambucca Heads, Valla and Bowraville.

The shire has a strong economy based on tourism, agribusiness and manufacturing, assisted by competitive land values and strong industry networks which will increase the diversity of industry sectors.

Nambucca has strong links with Coffs Harbour which provide residents access to a variety of higher-order employment, health and education services. Opportunities also exist for Nambucca to support Coffs Harbour through the availability of additional employment lands. Enhanced connectivity as a result of the Pacific Highway upgrade and digital technology has strengthened this relationship and will support future growth across the LGA.



Regional Priorities



Liveable and Resilient



Productive and Connected



Housing and Place



Smart, Connected and Accessible (Infrastructure)



- Enhance liveability for current and future residents of the Nambucca Valley through infrastructure investment and opportunities available from existing assets.
- Identify agribusiness opportunities that harness the flourishing dairy, beef, blueberry, and macadamia industries.
- Identify opportunities to expand tourist activities at coastal destinations, heritage tourism at Bowraville, agritourism and Aboriginal cultural tourism.
- Support environmentally sustainable development that is responsive to climate change and natural hazards, in particular flood risk.
- Protect important environmental assets to support the tourism sector and centres such as Nambucca Heads, Valla Beach, Bowraville and Scotts Head.
- Deliver job opportunities by supporting Nambucca Valley's growing economy and diverse industrial base.
- Promote sustainable uses of important farmland and direct non-agricultural growth towards Macksville, Nambucca, Bowraville, Valla and Scotts Head.
- · Develop employment lands at Macksville, Bowraville and Valla.
- Deliver additional housing at Macksville, Valla, Scotts Head, Nambucca Heads and Bowraville.
- Enhance the variety of housing options across Nambucca Valley, including additional social and affordable housing, and housing for the local Aboriginal community that are fit for purpose.
- Support rural residential housing opportunities in appropriate locations.
- Foster stronger connections and alignment with the regional city of Coffs Harbour and other surrounding LGAs such as Bellingen and Kempsey.
- Increase infrastructure investment to support the growing population, utilising improved digital technology.

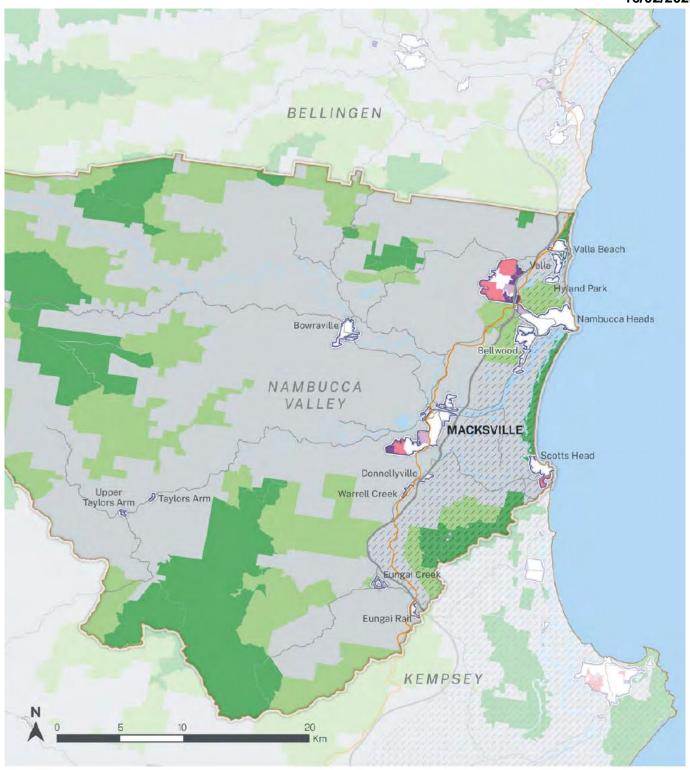


Figure 20: Urban growth area map for Nambucca Valley LGA



Growth areas show the boundaries of urban areas and as such, identify both existing and proposed urban lands. Not all land identified within the growth area can be developed for urban uses. All sites will be subject to more detailed investigations to determined capacity and future yield. Land that is subject to significant natural hazards, environmental constraints and or servicing constraints will be excluded from development.

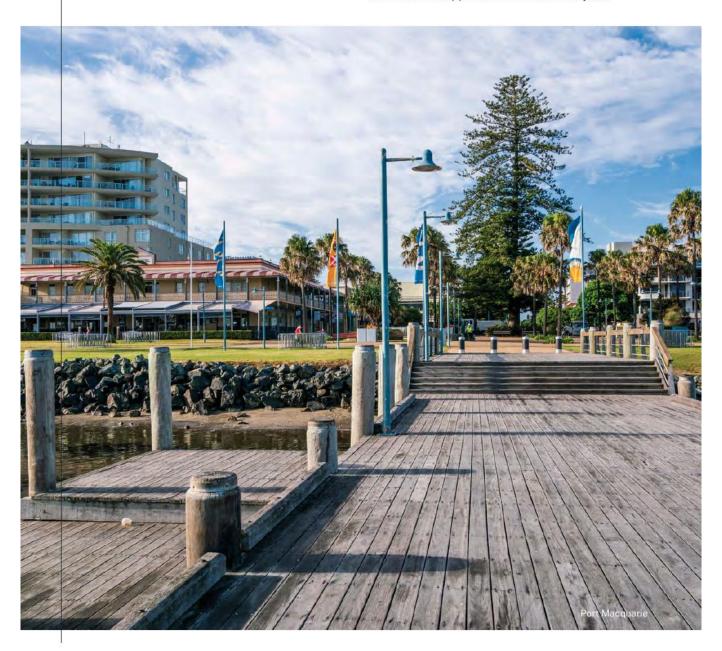
Port Macquarie-Hastings

The Port Macquarie-Hastings LGA is located on the lands of the Birpai people, the traditional custodians of the lands within its local government boundary.

Port Macquarie-Hastings is the southern gateway to the North Coast. Its diverse and high quality environment underpins the local economy, and continues to attract new residents and visitors. Port Macquarie is a regional city with a thriving cultural and civic centre, accommodating a distinctive mix of retail, commercial, tourism, entertainment and cultural activities.

Coastal and rural centres, such as Lake Cathie, Bonny Hills, Laurieton and Wauchope, will continue to provide local jobs and lifestyle housing options, whilst embracing their unique character and heritage value.

The area has a diverse and vibrant economy as a result of ongoing investment in the health, education, agriculture and aviation sectors. The Port Macquarie Base Hospital, the growth of the Charles Sturt University Campus, and the increasing capacity of the Port Macquarie Airport and associated future airport business park will increase local opportunities and deliver jobs.



Regional Priorities



- Protect, conserve and enhance local biodiversity, natural waterways and aquatic habitats, ecological communities and areas of high environmental value.
- Plan and deliver all forms of local and state infrastructure across all levels of government in anticipation of projected housing and jobs growth.
- Sustainably deliver housing diversity and regional density targets close to employment across the LGA.
- Maximise Port Macquarie's role as a sustainable, compact green and blue regional city, with a distinctive and fully integrated city heart.

Liveable and Resilient



- Support environmentally sustainable development that is responsive to climate change and natural hazards such as coastal erosion, drought, flooding, bushfire and sea-level rise.
 - Ensure future water and food security across the LGA.
- Retain and protect threatened and endangered species with a focus on protecting and growing the largest coastal koala population in NSW.

Productive and Connected



- Drive opportunities for investment in existing and emerging industry sectors to activate existing business precincts and employment lands.
- Foster industry excellence, innovation, and economic development opportunities in the LGA's key health and education anchor industries.
- Protect the LGA's farmland and encourage regenerative and sustainable agricultural practices and initiatives to support the development of the agricultural sector and agribusiness.
- Expand year-round tourism opportunities including accessible eco-tourist, agritourist and Aboriginal cultural experiences, diversification of events, and adequate facilities to support conferences and longer-term holidaymakers.

Housing and Place



- Encourage uptake of available greenfield land in the R1 zone to relieve current housing pressure and drive sustainable and efficient use of existing infrastructure.
- Investigate and deliver innovative housing solutions to ensure housing diversity, including increased affordable and social housing, additional infill, and housing that caters to the LGA's ageing population and supports workers in key service industries such as health, aged care, and hospitality.
- Deliver a compact regional city and towns, villages and rural communities that respect their natural environment, history, Aboriginal culture, and character.

Smart, Connected and Accessible (Infrastructure)



- Grow community connectivity through sustainable infrastructure and smart/ digital technology within and between centres within the LGA.
- Strengthen social and economic links with neighbouring LGAs to the north, south and west.

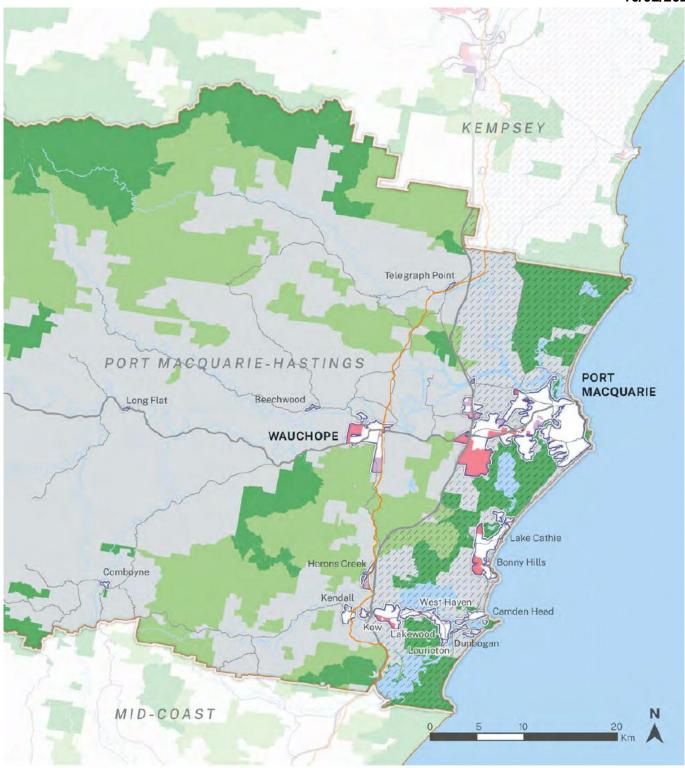


Figure 21: Urban growth area map for Port Macquarie-Hastings LGA



Growth areas show the boundaries of urban areas and as such, identify both existing and proposed urban lands. Not all land identified within the growth area can be developed for urban uses. All sites will be subject to more detailed investigations to determined capacity and future yield. Land that is subject to significant natural hazards, environmental constraints and or servicing constraints will be excluded from development.

Richmond Valley

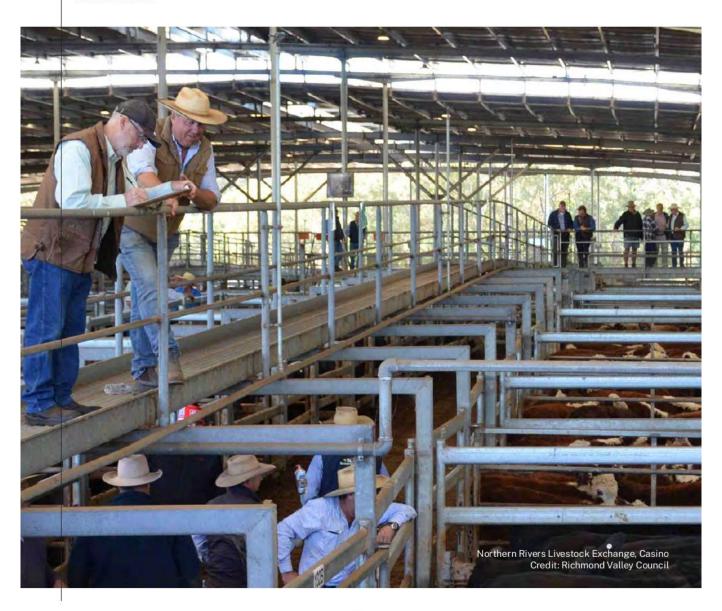
The Richmond Valley LGA is located on the traditional lands of the Bundjalung people and extends from the coastline at Evans Head to the foothills of the Great Dividing Range, interspersed with state forests, national parks and nature reserves. Its strategic location with the Pacific Motorway, Summerland Way and the Bruxner Highway provides ample opportunity to access economic markets in neighbouring LGAs and South East Queensland.

Casino is the largest settlement in the Richmond Valley and a focal point for the region's beef industry. Casino is a growing centre for manufacturing and food production industries and hosts the largest abattoir and livestock exchange in Northern NSW.

Other centres in the Richmond Valley, such as Woodburn, Evans Head, Broadwater, New Italy, Rappville, Coraki and Rileys Hill, provide rural lifestyle and coastal living opportunities.

These centres support economic diversity through strong retail and service sectors and a growing tourism industry. Richmond Valley's Regional Job Precinct will further increase future investment into the area's agricultural and manufacturing industries.

The LGA also has a number of important environmental assets including beaches, significant rivers, creeks and hinterland area, which will continue to attract visitors and residents.



Regional Priorities



- Expand the local agricultural industries including sugar, beef, dairy, tea tree and soya beans, and explore opportunities to value add to agricultural industries, such as alternative meat products.
- Expand tourism through a whole-of-destination approach, a strengthened brand identity and private sector investment, with a focus on the Northern Rivers Rail Trail and agritourism, as well as traditional holiday markets.
- Leverage the new Regional Job Precinct to continue to expand new employment and housing opportunities in both Casino and the broader LGA.

Liveable and Resilient



- Improve water quality and security in the Richmond Valley to better accommodate growth, and the peak visitor season.
- Support environmentally sustainable development that is responsive to climate change and natural hazards, in particular bushfire and flood risk.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.

Productive and Connected



- Deliver new and diverse employment opportunities across the LGA.
- Protect the ongoing viability of important farmland across the LGA to sustainably enable agricultural growth.
- Support the development of the Regional Job Precinct, with a focus on food production, manufacturing and alternative energy.

Housing and Place



- Deliver new housing in appropriate locations, in line with new economic and employment opportunities.
- Enhance the variety of housing options available across Richmond Valley, ensuring there is adequate housing supply that meets demographic need.
- Retain and support the unique character of local towns and villages.

Smart, Connected and Accessible (Infrastructure)



- Foster stronger connections and alignment with the Northern Rivers subregion.
- Grow agricultural and freight links to South East Queensland.
- Improve access to reliable broadband and telecommunications services.

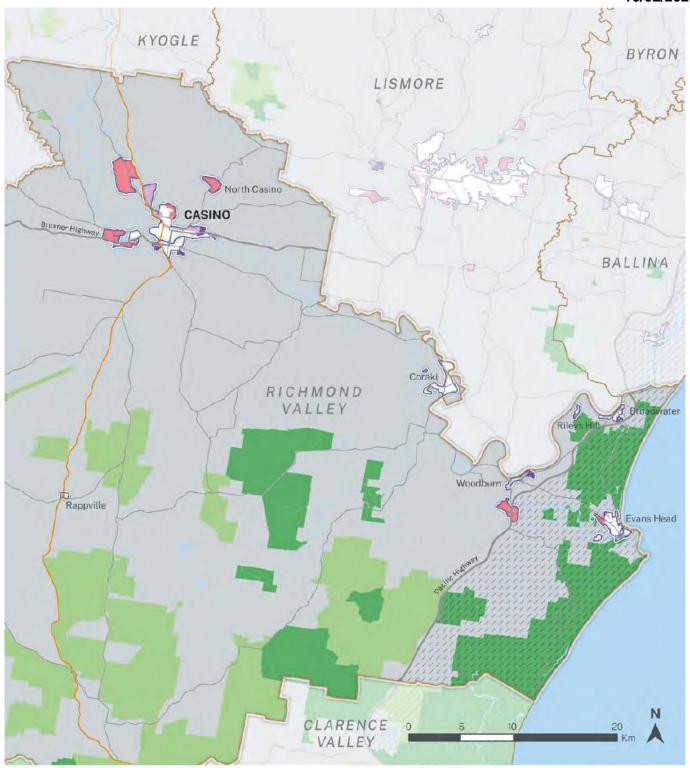


Figure 22: Urban growth area map for Richmond Valley LGA



Growth areas show the boundaries of urban areas and as such, identify both existing and proposed urban lands. Not all land identified within the growth area can be developed for urban uses. All sites will be subject to more detailed investigations to determined capacity and future yield. Land that is subject to significant natural hazards, environmental constraints and or servicing constraints will be excluded from development.

Tweed

Tweed Shire LGA is located on the lands of the Bundjalung people, the traditional custodians of lands that extend from Grafton on the Clarence River in the south to the Logan River in the north and inland as far as the Great Dividing Range at Tenterfield and Warwick.

The Tweed Shire bridges the North Coast Region and South East Queensland, and is one of the fastest growing areas in the region. Murwillumbah, Kingscliff and Tweed Heads are the key centres of the shire, with Kingscliff becoming increasingly important as its strong growth continues, and Tweed Heads servicing the shire as its regional city.

Tweed residents will continue to access high quality services and facilities from both sides of the NSW-Queensland border. Local services and facilities are provided at Tweed Heads, Casuarina, Cabarita, Pottsville, Murwillumbah, Fingal Head, Chinderah, Uki and Chillingham.

The coastal settlements of the Tweed Shire have experienced some of the strongest growth on the North Coast with projected growth in the urban release areas of Cobaki, Kings Forest and Dunloe Park. The popularity of the Tweed coast is expected to continue, particularly as opportunities for greenfield housing on the Gold Coast become more limited.

The Tweed Shire is recognised for its idyllic coastline, iconic natural environment and contains the Mount Warning Caldera, World Heritage listed rainforests and dramatic mountain ranges. This environment, and the Tweed's proximity to the nationally significant tourist area of the Gold Coast, will support ongoing growth in the tourism industry.



Regional Priorities



- Manage and support growth across the LGA and implement the Regional City Action Plan for Tweed Heads.
- Balance growth in the new housing areas of Cobaki and Kings Forest in conjunction with the urban renewal of Tweed Heads, Kingscliff and Murwillumbah.
- Support regenerative agricultural practices which support the development of the agricultural sector and local food production systems.
- Continue to promote nature-based and ecotourism opportunities associated with the various national parks, the Northern Rivers Rail Trail and the coastline, and identify opportunities available with agritourism and the Brisbane 2032 Olympics.

Liveable and Resilient



- Support Tweed Shire's move toward net zero through low emissions development and transport solutions, and by embedding principles of the circular economy and maximising resource recovery.
- Provide support to adapt to climate change, particularly in key risk areas such as water security, infrastructure resilience and coastal management to address storm surges and sea level rise.
- Support environmentally sustainable development that is responsive to natural hazards.
- Retain and protect local biodiversity through effective management of environmental assets and ecological communities.

Productive and Connected



- Foster the growth of knowledge-based and education industries within the Southern Cross University and where enabling land uses or infrastructure is present.
- Capitalise on opportunities associated with the new Tweed Valley Hospital.
- Deliver new employment and business park opportunities at Kingscliff, Pottsville, Tweed Heads south and South Murwillumbah, and encourage the development of airport related and tech business in the Cobaki release area.
- Identify emerging trends affecting work in the Tweed and develop a robust, contemporary and enabling policy framework to foster employment growth.
- · Encourage employment and mixed use clustering.

Housing and Place



- Enhance housing diversity by increasing housing density in the centres and encouraging a range of housing products.
- Deliver housing across the LGA to meet impending growth from South East Queensland.
- Prioritise the delivery of affordable housing to support workers in key service industries.

Smart, Connected and Accessible (Infrastructure)



- Foster stronger alignment and integration with the Southern Gateway Regional Economic Cluster in South East Queensland and the Northern Rivers subregion.
- Collaborate with South East Queensland on the Gold Coast Airport precinct masterplan.
- Identify barriers to economic growth and essential infrastructure delivery between South East Queensland and Northern NSW.

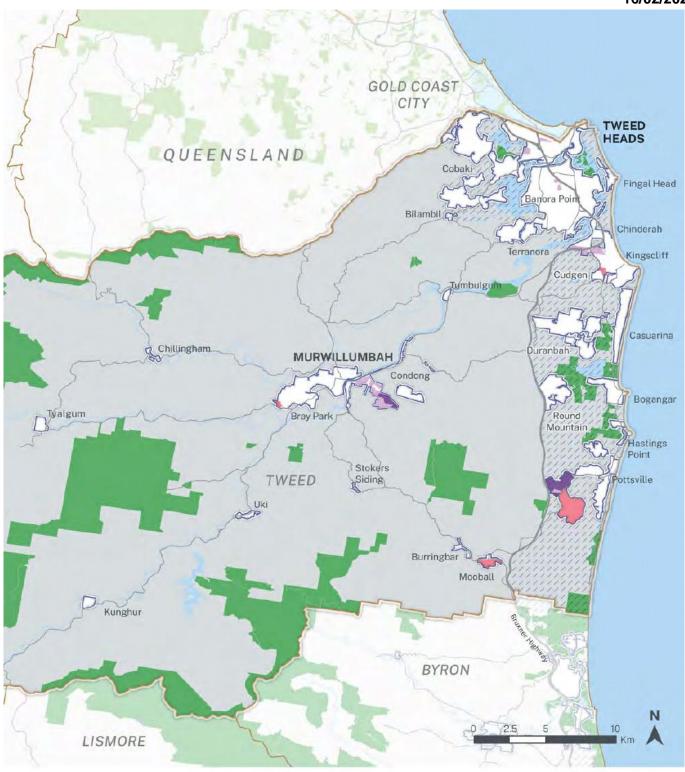


Figure 23: Urban growth area map for Tweed LGA



Growth areas show the boundaries of urban areas and as such, identify both existing and proposed urban lands. Not all land identified within the growth area can be developed for urban uses. All sites will be subject to more detailed investigations to determined capacity and future yield. Land that is subject to significant natural hazards, environmental constraints and or servicing constraints will be excluded from development.

APPENDIX A:

Settlement Planning Guidelines

Key Strategy Aims	Principles					
Identify growth needs and opportunities	Land use strategies will:					
	a. Establish the need for any planned areas of urban growth, based on Department of Planning and Environment (DPE) population projections. Councils may wish to use the full range of population scenarios to give an idea of the different possible futures that might arise. Councils also have the option of using population projections from other sources, provided DPE's projections are included as a baseline.					
	 Include a land use supply and demand overview, including an estimate of supply in developed or developing areas. Rural residential development will be considered a component of residential supply. 					
	c. Provide a summary of growth options, including urban infill and no growth options. Where practical, consider growth options outside the LGA.					
	d. Identify urban growth planning priorities based on an assessment of supply and demand and the relative suitability and serviceability of areas for urban growth.					
Identify and direct suitable land to accommodate planned growth	Where urban growth is proposed:					
	 New greenfield areas should be located adjacent to existing urban settlements to minimise travel and promote sustainability. 					
8.0	f. New greenfield areas must be able to be serviced by community services and key infrastructure, including water, sewer, road and waste services.					
	g. New greenfield areas should avoid land that is affected by key constraints, such as areas of high environmental value, high water quality sensitivity, cultural, and heritage significance and/or areas affected by natural hazards such as flooding or high bushfire risk.					
	 New greenfield areas should avoid and manage the potential for land use conflicts with existing and likely future adjoining use and infrastructure, including road and rail freight corridors, important farmland, and productive resource lands. 					

Key Strategy Aims	Principles
Determine the required structure for future development	Where urban growth is proposed:
	 Structure Plans should be considered to provide a framework to coordinate development in new greenfield areas.
	j. New greenfield areas should be located to provide links to adjoining areas to ensure new areas are well integrated and maximise efficiency and shared use of services and facilities.
	 Planning should provide for a mix of compatible land uses and create walkable communities consistent with the settlement hierarchy.
	 Planning should provide for local services that meet the day-to-day needs of residents, including areas for open space and recreation.
	m. The location and scale of new employment zones should not undermine the viability of existing centres and the maintenance of strong multi-functional central business precincts.
Encourage locally	Land use strategies and plans will:
responsive, sustainable design	 Recognise, protect and be compatible with any unique topographic, natural or built cultural features essential to the visual setting, character, identity, or heritage significance of the area.
	 Ensure the latest and best available information in relation to hazards and climate change is taken into account to identify urban growth areas.
	 Support a variety of dwelling types and a choice in location, form and affordability.
	q. Locate development to promote clustering of compatible land uses that support catalyst investments to maximise social and economic benefits.
	r. Design and locate rural residential release areas to promote clustering.
	s. Design and locate development to maximise total water cycle management and promote passive environmental design principles. Water sensitive urban design techniques should be incorporated into the design of dwellings, streets, parking areas, subdivisions and multi-unit, commercial and industrial developments.
	t. Provide for local services that meet the day-to-day needs of residents and areas for open space and recreation.
	 Design and locate development to minimise the need to travel, maximise the opportunity for efficient public transport, active transport, and pedestrian access options, and encourage energy and resource efficiency.

APPENDIX B:

Urban Growth Area Variation Principles

Urban Growth Area			
Policy	The variation needs to be consistent with the objectives and outcomes in the North Coast Regional Plan 2041 and should consider the intent of any applicable Section 9.1 Direction, State Environmental Planning Policy and local growth management strategy.		
Infrastructure	The variation needs to consider the use of committed and planned major transport, water and sewerage infrastructure, and have no cost to government. The variation should only be permitted if adequate and cost effective infrastructure can be provided to match the expected population.		
Environmental and heritage	The variation should avoid, minimise and appropriately manage and protect any areas of high environmental value and water quality sensitivity, riparian land or of Aboriginal and non-Aboriginal heritage.		
Avoiding Risk	Risks associated with physically constrained land are identified and avoided, including:		
	flood prone		
	bushfire-prone		
	highly erodible		
	severe slope, and		
	acid sulfate soils.		
Coastal Strip	Only minor and contiguous variations to urban growth areas will be considered within the coastal strip due to its environmental sensitivity and the range of land uses competing for this limited area.		
Land Use Conflict	The variation must be appropriately separated from incompatible land uses, including agricultural activities, sewerage treatment plants, waste facilities and productive resource lands.		
Important Farmland	The planning area is contiguous with existing zoned urban land and the need and justification is supported by a sound evidence base addressing agricultural capability and sustainability and is either for:		
	 a minor adjustment to 'round off an urban boundary', or 		
	 if demonstrated through a Department approved local strategy that no other suitable alternate land is available, and if for housing, that substantial movement has been made toward achieving required infill targets within existing urban growth area boundaries. 		

Glossary

Active transport

Transport that is human powered, such as walking, cycling or using a wheelchair.

Affordable housing

Housing for very low-income households, low income households or moderate income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument.

Agent of Change

Principle which requires a person or business introducing a new land use to be responsible for managing the impact of the proposed change.

Agribusiness

A business which earns most or all of its revenues from agriculture. An agribusiness could include food and fibre production, agrichemicals, seed supply, farm machinery wholesale and distribution, freight, logistics, processing, marketing, and retail sales.

Biodiversity

Biodiversity describes the variety of life on Earth. The life forms, the different plants, animals and microorganisms, the genes they contain and the ecosystems they form. It is usually considered at three levels: genetic diversity, species diversity and ecosystem diversity.

Biodiversity corridor

An identified area of land that connects flora and fauna populations, separated by human developments and activities, for the purpose of increasing the biodiversity of an area.

Central business district

The main cluster of businesses found within a town or city.

Circular economy

The circular economy model redesigns current linear systems (take-make-waste) to a closed loop or circular system which maximises resource efficiencies, reduces waste and improves natural systems.

Circular economy activities

Circular economy activities are defined as any activities associated with the operation of Circular Economy infrastructure. Circular Economy activities may also encompass the use of materials produced from Circular Economy Infrastructure, including recovered materials, repaired goods, leased products etc.

Circular economy hub

A circular economy hub is a collection of businesses that come together on one site so that the byproducts of business can be used as a resource (including material, energy or water) in another business closing the loop on material use.

Circular economy infrastructure can encompass facilities that store, transfer, sort, reprocess or repurpose materials and goods to retain their productive value and prevent their disposal to landfill. Examples of circular economy infrastructure includes reuse and repair facilities, sharing and leasing facilities, reverse vending machines, community recycling centres, collection points for producer responsibility schemes, water reuse schemes, material bulking, sorting, storing facilities, material reprocessing and remanufacturing, washing or pelletising facilities, reverse logistics facilities, energy from waste (thermal), anaerobic digestion and chemical treatment of waste etc.

Circular Economy infrastructure also includes the waste and resource recovery facilities as defined in the Standard Instrument such as resource recovery facilities, transfer stations, and compost facilities.

Climate change

A change in the state of climate that can be identified by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer (Garnaut Review, 2008).

Climate refugia

Areas where species can retreat to and persist in under changing environmental conditions. Refugia are areas that maintain favourable climatic conditions absent in the surrounding landscape, thereby safeguarding the persistence of biodiversity. There are two key types of refugia, termed internal and external, and are determined by their spatial relationship with species' known distributions. Climate refugia data can be accessed at nswclimaterefugia.net together with associated explanatory reports.

Coastal Strip

Comprises land east of the Pacific Highway alignment plus the urban areas of Tweed Heads around the Cobaki Broadwater and for Coffs Harbour, land to the east of Dirty Creek, Upper Corindi, Bucca, Karangi, Upper Orara and Bonville.

Contiguous

Means touching, in contact with, in close proximity, near. The need for contiguous areas is to assist with diversity, resilience, economies of scale and freedom from conflicts in non urban areas.

Employment lands

Employment lands are areas zoned for industrial or similar purposes in planning instruments. They are generally lower density employment areas, and provide the essential space for the delivery of:

- utilities and urban services, including depots, repair trades and service centres,
- goods including the research, design and manufacturing of goods through to their warehousing, distribution and sale.

Existing urban areas

Land zoned for an urban purpose, excluding greenfield release areas.

Greenfield areas

Also referred to as urban release areas, these terms refer to new housing and or employment areas on land that has not been previously developed or used for urban purposes.

Greenfield housing

Refers to new housing developments on land that has not been previously developed or used for other urban purposes. Release areas typically include greenfield housing.

Green infrastructure

The network of green spaces, natural systems, and semi-natural systems that support sustainable communities and includes waterways; bushland; tree canopy and green ground cover; parks; and open spaces that are strategically planned, designed, and managed to support a good quality of life in an urban environment.

Housing affordability

Refers to the capacity of individuals or households to enter the rental and privately-owned housing markets.

Housing density

Is a measure of how intensively a residential area is developed. It is normally measured as the number of dwellings per hectare. Housing density can be low (<15dw/ha), medium (16-60 dw/ha) or high (>60dw/ha).

Housing diversity

Refers to the mix of housing types such as detached dwellings, boarding houses, dual occupancies, group homes, hostels, multi-dwelling housing, residential flat buildings, secondary dwellings, semi-detached dwellings, seniors housing and shop top housing.

Infill development

Development in areas already used for urban purposes. This includes the re-use of a site within the existing urban footprint for new housing, businesses or other urban development.

Important Farmland

Also referred to as Important Agricultural Land, State Significant Farmland or Regionally Significant Farmland. Is high quality agricultural land identified by the Mid North Coast Farmland Mapping Project Final Recommendations Report 2008, Northern Rivers Farmland Protection Project Final Recommendations February 2005 and infill mapping undertaken for the western side of Kyogle Shire in 2019.

Intensive agribusiness

Relates to agriculture activities such as horticulture, irrigated crops, glass housing, feedlots, poultry farms and the like, that rely on high levels of inputs such as labour and capital to increase yield.

Knowledge-based industries

Trends and activities that increasingly depend on knowledge, information and highly skilled personnel and organisation, meeting an increasing need for ready access to all these by business and public sectors (OECD, 2005).

Local centres

Local centres provide services such as shopping, dining, health and personal services to meet the daily and weekly needs of the local community. They are smaller than the metropolitan, regional, and strategic centres.

Local Plans (Local Environmental Plans or Development Control Plans)

Statutory and non-statutory plans prepared by council for a local government area to guide planning decisions by local councils. Through the use of land zoning and other development controls, a local plan is typically the main mechanism for determining the type and amount of development which can occur on each parcel of land in NSW. Local plans are the main planning tool that shapes the future of communities and ensures local development is appropriate.

Local Strategic Plans

Includes the preparation of Local Strategic planning statements, local housing strategies, employment land or retail studies, and other activities undertaken to support the development of local plans or local strategic planning statements.

Mixed-use area

Areas that facilitate a mixture of commercial, retail, residential and other land uses.

Multi dwelling / small lot housing

Dual occupancies, apartments, townhouses, villas or dwellings on lots less than 400 square metres.

Nature-based tourism

Tourism based on the natural attractions of an area. Examples include birdwatching, photography, stargazing, camping, hiking, hunting, fishing, scuba diving, surfing, mountain biking, wakeboard and water skiing.

North Coast region

The Local Government Areas (LGAs) of Tweed, Byron, Ballina, Lismore, Kyogle, Richmond Valley, Clarence Valley, Coffs Harbour, Bellingen, Nambucca, Kempsey and Port Macquarie-Hastings.

Planning Area

The footprint of the proposed area to be developed or rezoned.

Population projections

The outcomes of applying a set of assumptions about future growth and change to a base of population, dwellings or employment. For example, for population: at the broader regional level, those assumptions are about fertility, mortality and migration at the local level, the assumptions are about land supply and development timing. Projection assumptions reflect the policy in place and other circumstances existing or expected at the time of their preparation. Changes in policy and other circumstances, may influence a different outcome.

Public spaces

Are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive.

Regional city

Centres with the largest commercial component of any location in the region and that provides a full range of higher-order services, including hospitals and tertiary education services. Tweed, Lismore, Coffs Harbour and Port Macquarie are the regional cities of the North Coast.

Resilience

Resilience is the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience (100 Resilient Cities).

Round Off an Urban Growth Boundary

Refers to land on the edge of existing zoned urban land which can be considered for inclusion within the urban growth boundary and is not incompatible with the surrounding environment and agricultural land uses.

Smart Technology

Self-Monitoring Analysis and Reporting Technology, which is technology that provides cognitive awareness to objects, by making use of advanced technologies like internet of things, artificial intelligence, machine leaning and big data.

Social housing

Rental housing provided by not-for-profit, non-government or government organisations to assist people who are unable to access suitable accommodation in the private rental market. Social housing includes public and community housing, as well as other services and products.

Strategic centre

Centres with significant commercial components and a range of higher-order services. The Strategic Centres are higher order than local centres but smaller than regional cities and are Ballina and Grafton.

Sustainability

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Urban land

Land that is zoned under any of the following land use zones:

- · Zone R1 General Residential
- · Zone R2 Low Density Residential
- · Zone R3 Medium Density Residential
- · Zone R4 High Density Residential
- · Zone R5 Large Lot Residential
- · Zone B1 Neighbourhood Centre
- · Zone B2 Local Centre
- Zone B3 Commercial Core
- · Zone B4 Mixed Use
- · Zone B5 Business Development

- · Zone B6 Enterprise Corridor
- · Zone B7 Business Park
- · Zone B8 Metropolitan Centre
- · Zone IN1 General Industrial
- · Zone IN2 Light Industrial
- · Zone IN3 Heavy Industrial
- Zone IN4 Working Waterfront
- Zone SP3 Tourist
- Zone RU5 Village

Agency abbreviations

DPE - Department of Planning and Environment

DPI-NSW Department of Primary Industries

DPIE-NSW Department of Planning, Industry and Environment

DRNSW-NSW Department of Regional NSW

TfNSW - Transport for NSW

References

- 1 2022 DPIE Population Projections.
- ${\bf 2} \quad {\bf State of \ New \ South \ Wales \ (Department \ of \ Planning, \ Industry \ and \ Environment, \ 2020)}.$

Planning and Environment

dpe.nsw.gov.au

Postal Address: Department of Planning and Environment Locked Bag 5022 Parramatta NSW 2124

Street Address: 4 Parramatta Square 12 Darcy Street Parramatta NSW 2150



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



Ferry Patronage Data Summary

	Settlement Point Ferry									
2022 Vehicle Movement Data - Weekdays (Monday to Friday, non-holiday periods)										
Operating	Average Number of Vehicles per Trip									
Hours	Febr	uary	June		November		December		Average	
Hours	North	South	North	South	North	South	North	South	North	South
6am-7am	2.5	6.6	2.3	6.1	2.4	7.1	3.2	8.0	2.5	6.9
7am-8am	4.8	9.8	4.0	9.5	4.5	10.2	5.9	9.8	4.7	9.8
8am-9am	5.3	12.9	4.1	13.8	4.6	14.0	6.0	14.5	4.9	13.7
9am-10am	6.2	8.1	6.1	7.2	6.1	7.4	5.6	8.9	6.0	7.8
10am-11am	11.8	12.2	9.4	10.8	9.8	11.1	11.1	13.1	10.5	11.6
11am-12pm	13.3	12.3	10.1	10.7	11.4	11.2	12.9	13.6	11.8	11.8
12pm-1pm	12.1	11.0	11.1	10.0	12.2	9.9	13.6	11.7	12.1	10.5
1pm-2pm	12.7	11.4	10.3	9.2	10.4	10.1	12.5	12.8	11.3	10.7
2pm-3pm	8.7	8.8	7.7	7.5	7.7	7.5	9.6	9.4	8.3	8.1
3pm-4pm	10.1	7.0	9.5	6.4	8.6	6.0	10.7	6.8	9.6	6.5
4pm-5pm	10.3	5.4	10.1	5.2	9.9	5.3	12.6	6.3	10.5	5.5
5pm-6pm	8.2	4.3	8.4	3.8	8.6	3.9	9.3	4.8	8.6	4.1
6pm-7pm	5.4	2.8	4.5	2.1	5.3	2.3	5.4	2.9	5.1	2.5

	Hibbard Ferry									
2022 Vehicle Movement Data - Weekdays (Monday to Friday, non-holiday periods)										
Operating		Average Number of Vehicles per Trip								
Hours	Febr	uary	June		November		December		Average	
Hours	North	South	North	South	North	South	North	South	North	South
6am-7am	2.5	3.6	2.1	4.4	2.5	5.2	2.4	4.3	2.4	4.4
7am-8am	2.5	6.1	1.9	6.3	2.8	7.8	3.2	6.7	2.5	6.8
8am-9am	3.1	10.2	3.3	8.4	3.3	8.5	3.5	7.5	3.3	8.7
9am-9.50am	5.2	5.8	4.4	5.3	4.7	5.9	4.0	6.2	4.6	5.7
10am-11am	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
11am-12pm	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
12pm-1pm	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1pm-2pm	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2pm-3pm	4.6	5.3	4.2	5.4	5.1	6.4	4.3	6.4	4.6	5.9
3pm-4pm	7.1	5.8	7.0	5.0	6.6	4.8	7.0	5.0	6.9	5.1
4pm-5pm	6.9	3.6	7.2	3.3	7.6	3.3	8.2	3.4	7.4	3.4
5pm-6pm	5.8	2.1	6.0	2.7	7.4	2.5	6.6	2.2	6.4	2.4
6pm-6.50pm	2.6	1.3	3.4	0.9	4.5	1.5	3.1	1.1	3.4	1.2

Hibbard Ferry Vehicle Movement Data					
2021/22 Financial Year - Weekdays 6.00am - 6.30am					
(Monday t	(Monday to Friday, non-holiday periods)				
Number of Vehicles	Total Number of				
per Trip	Ferry Trips 2021/22	% of Total Trips			
0	54	4.7%			
1	154	13.4%			
2	204	17.8%			
3	174	15.2%			
4	181	15.8%			
5	152	13.3%			
6	82	7.2%			
7	63	5.5%			
8	24	2.1%			
9 or more	57	5.0%			
Total	1145	100.0%			

Settlement Point Ferry Vehicle Movement Data					
School Holidays, December 21st - 31st 2022					
Operating Hours	Average Number of Vehicles per Trip				
Operating riours	North	South			
6am-7am	1.7	3.9			
7am-8am	3.5	6.4			
8am-9am	6.1	9.2			
9am-10am	9.7	10.9			
10am-11am	14.3	13.8			
11am-12pm	15.7	14.0			
12pm-1pm	14.3	12.3			
1pm-2pm	11.6	9.8			
2pm-3pm	10.6	9.0			
3pm-4pm	11.8	8.4			
4pm-5pm	10.7	7.0			
5pm-6pm	8.3	8.7			
6pm-7pm	6.2	4.9			

Hibbard Ferry Vehicle Movement Data School Holidays, December 21st - 31st 2022					
Operating Hours	Average Number of Vehicles per Trip				
Operating Hours	North	South			
6am-7am	2.2	3.4			
7am-8am	2.7	5.5			
8am-9am	2.6	5.4			
9am-10am	4.5	6.2			
10am-11am	4.9	7.1			
11am-12pm	6.5	8.4			
12pm-1pm	6.8	5.9			
1pm-2pm	6.4	5.4			
2pm-3pm	7.0	4.3			
3pm-4pm	6.8	5.0			
4pm-5pm	6.8	3.9			
5pm-6pm	5.1	2.8			
6pm-7pm	3.3	2.0			

Tree Management Budget Options

Option 1:

- Additional (one-off) capital budget increase of \$720,000 to engage external contractors to complete <u>all current</u> (369 tasks equating to 891 trees) outstanding Very High and High Risk (Priority 1 & 2) tree works, and;
- Increase in recurrent budget by \$620,000 (additional operational team), and;
- Increase 2024/25 and ongoing financial years recurrent budget by a further \$300,000. This will return the budget to the 2021/22 recurrent budget amount.
- Total Cost = \$1,640,000 (inclusive of \$920,000 each year, ongoing)

Outcome: All current Priority 1/2 trees will be completed with one year.

Option 2:

- Additional capital budget increase of \$360,000 during 2023/24 and 2024/25 financial years, to engage external contractors to complete outstanding Very High and High Risk (Priority 1 & 2) works, and;
- Increase in recurrent budget by \$620,000 (additional operational team), and;
- Increase 2024/25 and ongoing financial years recurrent budget by a further \$300,000. This will return the budget to the 2021/22 recurrent budget amount.
- Total Cost = 1,280,000 (inclusive of \$920,000 each year, ongoing)

Outcome: All current Priority 1/2 trees will be completed within a two-year period.

Option 3:

- No additional capital budget increase during 2023/24 financial year, and;
- Increase in recurrent budget by \$620,000 (additional operational team), and;
- Increase 2024/25 and ongoing financial years recurrent budget by a further \$300,000. This will return the budget to the 2021/22 recurrent budget amount.
- Total Cost = \$920,000 each year, ongoing

Outcome: Estimate additional 50% reduction in Priority 1/2

Option 4:

- No additional capital budget increase during 2023/24 financial year, and;
- No increase in recurrent budget as detailed above, and;

- Increase 2024/25 and ongoing financial years recurrent budget by a further \$300,000. This will return the budget to the 2021/22 recurrent budget amount.
- Total Cost = \$300,000 each year, ongoing

Outcome: In FY 20/21 **217** Priority 1/2 tasks were actioned equating to **470** actual trees. It is predicted this option would see a similar outcome however, this does not capture the increase of Priority 1/2 tasks that will be added to the list from reinspections and new CRM's received during FY 2024/25. Note: Existing internal staff will be required to focus on conducting Very High and High Risk (Priority 1 & 2) tree works from the current programed work list. Cyclic, proactive tree maintenance schedule would not be implemented. Tree Management will remain as having a reactive, risk based approach.

Option 5

- No additional capital budget increase during 2023/24 financial year, and;
- · No increase in recurrent budget as detailed above, and;
- No increase in recurrent budget for 2024/25 and ongoing financial years.
- Total Cost = \$0

Outcome: Should the 2024/25 recurrent budget not be increased back to the 2021/22 recurrent budget amount, there will be a significant ongoing reduction in the current level of services. Council will be unable to engage contractors and will lose 1FTE employee which will see the operational team reduce to 2 members. It is predicted the duration for action of Priority 1/2 tasks and the number of outstanding tasks will increase.

ORDINARY COUNCIL 16/02/2023



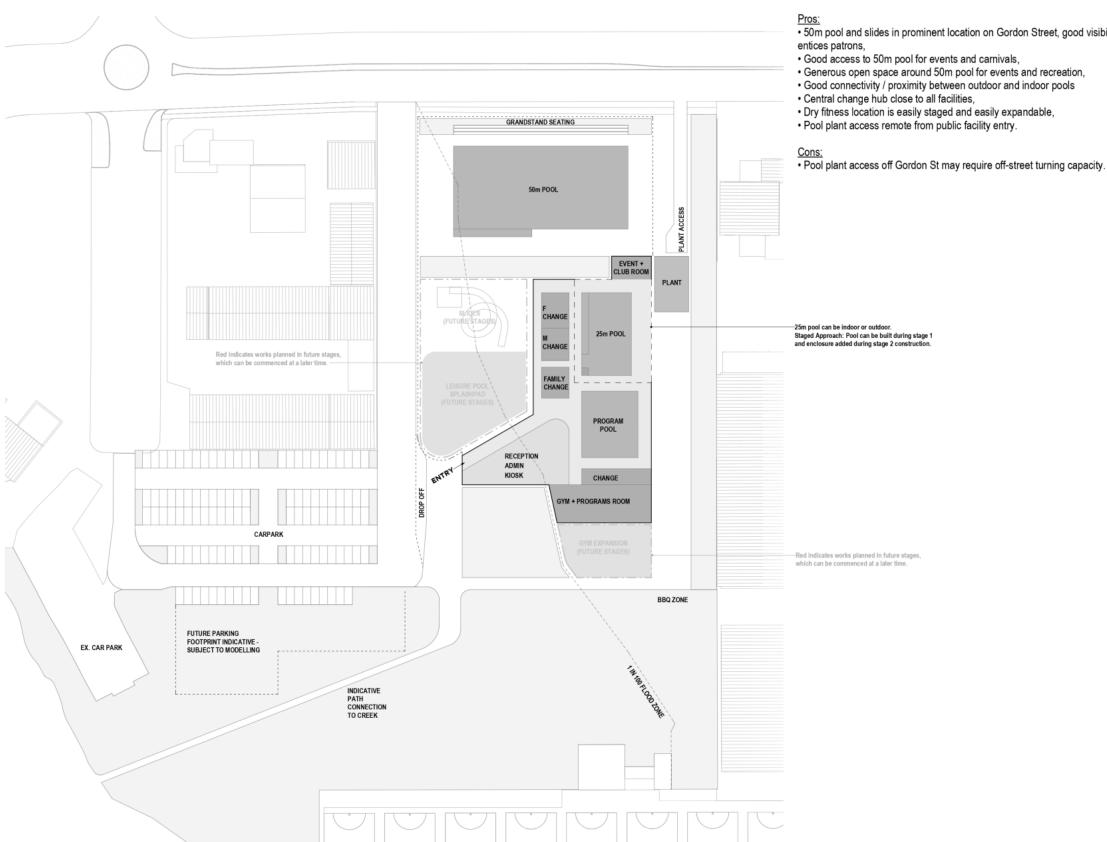
• 50m pool and slides in prominent location on Gordon Street, good visibility • Good access to 50m pool for events and carnivals, • Generous open space around 50m pool for events and recreation, Good connectivity / proximity between outdoor and indoor pools Dry fitness location is easily staged and easily expandable,
Pool plant access remote from public facility entry.

CO-OP PORT MACQUARIE AQUATIC FACILITY PROJECT NUMBER 100269 2023 - OPTION 1

PRELIMINARY

SK11 A

Item 11.04 Attachment 1 Page 353



ORDINARY COUNCIL 16/02/2023

- Pros:

 50m pool dislocated from other outdoor leisure pools which may be beneficial for large events & carnivals,
- Pool plant access from car park is more able to accommodate turning circle / turning capacity for larger vehicles.

- Cons:

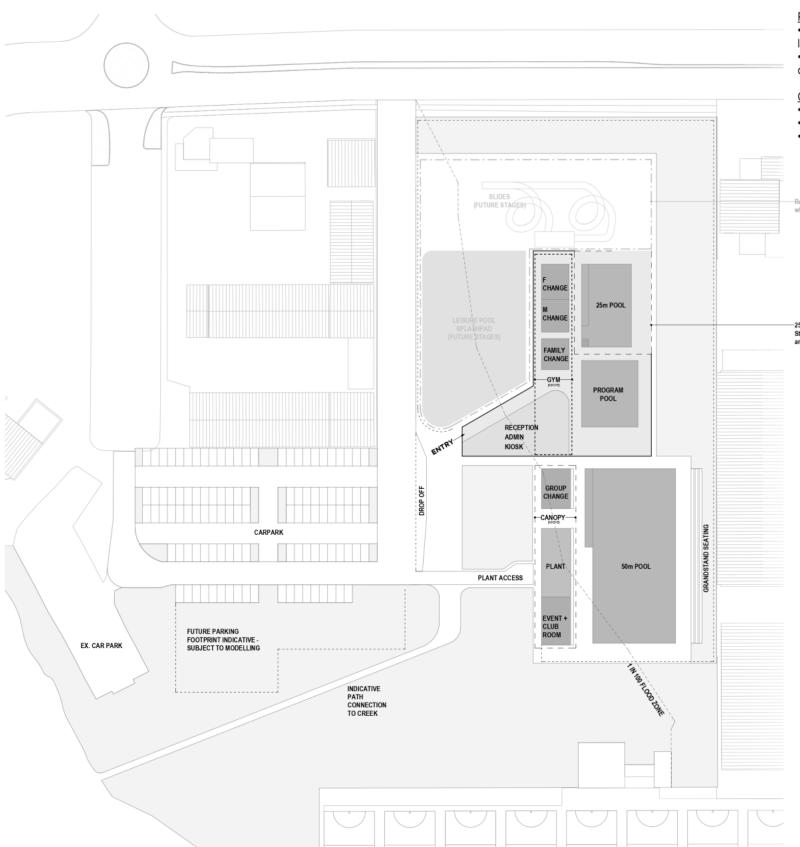
 Limited open space around 50m pool for events / recreation,

 Upper floor dry fitness provision likely to be more costly and difficult to stage,
- Plant room access adjacent to public facility entry.

Red indicates works planned in future stages, which can be commenced at a later time.

—25m pool can be indoor or outdoor. Staged Approach: Pool can be built during stage 1 and enclosure added during stage 2 construction.

CO-OP PORT MACQUARIE AQUATIC FACILITY PROJECT NUMBER 100269 2023 - OPTION 2 1:500 @ A1 PRELIMINARY **SK12A**







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PMAF - Cost Option Summary

Project: Port Macquarie Aquatic Facility

Job No.: 0202-0072

Client: Co-Op Studio 7 February 2022

MBM have been requested to prepare indicative budget estimates for the latest 2 proposed design options as well as Future Stage works for each option for the Port Macquarie Aquatic Facility. These options are summarised below:

Option 1 Stage 1 includes an outdoor 50m pool, a 25m pool with the option to later enclose, a program pool and supporting facilities.

Option 1 Future Stages includes adding to the works complete at Stage 1 with a leisure pool and splash pad along with water slides.

Option 2 Stage 1 includes a similar offering to Option 1 with Gym facilities at level 1 as opposed to ground level and different layout.

Option 2 Future Stage includes the leisure pool and splash pad over a bigger area as well as additional water slides and a different layout.

•		_		_		_		_		
	mary I									
	Description		Option 1		Option 1 - Future		Option 2		Option 2 - Future	Comments
1	Building Works		0.000.000		Included in Oberta 4		0.000.000		Industrial in Obsert d	
2	Demolition of existing aquatic centre Allowance for ground works, piling under pools	\$	2,000,000		Included in Stage 1	\$	2,000,000		Included in Stage 1	
3	etc. as required	\$	783,785	\$	187,170	\$	613,615	\$	328,100	
4	Allowance for the treatment and/or disposal of contaminated or hazardous materials	\$	680,049	\$	162,398	\$	532,401	\$	284,675	
5	Allowance for services infrastructure connections	\$	783,785	\$	132,120	\$	613,615	\$	231,600	
6	Entry	\$	1,723,791		Included in Stage 1	\$	3,147,891		Included in Stage 1	
7	Aquatic Facilities	\$	7,533,250	\$	3,000,000	\$	10,392,500	\$	7,253,500	
8	Wet Change Rooms	\$	1,010,638		Included in Stage 1	\$	1,010,638		Included in Stage 1	
9	Health & Fitness	\$	1,071,000	\$	1,630,200	\$	2,860,250		Included in Stage 1	
10	Health & Fitness Change	\$	411,591		Included in Stage 1	\$	423,816		Included in Stage 1	
11	Support	\$	391,668		Included in Stage 1	\$	402,988		Included in Stage 1	
12	External Works	\$	13,280,590	\$	7,018,288	\$	14,786,810	\$	11,092,113	
13	Other Allowances	\$	2,759,320	\$	323,180	\$	2,579,140	\$	472,400	
14	SubTotal Building Works	\$	32,429,466	\$	12,453,356	\$	39,363,664	\$	19,662,388	
15	Preliminaries (18%)		Included		Included		Included		Included	
16	Margin (4%)		Included		Included		Included		Included	
17	SubTotal Construction Cost (EXCL. GST)	\$	32,429,466	\$	12,453,356	\$	39,363,664	\$	19,662,388	
18	Consultant Fees (9% of build cost)	\$	3,082,776	\$	1,413,617	\$	3,560,730	\$	1,769,615	
19	Authority Fees and Charges (1.5%)	\$	513,796	\$	235,603	\$	593,455	\$	294,936	
20	Escalation to end of 2023	\$	1,324,737	\$	607,463	\$	1,530,125	\$	760,443	
21	Escalation to end of 2024	\$	1,175,231	\$	538,906	\$	1,357,439	\$	674,621	Option 1 and 2 escalated to end 2024 only
22	Escalation to end of 2025			\$	499,566			\$	625,374	
23	Escalation to end of 2026			\$	475,050			\$	594,684	
24	Escalation to end of 2027			\$	486,927			\$	609,552	
25	Escalation to end of 2028			\$	499,100			\$	624,790	
26	Total Development Cost (EXCL. GST)	\$	38,526,007	\$	17,209,587	\$	46,405,413	\$	25,616,404	
27	Design Contingency (15%)	\$	6,052,441	\$	3,069,463	\$	6,990,812	\$	3,842,461	
28	Construction Contingency (7.5%)	\$	3,480,154	\$	1,764,941	\$	4,019,717	\$	2,209,415	
29	Total incl. Contingency (EXCL. GST)	\$	48,058,602	\$	22,043,991	\$	57,415,942	\$	31,668,279	

PMAF - Cost Option Summary **"**mbm Project: Port Macquarie Aquatic Facility Job No.: 0202-0072 Client: Co-Op Studio 7 February 2022

1	Potential Cost Range - Construction Cost		
2	The below range represents where the current estimate sits in comparison to the highest and lowest cost we have seen recently for Given the current level of available information, MBM suggest the following range of cost is considered.		
3	High range	+15%	This cost would allow for an increase in scope, greater architectural embellishment, some in ground issues and civil works
4	Current	As above	Range of construction cost above - exclude escalation, fees and contingencies
5	Low range	-15%	This cost would allow for a reduced scope, minimal site works, simplified structures and more cost effective finishes

General Exclusions

Extending, upgrading or amplification of authority infrastructure.

Removal or treatment of any contamination or hazardous materials over and above current provisional allowance

Long Service Levy

Works associated with new sewer pump station

Legal fees

Delay costs
Loose furniture
Dilapidation reports

Latent conditions

Council requirements

Out of hours works

Flood proofing apart from included allowance

Works outside the property boundary

Extraordinary site specifics

HV and LV relocation

Other exclusions specified in the estimate

PMAF - Budget Estimate - Option 1

'mbm

Project: Port Macquarie Aquatic Facility

Job No.: 0202-0072 Client: Co-Op Studio

No	December 2	Aug	11-2		Data		Total	7 February 2023
	Description	Area	Unit		Rate		Total	Comments
1	Building works							
2	Additional costs to consider							
3	Demolition of existing aquatic centre	1	item	\$	2,000,000	\$	2,000,000	
4	Allowance for ground works, piling under pools etc. as required	1	item	\$	783,785	\$	783,785	
5	Allowance for the treatment and/or disposal of contaminated or hazardous materials	1	item	\$	680,049	\$	680,049	Allowance based on GSW to a depth of 500mm across 50% of the site
6	Allowance for services infrastructure connections	1	item	\$	783,785	\$	783,785	
7	Areas as Measured							
8	<u>Entry</u>							
9	Reception / Admin / Kiosk	423	m2	\$	4,075	\$	1,723,791	
10	Circulation / Entry / Walkways	1,038	m2	\$	1,200	\$	1,245,600	
11	Event and Club Room	84	m2	\$	4,500	\$	378,000	
12	Aquatic Facilities							
13	Covered / sheltered 25m Pool	1	item			\$	2,300,000	
14	Allowance for pool hall	607	m2	\$	4,750	\$	2,883,250	Height 8.5m above diving zone
15	Indoor Program Pool	1	item			\$	2,350,000	Includes movable floor
16	Wet Change Rooms							
17	Change - Female	89	m2	\$	4,075	\$	362,689	
18	Change - Male	81	m2	\$	4,075	\$	330,088	
19	Change - Family	78	m2	\$	4,075		317,862	
	e/o for Changing Places Facilities	1	item	\$	200,000		200,000	
	Health & Fitness	_			200,000		200,000	
		340	m/l	æ	3,150	æ	1 071 000	Ground level construction
	Gymasium / Programs	340	m2	\$	3,130	Þ	1,071,000	diodrid level construction
23	Health & Fitness Change	404			4.075		444504	
24	Change	101	m2	\$	4,075	5	411,591	
25	Support							
26	Pool Plant Room	173	m2	\$	2,264	\$	391,668	
27	External Works							
28	Outdoor 50m	1	item			\$	3,309,241	Provisional sum only, Swim Wall included below with other allowances
29	Event spectator viewing	1	item			\$	500,000	
30	Outdoor showers and change benches	1	item	\$	275,000	\$	275,000	
31	Awning over 25m pool - assume some architectural design elements	723	m2	\$	1,950	\$	1,409,850	
32	Paving / decking / other - external to buildings and pool surrounds	3,094	m2	\$	475	\$	1,469,650	
33	Landscaped areas - exclude Future Stage areas	2,409	m2	\$	275	\$	662,475	Includes all works - planting, irrigation, etc.
34	Landscaping allowance to Future Stage areas	2,229	m2	\$	145	\$	323,205	Preparation and turfing only
35	Car park - includes services and carpark metalwork (wheelstops, signage etc)	4,470	m2	\$	533	\$	2,381,169	Assume on grade asphalt parking - based on 32m2 per space over 250 spaces
36	Allowance for entry plaza	1	item	\$	2,150,000	\$	2,150,000	Retained from previous estimates - TBC if required
37	Allowance for connection from carpark to building	1					Included	
38	Allowance for new entry to facility from street	1	item	\$	525,000	\$	525,000	
39	Allowance for new public footpath, kerb and gutter to road	1		\$	275,000		275,000	
40	Other Allowances							
	Allow for a swim wall / boom	1	item	\$	479,430	\$	479,430	
				-	,	-	., 0, 100	

PMAF - Budget Estimate - Option 1 **'**mbm Project: Port Macquarie Aquatic Facility Job No.: 0202-0072 Client: Co-Op Studio 7 February 2023 No. Description 42 Allow for FF&E and artwork 1 item \$ 350,000 Provisional sum only 350,000 \$ 43 Allowance for flood proofing / mitigation 1 item \$ 750.000 \$ 750,000 Provisional sum only - TBC 829,890 Allowance for areas not clearly documented, corridors, 44 Circulation / plant allowance (5% of site area) 461.1 m2 \$ 1,800 \$ storage rooms, etc. 350,000 \$ 45 Allowance for a kiosk substation 1 item \$ 350 000 47 Preliminaries Included 34,253,066 50 Consultant Fees (9% of build cost) 9% 3,082,776 \$ 51 Authority Fees and Charges (1.5%) 1.5% \$ 513,796 52 Escalation to end of 2023 3.5% 1,324,737 53 Escalation to end of 2024 3.0% 1,175,231 Total Development Cost (EXCL. GST) 6,052,441 55 Design Contingency (15%) 15% 56 Construction Contingency (7.5%) 3,480,154 7.5% \$

PMAF - Budget Estimate - Option 1 Future Stage

'mbm

Project: Port Macquarie Aquatic Facility

Job No.: 0202-0072 Client: Co-Op Studio

Cilei	t: Co-Op Studio					7 February 2023
No.	Description	Area	Unit	Rate	Total	Comments
1	Building works					
2	Additional costs to consider					
3	Demolition of existing aquatic centre	1	item		\$ -	Incl. with Stage 1
4	Allowance for ground works, piling under pools etc. as required	1	item	\$ 187,170	\$ 187,170	
5	Allowance for the treatment and/or disposal of contaminated or hazardous materials	1	item	\$ 162,398	\$ 162,398	Allowance based on GSW to a depth of 500mm across 50% of the site
6	Allowance for services infrastructure connections	1	item	\$ 132,120	\$ 132,120	Minor allowance - largely included in Stage 1
7	Areas as Measured					
8	Aquatic Facilities					
9	Outdoor / sheltered Splash pad	1	item		\$ 1,000,000	Allowance for heating and other requirements to
10	Outdoor / sheltered Leisure pool	1	item		\$ 2,000,000	accommodate outdoor location
11	Pool hall to 25m pool	723	m2	\$ 4,500	\$ 3,253,500	Allows for majority glazed enclosure, with architectural elements to roof and façade
12	Health & Fitness					
13	Gym Expansion	418	m2	\$ 3,900	\$ 1,630,200	Rates are for warm shell fitout and allow for level 1 construction. Excludes loose furniture and equipment.
14	External Works					
15	Awning over leisure pool and splashpad - assume some architectural design elements	798	m2	\$ 1,950	\$ 1,556,100	
16	Awning over part of 50m pool - assume some architectural design elements	646	m2	\$ 1,950	\$ 1,259,700	Over approx a third of the pool area
17	Water Slides	1	item		\$ 2,800,000	Provisional sum only
18	Paving / decking / other - external to buildings and pool surrounds	999	m2	\$ 475	\$ 474,525	
19	Car park - includes services and carpark metalwork (wheelstops, signage etc)	1,742	m2	\$ 533	\$ 927,963	Assume on grade asphalt parking - based on 32m2 per space over 250 spaces
20	Other Allowances					
21	Allow for FF&E and artwork	1	item	\$ 125,000	\$ 125,000	Provisional sum only
22	Circulation / plant allowance (5% of site area)	110.1	m2	\$ 1,800	\$ 198,180	Allowance for areas not clearly documented, corridors, storage rooms, etc.
23	SubTotal Building Works				\$ 15,706,856	
24	Preliminaries				Included	
25	Margin				Included	
26	SubTotal Construction Cost (EXCL. GST)				\$ 15,706,856	
27	Consultant Fees (9% of build cost)	9%			\$ 1,413,617	
28	Authority Fees and Charges (1.5%)	1.5%			\$ 235,603	
29	Escalation to end of 2023	3.5%			\$ 607,463	
30	Escalation to end of 2024	3.0%			\$ 538,906	
31	Escalation to end of 2025	2.7%			\$ 499,566	
32	Escalation to end of 2026	2.5%			\$ 475,050	
33	Escalation to end of 2027	2.5%			\$ 486,927	
34	Escalation to end of 2028	2.5%			\$ 499,100	
35	Total Development Cost (EXCL. GST)				\$ 20,463,087	
36	Design Contingency (15%)	15%			\$ 3,069,463	
37	Construction Contingency (7.5%)	7.5%			\$ 1,764,941	
38	Total incl. Contingency (EXCL. GST)				\$ 25,297,491	

PMAF - Budget Estimate - Op	tion 1 Fι	uture Stage		*mbm
Project: Port Macquarie Aquatic Facility				
Job No.: 0202-0072				
Client: Co-Op Studio				
				7 February 2023
No. Description	Area l	Unit Rate	Total	Comments

PMAF - Budget Estimate - Option 2

"mbm

Project: Port Macquarie Aquatic Facility

Job No.: 0202-0072 Client: Co-Op Studio

	Description	Area	Unit		Rate		Total	Comments
1	Building works	Alca	Offic		riace		Total	Confinents
2	Additional costs to consider							
3	Demolition of existing aquatic centre	1	item	\$	2,000,000	\$	2,000,000	
	Allowance for ground works, piling under pools etc.							
4	as required	1	item	\$	613,615	\$	613,615	
5	Allowance for the treatment and/or disposal of contaminated or hazardous materials	1	item	\$	532,401	\$	532,401	Allowance based on GSW to a depth of 500mm across 50% of the site
6	Allowance for services infrastructure connections	1	item	\$	613,615	\$	613,615	
7	Areas as Measured							
8	Entry							
9	Reception / Admin / Kiosk	423	m2	\$	4,075	\$	1,723,791	
10	Circulation / Entry / Walkways	718	m2	\$	1,200	\$	861,600	
11	Event and Club Room	125	m2	\$	4,500	\$	562,500	
12	Aquatic Facilities							
13	Covered / sheltered 25m Pool	1	item			\$	3,650,000	Depth to 4.5m to accommodate FINA compliant diving requirements and includes movable floor
14	Allowance for pool hall	1,030	m2	\$	4,750	\$	4,892,500	Height 8.5m above diving zone
15	Program Pool	1	item			\$	1,850,000	
16	Wet Change Rooms							
17	Change - Female	89	m2	\$	4,075	\$	362,689	
18	Change - Male	81	m2	\$	4,075	\$	330,088	
19	Change - Family	78	m2	\$	4,075		317,862	
20	e/o for Changing Places Facilities	1	item	\$	200,000		200,000	
21	Health & Fitness				,			
22	Gymasium / Programs	673	m2	\$	4,250	\$	2.860.250	Level 1 construction
23	Health & Fitness Change	0/5	****	Ψ	4,200	Ψ	2,000,200	Ester I construction
24	Group Change	104	m2	\$	4,075	¢	423,816	
25	Support	104	1112	ű.	4,013	J.	423,010	
		170	0		0.064	•	400.000	
26	Pool Plant Room	178	m2	\$	2,264	Э	402,988	
27	External Works		14.0				0.000.011	Previolate at a constant
28	Outdoor 50m	1	item			\$		Provisional sum only
29	Event spectator viewing	1	item			\$	500,000	
30	Outdoor showers and change benches	1	item	\$	275,000	\$	275,000	
31	Awning over 25m pool - assume some architectural design elements	723	m2	\$	1,950	\$	1,409,850	
32	Canopy over Plant / Change / Event + Club Room	680	m2	\$	1,650	\$	1,122,000	
33	Paving / decking / other - external to buildings and pool surrounds	2,712	m2	\$	475	\$	1,288,200	
34	Landscaped areas - exclude Future Stage areas	3,606	m2	\$	275	\$	991,650	Includes all works - planting, irrigation, etc.
35	Landscaping allowance to Future Stage areas	3,860	m2	\$	145	\$	559,700	Preparation and turfing only
36	Car park - includes services and carpark metalwork (wheelstops, signage etc)	4,470	m2	\$	533	\$	2,381,169	Assume on grade asphalt parking - based on 32m2 pe space over 250 spaces
37	Allowance for entry plaza	1	item	\$	2,150,000	\$	2,150,000	Retained from previous estimates - TBC if required
38	Allowance for connection from carpark to building	1					Included	
39	Allowance for new entry to facility from street	1	item	\$	525,000	\$	525,000	
	Allowance for new public footpath, kerb and gutter							

PMAF - Budget Estimate - Option 2 **'**mbm Project: Port Macquarie Aquatic Facility Job No.: 0202-0072 Client: Co-Op Studio 7 February 2023 No. Description 41 Other Allowances 42 Allow for a swim wall / boom 1 item \$ 479.430 \$ 479,430 350,000 Provisional sum only 43 Allow for FF&E and artwork 1 item \$ 350,000 \$ 44 Allowance for flood proofing / mitigation 1 item \$ 750,000 \$ 750,000 Provisional sum only - TBC 649,710 Allowance for areas not clearly documented, corridors, 45 Circulation / plant allowance (5% of site area) 1,800 \$ 3610 m2 \$ storage rooms, etc. 46 Allowance for a kiosk substation 350,000 \$ SubTotal Building Works 48 Preliminaries Included 49 Margin Included SubTotal Construction Cost (EXCL. GST) 51 Consultant Fees (9% of build cost) 9% 3,560,730 52 Authority Fees and Charges (1.5%) 1.5% \$ 593,455 53 Escalation to end of 2023 1.530.125 3.5% 54 Escalation to end of 2024 1,357,439 3.0% 56 Design Contingency (15%) 15% 6,990,812 57 Construction Contingency (7.5%) 7.5% 4,019,717 57,615,942

Attachment 1: Council COVID Relief Reserve Funding

Number	Project	Funding	Progress Report	Completed
1	Tourism product & trade market development Stage 2	\$ 80,000.00	COMPLETED. This project engaged with local tourism related businesses to build skills and improve Google listings and our overall profile and performance as a destination. The Uber Media Recovery Measurement Dashboard collected mobile location data from a variety of sources.	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 and delivered destination messaging to millions.	100%
3	Communication - to community - use of funding / that projects have been added to OP	\$ 10,000.00	COMPLETED. Communications effort, content and collateral from COVID recovery and shifted to flood recovery.	100%
4	Tourism - Visiting Friends & Relatives Program development	\$ 25,000.00	COMPLETED. Delivered within other campaign and project activity.	100%
5	Website Food & Wine Trail Development	\$ 30,000.00	COMPLETED. A selection of currated trails was developed and delivered branded as our regional Taste Trails online and in print.	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	COMPLETED. 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	100%
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 grants search engine.	100%
9	Arts, Culture & Creative Industries content development and marketing	\$ 80,000.00	COMPLETED. A comprehensive and contemporary library of images was developed and used within the Destination Marketing Campaign. These images will continue to be used and add value across the organisation.	100%
10	Cultural industries - Networking and mentoring	\$ 50,000.00	COMPLETED. A range of workshops and networking opportunities were delivered to enhance and support our local creative industries.	100%
11	Creative and Arts Trails development	\$ 45,000.00	COMPLETED. A selection of curated trails was developed and delivered branded as our regional Taste Trails online and in print.	100%
12	\$80,000 Program to encourage use of vacant commercial spaces. Project withdrawn	\$ 	Detailed project investigation completed and decision not to proceed due to COVID environment and various project barriers which would prevent quality outcome.	N/A Project removed
13	Contribution to Creek to Creek Trail Development	\$ 60,000.00	COMPLETED. Creek to Creek construction November 2021.	100%
14A	Artwalk delivery 2020	\$ 20,000.00	COMPLETED. ArtWalk was successfully delivered as a COVID-safe event from 1-8 October 2020.	100%
14B	Artwalk delivery 2024 2022	\$ 20,000.00	COMPLETED. Artwalk delivered 10 June to boost night-time economy of CBD, tourism attractor and professional artist engagement. The event attracted 20,000+ attendees and 91% rated the overall event experience as very good or excellent. (Event was cancelled 2021 due to COVID restrictions on public gatherings)	100%
15	CBD Wifi (Wauchope and Laurieton)	\$ 40,000.00	COMPLETED. Free public Wi-Fi installed in Laurieton and Wauchope CBDs. Contract agreement in place for 36 months with service provider.	100%
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	Nearing completion. The draft PMHC Interpretation Policy and Guidelines was endorsed at the 8 December 2022 Ordinary Council Meeting for the purposes of going on public exhibition with engagement closing 15 February 2023. A further report will be presented to Council for consideration following the public exhibition period and consideration of any submissions.	90%
18	Renew the maps "Comboyne Plateau" outside Udder Cow Café and in Pioneer Park	\$ 10,000.00	COMPLETED. The mural on the side of the General Store was replaced with an Illustrated Mural Map painted by local artist Kim McLean. The artwork has been completed and printed onto a 5 x 3.5 m sign installed on the side of the general store.	100%
19	Develop a Laurieton Main Street Master Plan	\$ 100,000.00	COMPLETED. Enquiry by Design engagement with Camden Haven Chamber of Commerce and other local stakeholders, masterplan development and engagement completed.	100%
20	Work with Pappinbarra residents and the RFS to develop and implement a community fire-safety plan.	\$ 25,000.00	COMPLETED. Generator purchased and water tank has been installed at Hollisdale Hall as this is located next door to the RFS and will be the "safe space" for the community in an emergency (subject to safety).	100%
21	Install signage on Pappinbarra Road for speed reduction to help protect wildlife and to improve road safety	\$ 10,000.00	COMPLETED in June 2022.	100%
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	\$ 28,800.00	COMPLETED. Budget was \$50,000 and expenditure was \$28,800, with an underspend of \$21,200	100%
26	CSU-Googik Connection Consultancies	\$ 150,000.00	COMPLETED. Final design completed.	100%
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%
	Budget	\$ 1,391,670.00		l

	PHASE 1: Australian Government				
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.	1009
2	Footpath -Camden Haven - The Parade: Ocean St to Surf Club car park (NW side); 260m	\$	100,000.00	Completed August 2021	1009
3	Footpath -Laurieton- Lake Street: Tunis St to Seymour St (W side); missing links; 120m	\$	60,000.00	Completed June 2021	1009
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	Completed August 2022	100%
10	Solar PV installed on roof at Port Macquarie Airport	\$	140,000.00	Completed March 2021	100%
11	Wauchope Stadium Cladding Replacement	\$	20,000.00	Completed April 2021	1009
12	Rural Road Safety Improvements - linemarking, signs.	\$	100,000.00	Completed. Linemarking on Reids Road, Rosewood Road, Quarry Road, Redbank Road and Logans Crossing Road.	1009
13	Install seating beside Anzac Memorial in Comboyne	\$	10,000.00	Completed. New parkland seating included insignia of military (Army, Navy, Airforce) and was installed before ANZAC Day 2021	1009
14	Install a sheltered seating area, picnic table and rubbish bins at Kendall Park	\$	25,000.00	Completed June 2021	1009
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	Completed with Hall re-painted February 2021.	100%
18	Coal Wharf Reserve Upgrade, landscaping improvements, picnic shelter or BBQ facility	\$	30,000.00	Completed June 2022.	100%
19	New bus shelters (3)	\$	45,000.00	Completed. Three new bus shelters at: 69 Pacific Drive, Port Macquarie. 180 Lake Road, Port Macquarie. 1459 Ocean Drive, Lake Cathie.	100%
20	Hay Street Resurfacing - Port Macquarie	\$	280,000.00	Completed June 2021	1009
21	Laurieton Sports Complex - installation of multi-purpose court (part funding)	\$	105,000.00	Completed. Council co-contribution of \$115k. New multi-courts (Basketball and Netball) completed June 2021	100%
	Total Funds Available	Ġ	1,826,618.00		

	n 1 i		d Community Infrastructure	
Number	Project	Funding	Progress Report	Completed
1	Pioneer Park Comboyne Upgrade	\$ 100,000.00	CompletedDecember 2021. Including construction of picnic facilities.	1009
2	Long Flat Recreation Grounds Upgrade, including picnic facilities.	\$ 100,000.00	Completed. Tennis court re-surfaced (clay to concrete) painted/line marked with new net. New Fencing around court.	1009
3	Kendall Tennis Club Upgrade - Contribution to construction of one new tennis court.	\$ 150,000.00	Completed. New tennis court completed including lighting, fencing, seating and drainage	1009
4	Lake Cathie Community Reserve - Install 3 x 3 Basketball Court	\$ 70,000.00	Completed Dec 2021. Surfacing and line marking. Pickleball Net inside the community hall for use on court.	1009
5	Laurieton Sports Complex Vince Inmon Construct linking Footpath, construct storage for sporting groups and upgrade toilet amenities	\$ 150,000.00	Completed September 2022.	1009
6	Beechwood pedestrian upgrades - New footpath on northern side of Beechwood Road between Bellangry Road and Kittyhawk Place	\$ 480,000.00	Completed September 2022	1009
7	Bonny Hills Reserves Master Plan Landscaping Improvements and installation of exercise pod at Rainbow Beach	\$ 59,640.00	Completed.Outdoor exercise gym launched in June 2022 with Mayor	1009
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 & Gore St	\$ 150,000.00	Completed	1009
9	Log Wharf Reserve Upgrade	\$ 50,000.00	Completed. Includes BBQ and 4 x picnic tables with large undercover area.	1009
10	Town Beach Reserve - Install 3 x 3 Basketball Court	\$ 70,000.00	Coompleted. Installed near skate park just before Christmas 2021	1009
11	Wayne Richards Park bike track upgrade - Upgrade (reshape and apply asphaltic seal) to bike pump track and dirt jump runs.	\$ 350,000.00	Completed and launched with Mayor and Mr Pat Conaghan MP	1009
12	North Shore - road rehabilitation.	\$ 960,000.00	Completed December 2022	1009
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	Completed.	1009
14	New Telegraph Point Toilet Block and connection to power, sewer and water.	\$ 200,000.00	Completed early August 2022 and launched with Dr Gillespie and Mayor	1009

	PHASE 3: Australian Government	Loc	al Roads an	d Community Infrastructure	
Number	Project		Funding	Progress Report	Completed
1	Ocean Drive Pavement Resurfacing Bonny Hills	\$	1,870,000.00	Planning commenced	5%
2	Pacific Drive Footpath Construction Port Macquarie	\$	530,000.00	Project planning underway. Start date subject to Council resources being available, however plan is to commence works early 2023.	5%
3	Lake Road Footpath Construction Port Macquarie	\$	620,000.00	Project planning underway. Start date subject to Council resources being available, however plan is to commence works early 2023.	5%
4	Oxley Highway Footpath Construction Port Macquarie	\$	433,236.00	Project planning underway. Start date subject to Council resources being available, however plan is to commence works early 2023.	5%
5	Vince Inmons Sporting Fields Laurieton - Accessible Grandstand	\$	200,000.00	Project planning underway.	5%
	TOTAL	\$	3,653,236.00		



Recreation Action Plan Review

Community Engagement Report

September 2022





Project name	Recreation Action Plan	1	
Project manager	Kristy Williams		
Consultant			
Engagement Officer			
Operation Plan #		CM Reference	

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INTRODUCTION

Background

The Recreation Action plan is being reviewed to develop a new plan for 2023 to 2028.

The Recreation Action Plan aims to provide Council with the necessary framework to provide for sport and recreation facilities in the short to medium term for the community.

Sport and recreation are an integral part of our social fabric, generating community cohesion and attracting visitors to the region. We need to be well prepared to continue the delivery of an appropriate level of recreational facilities and services into the future. This includes maintaining a commitment to the provision of sports facilities, providing for participation in unstructured activities and a variety of passive and active recreational pursuits.

Due to the increase in facilities and services provided to and required by the community, provision of these opportunities has become more complex. Council must plan, develop and manage suitable allocation of funding, resources, and priorities to ensure all members of the community are offered the opportunity to participate.

Engagement approach

The intent of engagement was to *consult* with the community and key stakeholders to help inform the review of the Recreation Action Plan.

Key Stakeholders include:

- General community
- Seasonally allocated sporting user groups
- Community-Council Action Teams
- Progress Associations
- Local primary and high schools sporting
- Lessees and licensees of community buildings
- State Government and funding bodies
- All state and regional sporting organisations and recreational associations
- Office of Recreation, Sporting, and Race
- Local Members of Parliament
- Mayor and Councillors





IAP2 Spectrum of Public Participation

Inform Consult Involve Collaborate Empower Public Participation Goal To provide the public To obtain public To work directly with To partner with To place final with balanced and feedback on analysis, the public throughout the public in each decision-making objective information alternatives and/or the process to ensure aspect of the in the hands of the decision including to assist them in that public concerns public decisions understanding the and aspirations the development of problem, alternatives, are consistently alternatives and the opportunities and/or understood and identification of the solutions considered. preferred solution. We will keep you Promise To The Public We will keep you We will work with We will look to We will implement informed, listen to you for advice what you decide. informed. you to ensure that and acknowledge your concerns and and innovation in concerns and aspirations are formulating solutions directly reflected aspirations, and and incorporate provide feedback in the alternatives your advice and on how public input developed and recommendations provide feedback influenced the into the decisions to on how public input decision the maximum extent influenced the possible. decision.

Consultation focus

Consultation intended to:

- Consult with key stakeholders to help inform the review of the Recreation Action Plan
- Understand how the community and sporting organisations use recreational and sporting facilities in the region
- Engage with local community of different ages to help inform the review
- Raise awareness about Council sporting facilities and recreational services
- Understand the community's priorities
- Collaborate with key sporting groups and organisations.





ENGAGEMENT ACTIVITIES, TIMELINES AND RESULTS



Online survey

An online survey was available for the community to complete from 22 August 2022 until 11 September 2022. A copy of the survey questions is available in *Appendix A*. A total of 67 survey submissions were received.



Pop-up stall

Four pop-up sessions were held at key locations across the region to capture general community feedback to help inform the plan. These sessions were held on:

- Wednesday 31 August 2022, 3pm-5pm at Vince Inmon Sporting Complex Laurieton
- Thursday 1 September 2022, 3pm-5pm at Town Beach Park Port Macquarie
- Tuesday 6 September 2022, 3pm-5pm at IGA Wauchope
- Wednesday 7 September 2022, 3pm-5pm at Foreshore Reserve Lake Cathie

The feedback received has been combined with the Have Your Say submissions.









Interactive map

An interactive map was also available via the Have Your Say platform for respondents to drop a pin on the map and share what improvements they would like to see in that location. A total of 23 respondents provided feedback via the interactive map. Responses on the interactive map have been combined with the Have Your Say submissions. Verbatim comments can be viewed in *Appendix B*.

Category Distribution	%
I love this	4%
Improve this	96%



Drop a pin We would like to understend what you love and what you think could be improved about facilities and experiences you have using our regions parks, reserves, sporting fields and recreational spaces. To drop a pin: 1. Think about our recreational spaces across the Port-Macquarie-Hastings region 2. You can pan and zoom in and out of the map or find a location by using the 'search by address' button in the top right-hand comer of the map 3. Choose the + icon in the left-hand toolbar (or below if viewing this on a mobile device) and choose a pin type (I love this or Improve this) and drag and drop onto your chosen location on the map

 Complete the mini survey with comments and/or an image then hit the submit button





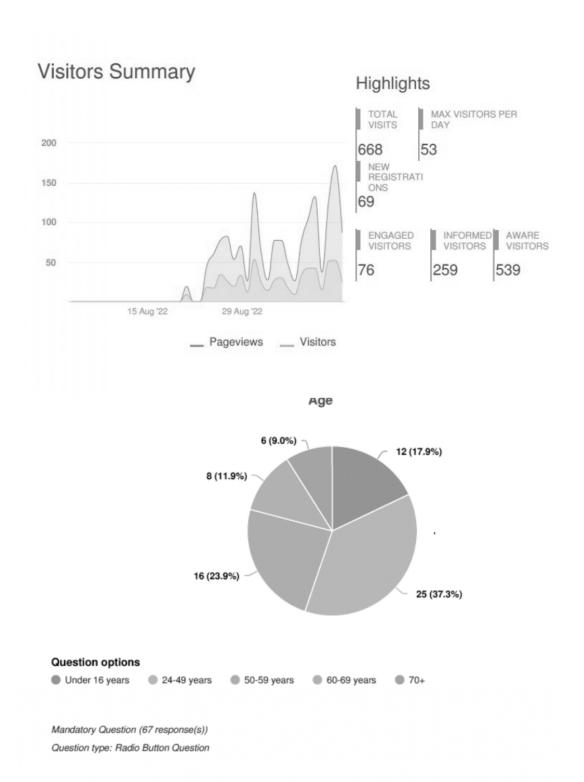
Online information session

An online information session was scheduled for Monday 5 September 2022, however due to only one registration, the session was cancelled.





Have Your Say - Results







'Your Experience' Questions

A series of questions were asked to understand how our sport and recreational areas are currently used and identify the needs and wants of the community in these spaces. Graphs of these responses are available in *Appendix C*.

- 1. We asked, 'On average, how often (if at all) would you and/or your family visit the following areas/facilities in our region?'
- Waterways
- Walking and cycling tracks
- Parks
- Bushland
- Sporting fields
- Playgrounds

- Fitness/exercise in open spaces
- Informal sport activities
- Boating and other water activities
- Places to relax and socialise
- Swimming pools
- Dog parks

Overall, waterways and walking/cycling paths were the most frequently visited with many respondents stating they visit up to three times per week.

Places that received the most 'never' visited option was dog parks, outdoor exercise equipment and boating facilities.

- 2. We asked, 'How important are the following items when you are considering whether to visit a local park or reserve for recreation?'
- Location/proximity
- Convenience
- Recreation facilities/equipment provided
- Sporting facilities
- How safe I feel

- My friends/family use the park/reserve
- Good connection to public transport
- Parking
- Dog friendly

The most important aspects chosen by respondents included the provision of sporting facilities (e.g. public toilets, shelter etc.), their safety in the space, and the provision of recreation facilities and equipment. Of lesser importance to respondents included connections to public transport, parking and the area being dog friendly.

- 3. We asked, 'Rate how satisfied you are with our regions open spaces, recreation, and sporting facilities'.
- Natural bushland
- Beach access

- Indoor sport and recreation centres
- Sporting fields





- Places to relax and socialise
- Community halls/centres
- Sports courts
- Swimming pools
- Water access

- Skate park/BMX
- Walking and cycling paths
- Playgrounds
- Dog parks

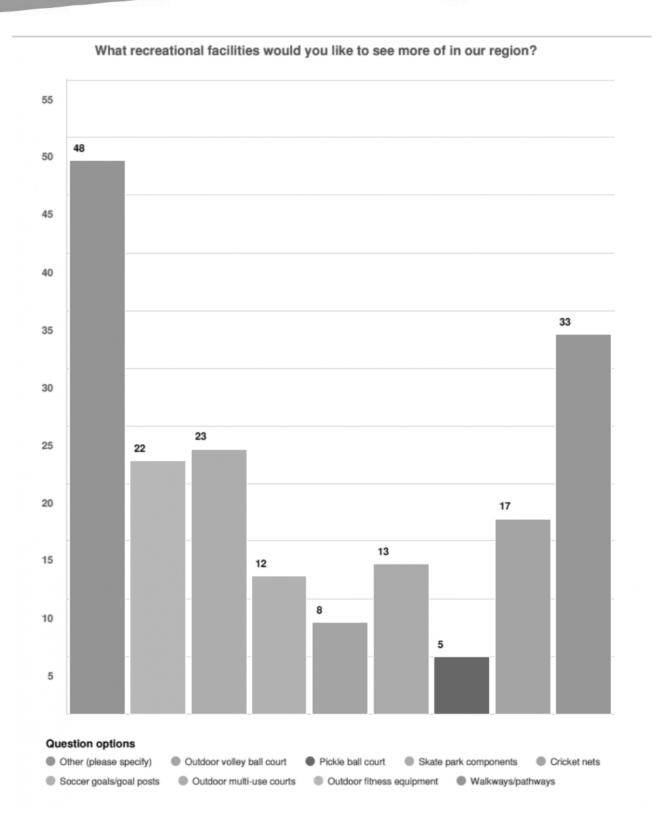
Respondents were 'neutral' - 'satisfied' with the majority of spaces listed and 'very satisfied' with the natural bushland and beach access. Some respondents indicated that they are 'very dissatisfied' (13) with walking and cycle paths.

- 4. We asked, 'Rate how satisfied you are with the supporting infrastructure and amenities in our region'.
- Public toilets
- Shade
- Park furniture
- Signage
- Drinking fountains

- Lighting
- Car parking
- Landscaping
- Vegetation

The majority of respondents indicated that they were 'neutral' to 'satisfied' with all options listed. Some respondents were 'very satisfied' (10) with landscaping and a few (7) were 'very dissatisfied' with public toilets.







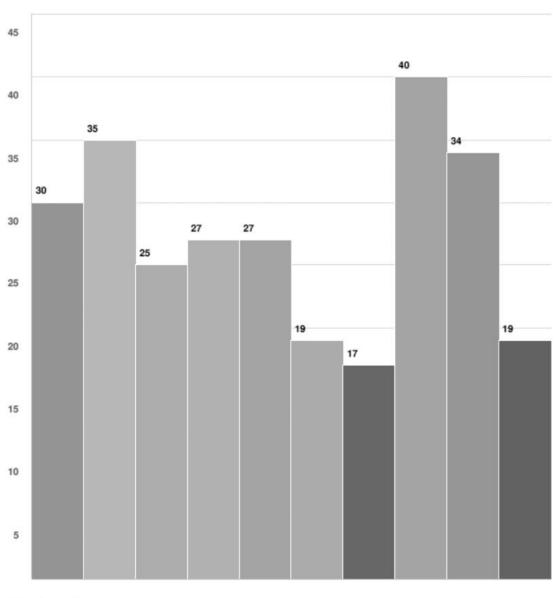


'Other' Comment	Pieces/percentage of feedback (40 pieces of	Notes
	feedback)	
Squash/Tennis	10 (25%)	Indoor squash/tennis courts
Cycleway	5 (13%)	Safer/increased cycleway throughout region
Sporting fields/stadiums	5 (13%)	Upgrade existing sporting fields (e.g. drainage issues) and stadiums. Increase number of these facilities.
Alternative sports/activities	5 (13%)	Provision for Boules, Frisbee golf, athletics and cricket facilities
Playgrounds/Equipment	4 (10%)	Provision of better play equipment, water play, and more playgrounds
Pools/Ocean Pool	3 (8%)	Indoor heated pools. Ocean tidal pool
Dog parks	3 (8%)	Increased number of dog parks
Parklands	2 (5%)	Increased number of parklands
Car parking	2 (5%)	Provision of car parking at all recreation/sporting facilities
Beach facilities	1 (3%)	Improved beach facilities





What type of elements would you like to see incorporated within our playgrounds?



Question options

Other (please specify)
Playgrounds within sporting facilities

Multi-use play spaces (playground combined with bike track or multi use courts)
 Futuristic
 Storytelling and culture

Accessibility (everyone can play)
Quiet and calm spaces
Sensory play (look, feel, touch, hear, smell)

Adventure play
 Nature based play





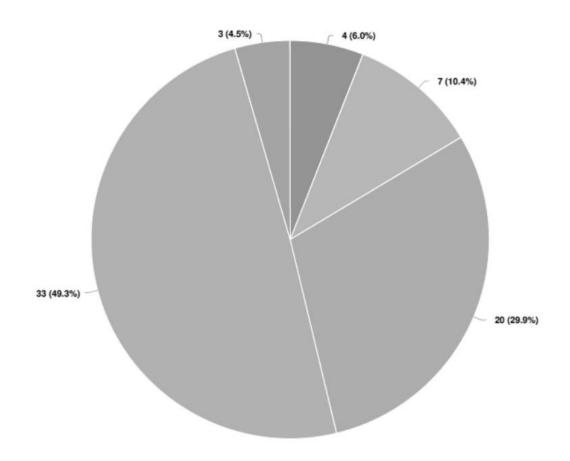
'Other' Comments

'Other' Comment	Percentage of comments (16 pieces of feedback)	Notes		
Exercise equipment	3 (19%)	More exercise equipment, improved existing equipment		
Facilities	3 (19%)	Shelter, BBQ and picnic facilities		
Water play	2 (11%)	Provision of water play elements		
Age - inclusive	1 (6%)	Activities for young children (1-3 years)		
Dog friendly	1 (6%)	Provision of dog friendly area near playground		
Less playgrounds	1 (6%)	Construct no new playgrounds - maintain what we already have		
Squash	1 (6%)	Squash courts		
Walkways/Cycleway	1 (6%)	Connecting walkways/cycleway to playgrounds		
More playground	1 (6%)	More playgrounds needs across region		
Fencing	1 (6%)	Fencing around all playgrounds for safety (particularly those near roads)		
Landscaping	1 (6%)	More trees, emphasise natural environment		





Overall, how satisfied are you with the quality of open spaces in our Region?









Open Ended Feedback - 'Do you have any further comments?'

(Includes comments from pop-up sessions).

Theme	Piece/Percentage of feedback (214 pieces of feedback)	Notes
Recreational facilities	85 (40%)	Playgrounds, parks, reserves, boating, skate parks, exercise equipment, bike tracks etc.
Access	45 (21%)	Pathways, ramps, cycle paths, accessibility
Sports facilities	36 (17%)	Ovals, change rooms, maintenance, grounds etc.
Improve amenities	23 (11%)	Bubblers, toilets, seating, BBQs, shelter
Safety	19 (9%)	Parking, lighting, vandalism etc.
Look and feel	6 (3%)	Landscaping, public art, placemaking.



What you love

The community told us that they love our open spaces, our playgrounds, our beaches, and our sporting fields. They are key assets for our community to enjoy with their families, friends, sporting clubs and community. Across our region, they appreciate and enjoy the upgrades and maintenance as it enhances their experience of these spaces.

Recreational Facilities - Summary

- Within the open-ended response question, the majority of feedback received commented on our recreational facilities.
- There is desire for more playgrounds throughout the region, particularly neighbourhood playgrounds, that are age-inclusive and provide a range of different play experiences (water play, challenging play, toddlers, etc.) for children. Improvements and maintenance also desired for existing playgrounds.
- The improvement of existing dog parks and spaces, as well as the need for more dogfriendly and off-leash areas throughout the region.
- Respondents also commented on the need for bike tracks, pump tracks, and outdoor gyms as well as the maintenance and improvement of these existing facilities.

Access

- Access was a prominent theme throughout responses with a focus on walking paths, cycleway and accessibility. Majority of responses noted that connecting shared pathways are needed to popular recreational destinations and sporting facilities (e.g. Wayne Richards Park, beaches, sports fields, Lighthouse Road).
- Accessibility features in recreational and sporting facilities were also commented on.
 Specifically, wheelchair access for local swimming pools, autism-friendly spaces, and disability access to beaches.
- Access to waterways, particularly for kayaks, was noted for Laurieton and Port Macquarie.

Sports facilities

- The provision of squash courts was a recurring item amongst responses with comments made around the closure of the only squash court facility in the community.
- Sports fields and the need for artificial sports fields were also noted by respondents.

 There is desire for fields which meet the national standard and attract large-scale events to the region. Particular focus on Hastings Regional Sporting Complex.
- Call for improved facilities for the cricket community.
- Resolve drainage issues on sports fields across the region





- Provision of hard surface multi-courts for netball/basketball throughout region particularly for Wauchope.
- The need for improved swimming facilities was prominent, particularly concerning a sheltered 25m pool, and the ocean tidal pool.
- Provision of high quality amenities for all user groups at sports fields.

Safety

- The need for increased parking to provide safety at all recreation/sporting destinations
- Appropriate traffic-calming measures in place around recreation/sporting destinations.
- Fencing around all playgrounds, particularly those near roadways, was a common theme.

Improve amenities

- Improved toilet blocks and deter continuous vandalism (Wauchope, Rainbow Beach, Andrews Park etc.).
- Provision of shade, BBQ areas, seating, drinking fountains, and bins at all recreational spaces is desired.

Look and feel

- Overgrown vegetation across region needs to be cleared.
- Focus on more plants and trees throughout spaces protect the environment.
- Prevention of vandalism and graffiti
- Theming of spaces around the area (e.g. playgrounds)







Formal/Written Submissions

A total of 7 written submissions were received via email on the Recreation Action Plan Review. These submissions have been included in the Have Your Say data. Written submissions are available in *Appendix C*.



Communications

Communications activities were undertaken to promote the Recreation Action Plan Review and drive audiences to Have Your Say. Channels used included media, email marketing, social advertising, website feature and social content (Facebook and Instagram).

Communications Summary is available in Appendix D.

RESULTS SUMMARY/CONCLUSION

Our recreational spaces and sporting facilities are important to and heavily used by our community. The love the range of spaces provided and enjoy the upgrades and regular maintenance of these assets.

From playgrounds and dog-friendly spaces, to sporting fields and beaches, our community desires improved access and safety both while enjoying the space and travelling to and from. Shared pathways that connect to key recreational areas and sporting destinations, as well as appropriate parking, safety measures and fencing were key aspects noted by respondents.

The provision of high quality facilities, both recreational and sporting, as well as the regular maintenance and necessary upgrades are important for our community, not only in providing for locals, but in attracting large-scale events to our region.

Our recreational and sporting spaces are valued by the community and there is a desire for these areas to be increased, as well as the existing spaces to be improved and maintained.

NEXT STEPS

- Recreation Action Plan 2023-2028 to be drafted
- Draft Recreation Action Plan 2023-2028 to be placed on Public Exhibition





APPENDIX





Appendix A Recreation Action Plan Review

Port Macquarie-Hastings Council Have Your Say

Feedback survey

Please provide your feedback about what you would like to see as part of the Recreation Action Plan Review.

Feedback can be provide up to Sunday 11 September 2022.

Note: Information collected via submissions and petitions is public information, this information may form part of Council reports or made public in their entirety subject to the provisions of the Local Government Act 1993 or the Government Information (Public Access) Act 2009 (GIPA Act). You may request, in writing, that Council suppress the personal information in your submission from public release, if you consider that the personal safety of any person would be affected if the information was not suppressed Any such request will be dealt with in accordance with the GIPA Act and the Privacy and Personal Information Protection Act 1998.

Name
(Required)
Email address
Email address
(Required)
Age
nge
(Choose any one option) (Required)
Under 16 years
☐ 16-25 years ☐ 24-49 years
☐ 60-69 years
Which suburb/area do you live in?
(Required)
yes and the second seco
On average, how often (if at all) would you and/or your family visit the following areas/facilities in our region?
(Required)

Questions	Never	Once a year	Every couple of months or so	Every couple of weeks	Once or twice a week	Three or more times a week
Waterways (Ocean, River, Creeks)						
Walking and cycling tracks						
Parks						
Bushland						
Sporting fields (including for organised sports)						
Children's playgrounds						
Fitness/exercise in open spaces (e.g. Parkrun)						
Informal sport activities (such as a shooting hoops and kick to kick at local parks)						
Boating and other water activities						
Places to relax and socialise						

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Recreation Action Plan Review

Port Macquarie-Hastings Council Have Your Say

	1		
Swimming pools			
Dog parks			

How important are the following items when you are considering whether to visit a local park or reserve for recreation?

(Required)

Questions	Very important	Important	Somewhat important	Not at all important	Unsure
Location/proximity					
Convenience					
Recreation facilities/equipment provided					
Sporting facilities e.g. public toilets, shelters, lighting, car parking etc.					
How safe I feel in the park/reserve					
My friends/family use the park/reserve					
Good connections to public transport					
Parkin g					
Dog friendly					

ls there recreation	-	else not	listed at	oove that	you feel	is an	important	consideration	when	visiting a	local pa	ark or m	eserve fo	or active	

Rate how satisfied are you with our regions open spaces, recreation and sporting facilities

(Required)

Questions	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Natural bushland					
Beach access					
Indoor sport and recreation centres					
Sporting fields					
Places to relax and socialise i.e. parks					
Community halls/centres					
Sports courts (outdoors)					
Swimming pools					
Water access i.e. boat ramp, canoe launch					
Skate park/BMX					
Walk and cycle paths					
Playgrounds					
Dog parks					

Rate how satisfied are you with the supporting infrastructure and amenities in our Region

(Required)

Page 2 of 4

Recreation Action Plan Review

Port Macquarie-Hastings Council Have Your Say

Questions	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Public toilets					
Shad e					
Park furniture					
Signage					
Drinking fountains					
Lighting					
Car parking					
Land scaping					
Vegetation					

What recreational facilities would you like to see more of in our region?	
(Choose all that apply) (Required) Walkways/pathways Outdoor fitness equipment Outdoor multi-use courts Soccer goals/goal posts Cricket nets Skate park components Pickle ball court Outdoor volley ball court Other (please specify)	
What type of elements would you like to see incorporated within our playgrounds?	
Choose all that apply) (Required) Nature based play Adventure play Sensory play (look, feel, touch, hear, smell) Quiet and calm spaces Accessibility (everyone can play) Storytelling and culture Futuristic Multi-use play spaces (playground combined with bike track or multi use courts) Playgrounds within sporting facilities Other (please specify)	
Overall, how satisfied are you with the quality of open spaces in our Region?	
(Required) Very Unhappy Unhappy Neutral Happy Very Happy	
Do you have any further comments?	

Page 3 of 4

Recreation Action Plan Review

Port Macquarie-Hastings Council Have Your Say

Note: Answer this question if it applies

If you have any documents or images that you would like to share with us to support your feedback please attach here

Note: If you have multiple documents please zip them then upload the zip file.

ATTACHMENT

Appendix B

Comment	Address	Suburb	My Feedback Concerns	What recreational facilities would you like to see more of in our region?
The facilities and design of Town Beach is a great space well used by locals and visitors.	37 Alban Place, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Outdoor multi-use courts, Outdoor volley ball court
This park is fantastic; it's fully fenced, appropriate for a mixed level of abilities and ages and also includes a fitness section which can be incorporated into play, or parents can be active with their children. The surrounding BBQ areas, seating, public toilets and walkways/bike paths are incredible.	1691 Ocean Drive, Lake Cathie New South Wales 2445, Australia	KENDALL, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Outdoor fitness equipment, Skate park components More child friendly bike tracks, toddler friendly equipment areas and some undercover (weather proof) play areas

Hughes Park in North Haven requires another picnic table and seating. A lot of the eldery drive and park their cars here but won't get out as there is no where for them to sit and look at the river. It would be good if a bubbler could be put in here as well. There is one bubbler in all of North Haven.	2a Ocean Street, North Haven New South Wales 2443, Australia	NORTH HAVEN, NSW	Amenities (i.e. bubblers, toilet blocks, seating, BBQs etc)	Hughes Park in North Haven requires another picnic table and seating. A lot of the eldery drive and park their cars here but won't get out as there is no where for them to sit and look at the river.
Could another picnic table or seating be provided as the elderly drive and sit in their cars as there is no where for them to sit. Could a bubbler be installed here as well as the community drink from the showers.	North Haven Beach, The Parade, Camden Haven, New South Wales 2443, Australia	NORTH HAVEN, NSW	Amenities (i.e. bubblers, toilet blocks, seating, BBQs etc)	
Relocate the playground to a safer, exposed area along Ocean Drive.	556 Ocean Drive, North Haven New South Wales 2443, Australia	NORTH HAVEN, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	

Lets give the council depot the flick once and for all and finish the masterplan to get an athletics track in town!	Koala Street, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks,	Walkways/pathways athletics track please! the juniors have been waiting over 10 years for the council depot to be moved. lets move it and get a track completed!
			etc) Sporting facilities (ovals, change rooms, lighting, maintenance, grounds etc)	
Toilet and changerooms current setup in the car park is dangerous and to small	63-65 Cameron Street, Wauchope New South Wales 2446, Australia	WAUCHOPE, NSW	Amenities (i.e. bubblers, toilet blocks, seating, BBQs etc)	Outdoor multi-use courts
Basketball courts	5 Avondale Street, Wauchope New South Wales 2446, Australia	WAUCHOPE, NSW	Sporting facilities (ovals, change rooms, lighting, maintenance, grounds etc)	
Redo the building, enlarge it and include squash court. Make the common areas availabel to both	33 Woods Street, Port Macquarie New South Wales 2444, Australia	LIGHTHOUSE BEACH, NSW	Sporting facilities (ovals, change rooms, lighting,	5-6 squash court with moveable walls

tennis & Squash clubs/players			maintenance, grounds etc)	
Utilise the most nth basket ball court, install 5-6 squash courts with moveable walls	la Hibbard Drive, Port Macquarie New South Wales 2444, Australia	LIGHTHOUSE BEACH, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Squash courts
Pedestrian footpath desperately needed. So dangerous and it would link two premier attractions in PMQ - Sea Acres and Lighthouse. This would have massive benefits for recreation and fitness connectivity - walking, jogging, cycling.	33 Lighthouse Road, Port Macquarie New South Wales 2444, Australia	LIGHTHOUSE BEACH, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways
Footpath connecting Bangaley Drive and Matthew Flinders Drive. This is extremely dangerous but very well used by pedestrians.	38 Lighthouse Road, Port Macquarie New South Wales 2444, Australia	LIGHTHOUSE BEACH, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways

Love the Lighthouse! Hate the lack of access. Footpath/share path along Lighthouse Rd from Bangalay Drive would provide safe access along this heavily used (but currently dangerous) stretch of road	27 Lighthouse Road, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways Footpaths and share paths
Lighthouse Rd in desperate need of an upgrade to provide safe pedestrian and bike access. Share path please!!!	39 Lighthouse Road, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways Footpaths and share paths
Love the facilities at Wayne Richards but so incredibly dangerous for our kids to access. Please please please can we have safe access for bikes/pedestrians along Koala street? Currently not even so much as a road verge for our kids. They're forced to ride right in the middle of this busy single lane road	44a Koala Street, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways Sharepaths, bikeways, footpaths

Love the facilities at Wayne Richards but so incredibly dangerous for our kids to access. Please please please please can we have safe access for bikes/pedestrians along Koala street? Currently not even so much as a road verge for our kids. They're forced to ride right in the middle of this busy single lane road Love the facilities at Wayne Richards but so incredibly dangerous for our kids to access. Please please please please can we have safe access for bikes/pedestrians along Koala street? Currently not even so much as a road verge for our kids. They're forced to ride right in the middle of this busy single	52 Koala Street, Port Macquarie New South Wales 2444, Australia 44a Koala Street, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities) Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways Sharepaths, bikeways, footpaths Walkways/pathways Sharepaths, bikeways, footpaths
lane road Could we please have better access along Lighthouse Road for	22 Lighthouse Road, Port Macquarie	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways,	Walkways/pathways More footpaths
pedestrians?	New South Wales 2444, Australia		ramps, improve	

			disability facilities)	
Improve the Creek to Creek pathway and make it operational again for the many who used it before the floods. Often it is the only pedestrian access fro west haven and Lakewood to Laurieton	385 Ocean Drive, West Haven New South Wales 2443, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways Bubblers and dog waterers on pathway networks and dog friendly areas
Larger and improved skate park for Camden Haven. Bonny and cathie have great ones but we don't. It could go in bruce porter reserve or you could build an extensive one on the B2B route or at Lakewood if a pathway connected not.	Tunis Street, Laurieton New South Wales 2443, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Skate park components Fencing around some playground play equipment like Dunbogan reserve or North Haven Park. Or Both.
Bring Creek to Creek Pathway to this point so that it can join B2B pathway network	499 Ocean Drive, Laurieton New South Wales 2443, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise	Walkways/pathways Connected Pathway networks

			equipment, bike tracks, etc)	
Play equipment fencing and increased play equipment for older kids	20 Camden Head Road, Dunbogan New South Wales 2443, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Skate park components Beach Showers and watering stations
Beach shower and watering station and more parking at this end of Pilot beach to encourage more participation at this end of beach and park	Pilot Beach Road, Camden Head New South Wales 2443, Australia	CAMDEN HEAD, NSW	Amenities (i.e. bubblers, toilet blocks, seating, BBQs etc)	
Upgrade of electricity into facilities athletics Vince Immon. It is evident that there is not enough clean power and large enough breakers at the present facilities (soccer and Rugby) to handle to power requirements of Pie Warmers and chip flyers, fridges etc. When all	2a Tunis Street, Laurieton New South Wales 2443, Australia	CAMDEN HEAD, NSW	Sporting facilities (ovals, change rooms, lighting, maintenance, grounds etc)	

			I	I
equipment is running it does not work well. you require 20,000 watts available at each canteen. With multiple circuits with 15 Amp Breakers.				
The pool desperately needs maitenence, water heating and has the space for a plunge pool and water slide for tourism and involvement at the pool. No pool in the shire has a water slide where other shires do.	3 Laurie Street, Laurieton New South Wales 2443, Australia	CAMDEN HEAD, NSW	Sporting facilities (ovals, change rooms, lighting, maintenance, grounds etc)	Connected pathway networks
Could be converted to a dog friendly park as it has little usage for other things, multi use brings more people and it will not be far off the B2b Pathway later.	9 Scarborough Way, Dunbogan New South Wales 2443, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	

This would also make a good off leash dog walking area.	25 Camden Head Road, Dunbogan New South Wales 2443, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)
In the development here, Provide a dog walking park for the locals and retirement village and Kew. Don't forget a pathway to connect to Woolworths and the creek to creek pathway network.	201 Ocean Drive, Kew New South Wales 2439, Australia	CAMDEN HEAD, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)
Improve maitenance of beach foreshore.	15 Elliot Way, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)

This park needs fencing, at least alongside the busy road. The park itself is requiring repairs at the moment, and would also benefit from more seating and tables, it is very underutilised as it is.	128 The Parade, North Haven New South Wales 2443, Australia	KENDALL, NSW	Safety (i.e. parking, lighting)	Walkways/pathways, Outdoor fitness equipment, Skate park components Park FENCING Designed safe carport for parents
This equipment needs extensions, to allow for play for children at various levels and ages. Better parking to get off the road. Fencing the playground as well.	18 Camden Head Road, Dunbogan New South Wales 2443, Australia	KENDALL, NSW	Safety (i.e. parking, lighting)	Outdoor fitness equipment Playgrounds for various ages, and aimed at multiple children using at once. Fenced playgrounds.
This park needs serious maintenance and some upgrades to better utilise the space. The grass plants in the area grow spiky berries which are harmful to the kids and also are allowed to grow so densely that they harbour rubbish and vermin and also take up potential play space or areas for play equipment. The area needs to be capable to account for more children using it at	13 Castle Street, Laurieton New South Wales 2443, Australia	KENDALL, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Outdoor fitness equipment Off road parking, play equipment for various ages, less harmful plants

a time with more swing sets, more slides and applicable to a variety of ages				
This park is so badly neglected by PMHC that it still hasn't been repaired from flooding over 18 months ago. It has the space and potential for a bike track. We need more seating and more equipment, the park can only occupy a small amount of children We need proper parking as	2 River Street, Kendall New South Wales 2439, Australia	KENDALL, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Off street parking, fencing, more equipment for various ages and ability to accommodate for than 3 children at once
well Crestwood park is fantastic and always popular but no toilets anywhere nearby. Could some be installed here?	102 Crestwood Drive, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Amenities (i.e. bubblers, toilet blocks, seating, BBQs etc)	Walkways/pathways

Would be great to see a proper playground installed here. Perfect location adjacent to fitness station with toilets and bubbler nearby. Existing few pieces of play equipment are very worn and not very exciting	Lighthouse Beach, Matthew Flinders Dr., Port Macquarie, New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways
Parkland on western side of Ocean Drive bewteen Lake Cathie and Bonny Hills is needed	Platypus Parade, Lake Cathie New South Wales 2445, Australia	LAKE CATHIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Outdoor multi-use courts, Pickle ball court Green space for passive play and picnic benches
Basketball court/ fitness equipment/ football posts	4 Northshore Drive, North Shore New South Wales 2444, Australia	NORTH SHORE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Outdoor fitness equipment, Outdoor multi-use courts Cycle paths. Fishing bins.

It would be great if play equipment was installed here for use by the community- it's a lovely park shaded by trees in the absence of anything else close by in the area in walking distance (access to Mimosa Park is very tricky/somewhat dangerous along Koala St given there is no pedestrian path; same as access to Wayne Richards Park as per other comments regarding Koala St). Thanks for your time and consideration:-)	27 Treetop Crescent, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways
I agree with what others have said here. Lighthouse Road needs a footpath	13 Lighthouse Road, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	
Port Macquarie United Soccer Club - change rooms, toilets, canteen, club house need update or replacement	53 Hastings River Drive, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Sporting facilities (ovals, change rooms, lighting, maintenance, grounds etc)	Soccer goals/goal posts

Please provide footpath along koala street for safe pedestrian access to Wayne Richards park. A crossing is needed at koala & shearer streets.	85 Koala Street, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Access and accessibility (i.e. pathways, ramps, improve disability facilities)	Walkways/pathways
Park run down and occupied by vaping teens. Needs upgrading, booting equipment and rarely mown grass	2 Parkside Court, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Skate park components
Ellenborough Reserve has very few facilities considering the large number of visitors and campers. I would like to see a playground build at the reserve.	36 Main Street, Ellenborough New South Wales 2446, Australia	ELLENBOROUGH, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways Fenced playgrounds for young kids. Public fishing jetty's.

	1			
Wauchope Soccer	29 Fairmont	WAUCHOPE,	Amenities	Walkways/pathways
Club requires	Drive,	NSW	(i.e. bubblers,	Female Facilities & Public
Female Change	Wauchope		toilet blocks,	Toilets - Remove/Replace
Rooms to cater for	New South		seating,	decaying infrastructure
the increase i	Wales 2446,		BBQs etc)	
female	Australia			
participation - 10 -				
15% increase every				
year for the past 4				
years. Council				
Public Toilets &				
Facilities along				
with Sewer Lines				
require upgrade				
as constantly				
calling Council to				
repair New				
improvement				
require the				
inclusion of				
Disabled Toilets				
with Safe Access,				
Storage Space for				
Sporting Club				
Equipment and				
Hasting Council				
Grounds				
Equipment &				
Multipurpose				
Room/Area that				
can be utilised by				
all sporting &				
community				
Groups who use				
Fairmont Gardens				
Sporting Fields.				
The Grounds also				
require better site				
access, Car				
park/Driveway				
improvements				
and after hours				
Safety/security				
Lighting.				

		T		I
This playground is	36	PORT	Recreational	Outdoor fitness equipment,
very dated and	Brindabella	MACQUARIE,	facilities (i.e.	Outdoor multi-use courts,
damaged in parts.	Way, Port	NSW	playgrounds,	Outdoor volley ball court
It is very basic and	Macquarie		parks,	Water playground
could do with an	New South		reserves,	
upgrade. The open	Wales 2444,		boating,	
green space is	Australia		skate parks,	
fantastic but is not			dog parks,	
maintained often			pickle ball	
enough and is			court, half	
always over			ball court,	
grown. I worry that			exercise	
during the warmer			equipment,	
months there			bike tracks,	
could be snakes			etc)	
and spiders in the				
playground				
equipment and				
the long grass.				
Make at least 2 of	33 Woods	PORT	Recreational	Walkways/pathways,
the courts indoor	Street, Port	MACQUARIE,	facilities (i.e.	Outdoor multi-use courts,
(add a bubble) to	Macquarie	NSW	playgrounds,	Pickle ball court
be able to increase	New South		parks,	More facilities for younger
community	Wales 2444,		reserves,	kids especially when raining.
benefit by not	Australia		boating,	Better paths to encourage
being impacted by			skate parks,	people to walk. Water park
weather thus			dog parks,	
ensuring			pickle ball	
tennis/other			court, half	
community			ball court,	
activities (multi			exercise	
purpose) are			equipment,	
accessible rain,			bike tracks,	
hail or shine. Build			etc)	
more courts to				
meet demand				
including pickle				
ball. Increase the				
size of the				
clubhouse.				

Park needs an upgrade (sink hole type thing at the bottom of the big slide) and a walkway to be able to reach it after wet weather. Currently, if it has been raining there is no way to access the park apart from walking through mud. No sunshade.	11 Myoora Place, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways , Outdoor multi-use courts, Pickle ball court
Park is poor. Needs an upgrade.	7 Sussex Court, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Recreational facilities (i.e. playgrounds, parks, reserves, boating, skate parks, dog parks, pickle ball court, half ball court, exercise equipment, bike tracks, etc)	Walkways/pathways, Outdoor multi-use courts, Pickle ball court
More bins required all throughout the walkways in the Emerald Downs/Lighthouse area. Especially Jonas Absalom Reserve where people leave their dog poos. Dog poo bins like they have in the UK would be good.	33 Jonas Absalom Drive, Port Macquarie New South Wales 2444, Australia	PORT MACQUARIE, NSW	Amenities (i.e. bubblers, toilet blocks, seating, BBQs etc)	Walkways/pathways, Outdoor multi-use courts, Pickle ball court

Outdoor multiuse	100 Cameron	WAUCHOPE,	Sporting	Netball courts Wauchope
netball/basketball	Street,	NSW	facilities	Netball Club has 20 teams
courts	Wauchope		(ovals,	that play in the Saturday
	New South		change	competition and have no
	Wales 2446,		rooms,	hard courts in Wauchope to
	Australia		lighting,	train on they only have the
			maintenance,	one court on the indoor
			grounds etc)	stadium

Appendix C

Recreational Action Plan Review - De-Identified Responses

What recreational facilities would you like to see more of in our region? 'Other' responses

Frisbee Golf Course

Please link recreational areas via better/safer walkways and cycleways i.e. Wayne Richards park is so dangerous to cycle to yet has a cycle track there. No link to Googlik walk

Better playground equipment. North Haven has a park on the way to the beach however the park located at Bunnys Corner needs to be moved urgently. It has not been replaced for 20 years, its in a bad location and is not utilised. Please move it down closer to the north haven river baths or the fitness equipment. Please make it a big park, not just a minor park with a swing. Please make it an aquatic themed and a colourful park.

An outdoor all weather Boules pitch. It's a French game and increasing popular in Australia. Would certainly appeal to our local Hastings based French speaking community.

town is in desperate need of an athletics track. every junior would benefit. also need lighting on the breakwall and foreshore paths

Squash courts

Dangerous roads without a shoulder for cyclists to use.

Squash Courts

Indoor squash & tennis courts: indoor heated pool (at least 25m); ocean pool

Squash Courts- if ther only existing squash courts are going to be demolished, a new facility needs to replace this existing one. Not good enough.

Secure Dog Parks in the Lake Cathie Area. There are no council enclosed dog parks in Lake cathie or Bonny Hills

Squash courts

Squash courts

indoor squash centre - tennis is accomodated but not squash

Sport facilities and fields that meet national standards and have the capcity to attract large state / national events and smaller scale international events

Indoor swimming pool

Improved beach facilities

Squash Courts. The only courts we have will be closed in a year - it is a great sport available all year round not being dependent on weather. There is a resurgence in squash and our local club have got juniors up and running - there will be nowhere for them to play.

Increase tennis court space at Lake Cathie, Bonny Hills. Increased parkland at Lake Cathie - there is no public parkland between Lake CAthie and Bonny Hills on the western side of Ocean Drive despite significant development. Residents should not have to drive to sporting fields on the eastern side for teh kids to throw a frisbee. The community would also benefit from public access/ and parkland all the way around the lake. This would be a huge drawcard and any future development should provdie both parkland and public access. The western side of the Lake needs public space on the same scale as the eastern side and Rainbow Beach reserve. Other council areas have large cycle and or walking patsh and play areas. Th existing beach reserve at Rainbow Beach has severe erosion issues - Council is in part addressing them but the area to the south of the observation deck is yet to be addressed.

*Indoor cricket and associated indoor training facilities.

*Additional outdoor sporting fields with appropriate drainage to cater for national and state carnivals all year round including turf cricket pitches and associated football fields.

*Dedicated beach volleyball and beachside basketball sites.

*Revamped squash and indoor racquetball.

Cycle ways / fishing bins

Water play and shelter

indoor courts

more football fields

parks

cafes

car packing

car parking and dog parks

Ability for local volunteer sporting organisations to have more efficient use of existing resources and for these existing resources, particularly council owned sporting fields to have all infrastructure improved so that these clubs can attract the hosting of state and national events.

Off road cycle paths

Dog parks

Kids playgrounds

Pool that is indoor or at least weather and sun protected.

Water playgrounds

Cycleways, on-road bike lanes and cycling facilities (bike racks etc)

More turf wickets for cricket and better lighting for night cricket matches

What type of elements would you like to see incorporated within our playgrounds? 'Other' responses

Activities for young children (1-3)

Leash free dog friendly areas near playgrounds so the kids and dogs can play

There are more than enough overbuilt and underused playgrounds in the central Port Macquarie area mostly funded by large grants from the NSW taxpayer & it is past the time where we continue to overbuild the precious little public space in Port & focus on maintaining & beautifying what we already have.

There are council operated tennis court but no council operated squash courts

Consider footpaths and bike paths to allow safe access for children to playgrounds

We need more playgrounds-there is not enough!!

Water play

Fencing around play equipment that is near busy car parks and water ways.

Trees, Natural environment, conserving the environment

Exercise equipment

Shelter

To have more spaces for picnics at parks so like bbgs and benches.

more and improved gyms

Gym equipment.

more assessable playgrounds for people with a wheel chair

more assessable parts of playgrounds for people with disabilities like a wheelchair

No opinion

Water playgrounds

More lighting for night cricket matches

Do you have any further comments?

The Rainbow Beach Reserve public toilets are very regularly being vandalised. Can CCTV or other deterrents please be considered and installed.

The Amentity Building at Andrews Park Wauchope is neither road safety or child protection compliant for children involved with sports training/ playing at Andrews Park. A compliant amentity building needs to be constructed adjacent to Andrews Park playing field as a matter of urgency. This matter has been raised by sports users of the ground with PMHC on numerous occasions without any follow up action by PMHC and should be included in the short term 2023/24 Recreation Action Plan.

I noted according to the current Recreation Plan construction of Stage 1 of The Hastings Regional Sporting Complex should be commencing in the 2022/23 financial year. This doesn't look like occurring even though the planning for this complex by PMHC dates back to 2005/06. Let's move onto delivery of Infrastructure for the PMHC LGA.

This is an exercise in box ticking which will be used to cater to the whims of a small minority of the community who frequent the council website. The results of such surveys are not representative of the broad majority of the population of the Hastings & in no way could be used as part of a business plan to continue to overbuild our parks & public spaces. The requirement to adopt a happy or sad face before the survey is accepted is a measure of the shallow nature of such a survey. My comments will probably be ignored and the face symbol recorded as a genuine opinion.

Our open spaces are great. We do not need any more interference with them.

Incorporate Squash courts in a council stadium

Your recreation action plan 2021-2025 mentions bikes only once - a pump track for Wayne Richards park. There are hundreds if not thousands of cyclists in PHMC area and cycling should be considered as a major category for many reasons - commuter access, e-bike increase for less fit people and many other cyclist profiles. My major concern is safety for many dangerous road sections, particulary Ocean Drive from Bonny Hills to Laurieton.

More parks in neighbourhood developments would be good to see so there is community space for kids to play in, BBQ's for family and neighbourhood gatherings so a sense of community can develop more

By the end of 2023 there will be no facility capable of hosting a Squash Competition or Tournament as the last Squash Facility in the Community with enough Courts (5) for Competitions and Tournaments will be no more. Palm Court Motel is planning to close the 5 Squash Courts at the end of 2023 to make way for more Motel Rooms. Multiple Schools in the Region attend the Palm Court Motel Squash Courts 3 times a week for School Sport, there is a Tuesday Night Mixed Squash Competition, a Wednesday night Mens Squash Comp and just recently due to new Junior interest a Thursday Night Junior Comp has started. These will all have to fold if a Community Squash Facility is not developed resulting in the eventual Death of the Sport. The Palm Court Squash Club has been operating for over 40 Years and has a very proud History, which will all be lost if a new venue is not found.

To clarify, the actual facilities in our region such as playgrounds, open spaces, sporting facilities etc. are excellent. The ability to safely access them on foot or by bike is seriously lacking. Please look at investment in footpaths and share paths to enable better access to these wonderful spaces.

We need more playgrounds

We need a squash court that won't close down

We need bike path from light house to port town beach

We need more fully fenced playgrounds

We need parking at ruffians and finlay park

Artificial sports fields should be a priority to support kids (especially teenagers) and to brig more events to the town.

Please don't demolish our squash courts

Also... another full sized basketball court would be great for the kids

indoor facility lacking for squash playing people - especially after the commonwealth games

Footpaths and bike paths are required between town and flynn's and lighthouse beach. A seapool would be very beneficial to residents.

Hove passive areas.

With limited parking in east port areas & proposed ocean pool, surf museum, amphitheatre, there will be too many cars for spaces available.

So keep passive areas, not more traffic/parking problems

There is a big difference between active and passive open spaces, organised sporting fields and social 'kick a footy' fields. PMHC needs to understand that a one size fits all open spaces approach does not and will not work. PM-Hastings lacks sporting infrastructure that meets "national" standards and is able to attract large scale events. This is particularly evident when one looks at the events neighbouring towns, eg Coffs Harbour" is able to attract on the back of their investments. Sport fields and infrastructure in the Hastings is distributed far and wide across the region and are only built to community standards. The region is crying out for a centralised sporting precint that it aimed at state / national / international levels.

Footpaths and cycleways are desperately needed. Seems like every other council is investing in this infrastructure. Hoping PMHC will get on board soon.

Overall council does a pretty good job with rec areas but some should be enhanced for other particular uses. The things that stand out as lacking are Laurieton Pool, Dog Parks, Watering areas, Skate parks equity and safety fencing <<<<across the Camden Haven

A large percentage of the local population and visitors use the beaches and paths as active recreation.

Please seriously look at including Squash Courts in the recreation review, a wonderful indoor sport for both juniors and adults.

The attention given to some places over others appears to be ad hoc with no clear plan to be seen simply. Findlay Park for example has been left with very little improvement from Council despite the great number of users. Council needs to take responsibility for the facilities it provides there.

Better control of illegal 4wd.

More dog free beaches

Really we are very fortunate to have a great place to live. While the recent play ground upgrades along the foreshore are great. I appears the outdoor Gyms have been neglected. Take the town beach outdoor Gym as an example, half of it has fallen apart, It is old. I have seen newer outdoor Gyms in other regional ares, that have greater ergonomic support for the health of our community I would like to see this and other areas upgraded, or have newer equipment installed.

Shared pathways: Notice lots of bike and electric scooters etc using the breakwall area. Some of these riders behave in a dangerous manner. Many seniors use these paths and have witnessed many close calls, and think electric riders should be banned, at least.

Our parks need more shade after 8am you can not use most of them. Pathways need lots more to walk around our beautiful area

Ascot park needs a bus stop and down hill needs a speed hump

please add more library or quite spaces

please make older kids shooting grands.

a better space for people with autism

a better space for people with autism

Most sporting organisations in the LGA are run by volunteers. These volunteers need to be supported and assisted for mutual benefits of all members of the LGA. Sporting groups provide social, physical and economic benefits to all stakeholders. This LGA is a growth area and should be attracting State and even National level sporting events given the location to the major cities, ease of access (the pacific motorway runs through the middle). Instead, it appears we have been losing these large sporting events whilst the population of the LGA has been growing. Approvals and Support to ALL sporting organisations by council is pertinent to the continued growth and wellbeing of the LGA longer term.

I have answered the above questions as an individual.

The main purpose of completing this form is in my role as President of the Hastings District Junior Cricket Association (HRDJCA). The 2 documents attached outline our priorities for development of new and existing facilities.

Thanks for your time

Please add a bike track, mini basketball area, and adventure climbing equipment to the playground at Lilypond reserve. The equipment currently doesn't cater to all ages, there is no safe place to ride push bikes on Transit Hill as there are no local footpaths. Also, no flat cement area to play netball or basketball, and the large playground area is under utilised.

There is a desperate need for more sporting fields that have lighting available for a rapidly growing population

There is no access (foothpath/bike path) to get to Wayne Richards park. This presents a serious safety risk due to pedestrians (young children) navigating their way along koala street. In addition there is no way to cross koala street into shearer street. This is a serious safety concern with potentially catastrophic consequences.

There are some beautiful playgrounds in port, but none in dahlsford. The ones in dahlsford are run down, dilapidated and the hang out of vaping teens. We would love an upgrade to the 2 parks in dahlsford to make them safer, more inviting and exciting for the kids. Some shade, seating, bins and a bubbler would also be great

Please do not go ahead with the ocean pool

Port swimming pool upgrade should be number 1 priority. At least put a simple weather and sun protection around the current 25m so older people can use.

Lots of complaining in the community about dogs. How bout a new big enclosed area for dogs on the fields near the airport? So little used and they are becoming a kids-on-minibikes zone and will be destroyed soon.

More seating and shade needed for spectators at netball courts.

I'd love to see more adventurous playgrounds for older children also playground areas more suitable to toddler age groups. We have plenty for middle childhood. A water playground with fountains and water works would be amazing for the area!!

Why doesn't council consider the approved bike plan and provide funding in the budgets for cycling infrastructure?

Wauchope has no outdoor multiuser hard courts for netball/basketball, the local netball club has 20 teams and has one court at the indoor stadium to use for training. There is a social netball competition on a Wednesday night but team numbers are limited as we only have one court. Some of our teams can't train as we don't have court availability for them to train. We have 2 and 3 teams training on the one court at the same time which is quite difficult. We are unable to grow our club due to not having courts available to use.

Wauchope RSL Cricket Club thanks Council for this opportunity to contribute to the review and has supplied an additional two page letter featuring areas it would like to prioritise in the upload section below - please contact us for further information.

Comments from all pop-up sessions

Town Beach Waterplay

Kingfisher Park; Peppermint Park; Fantasy Park; Not much on offer for families if the weather is bad

Monkey bars for younger children/ladder/height

Pram access beach walks

Running wall like at spring loaded

Centralised seating in large quantities

Slides & swings

Hamster wheel

More dog parks

Love the area, great park, great facilities (Town Beach, Port Macquarie)

Laurieton Pool - engage with swim club at Laurieton. (Water slides/splash pad) - Wheel chair access

Playgrounds - add fencing. Dunbogan Reserve - near water and ring road

Playground - more mixed age group play equipment

Connecting pathways lakes & beaches

We love it all - improvements are great new netball and playground Laurieton

Great facilities in Laurieton, feel blessed, upgrades are good, sporting fields are good

Playgrounds for older kids - mixed playgrounds for different ages, but can play together - more seating and picnic tables for families

Walking track has been impacted by the floods - Queenslake walking trail

Dog off leash area

Benches for sitting. Flying fox down near the park for older children

Seymour St (recently painted) (oustide dance studio) car parking is being replaced by seating - major issue

Pump track for bikes

Want monkey bars or play equipment for older kids - not challenging

LUSC; sporting fields; soccor fields; floods easily; is too small for what it serves; lack of storage

Safety pathways; shared paths for cycling

North Haven Stingray bridge to the club; road needs majoy repairs

North Haven Breakwall never been repaired properly, NSW State infrastucture never finished the job.

Wall Reserve; overgrown crown land, eye sore. Land needs to be cleaned up/landscaping connect with other pathways

bike pump track & skatepark

River walk dangerous at the moment drop from floods. Safety. Dog has fallen down.

Netball courts (Wauchope)

All new subdivisions to have - community gardens; parks and open spaces; cycle ways and shared paths

Wauchope public toilets need to be maintained - they are getting vanalised

Footpaths to ride scooters from home to school

Horse riding natural areas

Kayaking! - We need a few more places to get in and out of the river upstream from Port

Disability access to beachs; more access paths; improve access; more ramps

Squash facilities going social impacts

Bicycle tracks - just add a section each time the roads are fixed

Cycle ways; googik track; shared spaces dangerous NSW gov separate roads

Glenview Park amenities - toilets would be good

Griffith NSW great park example - water park - climbing net

Shade vegetation

Environmental - wildlife corridors; sanctuary land; a focus on more plants & trees; more green

More help and understanding for homelessness; recycled water; sustainable toilet systems; historical knowledge

Signage road safety children 40-50km children/safety pedestrian

Climate change impacts quality of life & facilities; declare a climate change emergency and ACT on it NOW!

Dog park in wauchope users too early 5am wake up nearby residents who are unwell and old

Pappinbarra Cycle Way

Fire safety water tanks

Dog park wauchope teenagers hanging / loitering late at night - noisy - graffiti

Lank bain better car park

Roadway / pot holes / gutters improvements

Pedestrian safety Wauchope main street vegetation needs cut back

Get rid of weeds; shade; parking access; full size indoor areana

A large park for Beechwood

Need a skatepark for youth in Wauchope & other activities

Spinning equipment (similar to Laurieton)

Pappinbarra - River Reserve (park) for picnicing

Pappinbarra tennis court upgrade & add multiuse

Andrews Park field construction missing more swings; monkeys; ninja warrior course; outdoor fitness equipment

Hard court netball courts

Tallowood Park improve seating and shade

Horse float; friendly parking design

Long slides; swings; round spinning equipment; flying fox

Monkey bars/flying foxes

Gymnastic centre in Wauchope

Pump track (like in Kempsey)

We need safe evacuation centres eg. In case of fire/flood - current facilities inadequate

WILDLIFE - We need to protect habitat and manage it

Foreshore footpaths

Skatepark

J Dixon used byt walkers straigh stretch

Walking

On leash walking area near the beach

additional parking at skatepark (on master plan)

J Dixon Reserve carpark pot holed.

Another SLSC between Lake Cathie and Bonny Hills (masterplan)

Dog friendly walking areas

Tallong Reserve upgrade - additional seating (picnic tables), mowing, used for fishing, start point to kayaking

Footpaths to school to allow active transport routes

Pedestrian and bike path connectivity to parts and sportfields

Activation of outdoor fitness equipment

Foreshore reserve - more garbage bins or collection

From Acqua Cresent and along beach (make a one way road)

Beach access middlerock and Lake Cathie both closed

More footpaths linke from housed to sohpts/houses to beach. Parks all connected

Acqua reserve/drive - flood damage, walk way not repaired yet

footpaths from new development areas to main town centre

Additional parking at shops M/plan Lake view village

Written Submissions

An activity that appeals to 1 year olds as much as 90 year olds is swimming, splashing, and even water walking in tidal pools. In Sydney, tens of thousands of families and even very old people enjoy time at the pools. Here thousands learn to swim and take part in the nippers programs. Elderly keep fit to high age either swimming laps or walking through the water.

Sadly, Hastings Council has not even a single such facility. This is a tragedy and abject failure.

Narrow age group facilities such as skate or bike jumping parks are great for the 10 - 25 year olds, but what about the rest of the community?

McInherney Park would be a great place for a simple protected bath with jetty and lanes. This could be built in a month or two and would allow kids to be protected from the river currents and learn to swim short laps.

Almost each and every beach should have a tidal pool starting at Town Beach and continuing on to North Haven.

It is time for Council to let actions speak for themselves. We are tired of site selection committees and naysayers. If there are forces that hold this up, who are they? Not a single person I speak to doesn't want tidal pools.

A paid public freshwater pool is simply unattractive for most. Families or pensioners are not prepared to pay even concession rates and the beach is far more attractive.

It is sad to hear from long term locals, that Council has been stalling this for many decades.

Please get going and build a few of these pools in the next 12 months. The public will thank you. If there are millions for skate and bike jumping parks, surely we can get a few pools built.

Thankyou for the opportunity to comment of the Recreation Action Plan. The Hastings River District Cricket Association (HRDCA) would like to list the following as our priorities for upgrade within the PMHC LGA.

- 1. Oxley Oval storage and drainage As one of the premier sporting grounds within LGA, recent improvements to Oxley Oval have significantly improved the ground for both spectators and players. However further improvements are required to ensure ongoing suitability of the playing surface and maintenance facilities. Drainage around the southern end of Oxley requires further upgrade to ensure the playing surface is not impacted by storm water runoff. Additional storage for rollers, covers, curating and management equipment is urgently needed to allow cricket to continue on Oxley Oval
- 2. Andrews Park change room/toilet facilities as one of the premier sporting grounds within the Hastings LGA, these facilities are damaging the reputation of local council. They are very much sub standard, and pose a significant safety risk to persons, particularly children or the elderly, as they move from the playing/spectating ground to the facilities. Andrews Park is widely used within the cricketing community, and is often used by inter-district and inter-regional games. Whilst it is common for all local players of either gender to do so, there have been many instances of high level sporting players, including current Australian cricketers, having to change into and out of sporting clothing and equipment in full view of spectators and players.
- 3. Lighting at Wayne Richards Oval we understand significant action is underway on this particular facility, however adequate lighting to enable night cricket to again be played on Wayne Richards Oval is a high priority of the HRDCA. This particular oval is heavily used throughout the cricketing season, and once again having the opportunity to play additional night cricket within the PMHC LGA is heavily supported by the HRDCA.
- 4. Sancrox Oval availability the cricketing community have been heavily impacted by recent upgrades to some facilities within the PMHC LGA, with both the Stuarts Park upgrade and Wood St recreation facilities now rendering those grounds too small to safely play senior cricket. Pre-season inspections by the HRDCA executive confirmed Sancrox oval was fit for play at the commencement of the 2021/22 cricket season, however PMHC had embargoed its use for cricket as a result of flood damage. With the disruption to many sporting groups from the unusually wet seasons, it was very disappointing to have to cancel games last season when we did have some fine weather due to a lack of grounds. Access to Sancrox reserve is a 5. Hastings Regional Sporting Complex The HRDCA remain very supportive of the Hastings Regional Sporting Complex. A multipurpose, dedicated and consolidated sporting precinct we believe to be of enormous benefit and potential to the PMHC LGA, local businesses and local sporting groups.

Im not sure who I should send this desperate plea to about the future of Squash in the Hastings Region, but please read if you don't mind and forward it to someone who might be able to help thankyou. I moved to Port Macquarie in 1980 to complete an Apprenticeship, when my Apprenticeship ended in 1981 I decided to stay as I loved the Region and was enjoying my new life here.

I started playing Squash here in 1982 at the Palm Court Motel in the Palm Court Mens Squash Club and have been playing and enjoying Squash there in both the Men's Comp on a Wednesday night and the Mixed Comp on a Tuesday night for the past 40 Years, apart from 5 years between 2006 & 2011 when I had a serious Accident after being thrown from a Horse (one of the problems in my Profession as a Jockey)

Back in the 1980's the Port Macquarie region had at least 4 facilities that could host Squash Comps and Tournaments as the Sport was in full swing with Australia having huge participation and a World Champion in Geoff Hunt. Over time with many other new Sports popping up the number of Squash Facilities began to dwindle and the participation numbers dropped. Courts in Murray St & Albert Circuit eventually closed to make way for Bigger Business opportunities. Palm Court was the only remaining Facility which hosted all competitions and Tournaments with Schools using the facility for Squash in School Sports. In recent times the Squash Club has had a boost in numbers to now be running a Men's Comp, Mixed Comp and a Junior Comp with several hundred Players enjoying the Sport regularly. I have been told that 4 of the local Schools have been using the Palm Court Squash Courts on Sport Days 3 days a week as an option for Students Sports which resulted in the need for a Junior Comp to be started only weeks ago.

Recently a working bee was held by Players to install new LED lights into the Courts thanks to a recent Sports grant and a rejuvenated flood of interest and enthusiasm was created with a try Squash day which was held some Months ago, which introduced a large group of new players to the Sport and Comps of all ages. Sadly only a few days ago Players were informed that Palm Court was intending to close the Squash Courts by the end of 2023 to make way for new Motel Rooms. This of course is very sad as it will lead to the eventual Death of our Sport and the new rush of enthusiasm and Juniors who have just been introduced into the Sport to be left with no where to play. I have made some enquiries and found out that the closest Facility to us here with the ability to run a competition & Tournaments with 4 or 5 courts is Taree Old Bar or Coffs Harbour which is just too far for players & Junior Players to travel to play in a weekly Competition. Squash is such a healthy Sport which can be played no matter what the Weather is doing outside and at any time of the Year. We have so many Players keen to play but from the end of 2023 will have no where to play...and the 40+ year History of the Palm Court Squash Club will just fade away. Is there any way that our Council would be able to consider finding a way to have a facility with 4 or 5 Squash Courts being provided to allow Squash to continue to be enjoyed by the Community and continue to grow? We are approaching a dire situation and on behalf of the Hasting's Squash Community I am pleading for your help as the future of Squash in our Region is in Grave Danger.

My query was regarding the Crestwood Park in Port Macquarie and for possible improvement for older children to enjoy.

I had mentioned a basketball area.

I have today stumbled over a survey regarding parks that closes tomorrow for any input but I have no idea how to use your survey, it will not submit my suggestions. I do not have the submit button on my screen anywhere.

Please consider this email as my survey input for Crestwood park.

The park is set out for little kids.

Please consider older children aged 10 plus.

Basketball court, soccer goal/ football cross bar, bike pump track, open space mowed for touch footy, more seating covered, bbq's and toilet. The area seems to be large enough to accommodate older children and their families to gather at this park if infrastructure was appealing for those ages.

Ideally the basketball court is my main wish as my 13 yo son loves to play and has friends in this area that need to travel to set up a game when they live in this estate. They could ride their bikes to the park or walk there and enjoy that park in our estate that seems to be providing for young families only.

Thank you again for your time in considering my requests and I am sure you will be able to find my initial correspondence regarding this as mentioned earlier.

Hope Council consider all children ages within an estate when improving parks.

We have no significant concern with the use of "Bellbowrie Park Reserve" as a dog park, however we note that the reserve has an existing semi formalised use by BMX style bike riders and for other more casual recreational uses, including nearby residents walking dogs on leashes.

We also note that there are a number of existing "dog park" areas (we assume "dog park" primarily refers to dogs being allowed to be "off leash"), such as within the Wood Street Reserve and Nobby Beach, which provide much larger and more suitable areas for dogs to roam and which are more distant from housing.

Any formalisation of the use of the "Bellbowrie Park Reserve" as a "dog park", which may create a more regional attraction and may attract dog owners from outside a walkable distance, should take into consideration the views of the neighbouring property owners (especially the neighbouring residential property owners) and consider the need for the following:

- · An adequate area of formalised, paved, off street car parking;
- · Dog poo bag facilities and bins etc; and
- Control of off leash dogs if that is proposed. In particular, it should be detailed how dogs will be controlled so that the creek / drainage reserve area / environment etc is adequately protected.

We look forward to seeing more detail of the proposal for this possible "dog park" area, including the items raised above.

In particular, we think it is vital that the Council properly notifies all nearby property owners of the proposal and carries out a full public and property owner consultation before the proposal proceeds too far. It is unclear whether "the community engagement for the Recreation Action Plan review" referred to in the Council resolution points to the level of consultation, particularly with nearby property owners, that will be needed.

In regards to the Recreation Action Plan, we make the following submission in regards to recreational needs for the Wauchope area.

The FAQ document refers to two upcoming projects within Wauchope, being: Finalising design for the Hastings District Sporting Fields and Construction of Stage One of the Bain Park Master Plan including the playground.

- 1. The Wauchope Chamber of Commerce would like to emphasise our desire for the physical completion of the Hastings District Sporting Fields be identified as a high priority. The consultation undertaken with local sporting groups in the Wauchope area has noted the need for additional sporting fields, and the Hastings District Sporting Fields would go some way to addressing this need. The Hastings District Sporting Fields would also be constructed to current standards, and the Wauchope Chamber of Commerce would like to ensure that the design of these fields includes a high standard of drainage infrastructure to ensure the playing fields are able to recover in the shortest possible timeframe following high rainfall events. This is particularly important where it is noted that more intense rainfall events are to become more common.
- 2. The Wauchope Chamber of Commerce is currently represented on the Bain Park Masterplan consultation group and we request that the Chamber continue to be informed and included in the proposed works and the timing of these matters. Bain Park is a focal community gathering place, and the Wauchope Chamber of Commerce would like to emphasise with Council the need to ensure the timing of the works has minimal disruption to businesses and park users, particularly during holiday periods.

The Wauchope Chamber of Commerce would like to also acknowledge the significance of passive recreational facilities, including parks and foreshore areas, and the need for upgraded pedestrian connections to these areas. In this regard, the following matters are raised:

- 3. There is a need for improved pedestrian access to both Andrews Park, and the adjacent carpark north of Andrews Park. There is a need to improve pedestrian movements across Cameron Street in the area south of the High Street roundabout to facilitate access to Andrews Park and improve safe pedestrian movements to this significant recreational area.
- 4. Widening of the cantilevered footpath under the railway bridge was identified as a priority action in Council's adopted Wauchope Framework Plan Wauchope Town Centre, October 2019. This footpath is very narrow at this point and does not provide for the passing of prams or motorised mobility scooters. The need for the widening of this section was identified in Council's adopted Framework Plan, and it is requested that this be included in the forward planning for recreational facilities in Wauchope. This footpath area is used by many residents and visitors to Wauchope, and particularly used on Saturday mornings for the Wauchope Parkrun. Parkrun is a worldwide Saturday morning activity available to both walkers and recreational joggers. Wauchope Parkrun is visited by many tourists, particularly those people interested in achieving their "W" in the Parkrun alphabet. The introduction of tourists to the beautiful Wauchope foreshore area would be significantly improved with this necessary improvement to the safety of this section of pathway.
- 5. Recreational cycle linkages servicing Wauchope were also identified in the adopted Wauchope Framework Plan, as shown on the attached extract from this document. It is requested that these linkages be included in Council's forward planning for recreational support to Wauchope.

Thank you in advance for your consideration of this late submisison.

I was just wanting to express the interest in some kind of recreation plan for Byabarra NSW. I have lived in the Byabarra area for 15years and find it very unfortunate that there is no park, public toilets or playground area. There are tennis courts which are locked and only accessible to tennis club members. It is 25kms to Comboyne and 25kms to Wauchope a very long way to take family to a park with a play area or public toilets. I feel that Byabarra and the community especially the children have been overlooked and left out of any recreation area. There are quite a number of small children living in the Byabarra area but with no playground it seems to be all owned by the hall and tennis committee which are large number are older residents and only cater for there own needs EG: beer appreciation Nights Dinners etc. Its sad that our children and grandchildren have been overlooked all these years and no consideration has been given to give them a recreation area or a playground?. I'm not sure if you are the person to talk to but i would love to see some for the youth of Byabarra



Feedback survey

SURVEY RESPONSE REPORT

09 July 2009 - 11 September 2022

PROJECT NAME:

Recreation Action Plan Review

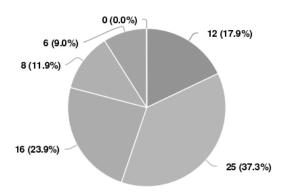












Question options • Under 16 years • 24-49 years • 50-59 years • 60-69 years • 70+ • 16-25 years

Mandatory Question (67 response(s)) Question type: Radio Button Question



Q2	Which	suburb/area	doy	you	live i	n?
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Port Macquarie

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Bonny Hills

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Port Macquarie

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Port Macquarie

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North Haven

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Bonny Hills

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Lighthouse Beach

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Bonny Hills

Page 3 of 73



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Lake Cathie

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Lighthouse Beach in Port Macquarie

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Camden Haven

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Innes Lake

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LAke Cathie

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North shore

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Thrumpster

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PORT MAQUARIE, NSW



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Lake Cathie

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East port

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Port Macquarie



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Dahlsford

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Dunbogan

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Shelly Beach

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9/10/2022 06:09 PM

Port Macquarie, Hamlyn Drive

Screen Name Redacted

9/10/2022 07:24 PM

Port Macquarie

Screen Name Redacted

0/10/2022 00:06 DM

Port Macquarie

Screen Name Redacted

9/10/2022 10:18 PM

Emerald Downs/Lighthouse - Port Macquarie

Screen Name Redacted

9/11/2022 01:40 PM

Wauchope

Screen Name Redacted

9/11/2022 11:21 PM

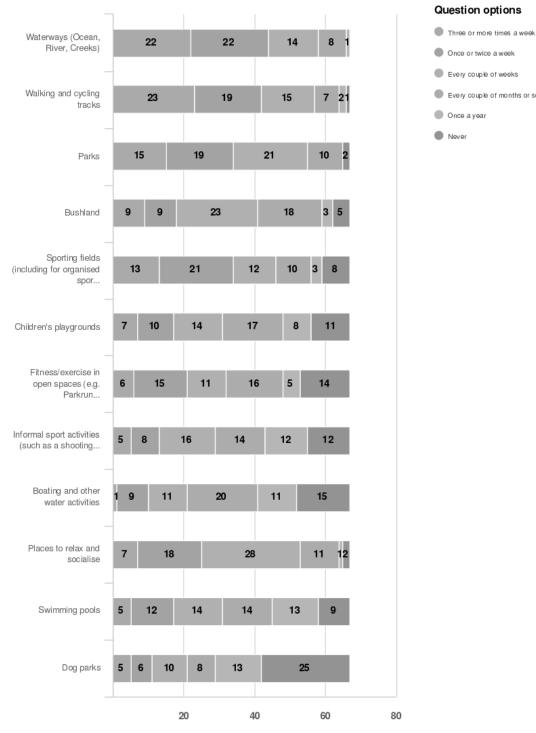
Wauchope

Mandatory Question (67 response(s))
Question type: Single Line Question

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Q3 On average, how often (if at all) would you and/or your family visit the following areas/facilities in our region?

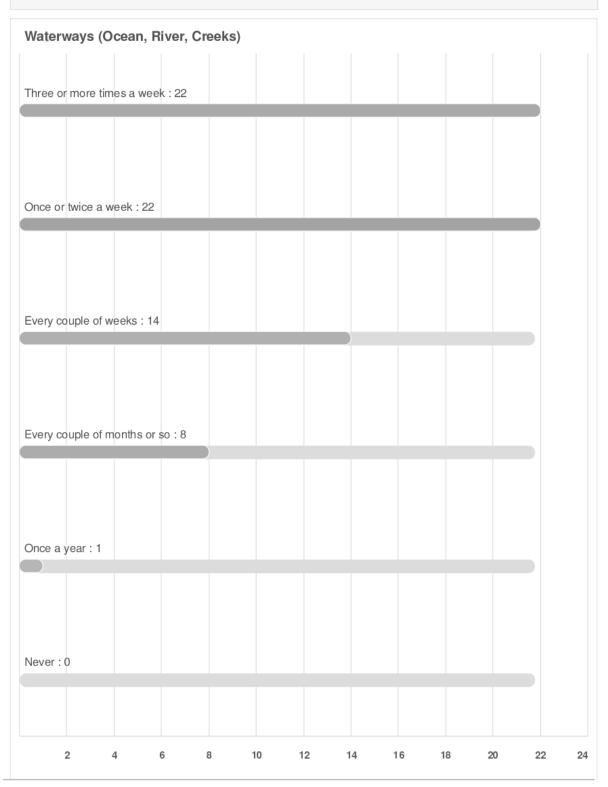


Every couple of weeks Every couple of months or so Once a year Never

Mandatory Question (67 response(s)) Question type: Likert Question



Q3 On average, how often (if at all) would you and/or your family visit the following areas/facilities in our region?

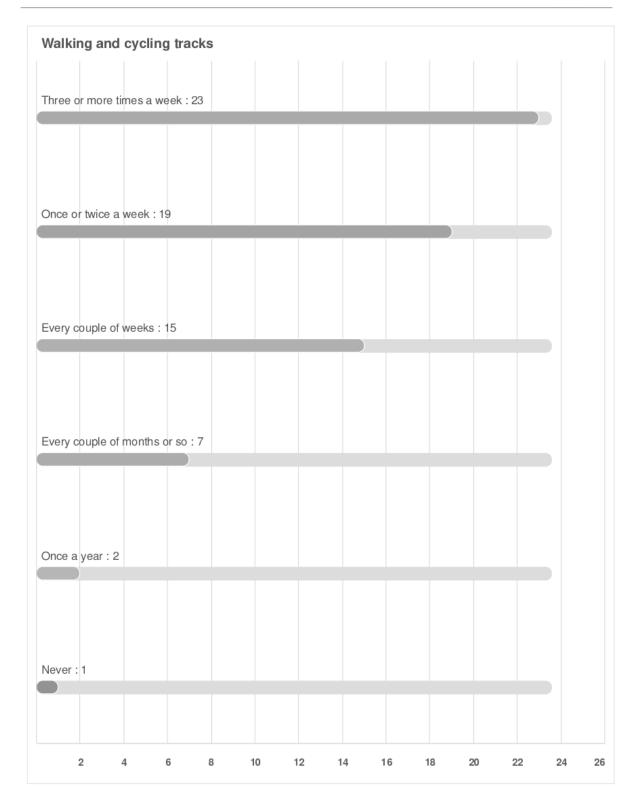


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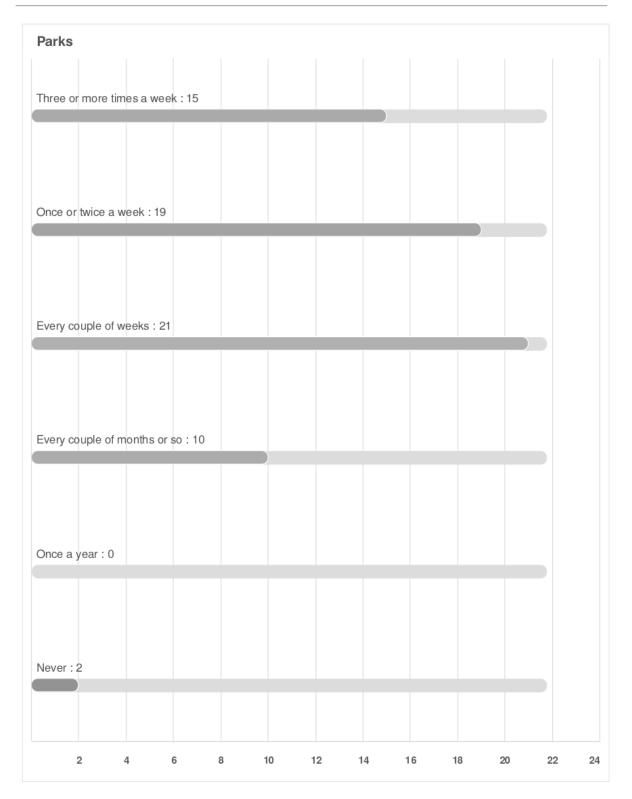
Feedback survey	: Su	vey Rep	ort for 09	July (2009 t	o 11	September	2022
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POST MACCISHITE SOUT SHEET

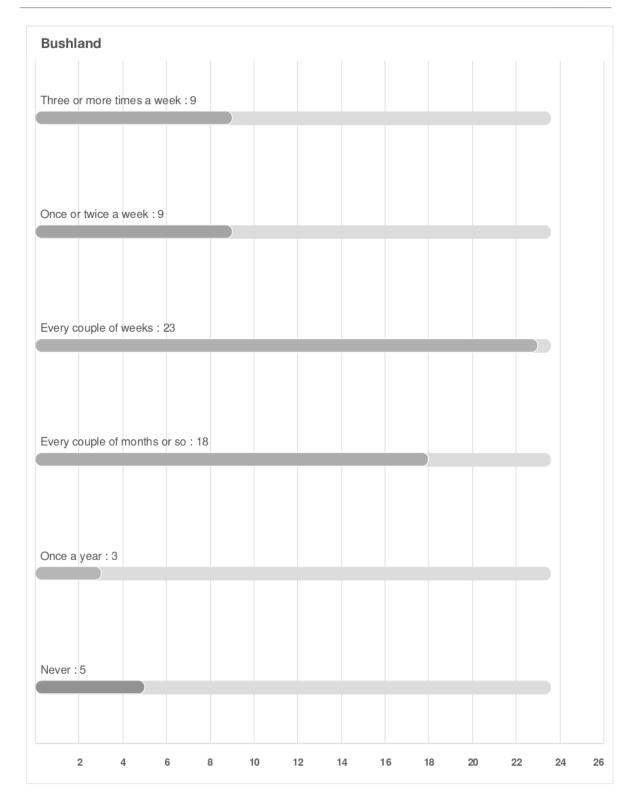




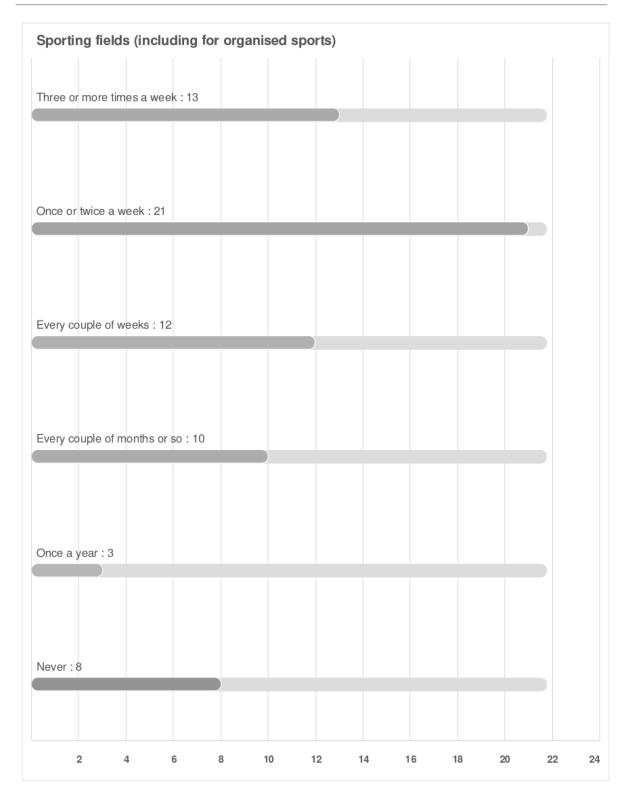




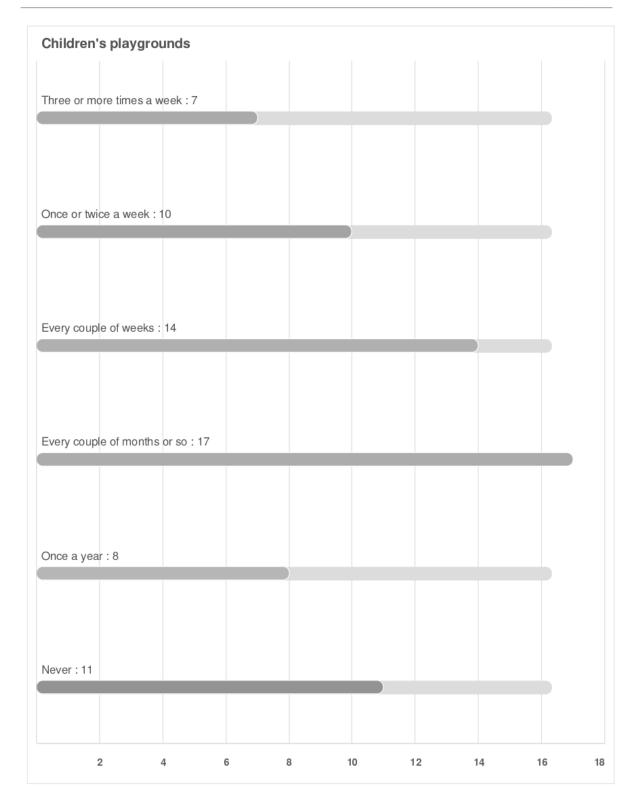




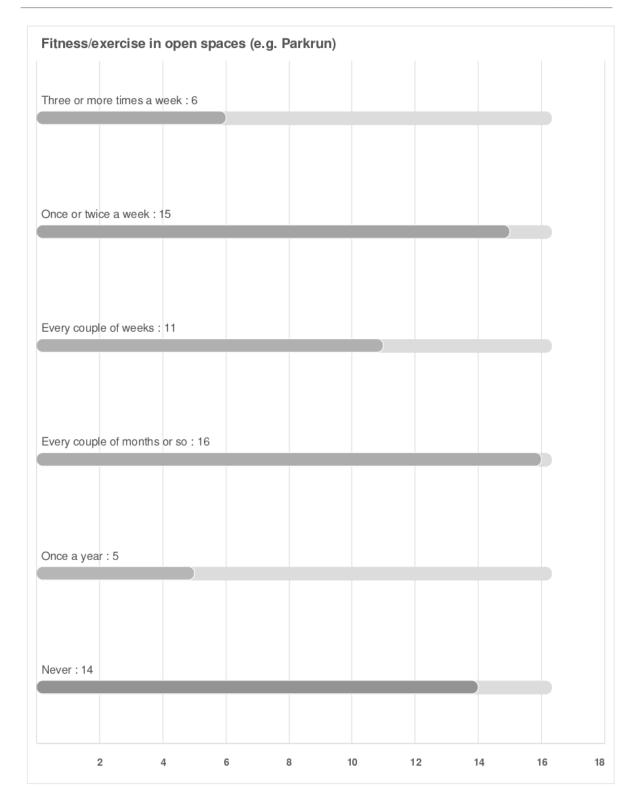




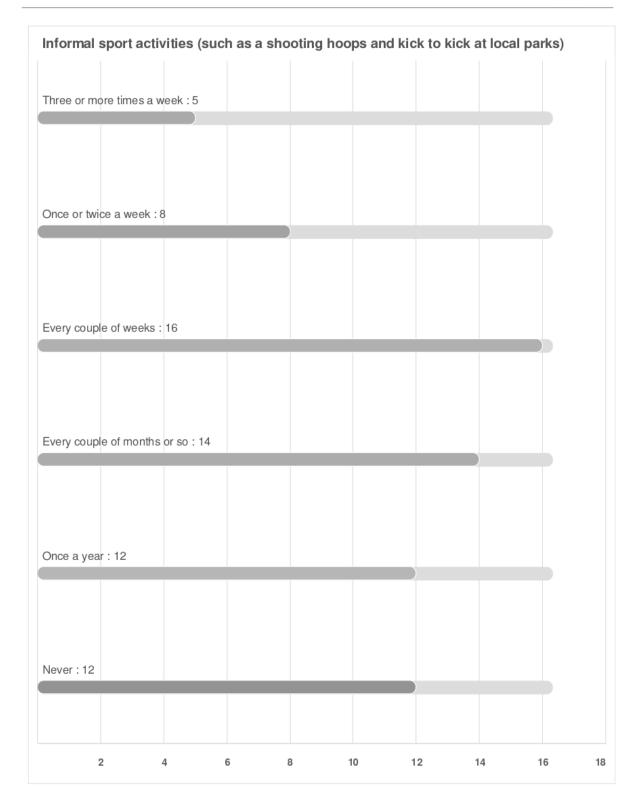




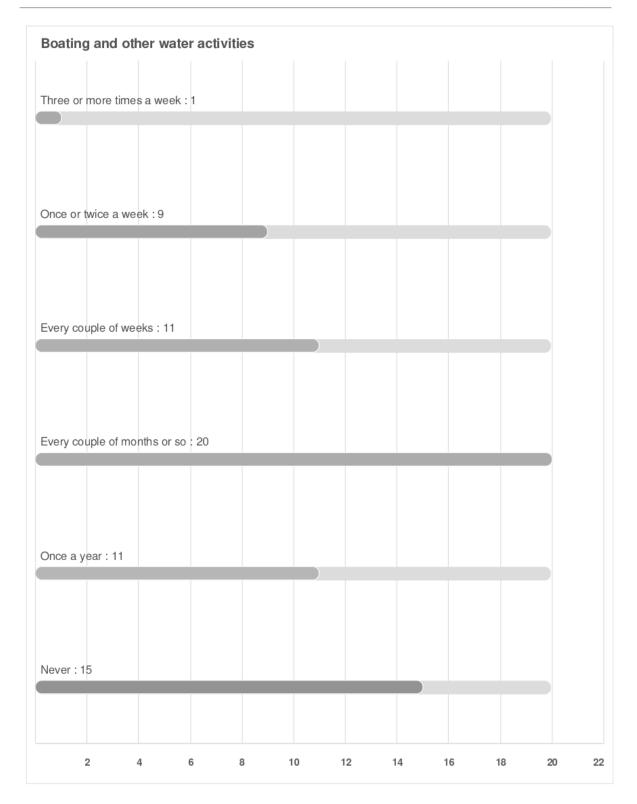




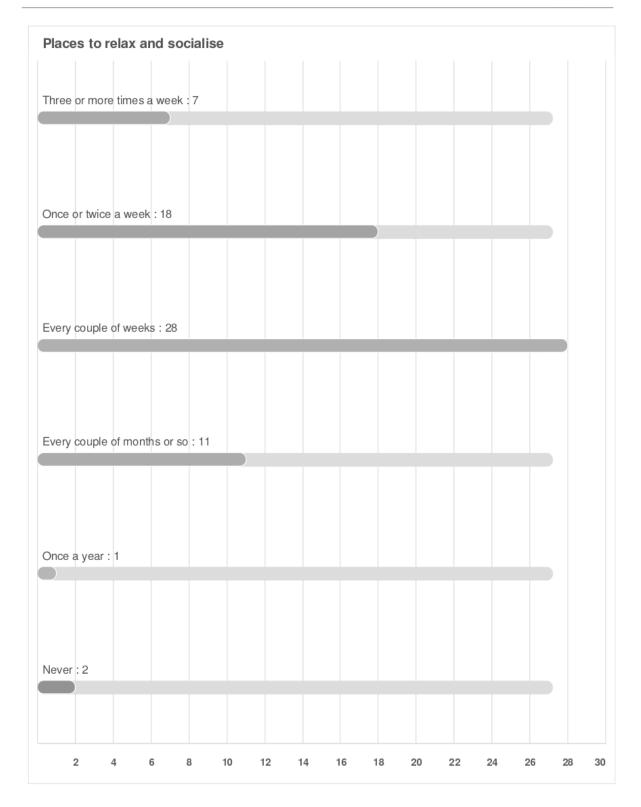




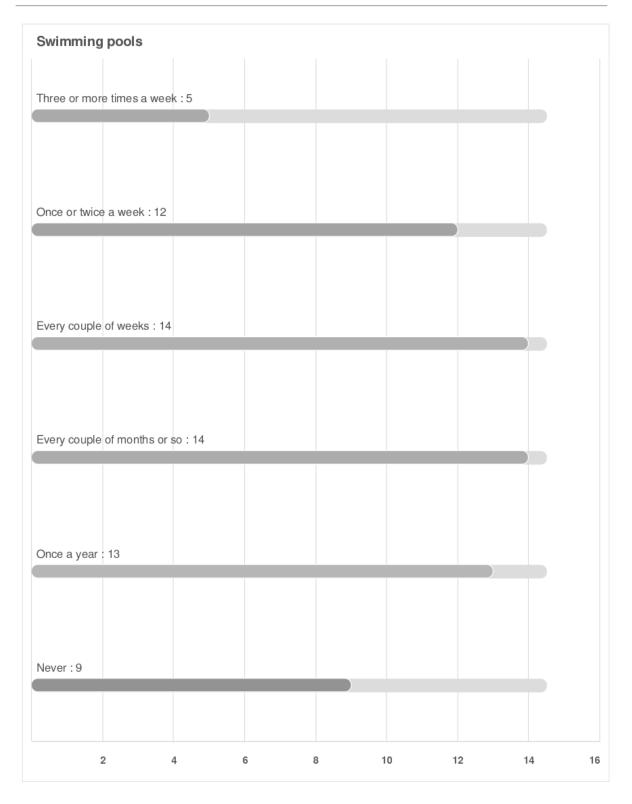




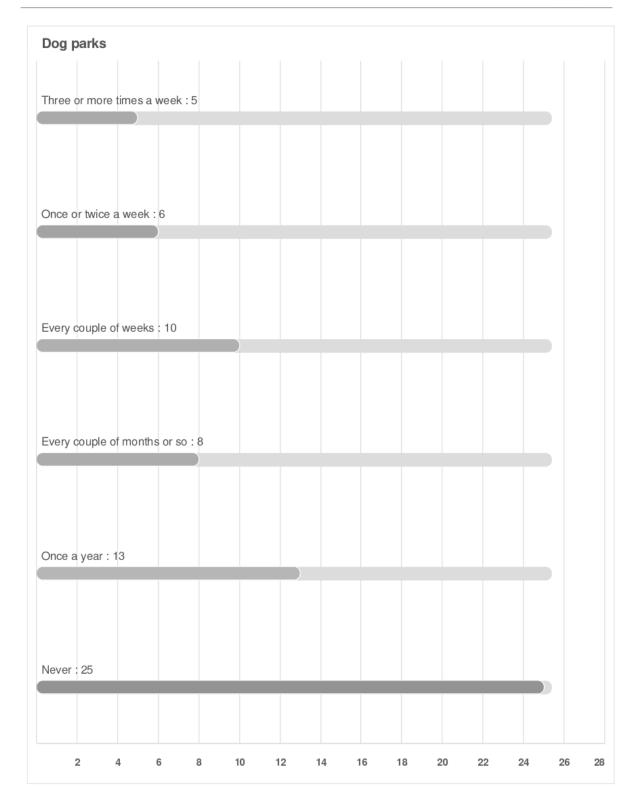






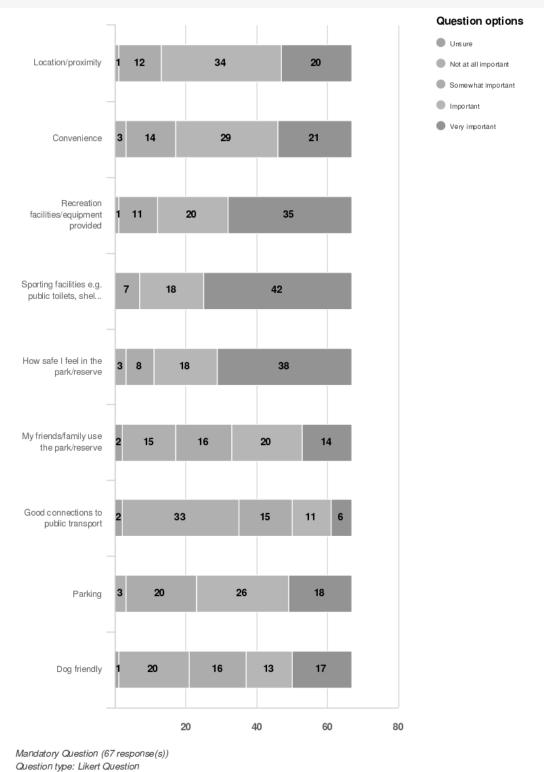








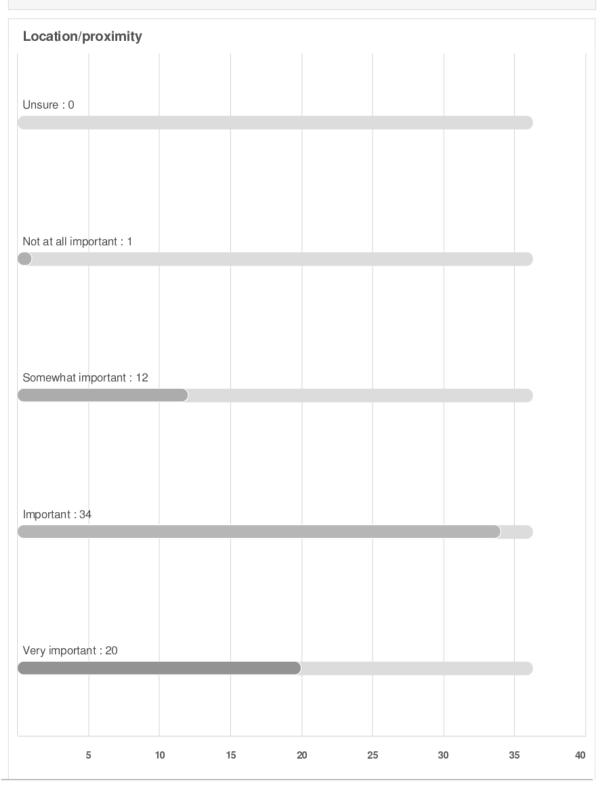
Q4 How important are the following items when you are considering whether to visit a local park or reserve for recreation?



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Q4 How important are the following items when you are considering whether to visit a local park or reserve for recreation?

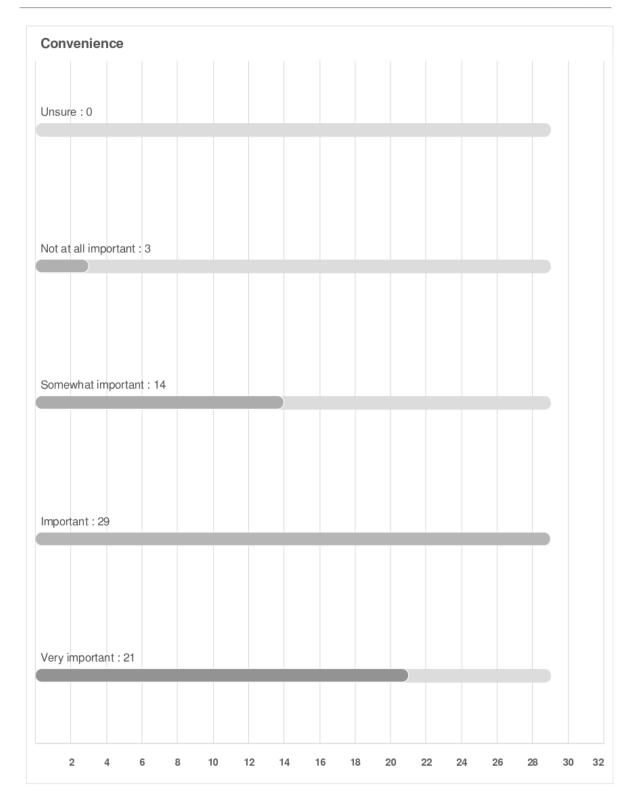


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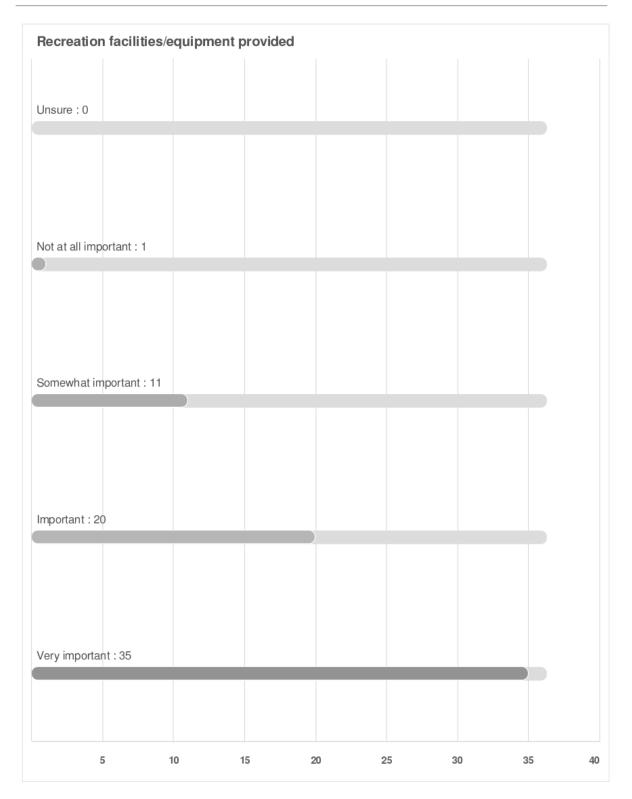
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POST MACCISHITE SOUT SHEET

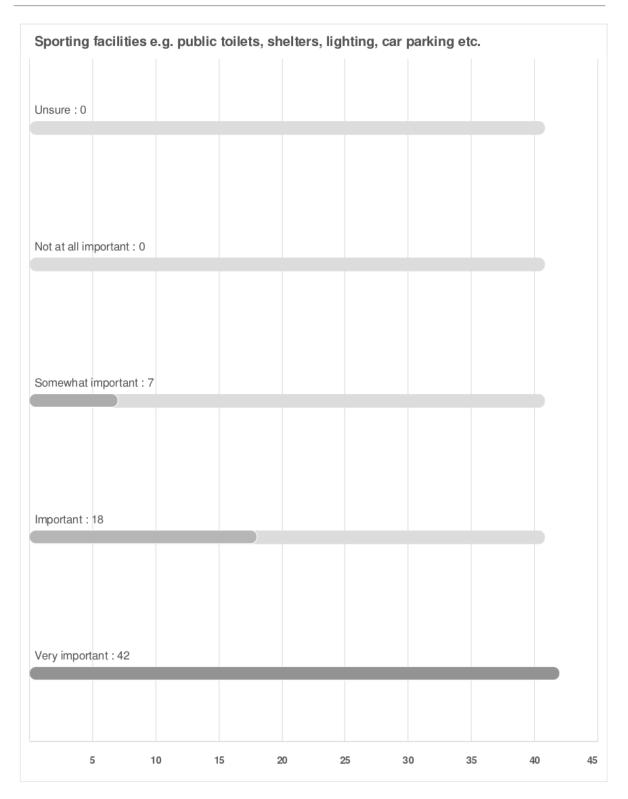




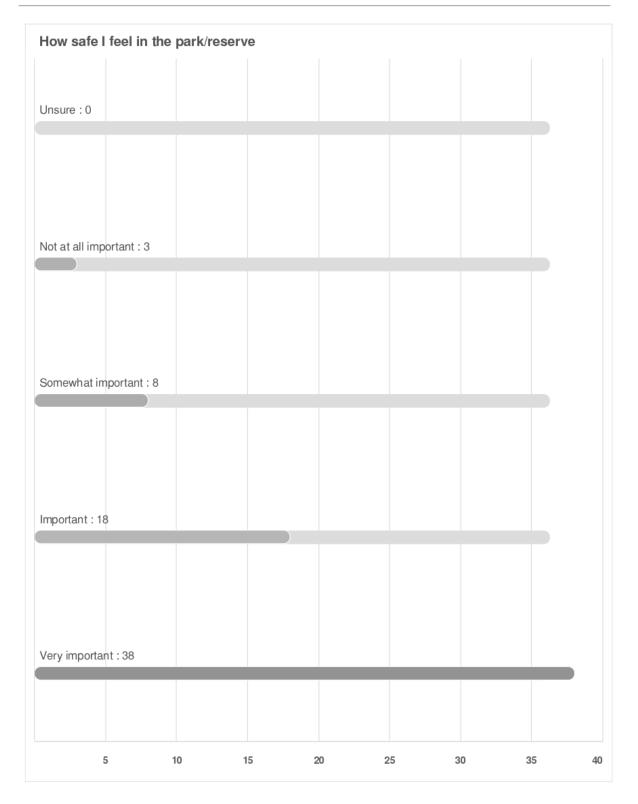




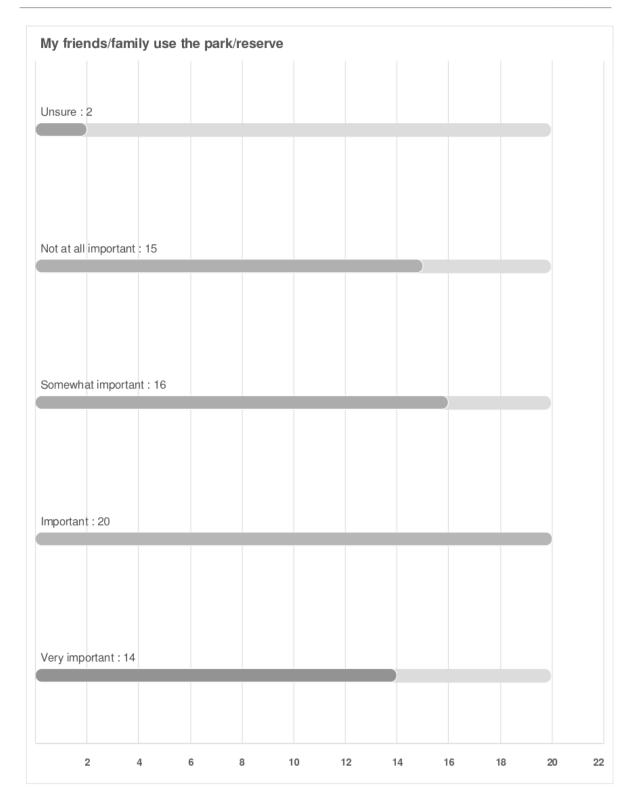




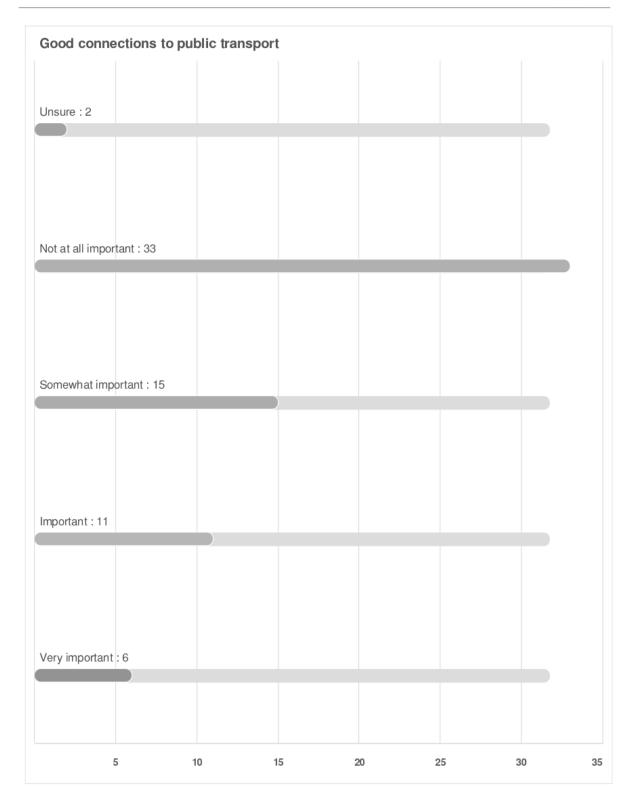




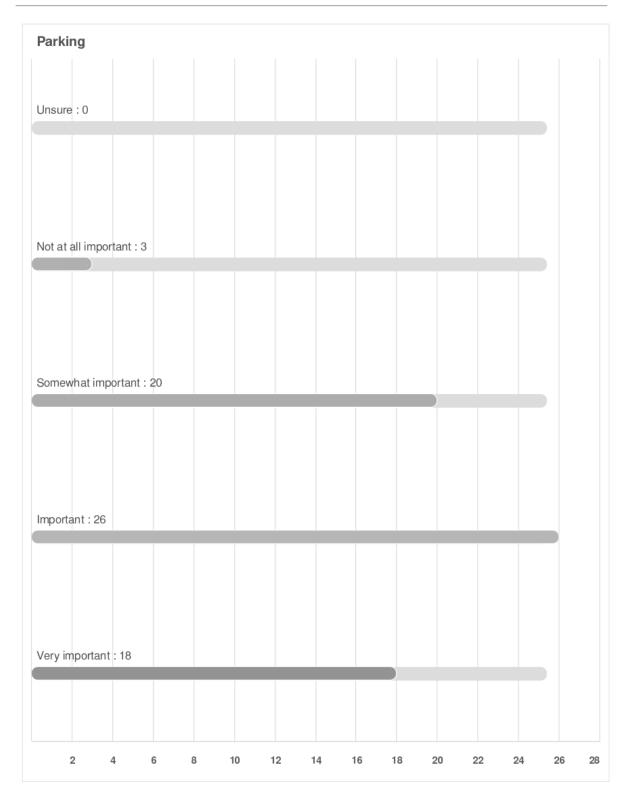




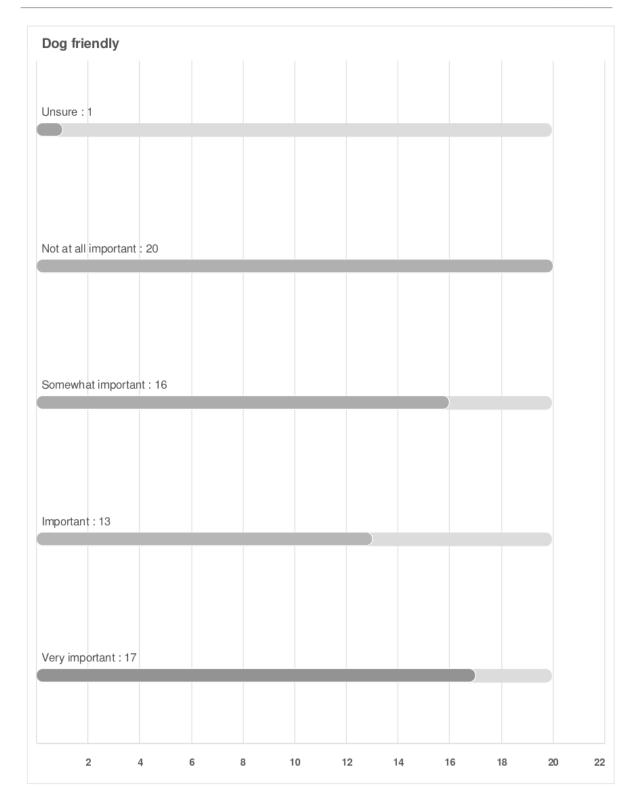












Q5 Is there anything else not listed above that you feel is an important consideration when visiting a local park or reserve for active recreation?

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Screen Name Redacted

8/23/2022 09:53 AM

Toilets, seating, bbq facilities and shade (hard and trees)

Screen Name Redacted

8/23/2022 06:20 PM

Aesthetics, novelty/entertainment facilities such as new and upgraded

playground equipment

Screen Name Redacted

8/24/2022 09:33 AM

Shade and grass cover, places to sit and eat that are dry(ish) i.e. not

boggy after rain.

Screen Name Redacted

8/24/2022 10:11 AN

Proximity to shops to be able to get a refreshment before, during or

after visiting a local park, reserve or active recreation.

Screen Name Redacted

8/24/2022 04:08 PM

No

Screen Name Redacted

8/26/2022 08:06 PM

How does this survey define active recreation.? Is walking, jogging cycling alone or kicking a ball active recreation as opposed to sitting on a bench in the park passive recreation? I am concerned about the ever increasing number of "EVENTS" overwhelming our.public spaces eg the Town Green, Westport Park & worst of all The Town Beach precinct. The encroachment of the Built Environment onto the Town Beach Precinct is such that in 20 years ie.long after I am gone, it will just be a jungle of built structures with non stop Events rather than a place for recreational activities and passive enjoyment. At the present time there seems to be unfettered access for all sorts of Events at Town beach where there is no consideration given to the noise, traffic or inconvenience factors to the persons who just want to walk jog or take their families to the beach or playground or the more than 200 local residents bordering the precinct. Who might I ask decides which groups have permits & who polices their activities ? I'm sure council will have a committee who don't speak to people affected by these "EVENTS" So called improvements to public amenities by continuing to build on public land comes with negative impacts on iconic sites such as the In Town public spaces for the future of the Town.

Screen Name Redacted

8/28/2022 12:11 PM

There are many roads that are dangerous for cyclists, particularly Ocean Drive around Bonny Hills. This is a low cost fix and should be rectified before major investments in parks, pools, etc.

Screen Name Redacted

Area is clean and tidy, drains are good so water can escape in wet

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8/28/2022 02:47 PM

weather

Screen Name Redacted

8/29/2022 01:06 AM

no

Screen Name Redacted

8/20/2022 08:37 PM

The ability to travel there safely by foot or by bike. Especially important for access for my young children when in prams and on bikes. Footpaths and share paths are incredibly important by lacking throughout much of Port Macquarie, especially the Lighthouse Beach area

Screen Name Redacted

R/30/2022 02:38 AM

That property / space is maintained clean, safe and fit for purpose.

Screen Name Redacted

8/30/2022 04:54 AM

Regular syringe removal... especially before weekend sporting events

Screen Name Redacted

8/30/2022 02:18 PM

Cleaniness

Screen Name Redacted

8/31/2022 10:13 AM

Toilets at Flynn's and Lighthouse require attention. All parks and sporting facilities require clean and functional public toilets and outdoor seating.

Screen Name Redacted

9/01/2022 02:20 PM

Questions about the "quality" and "standard" of facilities is not mentioned. These are important particularly in the organised sporting sphere.

Screen Name Redacted

9/02/2022 07:45 AM

Access! I'm not old enough to drive a car so need to travel in foot or by bike. Getting around Port Macquarie is incredibly dangerous for me as I'm forced to walk or ride on busy roads. We need more footpaths

Screen Name Redacted

9/02/2022 11:08 AV

You List dog parks but not clear on off leash area are included in this. I would visit an off leash area 5+ times a week but don't go to dog parks very often as they are unkept and too many big dogs with no dog size schedule, where off leash areas tend to have more elderly getting exercise with their smaller companion animals. I will add One small dog park for the whole area from Lorne to Laurieton to Lake Cathie is just terrible. Council Identifies 50% of homes have a dog and the level and variety of dog parks across the region is not





equitable. There are plenty of unused parklands that could be converted to dog parks. Watering stations for kids and animals or filling water bottles. When my kids were smaller fencing around the play. equipment was important. Now kids are bigger we look more for play equipment for 10+ kids. Are the parks on a pathway network so we can ride to them is also very important.

Screen Name Redacted

That it is well maintained.

Screen Name Redacted

9/03/2022 08:08 AM

Shade, seating, toilets, garbage bins

Screen Name Redacted

Green space to allow for unstructured play. Picnic tables. Trees and

shade. Preservation of environment

Screen Name Redacted

Safety is paramount as well as cleanliness

Screen Name Redacted

Yes, WIFI and mobile coverage

Screen Name Redacted

Better control of unleashed dogs. Free from dog poo

Screen Name Redacted

Shelter

Screen Name Redacted

9/07/2022 02:40 PM

No

Screen Name Redacted

no.

Screen Name Redacted

we need more park

Screen Name Redacted

The park needs to have good equipment and gym equipment. It has

to have good access and good parking.



reedback survey . Survey i	report for 03 0	dry 2009 to 11 September 2022	BOST MACGERSHI HASTINGS COUNCIL
Screen Name Redactors 9/07/2022 03:00 PM	ed	A bit safer landing instead of sharp bark going every where and people getting hurt	
Screen Name Redacto	ed	a bit safer for people instead of big sharp bark peace's flying every where onto people when people are running around parks	
Screen Name Redacto	ed	Environmentally friendly, low impact pathways	
Screen Name Redacto	ed	Shade options	
Screen Name Redactor	ed	Bike path/ foot path accessible	
Screen Name Redactor	ed	Rubbish bins	
Screen Name Redacto	ed	shade from trees restriction on camper vans staying overnight and taking up limited car spots	
Screen Name Redactor	ed	How much the kids enjoy the playgrounds	
Screen Name Redactors 9/10/2022 11:26 AM	ed	Time of opening and lane availability for pools,; likelihood it's will not be crowded when I go there.	
Screen Name Redacto	ed	Clean, clear of debris, well shaded spaces,	
Screen Name Redacto	ed	Connectivity to cycleways and cycling facilities	
Screen Name Redacto	ed	Toilet facilities available and clean	
Screen Name Redacto	ed	Safety for my kids	

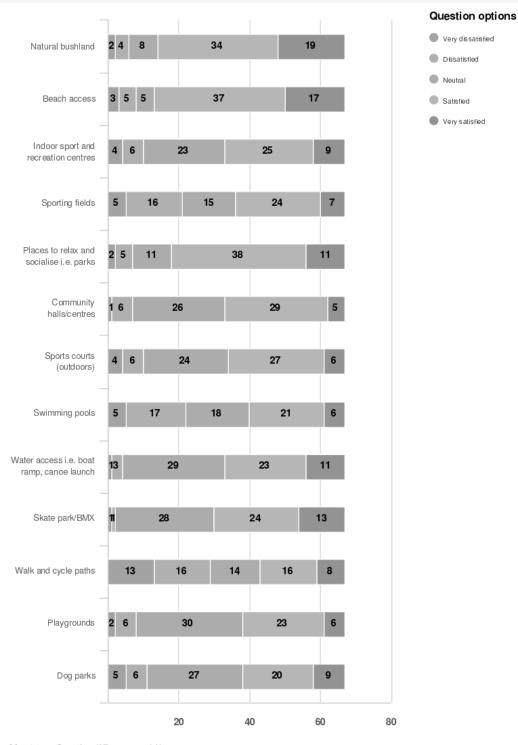


Optional question (41 response(s), 26 skipped)

Question type: Essay Question



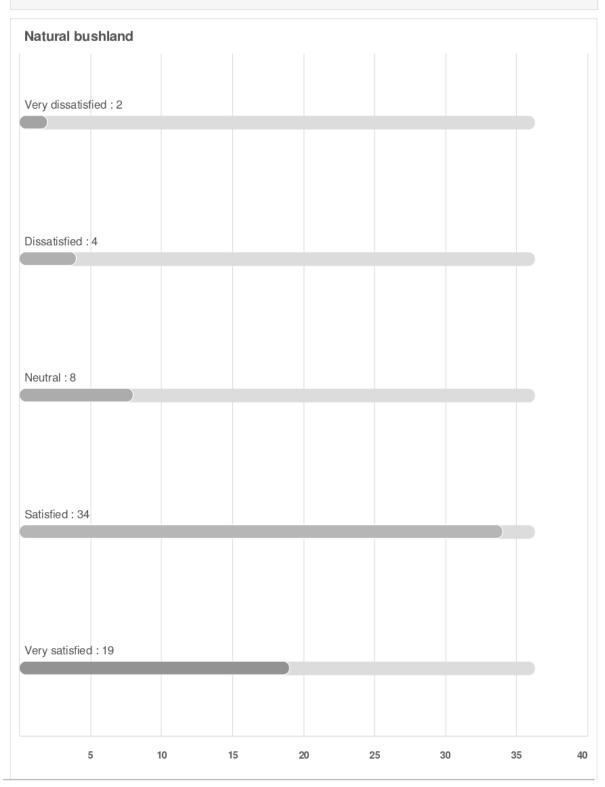
Q6 Rate how satisfied are you with our regions open spaces, recreation and sporting facilities



Mandatory Question (67 response(s)) Question type: Likert Question



Q6 Rate how satisfied are you with our regions open spaces, recreation and sporting facilities

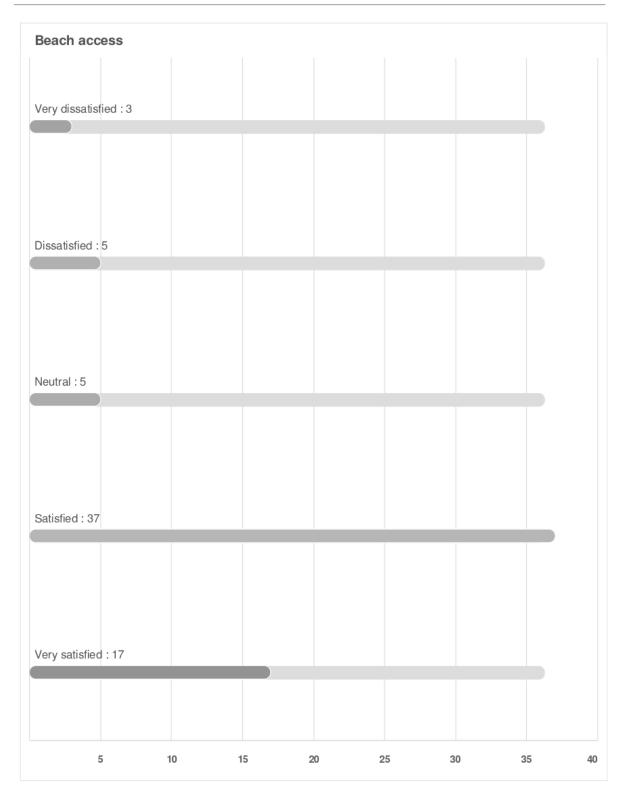


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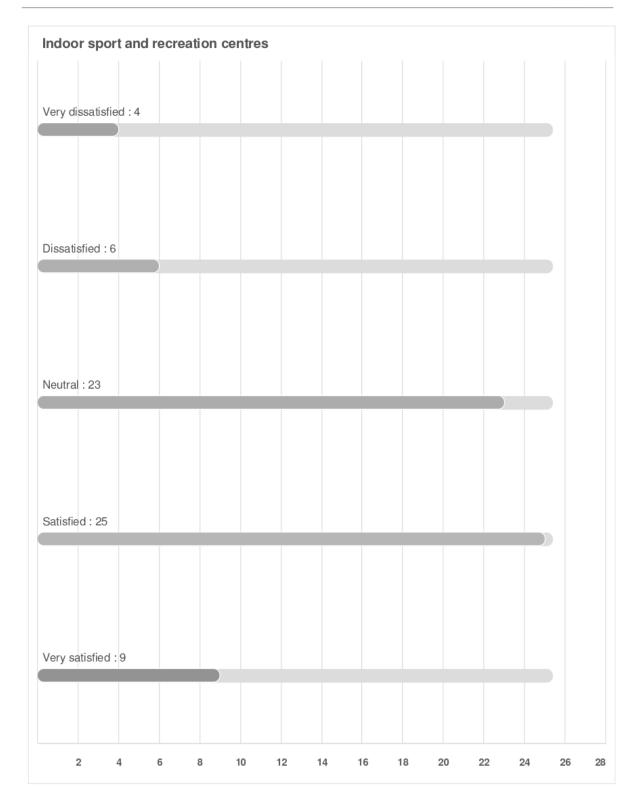
Feedback survey : Survey Report for 09 July 2009 to 11 September 20	Feedback surve	v : Surve	y Report for	09 July	y 2009 to 1	1 September 2	2022
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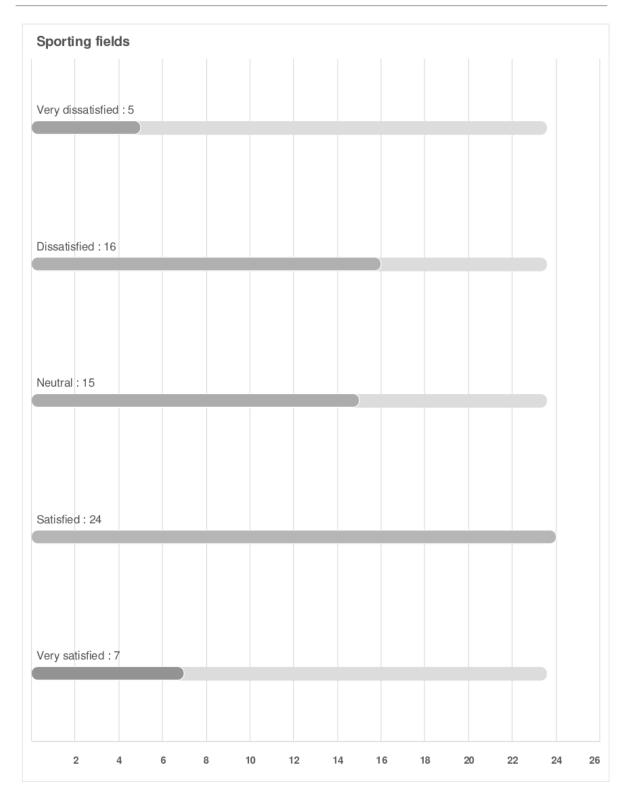




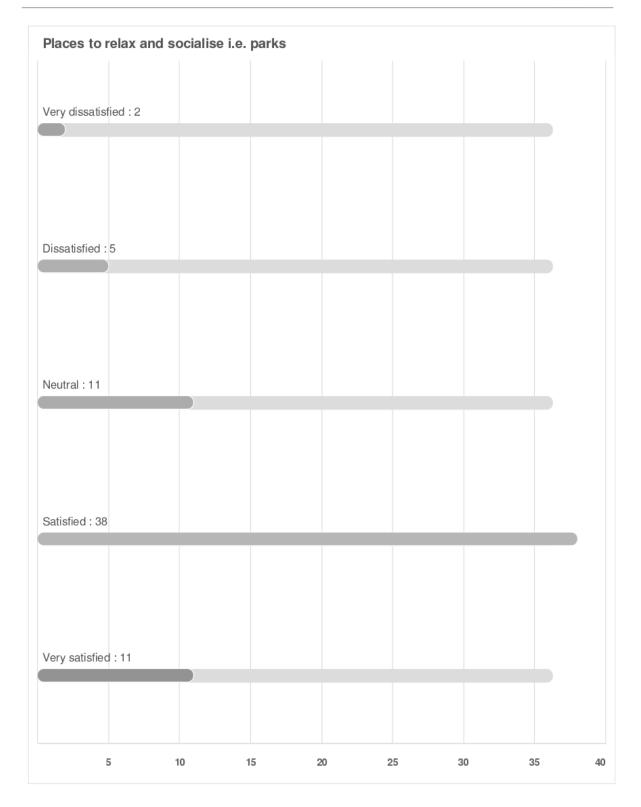




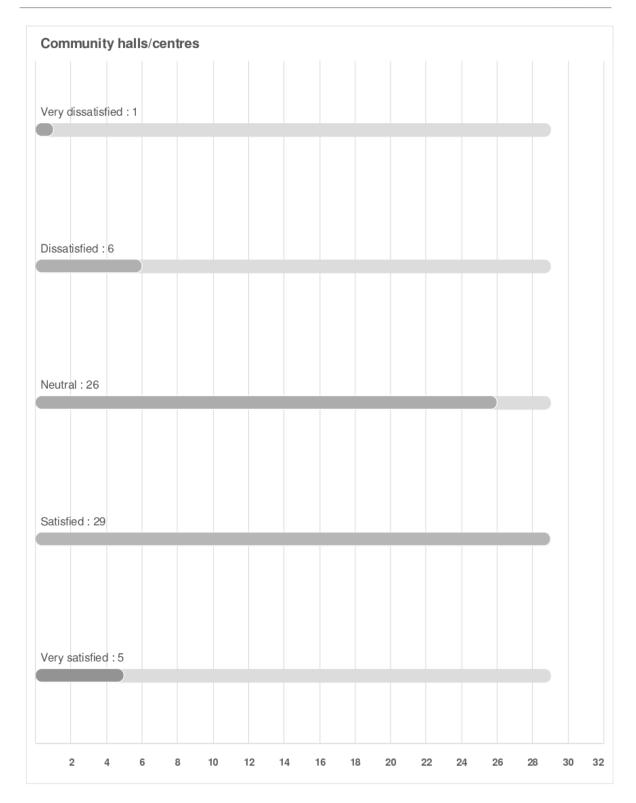




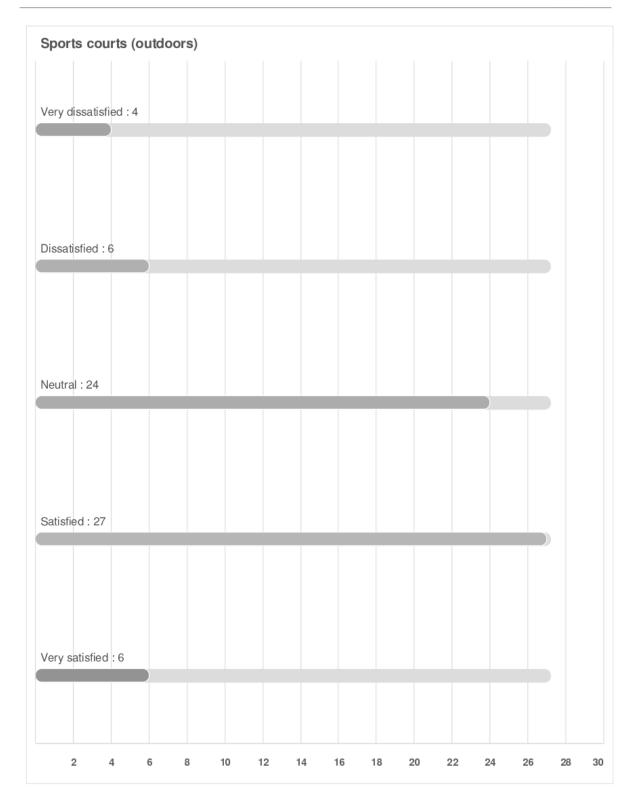




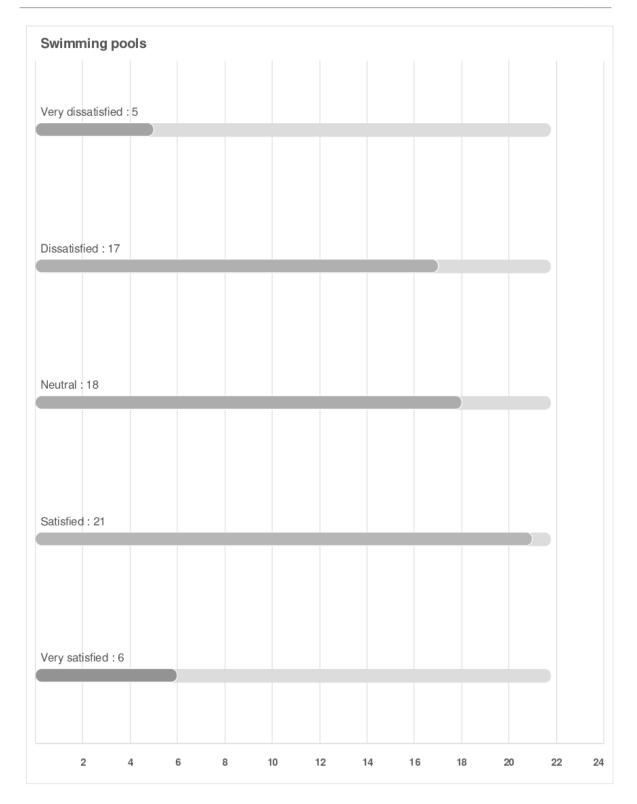




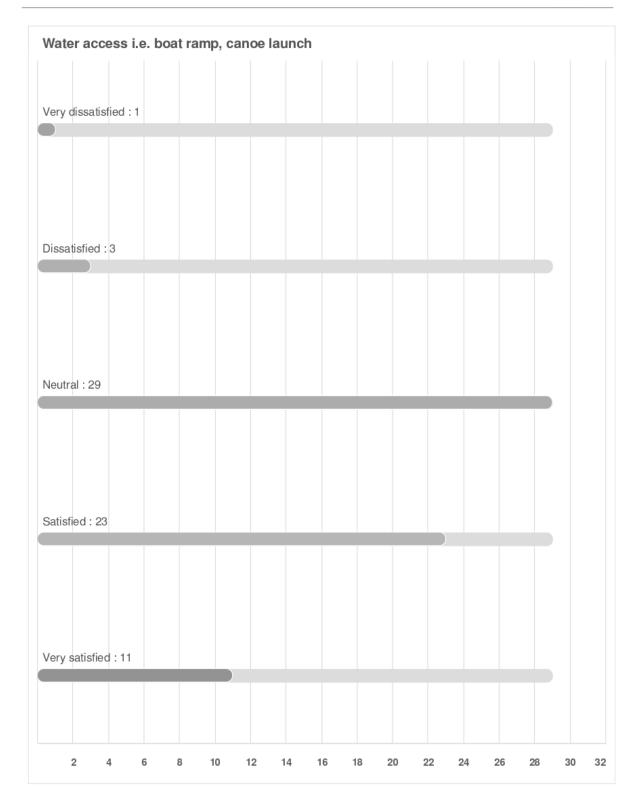




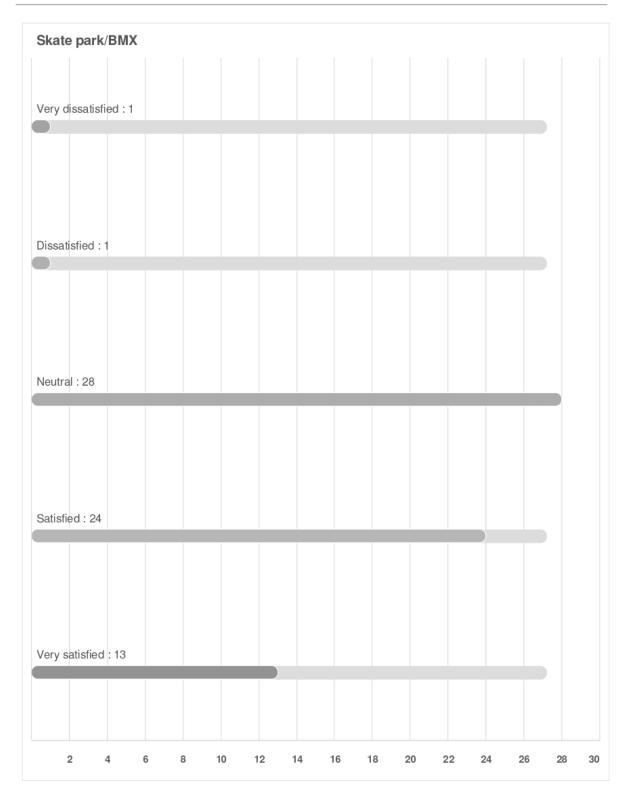




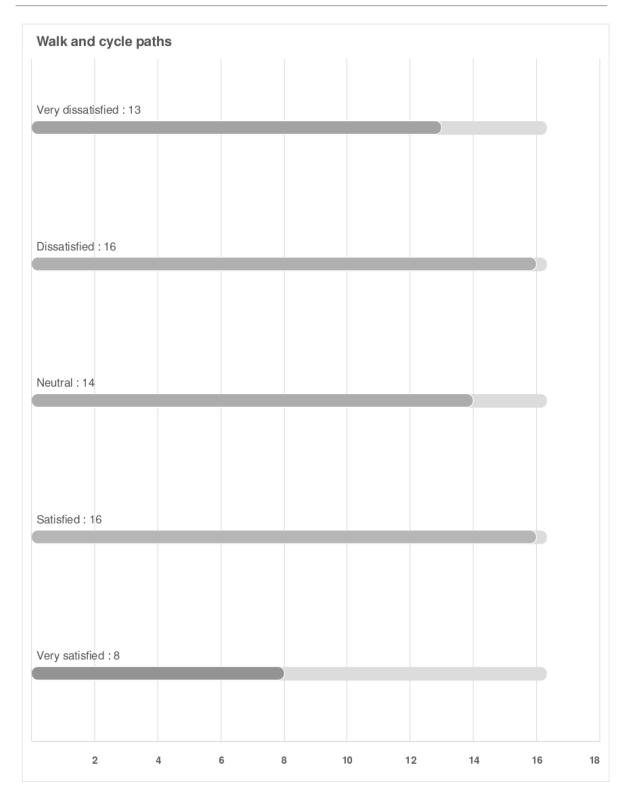




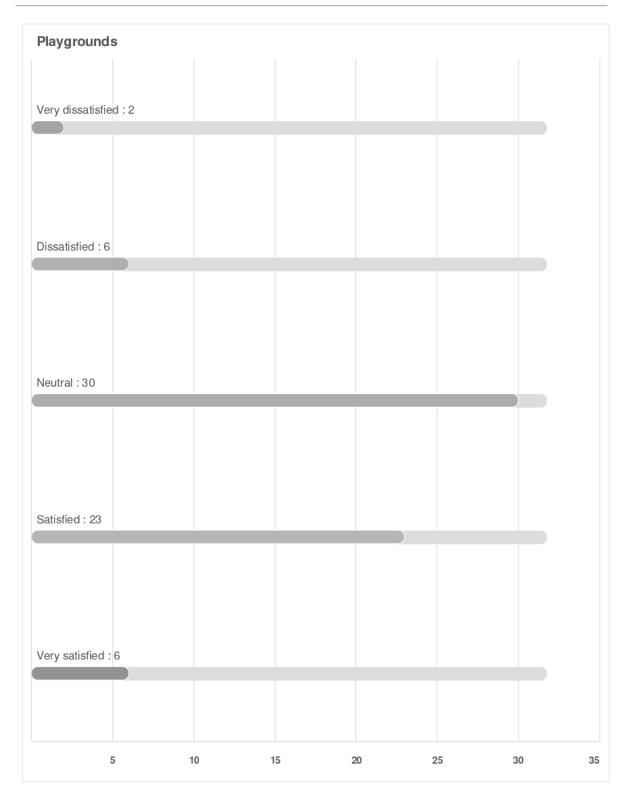




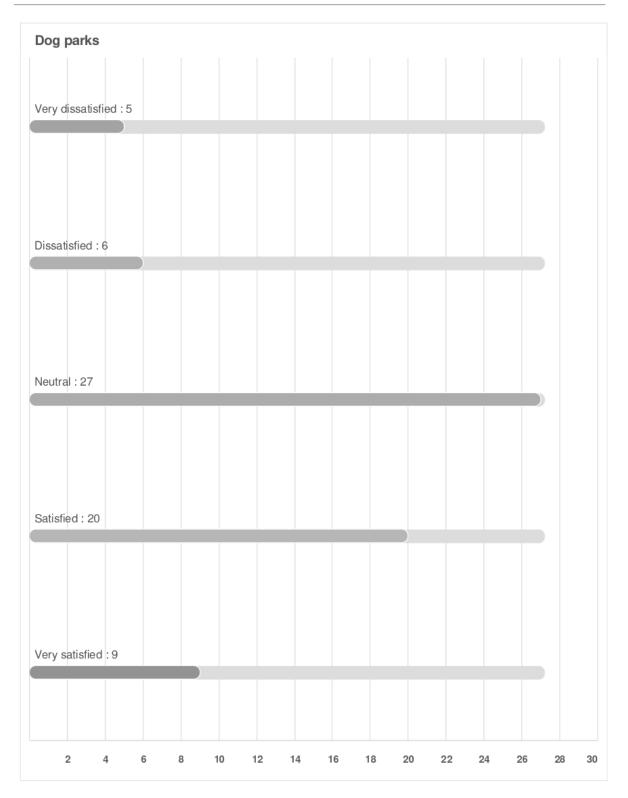






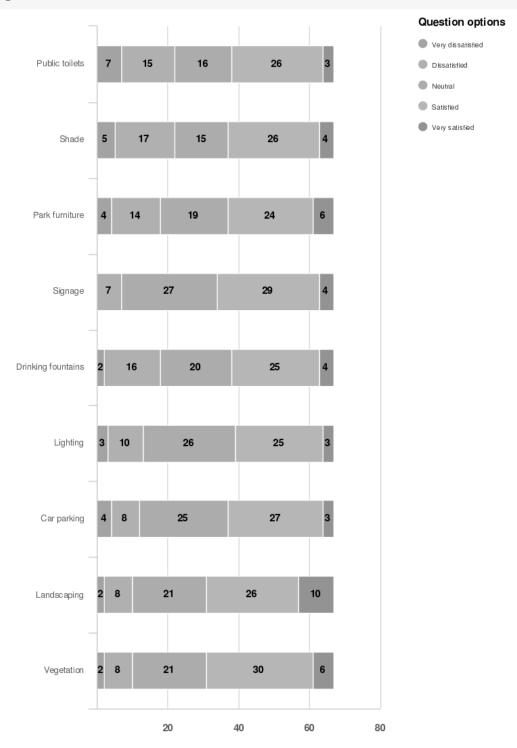








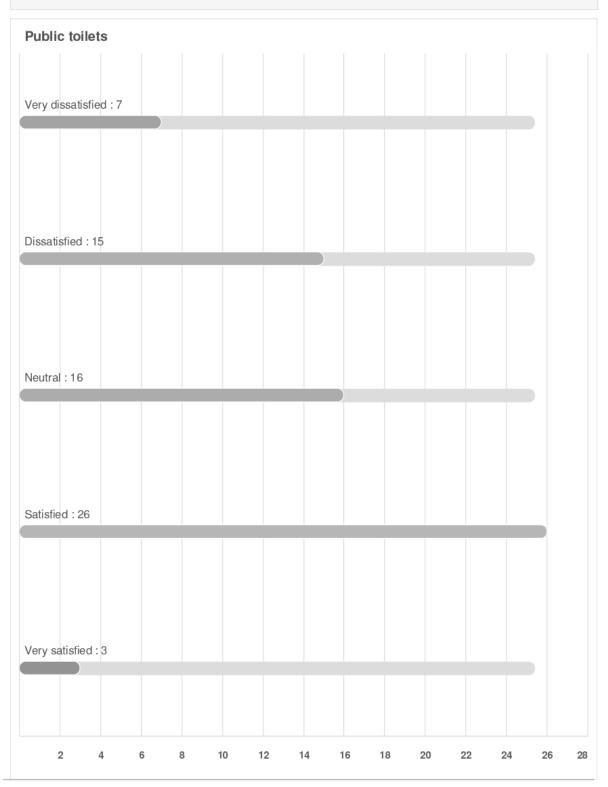
Q7 Rate how satisfied are you with the supporting infrastructure and amenities in our Region



Mandatory Question (67 response(s)) Question type: Likert Question



Q7 Rate how satisfied are you with the supporting infrastructure and amenities in our Region



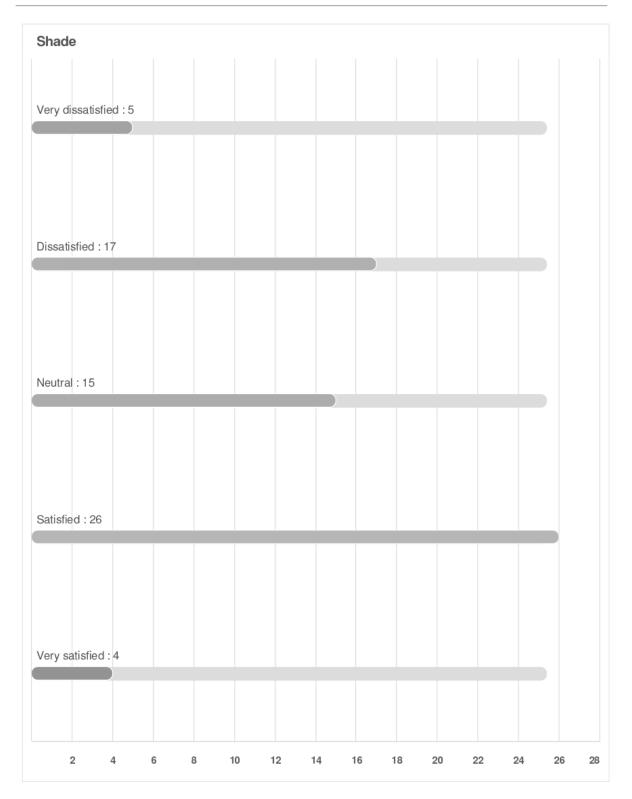
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Feedback survey: Survey Report for 09 July 2009 to 11 September 2	Feedback surve	: Survey	Report for	09 Jul	y 2009 to 1	1 Se	eptember	2022
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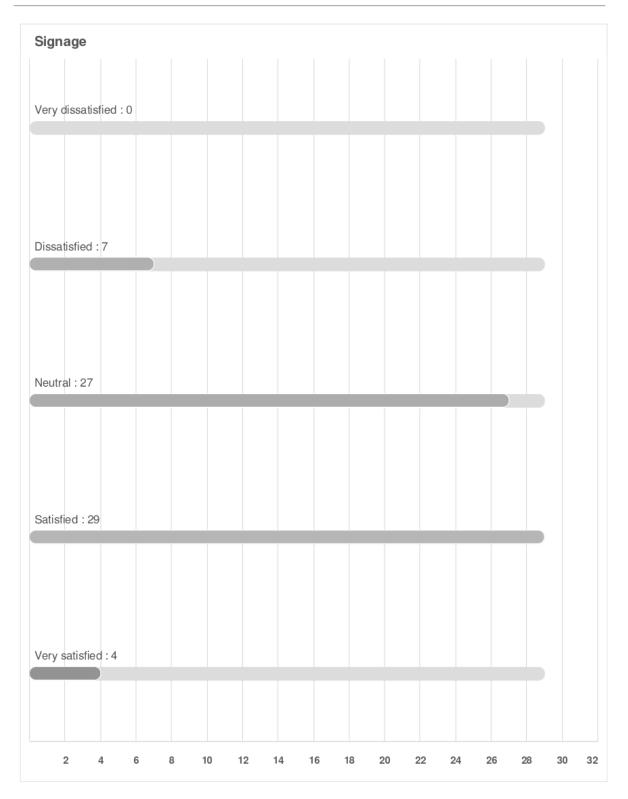




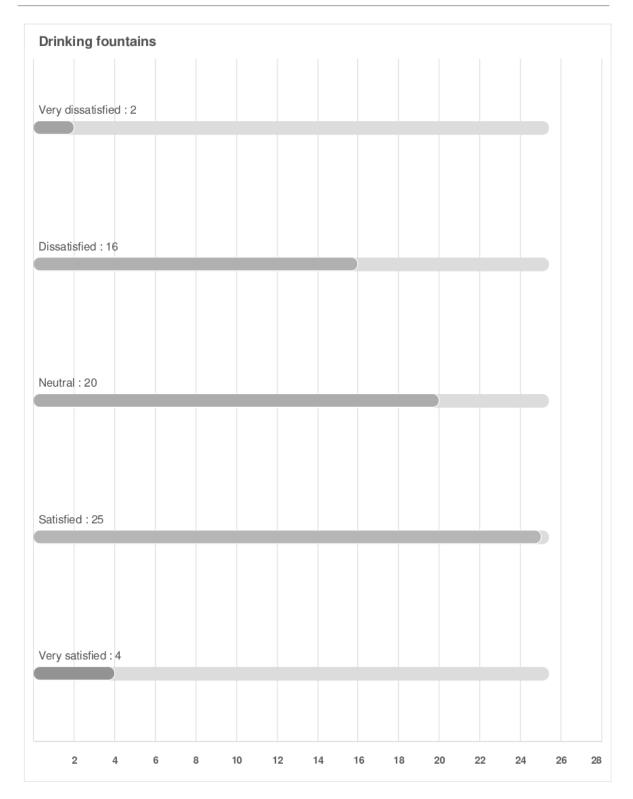




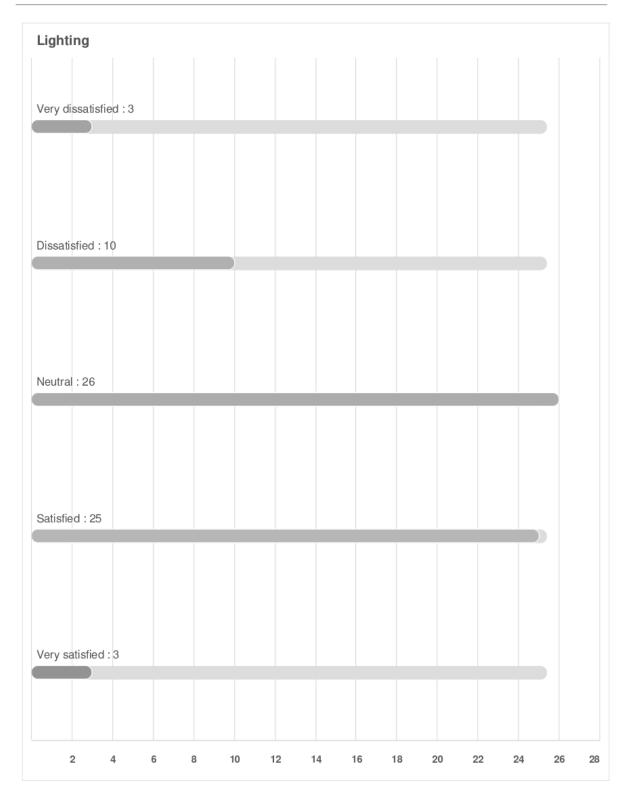




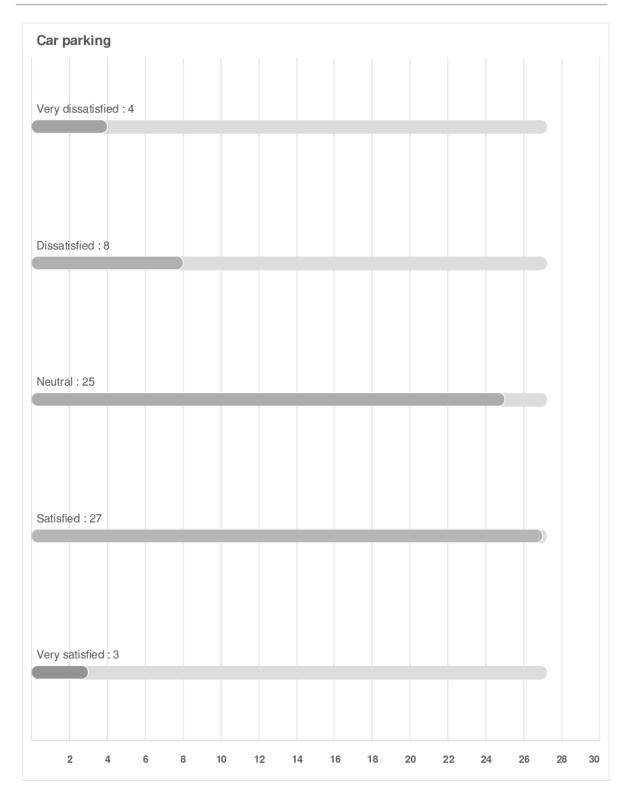




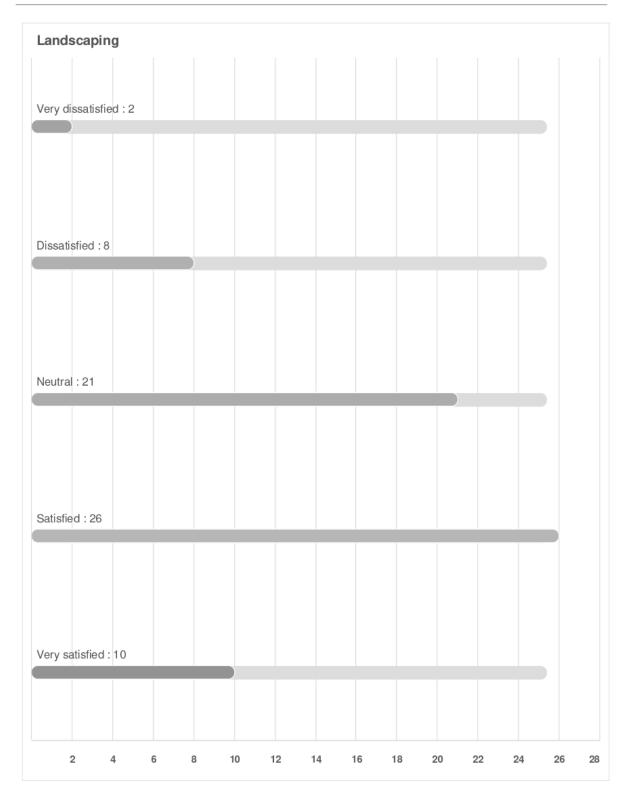




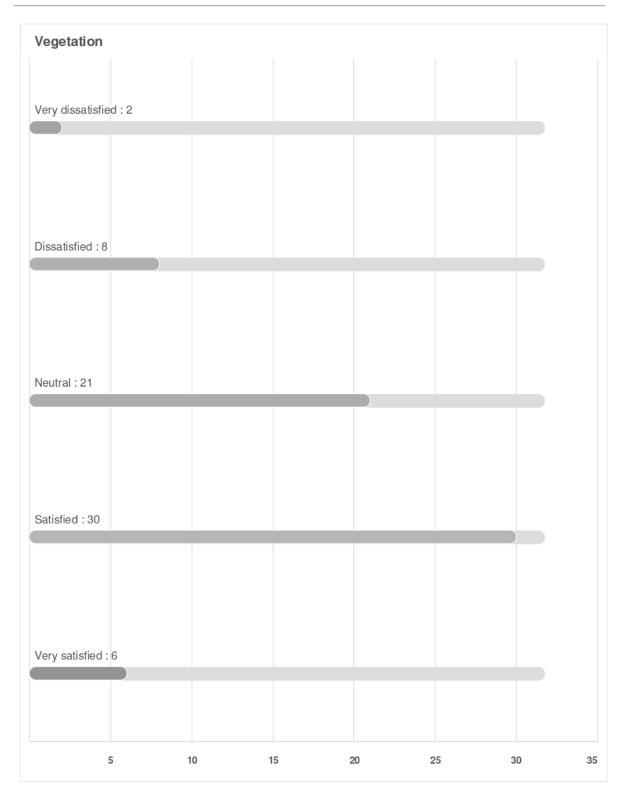




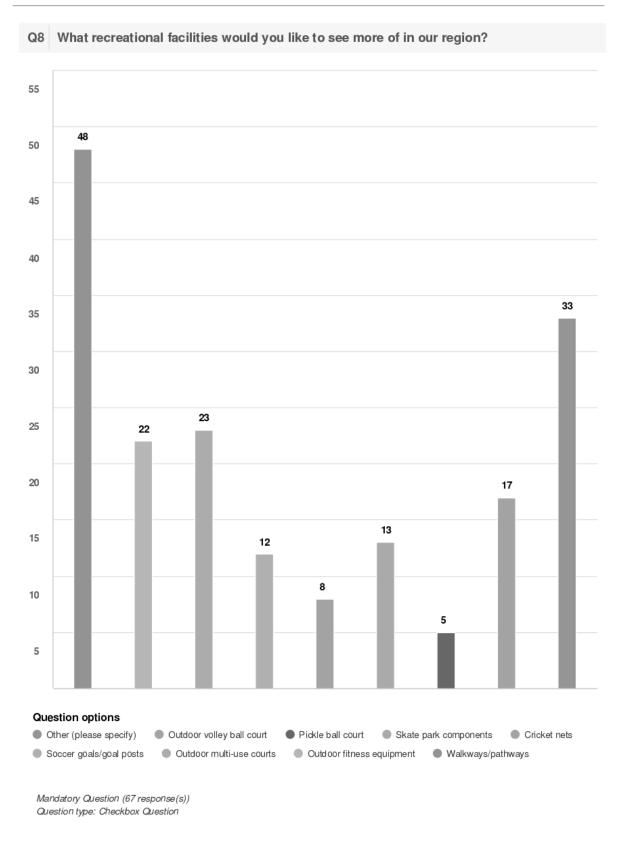






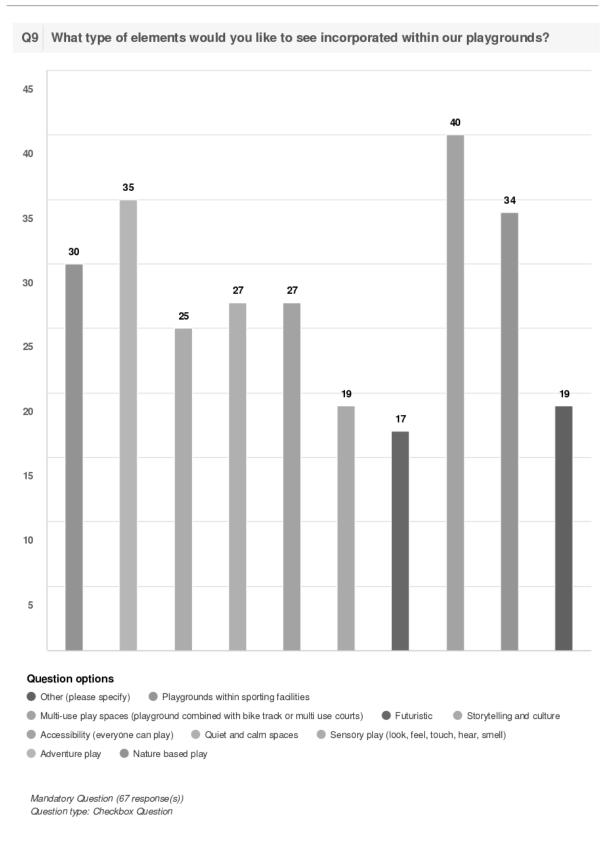






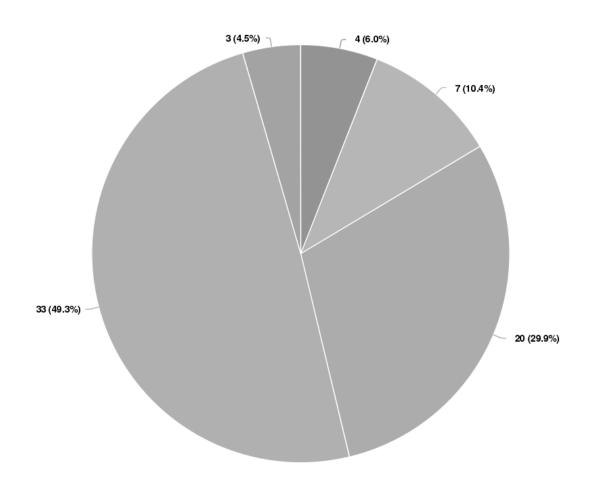
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Q10 Overall, how satisfied are you with the quality of open spaces in our Region?







Do you have any further comments? Q11

Screen Name Redacted

Please update the playground on the corner of Mimosa and Koala St, near Lily pond reserve. Please add more adventure and sporting facilities to it such as a small basketball court, bike track, and climbing frame, flying fox. Also please add outdoor gym equipment. There are many older children who spend time in that playground but the facilities are older and do not cater for a large age range. Please also add a walking path from Koala St to Shelly beach, a pedestrian crossing and bike path all the way along Koala St.

Screen Name Redacted

Please consider more dog leash free areas that are grassed (not mud/dirt) and not the beach for dog owners. Other towns do this so well and I feel Port Macquarie did not listen to the leash free area for dogs survey a few years back where the overwhelming response was more areas and nothing has been done.

Screen Name Redacted

Could we consider having our parks themed to look different to all the other parks. Maybe it could be themed based on the location.

Screen Name Redacted

The Rainbow Beach Reserve public toilets are very regularly being vandalised. Can CCTV or other deterrents please be considered and installed.

Screen Name Redacted

The Amentity Building at Andrews Park Wauchope is neither road safety or child protection compliant for children involved with sports training/ playing at Andrews Park. A compliant amentity building needs to be constructed adjacent to Andrews Park playing field as a matter of urgency. This matter has been raised by sports users of the ground with PMHC on numerous occasions without any follow up action by PMHC and should be included in the short term 2023/24 Recreation Action Plan. I noted according to the current Recreation Plan construction of Stage 1 of The Hastings Regional Sporting Complex should be commencing in the 2022/23 financial year. This doesn't look like occurring even though the planning for this complex by PMHC dates back to 2005/06. Let's move onto delivery of Infrastructure for the PMHC LGA.

Screen Name Redacted

This is an exercise in box ticking which will be used to cater to the whims of a small minority of the community who frequent the council website. The results of such surveys are not representative of the broad majority of the population of the Hastings & in no way could be



used as part of a business plan to continue to overbuild our parks & public spaces. The requirement to adopt a happy or sad face before the survey is accepted is a measure of the shallow nature of such a survey. My comments will probably be ignored and the face symbol recorded as a genuine opinion.

Screen Name Redacted

8/27/2022 10:00 PM

Our open spaces are great. We do not need any more interference with them

Screen Name Redacted

8/27/2022 10:03 PM

Incorporate Squash courts in a council stadium

Screen Name Redacted

8/28/2022 12:11 PM

Your recreation action plan 2021-2025 mentions bikes only once - a pump track for Wayne Richards park. There are hundreds if not thousands of cyclists in PHMC area and cycling should be considered as a major category for many reasons - commuter access, e-bike increase for less fit people and many other cyclist profiles. My major concern is safety for many dangerous road sections, particulary Ocean Drive from Bonny Hills to Laurieton.

Screen Name Redacted

8/28/2022 02:47 PM

More parks in neighbourhood developments would be good to see so there is community space for kids to play in, BBQ's for family and neighbourhood gatherings so a sense of community can develop more

Screen Name Redacted

8/29/2022 01:06 AM

By the end of 2023 there will be no facility capable of hosting a Squash Competition or Tournament as the last Squash Facility in the Community with enough Courts (5) for Competitions and Tournaments will be no more. Palm Court Motel is planning to close the 5 Squash Courts at the end of 2023 to make way for more Motel Rooms. Multiple Schools in the Region attend the Palm Court Motel Squash Courts 3 times a week for School Sport, there is a Tuesday Night Mixed Squash Competition, a Wednesday night Mens Squash Comp and just recently due to new Junior interest a Thursday Night Junior Comp has started. These will all have to fold if a Community Squash Facility is not developed resulting in the eventual Death of the Sport. The Palm Court Squash Club has been operating for over 40 Years and has a very proud History, which will all be lost if a new venue is not found.

Screen Name Redacted

8/29/2022 08:37 PM

To clarify, the actual facilities in our region such as playgrounds, open spaces, sporting facilities etc. are excellent. The ability to safely access them on foot or by bike is seriously lacking. Please look at

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investment in footpaths and share paths to enable better access to these wonderful spaces.

Screen Name Redacted

We need more playgrounds We need a squash court that won't close down We need bike path from light house to port town beach We need more fully fenced playgrounds We need parking at ruffians and finlay park

Screen Name Redacted

Artificial sports fields should be a priority to support kids (especially teenagers) and to brig more events to the town.

Screen Name Redacted

8/30/2022 04:54 AM

Please don't demolish our squash courts Also... another full sized basketball court would be great for the kids

Screen Name Redacted

indoor facility lacking for squash playing people - especially after the commonwealth games

Screen Name Redacted

Footpaths and bike paths are required between town and flynn's and lighthouse beach. A sea-pool would be very beneficial to residents.

Screen Name Redacted

I love passive areas. With limited parking in east port areas & proposed ocean pool, surf museum, amphitheatre, there will be too many cars for spaces available. So keep passive areas, not more traffic/parking problems

Screen Name Redacted

There is a big difference between active and passive open spaces, organised sporting fields and social 'kick a footy' fields. PMHC needs to understand that a one size fits all open spaces approach does not and will not work. PM-Hastings lacks sporting infrastructure that meets "national" standards and is able to attract large scale events. This is particularly evident when one looks at the events neighbouring towns, eg Coffs Harbour" is able to attract on the back of their investments. Sport fields and infrastructure in the Hastings is distributed far and wide across the region and are only built to community standards. The region is crying out for a centralised sporting precint that it aimed at state / national / international levels.

Screen Name Redacted

Footpaths and cycleways are desperately needed. Seems like every other council is investing in this infrastructure. Hoping PMHC will get on board soon.

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Screen Name Redacted

9/02/2022 11:08 AM

Overall council does a pretty good job with rec areas but some should be enhanced for other particular uses. The things that stand out as lacking are Laurieton Pool, Dog Parks, Watering areas, Skate parks equity and safety fencing <<<<across the Camden Haven

Screen Name Redacted

9/02/2022 03:30 PM

A large percentage of the local population and visitors use the beaches and paths as active recreation.

Screen Name Redacted

9/03/2022 08:08 AM

Please seriously look at including Squash Courts in the recreation review, a wonderful indoor sport for both juniors and adults.

Screen Name Redacted

9/05/2022 08:00 AM

The attention given to some places over others appears to be ad hoc with no clear plan to be seen simply. Findlay Park for example has been left with very little improvement from Council despite the great number of users. Council needs to take responsibility for the facilities it provides there.

Screen Name Redacted

9/05/2022 01:36 PM

N/A

Screen Name Redacted

9/05/2022 09·42 PM

Better control of illegal 4wd. More dog free beaches

Screen Name Redacted

9/06/2022 02:09 PM

Really we are very fortunate to have a great place to live. While the recent play ground upgrades along the foreshore are great. I appears the outdoor Gyms have been neglected. Take the town beach outdoor Gym as an example, half of it has fallen apart, It is old. I have seen newer outdoor Gyms in other regional ares, that have greater ergonomic support. for the health of our community I would like to see this and other areas upgraded, or have newer equipment installed. Shared pathways: Notice lots of bike and electric scooters etc using the breakwall area. Some of these riders behave in a dangerous manner. Many seniors use these paths and have witnessed many close calls, and think electric riders should be banned, at least.

Screen Name Redacted

9/06/2022 08:54 PM

Our parks need more shade after 8am you can not use most of them. Pathways need lots more to walk around our beautiful area

Screen Name Redacted

/07/2022 02:40 PM

No

Page **70** of **73**



Screen Name Redacted

Ascot park needs a bus stop and down hill needs a speed hump

Screen Name Redacted

please add more library or quite spaces

Screen Name Redacted

please make older kids shooting grands.

Screen Name Redacted

No.

Screen Name Redacted

a better space for people with autism

Screen Name Redacted

a better space for people with autism

Screen Name Redacted

Most sporting organisations in the LGA are run by volunteers. These volunteers need to be supported and assisted for mutual benefits of all members of the LGA. Sporting groups provide social, physical and economic benefits to all stakeholders. This LGA is a growth area and should be attracting State and even National level sporting events given the location to the major cities, ease of access (the pacific motorway runs through the middle). Instead, it appears we have been losing these large sporting events whilst the population of the LGA has been growing. Approvals and Support to ALL sporting organisations by council is pertinent to the continued growth and wellbeing of the LGA longer term.

Screen Name Redacted

9/07/2022 10:01 PM

I have answered the above guestions as an individual. The main purpose of completing this form is in my role as President of the Hastings District Junior Cricket Association (HRDJCA). The 2 documents attached outline our priorities for development of new and existing facilities. If anyone within PMHC would like to discuss this further I can be reached on 0427 046109 or

barryspencer1976@gmail.com Thanks for your time

Screen Name Redacted

9/09/2022 09:11 AM

Please add a bike track, mini basketball area, and adventure dimbing equipment to the playground at Lilypond reserve. The equipment currently doesn't cater to all ages, there is no safe place to ride push bikes on Transit Hill as there are no local footpaths. Also, no flat

Page 71 of 73



cement area to play netball or basketball, and the large playground area is under utilised.

Screen Name Redacted

9/09/2022 11:11 AM

There is a desperate need for more sporting fields that have lighting available for a rapidly growing population

Screen Name Redacted

9/09/2022 07:56 PM

There is no access (foothpath/bike path) to get to Wayne Richards park. This presents a serious safety risk due to pedestrians (young children) navigating their way along koala street. In addition there is no way to cross koala street into shearer street. This is a serious safety concern with potentially catastrophic consequences.

Screen Name Redacted

9/10/2022 07:58 AM

There are some beautiful playgrounds in port, but none in dahlsford. The ones in dahlsford are run down, dilapidated and the hang out of vaping teens. We would love an upgrade to the 2 parks in dahlsford to make them safer, more inviting and exciting for the kids. Some shade, seating, bins and a bubbler would also be great

Screen Name Redacted

9/10/2022 09:25 AM

Please do not go ahead with the ocean pool

Screen Name Redacted

9/10/2022 11:26 AV

Port swimming pool upgrade should be number 1 priority. At least put a simple weather and sun protection around the current 25m so older people can use. Lots of complaining in the community about dogs. How bout a new big enclosed area for dogs on the fields near the airport? So little used and they are becoming a kids-on-minibikes zone and will be destroyed soon.

Screen Name Redacted

9/10/2022 06:09 PM

More seating and shade needed for spectators at netball courts.

Screen Name Redacted

9/10/2022 07:24 PM

I'd love to see more adventurous playgrounds for older children also playground areas more suitable to toddler age groups. We have plenty for middle childhood. A water playground with fountains and water works would be amazing for the area!!

Screen Name Redacted

9/10/2022 09:06 PM

Why doesn't council consider the approved bike plan and provide funding in the budgets for cycling infrastructure?

Screen Name Redacted

Wauchope has no outdoor multiuser hard courts for

Page **72** of **73**



9/11/2022 01:40 PM

netball/basketball, the local netball club has 20 teams and has one court at the indoor stadium to use for training. There is a social netball competition on a Wednesday night but team numbers are limited as we only have one court. Some of our teams can't train as we don't have court availability for them to train. We have 2 and 3 teams training on the one court at the same time which is quite difficult. We are unable to grow our club due to not having courts available to use.

Screen Name Redacted

9/11/2022 11:21 PM

Wauchope RSL Cricket Club thanks Council for this opportunity to contribute to the review and has supplied an additional two page letter featuring areas it would like to prioritise in the upload section below - please contact us for further information.

Optional question (48 response(s), 19 skipped)

Question type: Essay Question

Q12 If you have any documents or images that you would like to share with us to support your feedback please attach here

Screen Name Redacted

View | Download

9/07/2022 10:01 PM

Screen Name Redacted

View | Download

9/11/2022 11:21 PM

Optional question (2 response(s), 65 skipped)

Question type: File Question

Appendix D

Recreation Action Plan

Exhibition period - 22 August to 11 September, 2022

Communications Report



Campaign overview

- Campaign dates 11 August to 22 September, 2022
- Channels used media, email marketing, social advertising, PMHC website feature, social content
- Budget \$150 (\$100 on FB/Insta ad, \$50 to boost FB post)
- Results: comms activities resulted in 54% of HYS page traffic











Tactical plan



Recreation action plan engagement - 22 August to 11 September, 2022 PURPOSE CONTENT MEASUREMENT WHERE WHAT WHEN HOW WHAT IS THE GOAL / TONE / RULES OF ENGAGEMENT CHANNEL WHO ARE REACHING THEMES / TOPICS FORMAT CADENCE TEAM RESOURCES KPIs BENEFIT External activities 23 Aug Opportune, collaborative, Vanessa to write, dan to HYS Media release Long form copy, link, CTA, At beginning of Local media outlets Generate share of message and | Creating places for people. Publications, contact for media. engaged, proactive send, lucilla to approve Have your say engagement period shares, reach, link opportunities clicks eNewsletter - Sports & HYS Sports & recreation clubs/orgs Reach target audience directly HYS, help us shape your short form copy, link/button, Organising with Katrina W/c 29 Aug Opportune, collaborative, Vanessa to work with HYS Open rate, link clicks, site visits, spaces engaged, proactive Katrina survey responses Facebook posts FB audience Generate share of message and HYS, help us shape your short form copy, link/button, 2 posts through campaign 23 Aug (Boosted) Opportune, collaborative, Vanessa likes, comments, 8 Sept shares, link clicks, reach, engagement, survey responses Website feature HYS, help us shape your Online audience Direct traffic short form copy, link/button, Throughout campaign 22 Aug 11 Sept Opportune, collaborative, Vanessa Link clicks, site traffic, bounce rate, spaces image engaged, proactive survey responses Opportune, collaborative, Vanessa FB instand Geotarget community across region Broad reach & higher CTR HYS, help us shape your short form copy, link/button, 2 weeks 25 Aug - 8 Sept Link clicks, site with interests in rec & family traffic, bounce rate, engaged, proactive survey responses





Traffic



Prin	rimary Dimension: Page Other =								
	Plot Roma Secondary dimension ▼ Sort Type: Default ▼								
	Page ①	Pageviews ② ↓	Unique Pageviews (2)	Avg. Time on Page (?)	Entrances (*)	Bounce Rate 🕜	% Exit 😲	Page Value 💿	
		503 % of Total: 7.97% (6,311)	384 % of Total: 8.30% (4,829)	00:01:38 Avg for View: 00:01:20 (22.54%)	247 % of Total: 10.68% (2,313)	51.82% Aug for View: 53.96% (-3.96%)	39.36% Avg for View: 30.65% (7.40%)	\$0.00 % of Total: 0.00% (\$0.00)	
\supset	1. /recreation-action-plan 🕙	503(100.00%)	384(100.00%)	00:01:38	247(100.00%)	51.82%	39.36%	\$0.00 (0.00%)	



Have your say on our recreational spaces

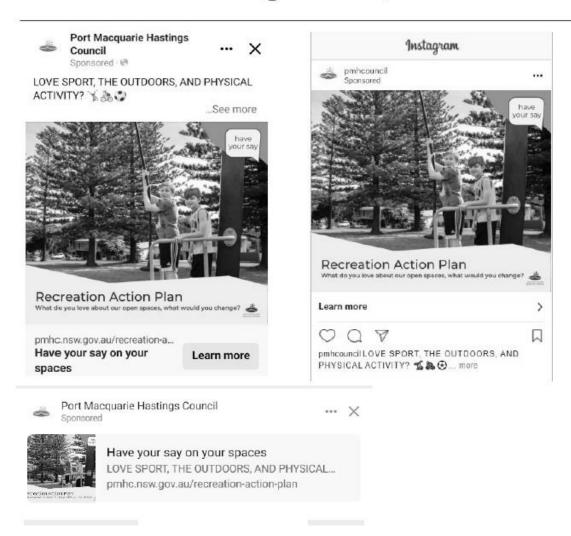
Share your ideas, wants & needs so that they can be considered as we form our plan for 2023 - 2028!

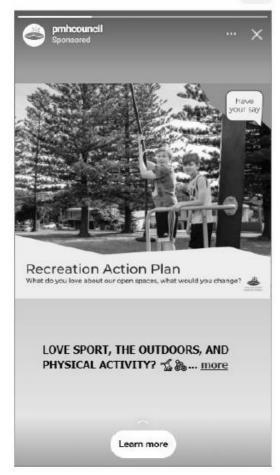
Campaig	gn (?)	Pageviews ②	4
		% of Tot	503 al: 7.97% (6,311)
1. (not	set)	384	(76.34%)
2. Wha	sts On Sport and Recreation - September 2022 v2	45	(8.95%)
	lia Release Creating places for people - Recreational Action Plan open for Iback	28	(5.57%)
4. Reco	onnecting our Council-Community Action Teams	11	(2.19%)
5. web	site	11	(2.19%)
6. 238	51654454170141	8	(1.59%)
7. Staf	f Newsletter 22 August	7	(1.39%)
8. Hav	e Your Say Newsletter August 2022	4	(0.80%)
9. Cou	ncillor Catch - August 2022	3	(0.60%)
10. Envi	ronment Matters - September 2022	2	(0.40%)





Social advertising – Insta/FB









Social advertising – Insta/FB



Age ▼	Impressions 🔻	Reach ▼	Results ▼	Link velicks	Result ▼ rate	CTR (all)	Post engagement
All	19,328	8,910	163 Link clicks	163	0.84%	3.01%	191
65+	5,865	2,654	55 Link clicks	55	0.94%	2.80%	62
35-44	3,980	1,796	39 Link clicks	39	0.98%	3.89%	47
55-64	3,327	1,502	24 Link clicks	24	0.72%	2.28%	26
45-54	3,109	1,516	19 Link clicks	19	0.61%	2.80%	27
25-34	2,367	1,078	18 Link clicks	18	0.76%	3.17%	19
18-24	680	364	8 Link clicks	8	1.18%	3.53%	10
Uncat •	_	_	_	_	_	_	_
	19,328 Total	8,910 People	163 Link clicks	163 Total	0.84%	3.01% Per Impressio	191 Total





Owned content - organic

Impressions - The number of times the post/story was shown in a person's feed.
Engagements - The reactions, comments, and shares on a post. Clicks are not included. Reactions on shares are not included.
Reach - The number of people that saw the post/story in their feed
Engagement rate - Total engagements as a percentage of the impressions.
Shares - The number of times the content was publically shared (posts/accounts set to private are not trackable).
Link clicks - The number of clicks on a link in the post.

See notes for insights.

Content performance

DATE ↓	POSTS 4		3.63%	1MPRESSIONS 29.48K	ENGAGEMENTS 84	15.45K	engagement rate 0.28%	SHARES 13	LINK CLICKS 194
10 Sep 9:00 AM		LAST CHANCE TO HAVE YOUR S Port Macquarie Hastings Council recreation action plan 22	0.5%	1.2K	7	1.2K	0.59%	0	5
5 Sep 2:26 PM		LOVE SPORT, THE OUTDOORS, Port Macquarie Hastings Council recreation action plan 22	66.67%	3	26	1	866.67%	3	0
5 Sep 2:21 PM	0 1 1	LOVE SPORT, THE OUTDOORS, Port Macquarie Hastings Council Promoted Promoted Promoted	2.82%	19.4K	29	9K	0.15%	4	165
23 Aug 5:00 PM		HOW CAN WE IMPROVE YOUR! Port Macquarie Hastings Council Promoted Recreation Property & Bi	5.79%	8.9K	22	5.2K	0.25%	6	24



Owned content - Facebook

See insights and ads

Councillor Nik Lipovac and 6 others



Port Macquarie Hastings Council

Published by Brandwatch ● - August 23 at 5:00 PM - ●

HOW CAN WE IMPROVE YOUR SPACES? &

We're reviewing our Recreation Action Plan, which sets out the actions we'll take to expand, create and improve recreational opportunities in our region.

The plan is currently open for feedback, so now is your chance to share your ideas, wants and needs, so that they can be considered as we form our plan for 2023 to 2028.

Share with us what you love, and what you'd like to see improved! Your feedback can cover all things recreation - from parks, playgrounds, sporting facilities, beaches, pathways to open spaces.

To Have Your Say:

@ Come chat with us in person at a pop-up event

@ Attend our online workshop

Complete the quick survey

Prop a pin on our interactive map to share your ideas

Find dates and locations and have your say at Jar pmhc.nsw.gov.au/recreation-action-plan. Feedback closes until Sunday 11 September.





Boost post







Earned media

Media Release



23 August 2022

Creating places for people: Recreational Action Plan open for feedback

Port Macquarie Hastings Council is seeking community feedback on the region's recreational facilities and open spaces, posing the question 'What do you love, what can be improved?

The Recreational Action Plan is a guiding document that provides a framework for Council's recreation planning through immediate, short, and medium term actions.

The current plan was developed as a roadmap with priorities for the four-year period from 2021-2025. Having already achieved so much of what we set out to do, Council is now undertaking a review of the plan and opening it up for further feedback.

The review or from 2023 to community de have your say



Updated September 1 2022 - 6:23pm, first published August 29 2022 - 4:00sm

Help shape the future of recreation spaces in Hastings



Council seek feedback on Recreational **Action Plan**

00000



Port Macquarie Hastings Council is seeking community feedback on the region's recreational

facilities and open spaces, posing the question 'What do you love, what can be improved?





Stakeholder newsletter

Sports community update



What's on, updates and highlights



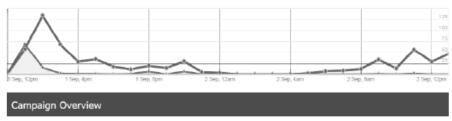
HI

Thank you to all our local sport clubs for getting involved with our current consultation to review the 2021-2025 Recreation Action Plan.

The Recreation Team has enjoyed meeting with you at various sport facilities across Port Macquaire-Hastings and discussing future proposals. If you are a sport club that has not yet been in touch or does not yet have a proposed meeting with Council, please reach out via sports@pmhc.nsw.gov.au.

Further contributions to the <u>Recreation Action Plan Review</u> can now be made via Council's Have Your Say webpage. Please provide your feedback via the button below. Consultation is open until **Sunday 11 September 2022**

Recreation Action Plan Review



O shares across Facebook & email



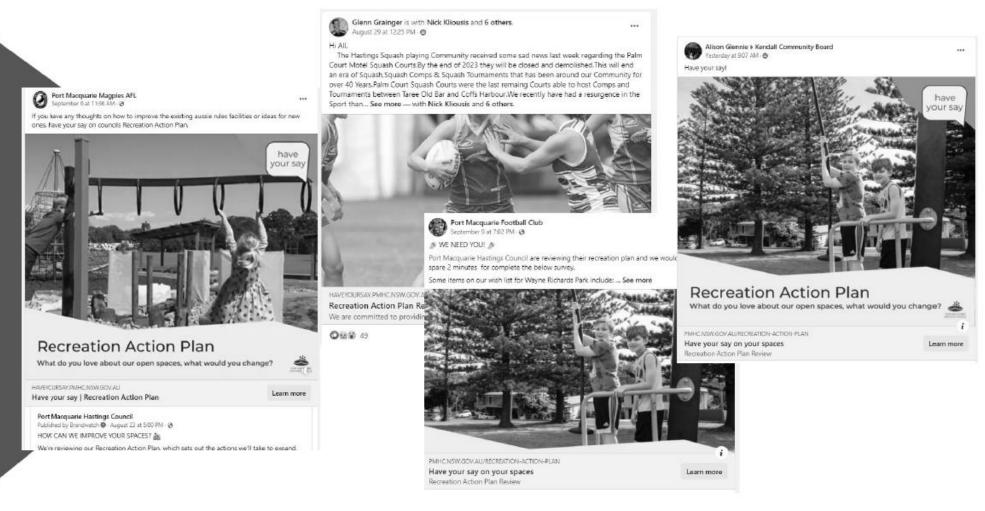
https://haveyoursay.pmhc.nsw.gov.au/recreation-action-plan

16

45

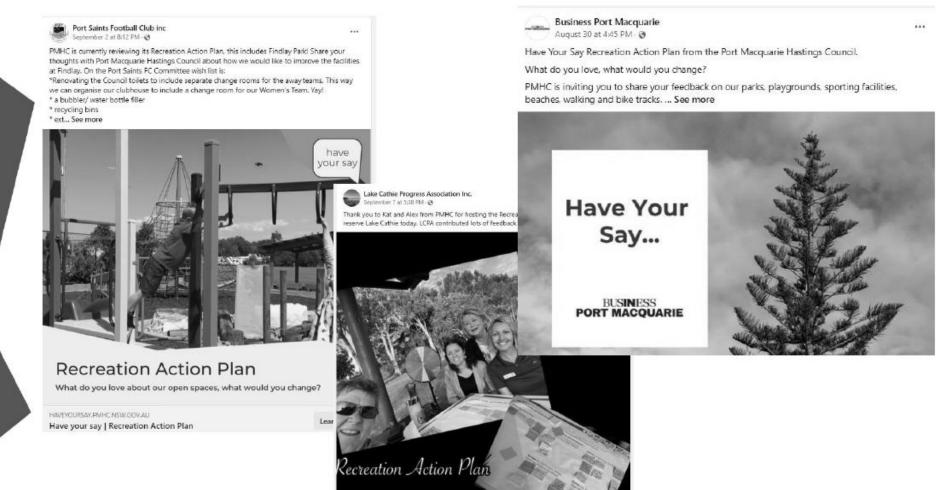


Community generated content





Community generated content









Staff Matters

23 August 2022

Hi Vanessa,

You too can have your say

If you're a resident of our local government area, even though you're a staff member of PMHC, you can have your say on any policies, projects or surveys on which we're seeking feedback.

Check out our Have Your say page by clicking the button below.

Currently on exhibition is:

- · Community Satisfaction Survey, run by Micromex
- Town Beach Amphitheatre
- Recreation Action Plan
- Draft investment policy
- Draft road reserve management policy
- and more



Share your 2 cents

Remember to have your say on local issues and spread the word with your networks



As residents of the Port Macquarie Hastings region, we can all add our voices to the conversation PMHC is having with the community.

We seek input on various plans and policies via our Have Your Say website. You can have your say as a community member and share with your network, friends and family what's on the table for discussion with residents. Some interesting topics are:

- · Regional economic Development Strategies
- Draft Communications Policy
- Recreation Action Plan Review
- Draft Road Reserve Management Policy
- Community Satisfaction Survey

Have your say

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Nyura yii-gu mara-la barray-gu, nyaa-gi, ngarra-gi

You have come here, to the country to see, listen and remember

Gathay Nyiirun Wakulda

Let's all go together as one

We acknowledge that we are on Birpai country and pay respects to all elders past, present and emerging.

We acknowledge the ongoing connection to the Traditional Owners and Custodians of the lands and waters of the Port Macquarie-Hastings Region.

ATTACHMENT ORDINARY COUNCIL
16/02/2023

Overview

We recognise the importance of sport and recreation as an integral part of our social fabric, generating community cohesion and attracting visitors to the region. Our region has some fantastic recreational resources including the Port Macquarie Coastal Walk, Port Macquarie Skatepark, many diverse playground across the region, our sporting facilities, and iconic beaches. It is vital that we work with the community to deliver and enhance these services and opportunities.

We need to be well prepared to continue the delivery of an appropriate level of recreational facilities and services into the future. This includes maintaining a commitment to the provision of sports facilities, providing for participation in unstructured activities and a variety of passive and active recreational pursuits.

Due to the increase in facilities and services provided to and required by the community, provision of these opportunities has become more complex. We plan, develop and manage suitable allocation of funding, resources and priorities to ensure all members of the community are offered the opportunity to participate.

The Recreation Action Plan (the Plan) aims to provide us with the necessary framework to provide for sport and recreation facilities in the short to medium term.



04 Port Macquarie-Hastings Council Recreation Action Plan 2023-2028

October 2022 update

This is an updated Plan which reflects current priority projects required to meet community needs along with facilities needed to meet forecast growth in the Port Macquarie–Hastings.

The status of actions identified for delivery in the previous Plans (Recreation Action Plan 2015-2025, Recreation Action Plan 2017-2025, Recreation Action Plan 2020-2025, Recreation Action Plan 2020-2025 and Recreation Action Plan 2021-2025) is outlined in Appendix 1.

The Plan has been revised to reflect:

- Changing community, Council and state government priorities;
- Changes of uses of recreation spaces during the Covid19 pandemic and the importance of recreation space;
- An assessment of user groups needs today and into the future;
- · Opportunities to reduce overall project cost and

This updated Plan identifies three timelines for delivery of priority projects:

- · Immediate 2022/23
- Short term 2023/25
- · Medium term 2025/28
- minimise impact on user groups by aligning project stages where appropriate;
- Condition based asset information, providing clarity as to when assets need to be replaced;
- Likely availability of funding sources and consideration of alternative funding sources; and
- A desire to optimise the use of existing open spaces and recreation facilities.





Review

Each year an annual report which details performance against the agreed outcomes within the Plan will be reported to Council for information.

The Plan will be subject to annual review and it may be necessary to modify the action plan in accordance with changing community needs, financial position of Council, ability to deliver within timeframe and legislative requirements.

The Plan identifies a number of strategic planning actions as immediate priority for this financial year. Further actions or priorities may be included in the annual review of the Recreation Action Plan following the review and development of these planning documents. A Places to Play Plan will be developed and will include playgrounds, outdoor fitness equipment, outdoor multi-use courts and outdoor volleyball courts.

While much of the responsibility for progressing these priorities will rest with Council, the community and other stakeholders also share this responsibility. Council, its community, land managers and other government agencies each have a role to play. Priorities identified in the Plan may be brought forward should funding opportunities become available such as grant funding.

Immediate priority projects (2022/23)

STRATEGIC PLANNING - Immediate priorities

- · Develop Places to Play Plan
- · Undertake a review of the 2015 Bike Plan
- · Develop Memorial Seating Guideline

- Undertake a review of the Pedestrian Access Mobility Plan
- Undertake Coastal Recreational User Needs Analysis

Location	Facility	Project detail
Camden Haven	Beach to Beach Walkway	Commence Construction
	Kendall Skate Park	Commence Relocation
	Norrie Reserve, Kendall *	Playground Upgrade
	Queens Lake Boardwalk	Boardwalk Renewal
	Vince Inmon Sporting Complex, Laurieton	Construction of Grandstand
Lake Cathie/Bonny Hills	Rainbow Beach Sports Fields	Finalise Construction of Stage 1
Port Macquarie	Oxley Oval	Replace Cricket Nets
	Port Macquarie Aquatic Facility	Continue Pre-construction Activities
	Port Macquarie Community Centre	Design development
	Port Macquarie Regional Stadium	Sports Facility Upgrade
	Riverside Playground, North Shore	Playground Installation
	Rotary Park	Develop Master Plan

07 Port Macquarie-Hastings Council Recreation Action Plan 2023-2028

Immediate priority projects (2022/23) cont...

Location	Facility	Project detail	
Port Macquarie cont	Tacking Point Lighthouse Reserve	Accessible Ramp Design and Approvals	
	Town Beach Reserve	Construction of Amphitheatre	
	Westport Park	Provide Boating Amenities	
	Westport Park, Livvi's Place	Playground Upgrade (Stage 2: Water Play)	
Telegraph Point	Charlie Watt Reserve	Playground Upgrade	
Thrumster	Thrumster Sports Fields	Finalise Detailed Design and Approvals	
Wauchope & Hinterland	Bain Park	Reserve and Playground Upgrade	
	Beechwood Tennis Facility	Lighting Upgrade	
	Hastings Regional Sports Fields	Finalise Detailed Design	
	James Street Reserve *	Playground Upgrade	
	Landrigan/Andrews Park Sports Field	Develop Master Plan	
	Lank Bain Sporting Complex	Lighting and Canteen Upgrades	
	Moroko Park, Pembrooke*	Playground Upgrade	
	Pappinbarra Reserve	Multi-Use Court Upgrade	

^{*} These playgrounds will be reviewed as part of the *Place to Play Plan* and priorities may be adjusted accordingly

Short term priority projects (2023/24 and 2024/25)

Location	Facility	Project detail
LGA Wide	Recreation facilities	Accessibility Audit
Camden Haven	Apex Park, Laurieton	Reserve Upgrades
	Camden Haven Surf Club Building	Building Replacement
	Creek to Creek	Develop Master Plan
	Dunbogan Reserve	Renewal of Amenities
	Riverview Reserve, North Haven *	Playground Upgrade
	Wallace Reserve, Dunbogan *	Playground Upgrade
Lake Cathie/Bonny Hills	Endeavour Park, Lake Cathie *	Playground Upgrade
	Jonathan Dixon Reserve	Amenities Upgrade
	Rainbow Beach	Construct Walkway
	Rainbow Beach Sporting Fields	Commence Construction (Stage 2)
Port Macquarie	Amethyst Way Reserve *	Playground Upgrade
	Ashdown Reserve *	Playground Upgrade
	Fernbank Creek	Boat Launching Facility
	Greenmeadows Reserve *	Playground Upgrade
	Hudson Avenue Park *	Playground Upgrade

⁰⁹ Port Macquarie-Hastings Council Recreation Action Plan 2023-2028

Short term priority projects (2023/24 and 2024/25) cont...

Location	Facility	Project detail
	Mimosa Park*	Playground Upgrade
Port Macquarie cont	North Shore Ferry Reserve	Boat Ramp Renewal
	Oxley Oval	Sports Facility Upgrade
	Port Macquarie Aquatic Facility	Commence Construction (Stage 1)
	Port Macquarie Community Centre	Commence Construction
	Port Macquarie Library Redevelopment	Design and Approvals
	Rotary Park	Reserve and Playground Upgrade
	Tacking Point Lighthouse Reserve	Construction of Accessible Ramp
	Town Beach Masterplan	Develop Master Plan
	Waterlilly Park, Brindabella Drive*	Playground Upgrade
	Wayne Richards Park	Detailed Design for Stages 3 & 4
	Westport Park	Upgrade existing Amenities
Thrumster	Thrumster Sports Fields	Commence Construction (Stage 1)
Wauchope & Hinterland	Blackbutt Park	Sports Field Drainage
	Cameron Street Reserve *	Playground Upgrade
	Charlie Watt Reserve	Amenities Upgrade

010 Port Macquarie-Hastings Council Recreation Action Plan 2023-2028

Short term priority projects (2023/24 and 2024/25) cont...

Location	Facility	Project detail
	Ellenborough Reserve	Renewal of Amenities
	Fairmont Gardens Sporting Fields	Amenities Upgrade
	Hastings Regional Sports Fields	Construction of Stage One
Wauchope & Hinterland cont	Landrigan/Andrews Park Sports Field	Hard Surface Multi-Use Courts
	Lank Bain Sporting Complex	Develop Master Plan
	Lighthouse Beach Reserve *	Playground Upgrade
	Sister City Park *	Playground Upgrade
	Village Green - Graham St, Kendall	Amenities & Reserve Upgrade

^{*} These playgrounds will be reviewed as part of the *Place to Play Plan* and priorities may be adjusted accordingly

Medium term priority projects (2025/26, 2026/27 and 2027/28)

STRATEGIC PLANNING - Medium priorities

· Develop Sports Field User Pay Strategy

Location	Facility	Project detail
Camden Haven	Apex Park	Boating Facility
	Laurieton Library *	Playground Upgrade
	Pilot Beach Reserve *	Playground Upgrade
	Vince Inmon Sporting Complex, Laurieton	Field Upgrades
Lake Cathie/Bonny Hills	Lake Cathie Library and Community Centre	Design and Construction of Facility
Port Macquarie	Absalom Reserve *	Playground Upgrade
	Bellbowrie Reserve	Reserve Upgrade
	Nottingham Drive Reserve *	Playground Upgrade
	Flynns Beach Reserve	Reserve Upgrade
	Sovereign Hills Library and Community Centre	Design and Construction of facility
	Stuart Park Regional Sporting Precinct	Lighting Upgrade

Medium term priority projects (2025/26, 2026/27 and 2027/28) cont...

Location	Facility	Project detail
Port Macquarie cont	Town Green Central	Reserve Upgrade
	Wayne Richards Park	Commence Construction of Stages 3 and 4
	Yarranwood Park, Hamlyn Drive*	Playground Upgrade
Wauchope & Hinterland	Bindi Close *	Playground Upgrade

^{*} These playgrounds will be reviewed as part of the *Place to Play Plan* and priorities may be adjusted accordingly

Appendix 1 - Completed actions 2015-2022

- · Construction of Googik Track (Stage 2)
- · Establish process for community led sport and recreation improvement projects
- · Develop web pages for sporting facilities
- · Delivery of Tacking Point Lighthouse Reserve Master Plan (Stage 4)
- Permanent recruitment of Sport and Recreation Officer
- · Develop an e-newsletter for sport and recreation groups
- · Wauchope Pool refurbishments (stages 1 and 2)
- · Develop and implement quarterly audit process for sport/recreational facilities
- · Town Beach Kiosk/Marine Rescue Facility upgrade
- · Develop a leash free dog exercise park at Henry Kendall Reserve
- · Wayne Richards Park, Port Macquarie Construct Multipurpose Field (Stage 5)
- · Finalisation of the Camden Haven Recreational Boating Needs Study
- · Hastings River, Port Macquarie identify site and develop a Concept Plan for a new
- boating facility
- · Expansion of Port Macquarie Indoor Stadium
- · Upgrade Town Green East, Port Macquarie
- The site selection process for a new Port Macquarie Aquatic Facility has reconfirmed
- · Macquarie Park as the preferred site
- Installation of a recreational boating floating pontoon at Rocks Ferry Reserve
- Construction of revetment wall to address river bank erosion at Rocks Ferry Reserve
- Development and adoption of the Port Macquarie Coastal Walk Master Plan
- · Development and adoption of the Flynns Beach Master Plan
- · Development and adoption of the Lake Cathie Foreshore Master Plan





Appendix 1 - Completed actions 2015-2022 cont...

- Provision of sports field flood lighting at Oxley OvalProvision of additional sports field flood lighting at Lank Bain Sports Complex
- Construction of Port Macquarie Dog Off-leash
 Park at Stuart Park
- Construction of the Westport Park segment of the Foreshore walkway
- Upgrade boat launching facility at Bruce Porter Reserve, Laurieton
- Upgrade boat launching facility at Dunbogan Reserve
- Construct new park in Crestwood Estate, Port Macquarie
- Upgrade netball lighting at Laurieton Sports Complex
- Renewal of Scribbly Park Reserve Playground, Lakewood
- · Construct new community park in Kew
- Upgrade lighting and cricket net facilities at Kendall Sports Ground
- Flynns Beach Sea Wall completion of Stage 1
- Upgrade lighting at Oxley Oval to 300 lux for night cricket use
- Construction of new training field at Regional Stadium, Port Macquarie

- Replacement of Settlement Point Playground in Port Macquarie
- Completion of the Stuart Park Regional Sporting Precinct upgrade
- Sports field lighting upgrade completed at Charlie Watt Reserve, Telegraph Point
- Install new sports field lighting at Andrews Park, Wauchope
- · Laurieton Sports Complex Amenities upgrade
- North Haven to Bonny Hills Coastal Walk upgrade
- · Bonny Hills Reserves Master Plan development
- · Construction of Lake Cathie Skate Facility
- Renewal of The Ruins Way Playground
- · Town Beach Playground upgrade
- Town Green West Upgrade (excluding playground)
- Provision of drainage at Charlie Watt Reserve, Telegraph Point
- · Blackbutt Park Facility Upgrade
- Development of Bain Park Master Plan
- Rocks Ferry Reserve Playground Upgrade (*note: this facility was severely
- · impacted during the March 2021 flood event)
- · Kendall Tennis Court Construction

Appendix 1 - Completed actions 2015-2022 cont...

- · Narran Park Playground Upgrade
- Bonny Hills Community Hall Reserve Playground Upgrade
- Construction of a basketball court at the Lake Cathie Community Hall Reserve
- · John Dick Reserve Playground Upgrade
- · Port Macquarie Bicentennial Walk

- Construction of the Wayne Richards Park Bike Pump Track
- · Westport Park Boat Ramp Facility Upgrade
- Upgrades to the Long Flat Recreation Grounds
- · Pioneer Park, Comboyne Reserve Upgrade
- Installation of fitness equipment at Rainbow Beach Reserve





Contact us

Council welcomes the opportunity to hear if you have any questions, feedback or if you require a copy of the Plan.

You can contact us regarding this Plan:

Phone us:

(02) 6581 8111 (Monday-Friday 8am to 5pm)

Email us:

council@pmhc.nsw.gov.au

Visit us online:

pmhc.nsw.gov.au

Visit us in person:

17 Burrawan Street, Port Macquarie, NSW, 2444

49 High Street, Wauchope, NSW 2446

9 Laurie Street Laurieton, NSW, 2443

Monday-Friday 8:30am to 4:30 pm

Mail us:

PO Box 84, Port Macquarie, NSW Australia 2444

National Relay Service:

Number: 1300 555 727 TTY number: 133 677

SMS relay number: 0423 677 767





PORT MACQUARIE HASTINGS MAYORS SPORTING FUND CHARTER

Adopted: Ordinary Council 2022 08 18

1.0 INTRODUCTION

Since 1999 the Port Macquarie-Hastings Sporting Fund (previously the Mayor's Sporting Fund) Mayor's Sporting Fund (MSF) has endeavored to ensure that up and coming athletes from the Port Macquarie Hastings region are given the chance to compete at the highest level in their chosen sport.

Our Mission is to continue to identify and support Junior sports people, specifically aged between 13 and 21, residing in the Port Macquarie-Hastings Local Government Area to attend and compete in various levels of representative sport for sporting codes recognised by the Fund, including qualifying for and participating in Commonwealth and Olympic Games events.

Our Vision is to allow every sportsperson the opportunity to achieve their full potential and not be hindered by their socioeconomic status.

2.0 OBJECTIVES

The objectives of the Port Macquarie Hastings Mayors Sporting Fund are to:

- To provide financial support to local athletes through community fundraising events in the Port Macquarie Hastings Local Government Area.
- To engage the business community to generate financial support to enable funding support for applicants who have been selected or qualify to attend state, national or international competitions in accordance with grant and scholarship guidelines meet the set criteria
- The sub-committee consists of local business, media and community representatives who bring
 a passion for the role of sport in the community, skill, local knowledge and fund raising expertise
 to the role.
- To continue to identify and support Junior sports people, specifically aged between 13 and 21, residing in the Port Macquarie-Hastings Local Government Area to attend and compete in various levels of representative sport including qualifying for and participating in Commonwealth and Olympic Games events.
- To promote the Port Macquarie Hastings (through our sporting stars on a bigger stage) as a place that is committed to providing inclusive opportunities to our growing community.
- To manage the Wayne Richards Sporting Scholarship Grant.

3.0 KEY FUNCTIONS

The key functions of the Port Macquarie Hastings Mayors Sporting Fund are to:

- Raising funds via the staging of community events (for e.g. Golf & Bowls Days, Trivia Nights etc.)
 and attracting sponsorship from local businesses.
- In accordance with funding guidelines, determine which athletes will be recommended for gain
 financial support and the level of that support.
- Consider each application on merit and in accordance with the funding guidelines to determine if
 the sport is recognized by the National Sports Commission, the level of competition, training and
 participation costs of the applicant (ie. travel, uniform, registration).
- Depending on their submission. Factors include the level of competition and the associated costs

of entry and uniform fees, travel and accommodation.

4.0 MEMBERSHIP

4.1 Voting Members

- 1 Councillor (resolved by Council)
- 4-6 x business and media representatives
- 7 x community representatives with appropriate knowledge, skills and/or experience or with strong networks and knowledge of the local area
- 1 x youth community representative

4.2 Non-Voting Members/Attendees

Other attendees within various sectors, may be invited to attend meetings or working groups on certain issues or to progress an agreed outcome, as approved by the sub-committee. These are non-voting attendees and may only be invited with the approval of the sub-committee or the Chairperson if the need for their attendance is identified. Non-voting attendees will be asked to leave the meeting during voting for items.

4.3 Obligations of Members

- Commit to working towards advancement of the sporting endeavours of youth within the Local Government Area.
- · Act honestly and in good faith.
- · Act impartially at all times.
- Participate actively in the work of the sub-committee.
- Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- · Comply with this Charter document at all times.
- Facilitate and encourage community engagement with sub-committee and Council initiatives to support good outcomes for our community.
- Members must not make public statements regarding the Committee or give an
 impression that they represent the Committee or Council when speaking to the public. As
 per Section 226 (c) of the NSW Local Government Act 1993, the Mayor is the principal
 spokesperson for the governing body.
- Councillors that are members of the <u>sub-committee Steering Group</u> are to obtain the Mayor's
 agreement to make media and other statements. Further, only the Mayor, or a Councillor with the
 Mayor's agreement and otherwise in accordance with Council policies and procedures, may
 release Council information through media statements or otherwise, and the release of such
 information must be lawful under the Council adopted Code of Conduct. Council officers that are
 members of <u>committees Steering Groups</u> are bound by the existing operational delegations in
 relation to speaking to the media.
- A Councillor as a member of a committee of Council Steering Group or the Steering Group itself
 has no delegation or authority to make decisions on behalf of Council, nor to direct the business
 of Council. The only decision making power open to Councillors is through formal resolutions of
 Council.
- A Councillor as a member of a Committee or the Committee itself cannot direct staff and must abide by the decisions of Council and the policies of Council.
- Councillors, Council staff and members of this sub-committee Committee must comply with the
 applicable provisions of Council's Code of Conduct in carrying out the functions as Council officials. It
 is the personal responsibility of Council officials to comply with the standards in the Code of Conduct
 and regularly review their personal circumstances with this in mind.

4.4 Member Tenure

- Sub-committee Committee members will serve for a period of two (2) years after which
 Council will call expressions of interest for the next two (2) year period. Existing subcommittee Committee members will be eligible to re-apply for a position and serve
 additional terms.
- Any changes in the composition of the <u>sub-committee</u> Committee require the approval of Council.
 If a resignation occurs, Council will call for expressions of interest to fill the position.
- Corporate and media members of the sub-committee may replace or substitute their representative with the approval of the existing sub-committee.

4.5 Appointment of Members

- A formal Expression of Interest process will be undertaken across the Local Government Area as a way
 of determining the independent representatives on the sub-committee.
- Where practicable the membership will represent the geographical spread of the Port Macquarie-Hastings Local Government Area.
- Council, by resolution duly passed, will appoint members to the sub-committee. The
 recommendations of the sub-committee will be given due consideration during this
 process.
- If a vacancy occurs within 6 months of calling for an Expression of Interest the position shall be left vacant.

5.0 TIMETABLE OF MEETINGS

- Meetings will be held at 4:00pm on the 1st Thursday of the month except for December and January (unless required). A Meeting also may be held if required for a specific purpose.
- Meetings will generally be held face to face at Council.

6.0 MEETING PRACTICES

6.1 Attendance

Meetings are not open to the public to attend, however, as noted above, specific members of the
public may be invited to address the <u>sub-committee</u> regarding a specific matter on which the
members Committee seeks their input.

6.2 Decision Making

- Recommendations of the sub-committee shall be by majority of the members present at each meeting and each member shall have one (1) vote.
- The Chairperson shall not have a casting vote in the case of an equality of votes.
- Recommendations from the <u>sub</u> committee are to be made through the <u>Chief Executive</u>
 Officer General Manager or the relevant Director who will determine, under delegation, the
 process for implementation.
- The sub-committee has no delegation to allocate funding on behalf of Council. The sub-committee may make recommendations to Council about how funding should be spent in relation to the above-mentioned objectives, however those funds will only be applied and expended following a formal resolution of Council.
- The <u>sub</u>-committee may establish working groups to support actions and activities within Council Plans or to assist in the delivery of projects and events, as deemed appropriate. All projects are to be aligned with Council's suite of Integrated Planning and Reporting documents.

6.3 Quorum

The quorum for the sub-Committee will be met if 7 4 members are present, or greater than half
of the total membership at that point in time, whichever is the smallest.

6.4 Chairperson and Deputy Chairperson

- The Chairperson shall be the Councillor (resolved by Council)
- The Deputy Chair shall be the alternate Councillor (resolved by Council)
- At all Meetings of the <u>sub-committee</u>, the Chairperson shall occupy the Chair and preside. In
 the absence of the Chairperson and Deputy Chair, as the <u>sub-committee</u>'s first item of
 business, the <u>sub-committee</u> shall elect one of its members to preside at the Meeting (elected
 chair must be a Council representative).

6.5 Secretariat

- The responsible Council Director is responsible for ensuring the sub-committee has
 adequate secretariat support. The secretariat will ensure that business papers and
 supporting papers are circulated at least three (3) days prior to each meeting. Minutes
 shall be circulated to members within seven (7) days of the meeting having taken place.
- All sub-committee agendas and minutes will be made available to the public via Council's web site, unless otherwise restricted by legislation.
- The responsible Council Director will coordinate a review of the Charter within 12 months of a new Council term and present to Council for adoption.

6.6 Recording of decisions and explicit discussions on risks

• The Secretariat shall record a summary of all discussions that relate to risks.

7.0 CONVENING OF "OUTCOME SPECIFIC" WORKING GROUPS

- The <u>sub-committee</u> can at times request a working group to be convened, for a period of time, and/or for specific actions. These specifics will be minuted clearly. The working group will report back to the <u>sub-committee</u> with outcomes.
- Working Group membership will be determined by the sub-committee following consultation with Staff.
- These Working Groups, will include, but are not limited to
 - o Fundraising events
 - Award events
- Any working groups established under this <u>sub-committee</u> will be responsible for providing updates to the committee. The working groups will be an informal gathering with notes collected and managed by the senior staff member in attendance and will be tabled at the <u>sub-committee</u> meetings.
- Working Groups do not have any decision making delegation and may only make recommendations to the sub-committee.

8.0 CONFIDENTIALITY AND CONFLICT OF INTEREST

- Any independent members of the <u>sub-committee</u> will be required to complete
 a confidentiality agreement that will cover the period of their membership of
 the Committee
- Members must declare any conflict of interests at the start of each meeting or before discussion of a relevant item or topic. Details of any conflicts of interest should be appropriately minuted.
- Where members or invitees at sub-committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they be excused from

deliberations on the issue where the conflict of interest may exist and this is to be recorded in the minutes of the meeting. $\frac{1}{2} \int_{\mathbb{R}^{n}} \frac{1}{2} \left(\frac{1}{2} \int_{\mathbb{R}^{n}} \frac{1}{2}$

CIP 2022 -2025: Report Card

The Community Inclusion Plan takes a holistic approach to making the Port Macquarie- Hastings region more welcoming, accessible and inclusive. It includes actions that we will commit to over 2022-2025. Each Strategic outcome focuses on a different aspect of Inclusion within Council and the Port Macquarie-Hastings community.

This report card is for the second quarter of the 2022 - 2023 Financial Year October - December).

A CONNECTED COMMUNITY

Activity/event

Switch On Seymour (Laurieton)



6 Switch on Seymour activation events were delivered ranging from night markets, kid's activities and pop ups.

Over 850 participants across all activities.

over ese participants deress at

Encourage and provide opportunities for members of the community to participate in activities to improve their quality of life.

Activity/event



International Day of People with Disability - 3 December.

The team provided equipment and morning tea to ACES Envirogang and which was supported with acknowledgement through PMHC Facebook page with 65 interactions.

Activity/event



Christmas Fair - 2 December

Port Macquarie Christmas Fair at Town Green with market stalls, music, Mr & Mrs Claus, workshops and kid's entertainment. PMHC also supported events in Beechwood & Laurieton.

Over 4000 participants





CIP 2022 -2025: Report Card

AN ACCEPTING COMMUNITY

Activity/event

Interagency Meetings - Stakeholder Network

Actively participated in the below interagency meetings:
Bearly Interagency
Hastings Homelessness Network
Hasting Youth network
Hastings Disability Network
Local Aboriginal Land Council's

Activity/event

Support opportunities which enhance social cohesion through connecting people from diverse backgrounds, building unity and reducing inequity.



International Day of People with Disability - 3 December.

The team provided equipment and morning tea to ACES Envirogang and which was supported with awareness/acknowledgement campaign through PMHC Facebook page with 65 interactions.

A LIVEABLE COMMUNITY

Activity/event

Access Audits

An access audit has been conducted on our HQ building which identified areas for improvement. 3 more audits on Council owned buildings & outdoor spaces are scheduled for the second half of the year.

Create a community that has accessible facilities, and offers opportunities for everyone to participate in activities.

Activity/event

Graffiti Management

The Graffiti Vandalism Reward Scheme has been developed as per the adopted policy and is promoted through the PMHC website which an awareness campaign to be delivered as part of our Graffiti Management Program.

You may be eligible for a reward of up to \$5,000 if a police investigation into graffiti or vandalism results in a conviction against an offender.







CIP 2022 -2025: Report Card

A RESILIENT COMMUNITY

Activity/event



Recovery Information Pop-Ups.

The Recovery team delivered 5 Recovery information pop-ups in various locations helping our community prepare for future emergencies talking to approx. 60 residents.

Create a resilient community by enabling them to respond to, withstand, and recover from adverse situations.

Activity/event

Accessible Website Options.

Work is underway to look at enabling accessibility options for users of our website to ensure all Council information is accessible as possible.

A COMMUNITY LEADER

Activity/event

Work is underway, following the People, Safety and Performance review, to implement strategies and education resources for staff to create an accessible, inclusive and diverse workforce.

Lead the way in fostering a better awareness of the lived experiences of people from various cultures, backgrounds and abilities.





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



Port Macquarie-Hastings Council PO Box 84 Port Macquarie NSW Australia 2444 e council@pmhc.nsw.gov.au ABN 11 236 901 601



24 November 2022

Refers to: Item 14.07 OCM 17-11-22

The Honourable Dominic Perrottet Premier of NSW 52 Martin Place Sydney NSW 2000

Dear Premier Perrottet

South Breakwall Project, Port Macquarie NSW

Transport for NSW is currently planning works to the Southern Breakwall in Port Macquarie. At the Ordinary Council meeting on 17 November the Councillors heard from the community about their concerns for the project and resolved to seek additional information from yourself the Premier of New South Wales.

Council heard significant concerns in relation to the Port Macquarie Southern Breakwall project. Of particular concern is a lack of information supporting the decision to undertake works on the breakwall. Accordingly, Council resolved that I request the NSW Government to;

- Undertake a thorough independent review of the community engagement process and the engineering and arborist reports for the project on the Southern Breakwall in Port Macquarie:
- Comprehensively address in writing, the numerous questions raised by the Port Macquarie Hastings community, that have been previously provided to the State Member for Port Macquarie. Leslie Williams. That include:
 - a. Engineering reports, surveys or specific advice that considers the express need to replace or repair the rocks and or sections of the southern breakwall, including the head of the breakwall and the sandbar.
 - A request to show evidence that the Norfolk Pines must be removed to complete the works
 - c. An indicative timeline for the works to be completed.
 - d. Any detailed final designs for the works to be completed.
 - Copies of the written submissions from the most recent community consultation process (2022).
 - f. Any evidence that the most recent (2021-2022) community feedback has been taken into account in determining the final designs for the works to be completed.
 - g. Any reports or information relating to the impacts on local business, the local economy or health impacts that the Community may need to be made aware of.
- 3. Request Transport for NSW to urgently provide to Council the high resolution multibeam hydro survey and point cloud-drone survey which was used to produce the cross sectional 3D model of the southern breakwall.

pmhc.nsw.gov.au

Page 1 of 2

PORT MACQUARIE OFFICE

17 Burrawan Street, Port Macquarie NSW 2444 t 02 6581 8111

WAUCHOPE OFFICE

49 High Street, Wauchope NSW 2446 t 02 6581 8111 LAURIETON OFFICE
9 Laurie Street, Laurieton NSW 2443
t 02 6581 8111



Refers to: Item 14.07 OCM 17-11-22

Your prompt assistance with this matter would be appreciated given the publicly stated project delivery timelines.

Yours sincerely

Melissa Watkins

MiWalkens

Acting Chief Executive Officer
Port Macquarie Hastings Council



Mark Taylor MP

Parliamentary Secretary for Infrastructure and Cities, Transport and Roads

OFFICIAL

Our Ref: 01656831 Your Ref: 14.07 OCM 17-11-22

Ms Melissa Watkins
Acting Chief Executive Officer
Port Macquarie Hastings Council
PO Box 84
PORT MACQUARIE NSW 2444

Dear Ms Watkins

Thank you for your correspondence to the Premier, which was referred to the Minister for Transport, regarding the Port Macquarie Southern Breakwall Upgrade. I have been asked to respond to you on the Minister's behalf.

Transport for NSW Maritime confirms that all aspects of the project have been undertaken in accordance with established processes. However, your request for an independent review of the community engagement process and the engineering and arborist reports for the project, is currently under consideration.

Further, I note that the information requested in question two of your correspondence is available on the project website. Please refer to the documents within the 'Reports' tab at: https://www.transport.nsw.gov.au/projects/current-projects/port-macquarie-southern-breakwall-upgrade.

Regarding the cross sectional 3D model of the southern breakwall, I note that Transport for NSW Maritime has developed a colour rendering of the 3D model. Your request for the high resolution multi-beam hydro survey and point cloud-drone survey is currently under consideration.

Transport for NSW Maritime will continue to keep stakeholders informed with updates to the project website.

Thank you for taking the time to write.

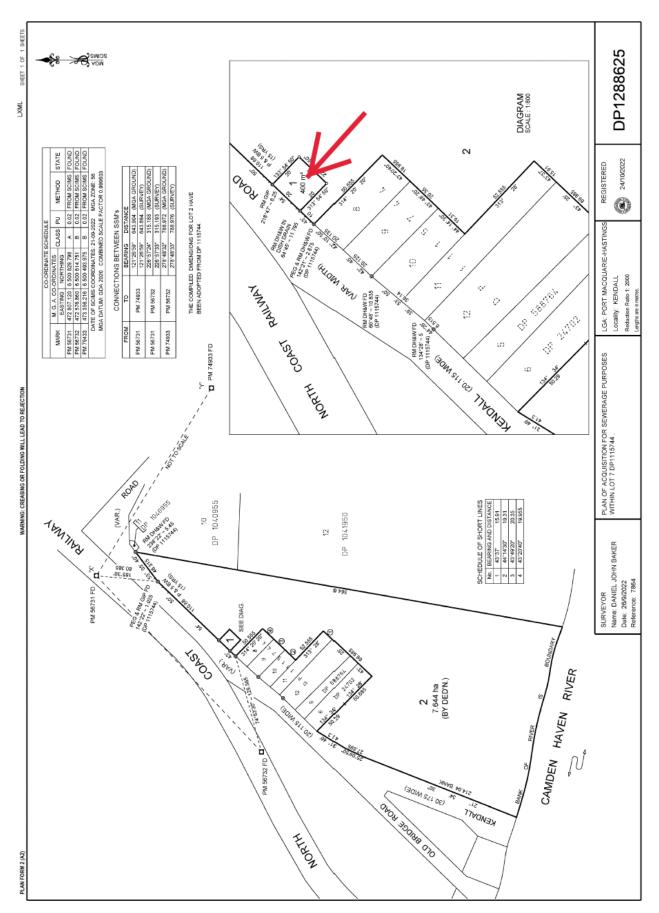
Yours sincerely

Mark Taylor MP

18/01/2023

GPO Box 5341, Sydney NSW 2001

OFFICIAL



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Authorised by: Council

Authorised date: DD/MM/YYYY

Effective date: DD/MM/YYYY

Next review date: DD/MM/YYYY

File Number: ########

Policy for Liquid Trade Waste

Liquid Trade Waste

1 Liquid Trade Waste Policy

1.1 Introduction

This Policy 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. The policy also promotes waste minimisation, water conservation, water recycling and biosolids reuse.

In addition, the approval, monitoring and enforcement processes for liquid trade wastes discharged to Council's sewerage system and the levying of commercial sewerage and liquid trade waste fees and charges are described in this document. The procedure for liquid trade waste approval is governed by Chapter 7 of the Local Government Act.

Under section 68 of the Local Government Act 1993 (Act), a person wishing to discharge liquid trade waste to the sewerage system must obtain prior approval from Council. Discharge of liquid waste other than domestic sewage without prior approval is an offence under section 626 of the Act.

Liquid trade waste is any discharge to a sewerage system other than sewage of domestic nature (i.e. 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 nonresidential sector

Liquid Trade Waste

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).

- 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.

1.2 Policy Statement and Scope

This policy sets out how Port Macquarie-Hastings Council will regulate liquid trade waste discharges to its sewerage system in accordance with the NSW Framework for Regulation of Liquid Trade Waste (Appendix F).

Sewerage systems are generally designed to cater for liquid waste from domestic sources that are essentially of predictable strength and quality. Council **may** accept liquid 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.

This Policy is consistent with the *Liquid Trade Waste Management Guidelines 2021* developed by the Water Utilities branch of the NSW Department of Planning and Environment (https://www.industry.nsw.gov.au/__data/assets/pdf_file/0010/147088/trade-waste-management-quidelines.pdf)

Council provides liquid trade waste services on a commercial basis, with full cost recovery in accordance with Council's current fees and charges.

1.2.1 What is liquid trade waste?

Liquid trade waste is defined in the Local Government (General) Regulation 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:

- industrial premises
- business/commercial premises (e.g. beautician, florist, hairdresser, hotel, motel, restaurant, butcher, supermarket, etc.)
- community/public premises (including clubs, school, college, university, hospital and nursing home)
- any commercial activities carried out at residential premises
- saleyards, racecourses and stables and kennels that are not associated with domestic households

Liquid Trade Waste

- tankered human waste, ship-to-shore waste from marina pump-out facilities, portable toilet waste and established sites for the discharge of pan contents from mobile homes/caravans
- any other waste tankered to the sewerage facilities, e.g. commercial or industrial waste from un-sewered areas.

Liquid trade waste excludes:

- toilet, hand wash basin (used for personal hygiene only), 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 laundry facilities in caravan parks (Note that discharges from common kitchen facilities in caravan parks are liquid trade waste)
- residential pool backwash.

1.3 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.

1.4 References

- Liquid Trade Waste Management Guidelines 2021
- National Wastewater Source Management Guideline (Water Services Association of Australia, 2012)
- Local Government Act 1993
- · 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

Liquid Trade Waste

1.5 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.

1.6 Amendments

This document supersedes the 2018 Liquid Trade Waste Regulation Policy.

The previous Policy excluded some areas which Council did not charge for and some additional premise types are specified under the new Policy, as recommended by the 2021 Liquid Trade Waste Guidelines. These are covered in the updated Policy, to allow enforcing these charges which will work towards providing full cost recovery as intended by the Policy.

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.

İV Liquid Trade Waste

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2 Structure of the Policy

This policy 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 application procedure and approval process, liquid trade waste discharge
 categories and applicable fees and charges, the NSW Framework for Regulation of Liquid
 Trade Waste, alignment with the National Framework for Wastewater Source Management
 and other relevant information

2.1 Part 1 – Exemptions

There are no exemptions to this policy. Any business which proposes to discharge liquid trade waste to the Council's sewerage system, must apply to Port Macquarie-Hastings Council for approval to do so prior to commence the discharge.



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2.2 Part 2 - Criteria for approval to discharge liquid trade waste into council's sewerage system

2.2.1 Factors for consideration

Council's decision to accept liquid waste into its sewerage system will be based on the discharger satisfying Council's requirements. Therefore, when determining an application to discharge liquid waste to the sewerage system, Council will consider the following factors:

- The potential impacts of the proposed discharge on Council's ability to meet the objectives outlined in s. 1.2 of this document.
- 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 contingency measures in an event of the pre-treatment system failure
- The capability of the sewerage system (reticulation and treatment components) to accept the quantity and quality of the proposed liquid waste
- The adequacy of chemical storage and handling facilities, and the proposed safeguards for prevention of spills and leaks entering to the sewerage system
- The adequacy of the proposed due diligence program and contingency plan, where required.
- Proposed management of prohibited substances and other liquid waste not planned to be discharged to the sewerage system and safeguards to avoid any accidental discharge
- The potential for stormwater entering the sewerage system and adequacy of proposed stormwater controls
- · The potential for growth of the community

2.2.2 Discharge quality

Council's acceptance limits for liquid trade waste discharges are set out in Table 1. These limits are consistent with the acceptance limits specified in the *Liquid Trade Waste Management Guidelines*, 2021 by the Department of Planning and Environment.

Table 1: Acceptance limits for liquid trade waste into the sewerage system

Parameter	Limits
Flow Rate	The maximum daily and instantaneous rate of discharge (kL/h or L/s) is determined based on the available capacity of the sewer. Large discharges are required to provide a balancing tank to even out the load on the sewage treatment works.
BOD₅	Normally approved at 300 mg/L. Concentrations up to 600 mg/L may be accepted.
Suspended solids	Normally approved at 300 mg/L. Concentrations up to 600 mg/L may be accepted.
COD	Normally, not to exceed BOD_S 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. The acceptance limit may be reduced depending on available effluent disposal options and may be subjected to a mass load limit.
Temperature	Less than 38°C.
pН	Within the range 7.0 to 9.0.

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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%.	
Detergents	All detergents are to be biodegradable. A limit on the concentration of 50 mg/L (as MBAS) may be imposed on large liquid trade wastes discharges.	
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	,,, (g,,,,,,,,	

Acceptance li	mits for inorganic and organic compounds	Maximum concentration (mg/L)
Inorganic	Ammonia (as N)	50
compounds	Boron	5
	Bromine	5
	Chlorine	10
	Cyanide	1
	Fluoride	30
	Nitrogen (total Kjeldahl)	100
	Phosphorus (total)	20
	Sulphate (as SO ₄)	500
	Sulphide (as S)	1
Organic	Benzene	< 0.001
compounds	Toluene	0.5
	Ethylbenzene	1
	Xylene	1
	Formaldehyde	30
	Phenolic compounds non-halogenated	1
	Petroleum Hydrocarbons ²	
	C ₆ -C ₉ (flammable)	5
	Total Recoverable Hydrocarbons (TRH)	30
	Pesticides general (except organochlorine and organophosphorus)	0.1
	Polynuclear Aromatic Hydrocarbons (PAH)	5

² Always ask a laboratory to carry out a silica gel clean up, if other than petroleum products are expected to be present in a liquid trade waste sample, e.g. animal fats, plant oil, soil, etc.

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Acceptance limits for metals	Maximum concentration (mg/L)	Allowed daily mass limit (g/d)	
Aluminium	100	-	
Arsenic	0.5	2	
Cadmium	1	5	
Chromium ³	3	10	
Cobalt	5	15	
Copper	5	15	
Iron	100	-	
Lead	1	5	
Manganese	10	30	
Mercury	0.01	0.05	
Molybdenum	5	15	
Nickel	1	5	
Selenium	1	5	
Silver	2	5	
Tin	5	15	
Zinc	1	5	
Total heavy metals excluding aluminium, iron and manganese	Less than 30 mg/L and subject to total mass loading requirements		

Notes:

- Acceptance limits for substances not listed in above Tables will be determined on a case by case basis.
- The quality of liquid trade waste from some low risk commercial activities in Classification A and B will
 exceed acceptance limits listed in above Table. As a higher level of pre-treatment is not cost-effective,
 such waste is acceptable if the discharger installs, maintains and properly operates the required on-site
 pre-treatment. Similarly, septic and pan waste may exceed some acceptance limits.
- 3. The analytical testing methods for the above parameters should be in accordance with the Australian Sewage Quality Management Guidelines, June 2012, WSAA and council's requirements

2.2.3 Prohibited or restricted substances and waste

Substances prohibited from being discharged into the sewerage system unless they are specifically approved under section 68 of the Act are listed in Table 2. In addition, s 2.2.3.1 lists the discharges either prohibited or restricted. Refer to Appendix C for detailed description of substances and discharges either prohibited or restricted.

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³ Where hexavalent chromium (Cr⁸⁺) 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

Table 2 Waste Prohibited from discharge to 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'
- · discharges from chemicals and/or oil storage areas
- 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 2021)
- solid matter#
- disposable products including wet wipes, cleaning wipes, colostomy bags, cat litter and other products marketed as flushable
- 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 to Australian Sewage Quality Management Guidelines, June 2012, WSAA
- · any other substances listed in a relevant regulation

2.2.3.1 Other substances/discharges either prohibited or restricted

- Stormwater from open areas
- Contaminated groundwater
- Landfill leachate
- Discharge from float tanks
- Discharge from new service station forecourts and other refuelling points
- Discharge of liquid waste arising from liquefaction and/or pulverisation of solid waste by physical or chemical processes (e.g. garbage grinders/in-sinkerators, macerators, alkaline hydrolysis).
- Discharge from solid food waste processing units (digesters/composters, etc.)
- Use of additives in pre-treatment systems

For further details on limitations and restrictions applicable to above discharges, refer to Appendix C of this policy, Chapter 3 of the NSW Liquid Trade Waste Management Guidelines, 2021 and Liquid trade waste disposal Port Macquarie Hastings Council (nsw.gov.au).

2.3 Part 3 – Matters relating to liquid trade waste approvals

2.3.1 Application procedures and approval process

Council's written approval is required prior to commence discharging liquid trade waste to its sewerage system, under s.68 of the Local Government Act 1993. Application forms are available from Council.

The applicant must lodge a trade waste application providing all requested information.

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[#] In excess of the approved limit

2.3.2 Who can lodge an application

The applicant must be either the owner or the occupier of the premises. If the applicant is not the owner of the premises, the owner's consent to the application is required.

2.3.3 Council's process in determination of applications

Council may request an applicant to provide further information to enable it to determine the application.

2.3.4 Approval of applications

Where an application is approved, Council will notify the applicant including any conditions of the approval and reasons for such conditions. The duration of the approval will be as stated in the approval.

An applicant may make a minor amendment or withdraw an application before it is processed 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.

2.3.5 Refusal

If an application is refused, Council will notify the applicant of the grounds for refusal.

Under section 100 of the Act the applicant may request the review of council's determination. Under section 176 of the Act, the applicant dissatisfied with Council's determination may appeal to the Land and Environment Court within 12 months.

2.3.6 Change of approval holder

An approval to discharge liquid trade waste to Council's sewerage system is not transferable. A new application must be lodged, and a new approval must be obtained if there is a change of the approval holder. 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.

2.3.7 Validity of an existing approval

A new approval is required where there is a change of:

- approval holder (either owner or occupier can be an approval holder)
- · activity generating the waste
- · the quantity or the nature of liquid trade waste
- approval conditions.

2.3.8 Modification and revocation of approvals

Council reserves the right to modify or revoke an approval to discharge liquid trade waste to the sewerage system under the circumstances described in s.108 of the *Local Government Act 1993*:

2.3.9 Concurrence

If Council supports an application and has a notice stating that concurrence of the Secretary, NSW Department of Planning and Environment can be assumed for the liquid trade waste relevant to the application, Council will approve the application. Otherwise, Council will seek concurrence to its approval.

For concurrence purposes, liquid trade waste discharges are divided into four classifications.

- Concurrence Classification A liquid trade waste for which Council has been authorised to assume concurrence to the approval subject to certain requirements
- Concurrence Classification B liquid trade waste for which 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 etc. Council may apply for authorisation to assume concurrence to the approval subject to certain conditions
- Concurrence Classification C all other liquid trade waste that do not fall within Concurrence Classification A, B or S, and therefore require Council to forward the application for concurrence.

Refer to Appendix E which lists type of discharges that Council have assumed concurrence (i.e. that Council can approve without seeking concurrence from the Department).



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3 Sewerage and liquid trade waste fees and charges

Council provides sewerage and liquid trade waste services on a commercial basis to non-residential dischargers, with full cost recovery through sewerage and liquid trade waste fees and charges. Council implements best practice pricing for non-residential sewerage and liquid trade waste services to ensure that dischargers bear a fair share of the cost of providing sewerage services and to facilitate appropriate pre-treatment, waste minimisation and water conservation

The current sewerage and liquid trade waste fees and charges are provided on Council's website Fees & charges Port Macquarie Hastings Council (nsw.gov.au).

Council's liquid trade waste fees and charges may include:

- general fees and charges (application fee, annual liquid trade waste fee, inspection and/or re-inspection fees and renewal fee)
- category specific charges (trade waste usage charges for Charging Category 2 discharges, excess mass charges for Charging Category 3 discharges, charges for Charging Category 2S discharges and non-compliance charges)
- other charges related to the nature of waste (eg. charges for the discharge of stormwater from large areas)

Detailed description of the liquid trade waste fees and charges and the methodology of calculating them are provided in Appendix D.

3.1 Liquid trade waste charging categories

For charging purposes there are 4 liquid trade waste charging categories:

- Category 1 discharges requiring minimal pre-treatment, or prescribed pre-treatment but low impact on the sewerage system. These dischargers will only pay an annual fee. If pre-treatment equipment is not provided or maintained, non-compliance charges will be applied.
- Category 2 discharges with prescribed pre-treatment⁴ and other activities listed under this charging category in Appendix D. These dischargers will pay trade waste usage charge and annual trade waste fee. If pre-treatment equipment is not provided or not maintained, then such dischargers will be required to pay non-compliance usage charge.
- Category 2S transporters who tanker human waste to council's STWs, owners/operators
 of ship-to-shore pump out facilities and owners/operators of 'dump points' directly
 connected to sewer
- Category 3 large (>20 kL/d) and industrial discharges (excluding shopping centres and institutions). Such dischargers will pay excess mass charges. If the discharge fails to comply with council's acceptance limits, dischargers will be required to pay noncompliance excess mass charges and pH charges

Note that these charging categories are different to four classifications that have been established for concurrence purposes (i.e. Classification A, B, C and S). The relationship between Concurrence Classifications and Charging Categories are shown in Figure 1 in Appendix D.

3.2 Non-compliance liquid trade waste charges

In order to encourage compliance, council may apply non-compliance trade waste charges. Refer to Appendix D for further details of non-compliance charges for different charging categories.

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Excludes activities in Category 1.

Council will continue applying non-compliance charges until the discharge meets council's approved quality (or the liquid trade waste policy) limits, within the timeframe determined by Council for remedying the problem. If the discharger fails to rectify the problem within an agreed timeframe, the discharger may be required to cease discharging liquid trade waste into Council's sewerage system. Council may also consider issuing penalty infringement notice to a non-compliant discharger or may prosecute the discharger

3.3 Other applicable liquid trade waste charges

Additional fees and charges may be levied by council if wastewater is discharged to council's sewerage system from the following equipment and or processes, with council's approval.

- Food waste disposal units (ie. garbage grinders/insinkerators)
- Solid food waste processing unit
- Discharge of stormwater to the sewerage system from large open areas or large quantities of groundwater

Refer to Appendix D for further details.

3.4 Charges for premises with multiple liquid trade waste streams

Examples of premises with multiple waste streams include:

- shopping centres
- commercial strata units
- institutions, e.g. hospitals, tertiary educational facilities and correctional centres
- other premises with multiple waste streams,

Refer to Appendix D and Trade Waste Management Guidelines 2021 for further details.

3.5 Summary of category specific fees and charges

The summary of fees and charges are indicated in Table 3 below:

Table 3 Summary of fees and charges

Fee/Charge	Category 1	Category 2	Category 3	Category 2S
Application fee	Yes ⁶	Yes	Yes	Yes
Annual non-residential sewerage bill with appropriate sewer usage charge/kL	Yes	Yes	Yes	No
Annual liquid trade waste fee	Yes ⁷	Yes	Yes	Variable ⁸
Re-inspection fee (when required)	Yes	Yes	Yes	Optional ⁹
Trade waste usage charge/kL	No	Yes	No	No
Human waste disposal charge/kL	No	No	No	Yes
Excess mass charges/kg	No	No	Yes	No

For existing installations only. New installations are not permitted.

Not applicable for discharges listed as Deemed to be Approved

May not be applicable for discharges listed as 'Deemed to be Approved'.

Refer to Appendix D for guidance on applying annual fees to Category 2S discharges.

Applicable if re-inspection of facilities is required, e.g. ship-to-shore pump-out facility.

Non-compliance trade waste usage charge/kL	Yes ¹⁰	Yes ¹⁰	No	No	
Non-compliance excess mass/kg and pH charges/kL (if required)	No	No	Yes	No	

Note: Refer to Appendix D for other applicable charges not included in this Table.

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 waste services. This includes property owners of marinas, caravan parks, etc.

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.

In relation to tankered human waste, transporters who collect and discharge waste at the STW are responsible for the payment. A waste transporter who tankers liquid trade waste to the STW may pay only the liquid trade waste fees and charges as non-residential sewerage fees are not applicable.

Note that a liquid trade waste discharger (except for tankered waste) pays both the non-residential sewerage charges and liquid trade waste fees and charges.

4 The NSW framework for regulation of sewerage and trade waste and alignment of with the national framework.

The NSW framework for regulation of sewerage and trade waste and the alignment with the national framework for wastewater source management are listed in Appendix F.

5 Liquid trade waste service 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 some Classification S discharges into its sewerage system to execute a liquid trade waste services agreement. 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.

6 Enforcement of approvals and agreements

If the discharge is not approved or fails to comply with the approval conditions, the discharger is subject to prosecution and imposition of fines under the *Local Government Act 1993* (under s. 626 and s. 627).

Above offences are also prescribed as penalty notice offences under the Act and Council may issue a penalty infringement notice (i.e. on the spot fine) to such discharger (Refer to Schedule 12 of the Local Government (General) Regulation 2021).

In addition to fines, council may recover costs of damages and fines incurred by council as a result of an unauthorised liquid waste discharge. Temporally suspension or cease the discharge may also be required.

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Non-compliance trade waste usage charge, if the discharger fails to install or properly maintain appropriate pre-treatment equipment. Refer to council's Management Plan

Note that sections 628 and 634 to 639 also list other offences related to water, sewerage and stormwater drainage.

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 also 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 infringement notice to such a discharger.

7 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 Appendix G) to waste or misuse water.

Dilution of liquid trade waste with water from any non-process source including Council's water supply, bore water, groundwater, stormwater as a means of reducing pollutant concentration is therefore strictly prohibited.

8 Effluent improvement plans

Where the quality of 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 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.

9 Due diligence programs and contingency plans

A discharger may be required to submit a due diligence program and a contingency plan for some liquid trade waste discharges (generally in Concurrence classification C, Charging Category 3) 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 the time specified in the liquid trade waste approval.

Appendix A - Glossary

Authorised assumed concurrence—councils with significant experience in liquid trade waste regulation are encouraged to apply to the Secretary, Department of Planning and Environment seeking to obtain concurrence for council's approval for Classification B and Classification S discharges. If granted, Council will no longer need to forward such applications to the department for concurrence, provided that council complies with the conditions outlined in the notice of concurrence.

Automatic assumed concurrence—council has been granted assumed concurrence for approval for Classification A discharges, provided that council complies with conditions outlined in the notice of concurrence. Such applications may be approved by council without forwarding the application to the department for concurrence.

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 solids produced by sewage processing. Until such solids are suitable for beneficial use, they are defined as wastewater solids or sewage sludge.

Blackwater—wastewater containing human excrement (i.e. faeces, urine).

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—toilets in which wastes are deposited into a holding tank containing deodorizing or other chemicals. Stored wastes must be pumped out periodically.

Commercial retail discharge: commercial discharges can be described as wastes that are discharged from businesses dealing directly with the public.

Commercial caterer—a commercial caterer 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 does not apply to a food processing factory supplying pre-prepared meals to a third party.

Council—for the purpose of this document, "council" refers to a local government body (including Local Water Utility) which provides water supply and sewerage services in regional NSW

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, leaks and spillages from stored products and chemicals.

Concurrence—under s. 90(1) of the *Local Government Act 1993* and cl. 28 of the Local Government (General) Regulation 2021, council must obtain the written concurrence of the Secretary of the Department of Planning and Environment prior to approving the discharge of liquid trade waste to council's sewerage system. The department's Water Utilities Branch provides concurrence on behalf of the Secretary.

Due Diligence Program—a plan that identifies potential health and safety, environmental or other hazards (e.g. 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 fails to meet the acceptance limits set down in council's approval conditions and/or liquid trade waste

agreement. The document sets out measures taken by a discharger in order to meet the acceptance limits within the agreed timeframe.

Fast food outlet —a food retailing business featuring a very limited menu, precooked or quickly prepared food, and take-away operations. Premises of this nature include KFC, McDonalds, Red Rooster, Pizza Hut, Hungry Jack's, Burger King, etc.

Galley waste —liquid waste from a kitchen or a food preparation area of a vessel; not including solid wastes

Greywater—wastewater from showers, baths, spas, hand basins, laundry tubs, washing machines, dishwashers or kitchen sinks.

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—a general term, which covers all waste minimisation activities connected within the premises as part of its operation.

Industrial Discharges—industrial liquid trade waste is defined as liquid waste generated by industrial or manufacturing processes. Examples are provided in Trade Waste Management Guidelines 2021.

Liquid Trade Waste—all liquid waste other than sewage of a domestic nature discharged to the sewerage system.

Mandatory Concurrence—for the liquid waste in Classification C, councils need to obtain concurrence for approval of each discharge. The Water Utilities Branch of the Department of Planning and Environment provides concurrence on behalf of the department's Secretary.

Methylene Blue Active Substances (MBAS) —anionic surfactants. Their presence and concentration are detected by measuring colour change in a standard solution of methylene blue dye.

Minimal Pre-treatment—for the purpose of this document this means sink strainers, basket arrestors for sink and floor waste, plaster arrestors and fixed or removable screens.

Mixed Business—a general store that sells a variety of goods and may also prepare some food.

Open Area—any unroofed process, storage, washing or transport area where rainwater potentially can be contaminated.

Pan—any moveable receptacle kept in a closet and used for the reception of human waste.

PFAS—group of manufactured chemicals, containing a component with multiple fluorine atoms, with many specialty applications. Examples are perfluoro octane 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 for human health.

Pit latrines/long-drop toilet/pit toilet —a type of toilet that collects faeces and urine directly into a tank or a hole in the ground

Portable Toilet—toilet in which wastes are deposited into a holding tank used on construction sites, caravans, motor homes, boats, trains and at outdoor gatherings. If chemicals are used to control odours, it is referred to as a chemical toilet.

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 building of any description or any part of it and the appurtenances to it

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- land, whether built on or not
- · a shed or other structure
- a tent
- a swimming pool
- a ship or vessel of any description (including a houseboat)
- a van

Prescribed Pre-treatment Equipment—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.

Regional NSW—the areas of the state that are not serviced by the Sydney Water Corporation or the Hunter Water Corporation.

Regulation—Local Government (General) Regulation 2021 under the Local Government Act 1993.

Secretary—the head of the Department of Planning 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. It provides 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.

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—human faecal matter and urine and wastewater 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.

Sewage treatment works—this is the facility designed to treat sewage. The level of treatment will vary based on the expected quality of the effluent.

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.

Sludge—the solids that are removed from wastewater by treatment.

Stormwater Run-off—run-off resulting from rainfall.

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.

Total Dissolved Solids (TDS) —total amount of dissolved material in the water.

Total Recoverable Hydrocarbons (TRH)—Both biological and petroleum hydrocarbons which have been extracted (recovered) from a sample. TRH are equivalent to the previously reported Total Petroleum Hydrocarbons (TPH). TRH is reported in fractions with Carbon chain ($C_6 - C_{40}$). TRH with carbon chain $C_6 - C_{10}$ are flammable.

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

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Appendix B – Deemed to be Approved Activities

The list of discharges exempts from obtaining of Council's approval (ie considered as Deemed to be approved) is shown in Table B1. Each such discharger must meet standard requirements specified in this Table.

Table B 1 Discharges deemed to be approved

Activity generating waste	Requirements
Beautician	Solvents not to be discharged to sewer
Bed and Breakfast (not more than	Sink strainers in food preparation areas
10 persons including proprietor)	Housekeeping practices (see Note 4)
Cooling tower <500L/h	No chromium-based products to be discharged to the sewer
Crafts ceramic, pottery, etc. (including hobby clubs)	
• flows <200 L/d	Nil
• flows 200-1,000 L/d	Plaster arrestor required
Day care centre (no hot food	Sink strainers in food preparation areas
prepared)	Housekeeping practices (see Note 4)
	Nappies, wet wipes are not to be flushed into the toilet
Delicatessen (no hot food	Sink strainers in food preparation areas
prepared)	Housekeeping practices (see Note 4)
Dental technician	Plaster arrestor required
Dental mobile (no amalgam waste)	Nil
Dog/cat grooming/animal wash only	Dry basket arrestor for floor waste outlets and sink strainer required (see Note 3)
	Animal litter and any disposable waste products must not be discharged to sewer
	Organophosphorus pesticides are prohibited to be discharged to sewer
Florist	Dry basket arrestor for floor waste outlet and sink strainer required
	Herbicides/pesticides are not permitted to be discharged to sewer
Fruit and vegetable – retail	Dry basket arrestor for floor waste outlet and sink strainer required (see Notes 3 and 5)

Hairdressing	Dry basket arrestor for floor waste outlet and sink strainer, hair trap
Jewellery shop • miniplater	Miniplater vessel to contain no more than 1.5 L of precious metal
 ultrasonic washing 	solution Nil
 precious stone cutting 	If: < 1000 L/d plaster arrestor required > 1000 L/d general purpose pit required
*Medical centre/doctor surgery/physiotherapy	Plaster arrestor required, if plaster of paris casts are used
*(Only if plaster cast are made onsite)	
Mixed business (minimal hot food)	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 3)
	Housekeeping practices (see Note 4)
Mobile cleaning units	
 carpet cleaning 	20-micron filtration system fitted to a mobile unit
garbage bin washing	Dry basket arrestor for floor waste outlet required. Discharge via grease arrestor (if available)
Motel (no hot food prepared and no laundry facility)	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 3)
	Housekeeping practices (see Note 4)
Optical service - retail	Solids settlement tank/pit required
Pet shop – retail	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 2)
	Animal litter and any disposable waste products must not be discharged to sewer
	Organophosphorus pesticides are prohibited to be discharged to sewer
Pizza reheating for home delivery	Housekeeping practices (see Note 4)
Venetian blind cleaning	Nil (see Note 2)

Notes:

- 1. Where "required" is used, it means as required by council.
- 2. If activity is conducted outdoors, the work area is to be roofed and bunded to prevent stormwater ingress into the sewerage system.
- 3. Dry basket arrestors must be provided for all floor waste outlets.
- 4. Food preparation activities need to comply with sound housekeeping practices including:
 - (a) floor must be dry swept before washing
 - (b) pre-wiping of all utensils, plates, bowls etc. to the scrap bin before washing up
- Use of a food waste disposal unit (garbage grinder) and/or a food waste processing unit (food waste digester, composter etc) is not permitted.

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Appendix C - Prohibited or restricted substances and wastes from discharge to sewer

This Appendix provides additional information regarding substances and waste either prohibited or restricted from being discharged to sewer (as indicated in Table 2 of this Policy).

C1 Stormwater from open areas

The ingress of stormwater into the sewerage system can cause operational problems and result in sewer overflows, as the sewerage system does not have the capacity for such flows. Under clause 137A of the Regulation, the discharge of roof, rain, surface, seepage or groundwater to a sewerage system is prohibited unless specifically approved.

However, it may not be practical or feasible to totally prevent stormwater contamination and ingress into a sewerage system from some non-residential premises.

The discharge of limited quantities of stormwater (generally, 10 mm of rain) from sealed areas can be considered when roofing cannot be provided due to safety or other important considerations. In such instances, the applicant should take measures to minimise the contamination of stormwater and the volume of stormwater entering the sewerage system (e.g. first flush systems, flow separation, bunding, on-site detention, etc.). The discharge from unsealed areas is not permitted.

Refer to Liquid Trade Waste Management Guidelines 2021 for further information

C2 Contaminated groundwater

Similar to stormwater, discharge of groundwater or seepage water to a sewerage system is prohibited under clause 137A of the Regulation. Accordingly, groundwater extracted during construction activities (e.g. building/road construction activities, vacuum excavation, mining/exploration works, etc.) is not permitted to be discharged to Council's sewerage system directly or indirectly.

However, groundwater previously contaminated by human activities (e.g. 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.

C3 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 discharge is within the Council's acceptance limits.

The proponent when seeking approval to discharge leachate to sewer 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 runoff entering leachate collection ponds/dams and to Council sewerage system.
- · appropriate pre-treatment to meet Council's acceptance limits

Only the excess leachate after on-site management within the premise will be considered for sewer discharge, if it meets Council's acceptance criteria. On-site pre-treatment to reduce ammonia levels (and other substances, e.g. PFAS) may also be required.

C4 Discharge from float tanks

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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. 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.

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, the operator of such facilities must provide details of liquid waste transporters and written verification from the receival facilities acknowledging and agreeing to receive such wastewater.

C5 Discharge from Service station forecourts and other refuelling points

C5.1 New premises

The discharge of wastewater from service station forecourts and other refuelling points (e.g. at bus depot, etc.) is not permitted.

Refer to NSW EPA Practice Note, titled *Managing Run-off from Service Station Forecourts*, June 2019, for options for managing such wastewater.

C5.2 Existing premises

The discharge from existing service stations and other refuelling areas may be permitted, provided appropriate pre-treatment and discharge control requirements are adhered to. Further information is provided in Chapter 3 and Appendix F of the Liquid Trade Waste Management Guidelines 2021.

If a refuelling area is refurbished, then the discharge from this area must be disconnected from the sewerage system.

C6 Discharges 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 (e.g. pulping, macerating) or chemical means (e.g. dissolving solid waste in highly acidic or alkaline solutions) is not permitted to be discharged to the sewerage system.

Accordingly, discharges from the following devices/processes are not permitted.

- Macerators or similar devices that pulverising of solid waste. Solid waste includes, but not limited to sanitary napkin, placenta, surgical waste, disposable nappy, mache bedpan/urine containers, food waste, disposable products and animal waste (dog/cat faeces, cat litter).
- Food waste disposal units, also known as in-sink food waste disposers or garbage grinders
 in commercial premises. Discharges from existing installations in hospitals and nursing homes
 may be permitted, provided that wastewater is discharged through an adequately sized grease
 arrestor (additional charges will be applied).

If the kitchen is refurbished, the food waste disposal unit must be removed.

 Alkaline hydrolysis waste, process where a human or animal tissue is broken down using alkaline solutions at elevated temperatures and pH. The process may be used in animal care

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facilities, veterinary premises, animal research laboratories, funeral parlours etc. The generated wastewater is of a high strength and may exhibit high loadings on the sewerage system. Accordingly, the wastewater generated by this process is **not** permitted to be discharged to the sewerage system.

C6.1 Discharge from Solid Food Waste Processing Units (digesters/composters, etc.)

Discharge from a solid food waste processing unit (digesters/composters, etc) to a Council's sewerage system is a Concurrence Classification C discharge (ie. Charging Category 3), hence Council needs to obtain concurrence to its approval from the department for individual applications.

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.

Each application will be assessed on a case by case basis.

C7 Use of additives in pre-treatment systems

The use of bacterial, enzyme and/or odour controlling agents in pre-treatment equipment (eg. in grease arrestors) is prohibited unless specifically approved by Council with the department's concurrence.

C8 Discharge of disposable products marketed as flushable

Any disposable solid products including those marketed as "flushable" (eg. wet wipes, cleaning wipes, cat litter, etc.) is not permitted to flush down the sewerage system.

Contrary to manufacturers' claims, flushable wet wipes do not breakdown in the sewerage system similarly to a toilet paper and may cause blockages within the premises or in the Council's sewerage system and may cause raw sewage overflow to the environment.

Appendix D - Non-residential sewerage and liquid trade waste fees and charges

This Appendix provides information on Council's charging criteria for liquid trade waste customers. Some guidance is also provided on the applicable non-residential sewerage charges.

The best practice pricing for non-residential sewerage and liquid trade waste services are to ensure that liquid trade waste dischargers pay a fair share of the cost of sewerage services provided by Council. Appropriate pricing is essential to provide relevant pricing signals to non-residential and liquid trade waste customers to use water and sewerage system efficiently.

D1 Non-residential sewerage pricing 11

A non-residential sewerage bills is based on a cost-reflective two-part tariff with an annual access charge and a uniform sewer usage charge per kL. The total discharged volume to the sewerage system can be either measured (by a flow meter) or estimated using the customer's total water consumption multiplied by a sewer discharge factor.

The sewerage bill for a non-residential customer is calculated as follows:

$$B = SDF \times (AC + C \times UC)$$

Where: B = Annual non-residential sewerage bill (\$)

C = Customer's water annual consumption (kL)

AC = Annual non-residential sewerage access charge as shown below (\$)

SDF = Sewer discharge factor UC = Sewer usage charge (\$/kL)

Access charge

The sewerage access charge is proportional to the square of the size of the water supply service connection

$$AC = \left(\frac{AC_{20} \times \frac{D^2}{400}}{100} \right)$$

Where: AC₂₀ = Annual non-residential sewerage access charge for 20 mm water service connection (\$)

D = Water supply service connection size (mm)

Sewer Usage charge

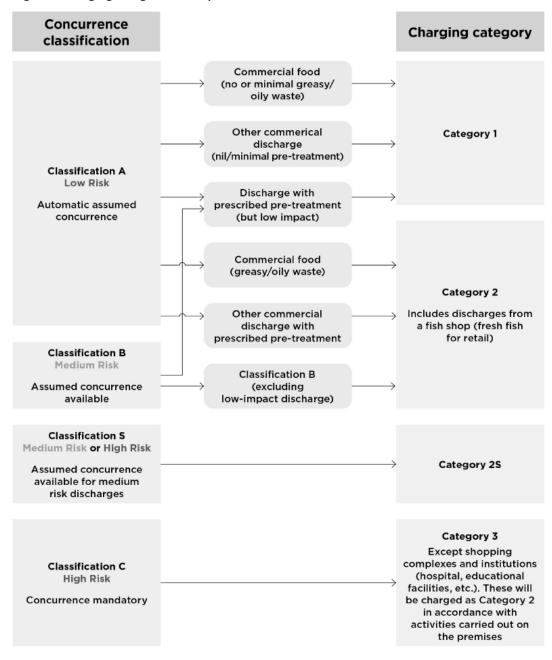
The sewer usage charge (\$/kL) is applied for the total volume of wastewater discharged to the sewerage system.

Detailed guidance for calculation of non-residential sewerage prices are provided in the Department's Water Supply, Sewerage and Trade Waste Pricing Guidelines, 2002, Department of Land and Water Conservation

D2 Liquid Trade Waste fees and charges

This section describes varies fees and charges associated with liquid trade waste and fees and charges applicable to charging categories. Figure 1 shows the relationship between concurrance classifications and charging categories.

Figure 1 Charging categories for liquid trade waste



In summary, Classification A discharges fall into Charging Category 1 or Category 2. Classification B discharges fall into Charging Category 2, except for a few discharges with low impact on the sewerage

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system which fall into Category 1. Classification S discharges fall into Charging Category 2S and Classification C discharges fall into Charging Category 3.



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D2.1 Description of various trade waste fees and charges

Followings sections describe various trade waste fees and charges and the methodology of calculating them.

D2.1.1 Application fee

The application fee recovers the costs of administration and technical services provided by Council in processing a liquid trade waste application. This fee varies for different charging categories to reflect the complexity of processing the application.

D2.1.2 Annual trade waste fee

The purpose of this fee is to recover the costs incurred by council for ongoing administration and scheduled inspections, in order to ensure that the discharge complies with the approval conditions.

As part of an inspection, Council may undertake monitoring which may include, but is not limited to, flow measurement and the sampling. In general, cost of one inspection is included in the annual fee, in particular for Category 1 and 2 discharges.

Annual liquid trade waste fee varies for different charging categories in order to reflect the complexity of their inspection and administration requirements. In particular, for Category 3 discharges, Council may opt to set the annual fee on a case by case basis to reflect the complexity of monitoring requirements and the extent of inspection.

Refer to section D8.4 with regard to annual fees applicable to premises with multiple activities.

Council may require a discharger to pay for monitoring (quantity and quality) based on full cost recovery.

D2.1.3 Inspection fee/re-inspection fee

Cost of one inspection is usually included in annual liquid trade waste fee for charging categories 1 and 2.

However, it may be required to conduct un-planned inspections or re-inspections of a premise (e.g. non-compliance with approved conditions, investigating an accident, etc.). Also, more frequent inspections may be necessary for large and industrial discharges.

Where **more than one inspection** is undertaken in a financial year and/or the cost of inspections is not included in the annual fee, the cost may be recovered from the discharger as the re-inspection fee.

Council may recover the cost of sample analysis from the discharger, in addition to the re-inspection fee

D2.1.4 Renewal fee

Council may apply a renewal fee if an existing approval needs to be renewed or modified.

D2.1.5 Category specific charges

The following sections describe the charging categories and relevant fees and charges. If a discharge is not listed, council will determine (with the consultation of the department) the relevant charging category, based on the quality and the quantity of discharge.

D3 Category 1 discharger

This charging category includes:

- Classification A discharges (both commercial retail non-oily/greasy food preparation and other commercial discharges, listed below)
- · Classifications B discharges identified as low risk.

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Some of the above discharges may require prescribed pre-treatment to be installed however, the treated effluent is considered to have a 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 (no hot food), canteen/cafeteria (no hot food), community hall/civic centre (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, mobile food van (no hot food), mixed business (minimal hot food), 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/snack bar (no hot food), take away 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/physiotherapy (plaster casts), 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 school¹², vehicle washing/detailing (excluding truck washing).

D3.1 Category 1 discharger - Liquid trade waste charges

Category 1 discharger who installs recommended appropriate pre-treatment equipment and maintains them regularly will be required to pay **only** the annual fee nominated for Category 1.

Liquid trade waste bill for Category 1 discharger (TW₁)

 $TW_1 = A_1$

A₁ = Annual liquid trade waste fee (\$) for Category 1

D4 Category 2 discharger

Category 2 liquid trade waste dischargers are those discharging waste generated by an activity listed below:

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 (with hot food), cafeteria/ canteen (with hot food), chicken/poultry shop –fresh/roast, retail BBQ/charcoal chicken, day care centre with hot food, club, civic centre/community hall¹³, commercial kitchen/caterer, delicatessen with hot food, fast food outlet, fish shop (retail and cooking on-site), function centre, hotel, ice cream parlour, mixed business (hot food), mobile food van (base), motel, nightclub, nursing home, patisserie, pizza cooking, restaurant, sandwich shop/salad bar/snack bar (with hot food), supermarket, take away food outlet with hot food, school canteen with hot food.

¹² If significant hot food preparation is carried out, Category 2 charges may be levied by council.

¹³ If the type and size of kitchen fixtures installed enable catering for large functions.

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).

D4.1 Category 2 discharger - Liquid trade waste charges

Category 2 discharger who installs appropriate pre-treatment equipment and maintains them will pay annual fee nominated for Category 2 plus the trade waste usage charge.

Liquid trade waste bill for Category 2 discharger (TW₂),

 $TW_2 = A_2 + Q_{TW} \times C_2$

A₂ = Annual liquid trade waste fee (\$) for Category 2

Q_{TW} = Total liquid trade waste discharge volume (kL)

C₂ = Operating trade waste charge (\$/kL)

The liquid trade waste discharge volume is generally estimated by applying a Trade Waste Discharge Factor (TWDF) to the total water consumption unless a discharge meter is installed.

D5 Category 2S discharger

Category 2S dischargers include:

- transporters who tanker human waste to council's STWs septic tank waste (effluent and septage), ablution block waste (blackwater and greywater), portable toilet waste, sludge from on-site aerated wastewater treatment systems (AWTS) for single households, waste from pit toilets, night soil.
- . ship-to-shore pump out facility owners/operators toilet waste and/or grey water
- owners/operators of 'dump points' directly connected to the sewer for disposal toilet waste and/or grey water from a bus or a recreation vehicle (RV), e.g. caravan, motor home.

D5.1 Category 2S discharger - Liquid trade waste charges

D5.1.1 Transported human waste

The transporters of human waste will be required to pay waste disposal charge (\$/kL).

Liquid trade waste bill for Category 2S waste transporter (TW_{TW}),

 $TW_{TW} = Q_{TW} \times C_{TW}$

Q_{TW} = Transported human waste volume (kL)

C_{TW} = Charging rate (\$/kL) for the transported waste (may vary based on the type of waste transported)

D5.1.2 Ship-to-shore waste pump-out facility

The owner/operator of a ship-to-shore waste receival facility will be required to pay an annual fee and waste disposal charge based on the discharge volume (\$/kL), if practical to estimate the discharge

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volume. If the discharge volume cannot be established, council may negotiate the waste disposal charge based on the expected discharge volume.

Liquid trade waste bill for ship-to-shore pump out facility owner (TW_{STS}),

 $TW_{STS} = A_{STS} + Q_{TW} \times C_{STS}$

 $A_{STS} = Annual fee (\$)$

Q_{TW} = Discharge volume (kL) (measured or negotiated)

C_{STS} = Charging rate (\$/kL)

Note: The above charges are applicable to owners/operators of ship-to-shore pump out facility discharging such waste directly to council's sewerage system and **not** to individual or commercial boat owners using the facility. This policy does not provide information on how to charge individual boat owners using a facility to dispose of their wastewater.

D5.1.3 Waste dump points

Dump points are often located in public places (roadside), hence the monitoring of discharge volumes is not practical. Accordingly, only an annual fee is applied for stand-alone dump points.

Liquid trade waste bill for dump point operator (TWDP) (if applicable),

 $TW_{DP} = A_{DP}$

 A_{DP} = Annual fee for dump point (\$)

D6 Category 3 discharger

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 of liquid trade waste to the sewerage system. Any Category 1 or 2 discharger whose volume exceeds the limits shown below becomes a Category 3 discharger (excluding shopping centres and institutions):

Classification A discharge > 20 kL/d

Classification B discharge – as shown in Chapter 5 of the Guidelines.

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 Category 1 & 2), liquid wastewater treatment facility (grease trap receival depot and other pump-out waste depot), metal finishing, metal processing (refining/rumbling/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.

* Excluding small boutique, craft or artisan food industries not exceeding the discharge volume shown in the Liquid Trade Waste Management Guidelines, 2021.

D6.1 Category 3 discharger - Liquid trade waste charges

D6.1.1 Excess mass charges

Category 3 discharger will be required to pay the annual liquid trade waste fee plus excess mass charges.

Liquid trade waste bill for Category 3 discharger (TW₃),

 $TW_3 = A_3 + EMC$

A₃ = Annual liquid trade waste fee (\$)**

EMC = Excess mass charges (\$)

Note: **Annual fee may vary for different business activities, depending on the complexity and time taken for inspection.

How excess mass charges are calculated

Excess mass charges will be applicable for substances discharged in excess of the 'Deemed Concentrations' in domestic sewage. For the purpose of excess mass charge calculation, the deemed concentrations of substances in domestic sewage are listed in Table D1.

Table D1 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 50 mg/L.

NB. Substances not listed above are deemed not to be present in domestic sewage.

For excess mass charge calculation, equation (1) below will be applied for all parameters including for BOD₅ up to 600 mg/L (but excluding COD and pH).

EMC (\$) =
$$\frac{(S - D) \times Q_{TW} \times U}{1,000}$$

(1)

Where: S = Concentration (mg/L) of substance in sample

D = Concentration (mg/L) of substance deemed to be present in domestic sewage

Q_{TW} = Volume (kL) of liquid trade waste discharged to the sewerage system

 U = Unit charging rate (\$/kg) for the substance (note that this rate varies from substance to substance. Refer to council's annual Management Plan for charging rates for various substances)

D6.1.2 Excess mass charges for BOD

BOD up to 600 mg/L

Equation (1) applies for BOD₅ up to 600 mg/L. Note that there are no excess mass charges if the BOD does not exceed 300 mg/L (deemed concentration of BOD in domestic sewage).

Excess mass charges for BOD exceeding 600mg/L

If council approves the acceptance limits for BOD_5 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). This provides a strong incentive for dischargers to reduce the strength of waste. Note that equation (5) will be used where the discharger has failed to meet their approved BOD limit on more than two instances in a financial year.

Ue is the excess mass charging rate Ue (\$/kg) for BOD is calculated as:

$$Ue = 2C \times \frac{\text{(Actual BOD - 300 mg/L)}}{\text{600 mg/L}} \times 1.05 \frac{\text{(Actual BOD - 600 mg/L)}}{\text{600 mg/L}}$$
(2)

Where: C = Charging rate (\$/kg) for BOD₅ 600mg/L

Actual BOD = Concentration of BODs as measured in a sample

D6.2 Tankered Category 3 waste

In some instances, liquid waste that falls into Charging Category 3 is transported to the STW. Examples of such waste may include tankered landfill leachate or dairy waste from un-sewered areas. In such instances, council will determine the appropriate approval holder (waste generator or the transporter) and invoice accordingly.

D7 Non-compliance liquid trade waste charges

Non-compliance charges for Category 1 and 2 dischargers

If the discharger has not installed or maintained appropriate pre-treatment equipment, the following non-compliance trade waste usage charges will be applied for the relevant billing period:

D7.1 Category 1 discharger - non-compliance charges

The Category 1 non-compliance charge of \$1.84/kL (2022\$) as per Council's Fees and Charges will be applied.

D7.2 Category 2 discharger – non-compliance charges

For Category 2 discharger, a non-compliance charge will be \$16.80/kL (2022\$) as outlined in the Council's Fees and Charges.

Dischargers who have an undersized grease arrestor and improved the effluent quality by other means (e.g. increased pump-outs, installing additional pre-treatment equipment, etc.) will pay trade waste usage charges in accordance with a Category 2 discharger.

Dischargers who cannot install a grease arrestor or those who have an arrestor with capacity significantly less than the required size and are unable to improve the effluent quality by means described above will have to pay non-compliance trade waste usage charges, as listed above.

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D7.3 Non-compliance charges for Category 3 discharger

If a discharger in charging Category 3 fails to comply with the acceptance limits specified in council's approval conditions, following non-compliance charges will be applicable.

D7.3.1 Non-compliance pH charge

If the pH of the waste discharge by Category 3 discharger is outside the approved range, equation (3) is used for the calculation of non-compliance pH charges. This equation provides an incentive for dischargers to install and properly maintain a pH correction system, so their waste remains within the approved pH limits.

Charging rate for pH, if outside the approved range =

Absolute value to be used.

K = pH coefficient in \$

Example 4:

Council has approved the pH range 7.0 to 9.0 for a large discharger. pH coefficient (K) listed in council's Fees and Charges is \$0.48

Case 1: pH measured 6.0

Charging rate for pH (\$\frac{1}{k}\) = 0.48 x $\left| 6 - 7 \right| x 2^{\left| 6 - 7 \right| } = $0.96/kL$

Case 2: pH measured 11.0

Charging rate for pH (\$\frac{1}{k}\$L) = 0.48 x $| 11 - 9 | x 2^{|11-9|} = $3.84/k$ L

Absolute value to be used.

D7.3.2 Non-compliance excess mass charges

Equation (4) shall apply for non-compliance excess mass charges for various substances, except for BOD₅ where equation (5) shall apply to calculate the charging rate.

Non – compliance Excess Mass Charges (\$) =
$$\frac{(S-A) \times Q \times 2U}{1000} + \frac{(S-D) \times Q \times U}{1000}$$
 (4)

Where: S = Concentration (mg/L) of a 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 the substance, as shown in council's annual Management Plan

D = Concentration (mg/L) of the substance deemed to be present in domestic sewage

D7.3.3 Non-compliance excess mass charges for BOD

The non-compliance excess mass charging rate (U_n) for BOD_5 is calculated by using equation (5): U_n is the BOD_5 non-compliance excess mass charging rate in (\$/kL).

$$U_{n} = 2C \times \frac{\text{(A - 300mg/L)}}{\text{600mg/L}} \times 1.05^{\frac{\text{(A - 600mg/L)}}{\text{600mg/L}}} + 4C \times \frac{\text{(Actual BOD - A)}}{\text{600 mg/L}} \times 1.05^{\frac{\text{(Actual BOD - A)}}{\text{600mg/L}}}$$
(5)

D8 Other applicable liquid trade waste charges

D8.2 Solid food waste processing unit

Discharge of waste from a solid food waste processing unit (digester/composter) is classified as Concurrence Classification C and is in charging Category 3.

Excess mass charges for all parameters in excess of the deemed concentrations in domestic sewage and non-compliance charges, above the council's acceptance limits, will be applicable to the waste stream from such equipment (refer s. D6.1.for further information).

In addition, the discharger needs to bear the cost of frequent sampling as the quality of wastewater dependent on the solid waste input to the processing unit and the effectiveness of the on-site pre-treatment equipment.

D8.3 Discharge of stormwater from large open areas or large quantities of groundwater 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 2021 and this policy. Consideration will be given to the acceptance of limited quantities of contaminated stormwater (first flush stormwater) based on a case-by-case assessment.

If stormwater run-off from a large areas or groundwater is approved for discharge to sewer for a Category 3 discharger (e.g. saleyards), a volume based charge similar to the non-compliance usage charging rate (\$/kL) for Category 2 will be applied (e.g. 5 to 10 times of Usage charging rate listed in council's Management Plan. Excess mass charges may be also applied to such discharges

D8.4 Charges for premises with multiple liquid trade waste streams

Examples of premises with multiple waste streams include:

- shopping centres
- commercial strata units
- institutions, e.g. hospitals, tertiary educational facilities and correctional centres
- other premises with multiple waste streams, e.g. premises comprising food cooking/serving
 activities and "Boutique/artisan food" businesses. For example, a liquid trade waste application
 may include a restaurant or a hotel, a microbrewery, a chocolate making and/or a cheese
 making shops, all located on the same site.

D8.4.1 Shopping centre

Table D2. Annual liquid trade waste fees - 'deemed to be approved' discharges

Inspections	Annual fees
No inspections	No fees
Annual inspection	50% reduced annual fees for relevant category

Table D3. Annual liquid trade waste fees—activities in Category 1 or 2

Pre-treatment options	Annual fees
Individual pre-treatment equipment	Individual bill to each discharger in accordance with the charging category
Shared pre-treatment equipment (grease arrestor, oil separator, cooling pit, general-purpose pit)	Individual bill to each business with shared equipment but with 50% reduced annual fee to each discharger (irrespective of category)

Council will apply trade waste usage charge based on the estimated trade waste discharge volume.

D8.4.2 Commercial strata title units

Councils will issue individual liquid trade waste bills to each owner of the strata title unit

D8.4.3 Hospitals, tertiary educational facilities and correctional centres

Council may issue a liquid trade waste bill to the management of the above premises. As indicated in Table D3, the annual fees may cover up to four discharges with pre-treatment equipment. For each additional discharge, a reduced annual fee will apply.

Council will apply trade waste usage charge based on the estimated trade waste discharge volume.

If food preparation activities are carried out by an outside contractor, e.g. take away food outlets in the educational facilities. Council may issue a separate liquid trade waste bill to such individual shops, where practical. It may require an individual water meter or a check meter to be installed at the relevant service line.

D8.4.4 Other premises with multiple waste streams

There are some premises where various "boutique type" businesses are located on the same site as restaurants, café, etc. For example, a premise may include a restaurant, a microbrewery, a chocolate making shop and a cheese making business, all owned by the same owner. When a liquid trade waste application includes a few different activities on the same site, council will assess the application and determine the relevant charging categories and applicable fees and charges.

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Appendix E – List of discharges Council may approve

E1 Classification A

Discharges from activities that Council can process without seeking Department concurrence, subject to complying with certain requirements.

Food preparation/serving, generating liquid waste, up to 16 kL/day	Other Activities generating liquid waste, up to 5 kL/day
Bakery (retail)	Animal wash (pound, stables, racecourse,
Dakery (retail)	kennels, mobile animal wash)
Bed and Breakfast (<10 persons)	Beautician
Bistro	Boiler blowdown
Boarding house/hostel kitchen	Car detailing
Butcher (retail)	Cooling towers
Café/coffee shop/coffee lounge	Craft activities (pottery, ceramics, cutting and polishing of gemstones or making of jewellery)
Canteen	Dental surgery
Cafeteria	Dental technician
Chicken/poultry shop (fresh chicken/game, retail, barbeque/roast chicken)	Dry-cleaning (separator water, boiler)
Club (kitchen wastes)	Florist
Commercial kitchen/caterer	Funeral parlour/morgue
Community hall/civic centre/function centre	Hairdressing
(kitchen waste)	
Day care centre	Jewellery shop
Delicatessen	Laboratory (pathology/analytical)
Doughnut shops	Laundry or laundromat (coin operated)
Fast food outlets (McDonalds, KFC, Burger King, Hungry Jack, Pizza Hut, Red Rooster, etc.)	Lawnmower repairs
Fish shop (retail—fresh and/or cooked)	Mechanical repairs/workshop
Fruit and vegetable shop (retail)	Medical centre/doctor surgery/physiotherapy—
Tructural Vogotable Shop (rotall)	plaster of paris casts, laboratory
Hotel	Mobile cleaning units
Ice-cream parlour	Nursing home (other than
Luisa kan	food-related activities)
Juice bar	Optical services
Mixed business	Per shop (retail)
Mobile food van	Photographic tray work/manual development
Motel	Plants retail (no nursery or open space)
Nightclub	School (other than kitchen waste)

Food preparation/serving, generating liquid waste, up to 16 kL/day	Other Activities generating liquid waste, up to 5 kL/day
Nursing home kitchen	Stone working
Nut shop	Surfboard manufacturing (wet process only)
Patisserie	Swimming pools/spas/hydrotherapy pools
Pie shop	Vehicle (car) washing (by hand/wand, automatic car wash/bus wash/external truck wash or underbody/engine degrease only)
Pizza shop	Venetian blind cleaning
Restaurant	Veterinary surgery
Salad bar	
Sandwich shop	
School – canteen, home science	
Snack bar	
Supermarket	
(with butcher/bakery/delicatessen/seafood or roasted chicken)	
Take away food shop	

Appendix F - Framework for regulation of liquid trade waste

F1 The NSW framework for regulation of sewerage and trade waste

The NSW framework is driven by the NSW Government's *Best Practice Management of Water Supply and Sewerage Guidelines*, 2007. Sound regulation of sewerage and liquid trade waste is a key element of the 2007 guidelines, and requires each council to implement all the following integrated measures:

- 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.
- Preparation and implementation of a sound *Development Servicing Plan*, 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 charges and trade waste fees and charges 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 in the NSW legislation. 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 LWU'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.

F2 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*

Liquid Trade Waste

Sewerage Guidelines, 2007 and is consistent with that in the National Framework for Wastewater Source Management. 14

In particular, under the Best-Practice Management Guidelines each LWU 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 underperformance
 (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 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)
- 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)
- 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 LWU's conditions of approval (Element 8).

COMMITMENT

1. Commitment to Wastewater Source Management

SYSTEM ANALYSIS and MANAGEMENT

- 2. Assessment of the Wastewater System
- Preventive Measures for Wastewater Input Quality Management
- 4. Operational Procedures and Process Control
- 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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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:

Appendix G – Legislative provisions

Provisions in the Local Government (General) Regulation 2021 in regard to acceptance of liquid trade waste into the sewerage system

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 of the Liquid Trade Waste Management Guidelines*.

Clause 28 Approval to discharge waste into sewers: concurrence required

A council must not grant an approval under <u>section 68</u> of <u>the Act</u> to discharge trade waste (whether treated or not) into a sewer of the council unless the Director-General' of the Department of Trade and Investment, Regional Infrastructure and Services (or that Director-General'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 of 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 <u>section 638</u> of <u>the Act</u> (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 <u>Sydney Water Act 1994</u> or the <u>Hunter Water Act 1991</u>.

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

In accordance with the Government Sector Employment Act 2013, this is the Secretary of the NSW Department of Planning and Environment.

- (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 clause,

"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

Column 1	Column 2
Offence under <u>Local Government Act 1993</u>	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

^{# &}quot;Liquid Trade Waste Management Guidelines" means the Guidelines of that name produced by the Department of Energy, Utilities and Sustainability in March 2005, as in force from time to time. The 2005 Guidelines have now been superseded by Liquid Trade Waste Management Guidelines, 2021.

Department of Planning and Environment



Our ref: 22/8209

Your ref: Liquid Trade Waste Policy

Dr Claire Allen General Manager Port Macquarie-Hastings Council PO Box 84

PORT MACQUARIE NSW 2444

22 December 2022

Attention: Ms Rachel Bennett

Subject: Port Macquarie-Hastings Council Liquid Trade Waste Policy

Dear Dr Allen

I refer to Council's email of 16 December 2022 regarding Council's Liquid Trade Waste Policy (Policy).

Council's final Policy has been reviewed and is considered satisfactory.

Accordingly, I am pleased to advise that the department consents to Council's Policy. Please provide a copy of the adopted document and the adoption date for our records in due course. Please note that Council must not modify its Policy, except with the written consent of Department of Planning and Environment.

Please continue to liaise with Padmini Vitharana on 9842 8484 on this matter.

Yours sincerely

N. ASH

Nicholas Sutton

Manager Regulatory Assessments

Water Operations



Parking Policy

1. INTRODUCTION

This Parking Policy is an overarching strategic policy document, which sets out how parking management in the Port Macquarie-Hastings LGA should progress over the short to longer term. It has been developed taking account of current transport policy, the Parking Management Plan 2023 and related policy agendas.

Parking policy is an important element of an integrated transport strategy. This Policy supports Council's Parking Management Plan 2023, Community Strategic Plan Imagine 2050, Urban Growth Management Strategy 2017 and Development Control Plan 2013.

The Policy provides the framework for effective parking management, which supports Council's strategic objectives for integrated land use and transport planning, the environment, social inclusion, economic prosperity and regeneration which are all important elements of sustainable development.

Parking management can influence how and when people travel by car and other transport modes and therefore affects a wide range of people, organisations and places within our community. Parking policies, at national, state and local level, seek to restrain unnecessary car travel, especially for local trips within town centres, and reduce the need to travel or at least encourage the use of more sustainable travel choices. Policies can be targeted to address trip end as well as origin (residential parking) issues.

Parking is an issue of significant interest for local communities. Members of the public often raise concerns about parking supply, access to parking, traffic congestion and illegal parking.

The Policy supports Council achieving its statutory obligations with respect to traffic regulation, parking enforcement, planning control and financing.

2. POLICY STATEMENT AND SCOPE

This Policy covers the Port Macquarie-Hastings LGA and supports Council's Parking Management Plan, Place-Based Parking Plans and other related planning strategies. It is generally non-area prescriptive except where additional guidance is deemed necessary through the development and implementation of local Place-Based Parking Plans or more specific policies associated with aspects such as kerbside management, parking technology, pricing and/or revenue reinvestment. In seeking to achieve the Council's strategic outcomes, the Policy sets out a number of overarching parking objectives. The Policy recognises that pressures for on-street parking are likely to increase in the future, especially in and around the town centres.

This Policy documents a framework of objectives that reflects both the continued importance of the car for access to activity centres, and the need to move towards a balanced and sustainable transport system.

The Policy targets the provision of safe, convenient and efficient parking facilities to meet the reasonable demands for car access to an area, whilst supporting the amenity, environmental quality, and place experience of the Port Macquarie-Hastings region.

The Policy sets out a comprehensive approach to managing on-street and off-street parking, provision, control and enforcement.

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POLICY STATEMENT

This Policy requires the Council to be pro-active, especially in its 'manager' and 'facilitator' roles. This means managing on-street parking in a smart effective manner, in order to make efficient use of existing resources. It also means facilitating arrangements with private operators and developers, such as shared parking agreements, which could give the Council additional influence in achieving its desired strategic objectives. The Council's role of 'provider' and 'regulator' will not change substantially.

POLICY OBJECTIVES

The key objectives of this Policy are to:

- Support access and movement for road and parking users.
- Establish a framework that Council will follow to apply parking restrictions, permits and other parking measures
- Ensure the equitable use of available parking spaces across the urban area.
- Provide safe and accessible parking for residents, employees and visitors to the LGA.
- Inform and support the development of parking management plans.
- Inform and educate residents, employees and visitors to activity centres and trip attractors as to Council's approach to managing competing parking demands

IMPLEMENTATION

Implementation of this Policy will generally occur through the short-, medium- and long-term strategic actions identified in Council's Parking Management plan, including through the implementation of local Place-Based Parking Plans for individual centres and key high demand parking locations.

There is likely to be ongoing review of the Parking Management Plan's Implementation Plan and Policy with appropriate community involvement and Council approvals.

3. REGULATORY & STRATEGIC CONTEXT

This Policy operates within a legal framework for the making of land use planning controls and the regulation of traffic through parking controls. The Policy also operates in the policy and planning framework of Council to ensure alignment with Council related policy and strategic plans.

Environmental Planning & Assessment Act - 1979

Part 3 Section 24 of the Act prescribes the making of environmental planning instruments. Section 74C prescribes the making of Development Control Plans. Council must follow the requirements of this Act in the making of planning instruments and development control plans, which may prescribe certain parking provisions.

Road Transport Act - 2013

Council must exercise its powers as a road authority to regulate traffic (parking) in accordance with Part 8 of this Act.

Sections 121 to 126 set out the requirements relating to traffic control devices and the authority for installing, displaying or removing them. This is exercised through the Local Traffic Committee (LTC).

<u>Transport & Administration Act – 1988</u>

Council must exercise its delegations in accordance with Section 50 of this Act to authorise the implementation of traffic control facilities (including parking control facilities). This is exercised through the Local Traffic Committee (LTC).

Local Government Act - 1993

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Council may issue a penalty notice for a parking offence prescribed in Sections 650 & 651 of this Act.

Road Transport (General) Regulation 2021

An authorised officer of Council may issue a penalty notice pursuant to Section 132 to 138 of this Act if it appears a person has committed an offence (parking) pursuant to Sections 650 & 651 of the LG Act.

Road Rules 2014

Rules 204 to 207, 317 and 318 describe the application of signs and driver responsibilities relating to permissive parking signs and fees.

Community Strategic Plan Imagine 2050

The Community Strategic Plan (CSP) is an overarching plan that is prepared by Council and the community for strategic actions to deal with current and future challenges to the year 2050. This Policy aligns with Council's vision and strategic objectives as they relate to parking services.

Local Strategic Planning Statement - Shaping our Future 2040

The Local Strategic Planning Statement (LSPS) is the core strategic land-use planning document for the Port Macquarie Hastings LGA. It outlines the vision for land-use planning to 2040 and sets the direction for our community's environmental, social and economic land-use needs.

Development Control Plan 2013

DCP 2013 is objective based and prescribes requirements for parking facilities associated with new developments. The PMHC Parking Strategy identifies the need for a review of the current requirements to better align with the Strategy objectives. This Policy supports the review of the DCP.

4. REFERENCES

Guidance on parking policy, planning and design is available from the following sources:

- Austroads Guide to Traffic Management Part 11 Parking 2020
- Standards Australia (or jointly with Standards New Zealand)
 - AS/NZS 2890.1-2004 Parking facilities Part 1: Off-street car parking
 - AS 2890.2-2002 Parking facilities Part 2: Off-street commercial vehicle facilities
 - AS 2890.3-1993 Parking facilities Part 3: Bicycle parking facilities
 - AS 2890.5-2020 Parking facilities Part 5: On-street parking
 - AS 2890.6-2009 Parking facilities Part 6: Off-street parking for people with disabilities
 - AS 1742.11-2015 Manual of Uniform Traffic Control Devices Parking Controls
- Transport for NSW Pay parking and controlled loading zones guidelines
- PMHC Development Control Plan (DCP) 2013

DEFINITIONS

Parking	The act of stopping a vehicle and leaving it in the one location for a period of time.
Parking Demand	The demand for parking spaces, normally a factor of development type and size.
Parking Supply	The number of parking spaces provided in a particular locality.
On-Street Parking	Parking provided within a public road, normally by Council.
Off-Street Parking	Parking provided within private property or on a public reserve, or other Council owned land.
Kerbside	The side or footpath of the road that is closest to the kerb
Asset Management	The life cycle process of assets and infrastructure of developing, operating, maintaining, upgrading, and disposing of assets in the most cost-effective manner
Land Use	The type of development (proposed or existing) to use a particular parcel of land.
Transport Mode	The means of travel e.g. car, rail, air, boat, bus, bicycle, etc.

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Future Transport Trends	 The emerging types of technology and ways people can travel including: Electric vehicles (EVs), including cars, electric bikes and other personal mobility devices. Rideables or personal mobility devices, which include ebikes, e-scooters, hoverboards, and skateboards provide an efficient and environmentally friendly way for people to move around Connected and Autonomous Vehicles (CAVs and AVs) meaning vehicles which have a level of automation or can communicating with road infrastructure
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PROCESS OWNER

Roles and Responsibilities

The Council has a limited influence on the total parking system as it provides and manages only a share of the total parking stock in the town centres.

Most of the spaces are in private non-residential development or in public off-street buildings that are not owned or managed by the Council. The private sector will be responsible for provision and /or funding of parking supply associated with new developments.

A description of the Council's roles in relation to parking is set out below, as the:

- Provider: The Council is mainly limited to providing on-street parking space and public off street parking facilities, such as foreshore parking and public reserves.
- Manager: The Council, as a road controlling authority under transport legislation, is responsible for managing road space for various purposes, and parking management for sites including:
 - o Part of the Port Central Port Macquarie carpark
 - o Part of the Coles site, Hayward Street Port Macquarie
 - Short Street carpark, Port Macquarie
 - o Part of the Supa IGA carpark Wauchope
- Regulator: The Council uses the Development Control Plan 2013 and the consent process to manage the development of new parking spaces within the LGA that are undertaken as part of private developments to help manage off street parking.
- Facilitator: The Council can help other organisations or individuals to achieve shared goals, without providing direct funding. This role is only used in a limited way for managing parking in the town centres.

Implementation of the Parking Policy is a shared responsibility of the Divisions of Council. The primary roles and responsible Council staff are as follows;

Land Use Planning: Executive Manager Strategy

Development Approvals and Control: Group Manager Development Assessment Parking Infrastructure Planning and Design: Group Manager Infrastructure Planning &

Design

Parking Construction: Group Manager Project Delivery

Parking Maintenance: Group Manager Community Infrastructure &

Recreation Operations

Parking Compliance: Group Manager Environmental and Regulatory

Services

Developers and Consultants have responsibility to ensure land use proposals comply with this Policy.

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Support and Advice

The principal contacts for support and advice on this Policy are the Group Manager Infrastructure Planning & Design, and Transport & Stormwater Engineering Planning Manager.

7. REVIEW

This Policy is to be reviewed within two (2) years of its adoption by Council. The Transport & Stormwater Engineering Planning Manager shall co-ordinate the review and report to Council as required on behalf of the Group Manager Infrastructure Planning & Design.

8. COMMUNICATION

Development of this Policy has involved community participation and engagement. The community is to be engaged in any subsequent reviews or major amendments prior to adoption by Council. Community engagement on this Policy shall be in accordance with Council's Community Engagement Policy.

9. AMENDMENTS

Superseded Documents	Parking Policy 2011
Associated Documents	PMHC Parking Management Plan 2023
	PMHC Development Control Plan 2013
	Urban Growth Management Strategy 2017
	Local Strategic Planning Statement Shaping our Future 2040
	Community Strategic Plan Imagine 2050



PARKING MANAGEMENT PLAN 2023

MAYOR'S FORWARD

To be provided with final Parking Management Plan

Parking Management Plan 2023

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1. INTRODUCTION

1.1 Overview

Port Macquarie-Hastings is regarded as the southern gateway to the North Coast of New South Wales (NSW). The region is a major hub of social, economic and tourism activity, and is known for its unique natural environment and distinct lifestyle.

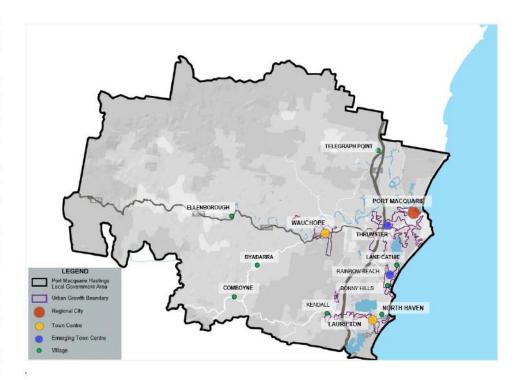
The Port Macquarie-Hastings Local Government Area (LGA) covers an area of 3,686 square kilometres and extends west from the areas surrounding the mouth of the Hastings and Camden Haven rivers, through verdant hinterland to the Great Dividing Range. It adjoins the LGAs of Kempsey Shire to the north, Walcha to the west, and MidCoast to the south. The Pacific Ocean coastline forms the eastern border of the LGA.

As one of the region's highest growth areas in regional NSW, Port Macquarie has posted a steady increase in population of over 1.79% per annum over the last five years. Establishing and managing a sustainable parking infrastructure is a key priority for the community.

The Parking Management Plan (PMP) document considers the current parking situation, forecasts future demand, describes future transport and technology trends, and outlines key policy objectives to inform a proposed parking implementation plan for the Port Macquarie-Hastings region.

In addition, the PMP targets the provision of safe, convenient and efficient parking facilities to meet the reasonable demands for car access to an area, whilst supporting the amenity, environmental quality, and place experience of the Port Macquarie-Hastings region.

Specific actions and local place-based parking plans have been identified for key focus areas such as Port Macquarie Town Centre and surrounds, the Lake Road industrial precinct, Wauchope, North Haven, and Laurieton. As emerging town centres develop, associated precinct plans and asset management plans will be developed with localised considerations



1.2 Need for a Parking Management Plan



The PMP replaces the previous 2011 Parking Strategy. A new parking plan is needed due to significant changes to Port Macquarie-Hastings' population, key policy changes at State and Local Government level, and the increased emphasis on addressing the present and future parking demands of the region.

Australian Bureau of Statistics (ABS) data shows that in 2021 the Port-Macquarie-Hastings LGA had a population of 86,406 with 60% of the population living in the urban area of Port Macquarie (Australian Bureau of Statistics, 2021).. This population is forecast to grow to 101,000 by 2041 (Department of Planning and Environment, 2022).

The PMP document aims to create a high-level framework against which strategic, operational and infrastructure decisions on parking arrangements can be taken across Port Macquarie-Hastings.

The PMP seeks to ensure our parking management aligns the wider goals of our region, its centres, and a shift towards more sustainable travel within our region.

The PMP has been prepared to support the delivery of emerging strategic priorities, urban growth, and economic development by helping to meet future demands for sustainable growth in Port Macquarie-Hastings.

The purpose of the PMP is to:



4 Identify short, medium and long term actions to improve parking experiences in the region

1.3 Vision

This document sets out an initial draft of the PMP for the Port Macquarie-Hastings LGA for stakeholder consultation.

The aim of the PMP is to provide an overarching LGA-wide position on parking to meet present and future needs, and to inform tailored parking management actions in key focus areas within the region.

Council's approach seeks to:

- Deliver better management of existing parking supply and assets
- Forecast future parking demands and needs and identify future parking hotspots
- Review parking requirements to align with the region's strategic priorities
- Review parking management with the intent to manage and balance demands and along with their impact on the broader transport network and travel behaviour
- Reduce cruising for parking to minimise congestion and carbon emissions
- Support the region's growing population, and economic development to support businesses and communities in the region

1.4 Community Engagement

The community was engaged as part of the preparation of the PMP. The community consultation phase for the PMP was undertaken in March and April 2022 which included a range of engagement activities including an online survey, an Ideas Wall, Interactive Mapping, and Pop-Up Events.

Key learnings from the project's community engagement that helped inform the PMP included:

- The majority of the responders perceived that parking could be better managed across the LGA, especially in the Port Macquarie Town Centre
- The community responses noted more car parking supply as the most preferred solution to meet future needs but how this parking is delivered was split between central parking stations and fringe 'Park and Ride' facilities supported by a shuttle bus, public and active transport improvements
- Travel mode choice could be improved with better provision for public and active transport infrastructure resulting in a reduced demand for parking infrastructure funds are used to pay for trunk infrastructure (usually supplemented by other Council funding).

2. CONTEXT AND STRATEGIC ALIGNMENT

2.1 Strategic Context

The PMP is guided by a number of strategic documents to state and local government level to identify the key priorities.

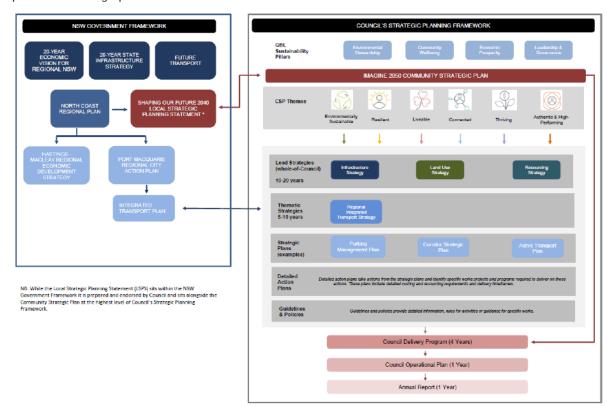
This PMP sets out how parking management in the LGA should progress over the short to longer term. It has been developed taking account the current transport policy and other related strategies and policies.

This PMP provides the framework for effective parking management, which supports Council's strategic objectives for integrated land use and transport planning, environment, social inclusion, economic prosperity and regeneration which are all important elements of sustainable development.

This PMP supports the Community Strategic Plan Imagine 2050, Local Strategic Planning Statement 2040, Urban Growth Management Strategy 2017, draft Regional Integrated Transport Strategy and Development Control Plan 2013.

This PMP operates within a legal framework for the making of land use planning controls and the regulation of traffic through parking controls.

The PMP also operates in Council's policy and planning framework to ensure alignment with other Council related policies and strategic plans.



2.2 Key Informing Council Documents

Imagine2050 - Community Strategic Plan (CSP)



The CSP is Council's highest level plan which outlines the community's vision for the future. It translates the community's desired outcomes into six key themes with supporting strategic directions which support this vision.

Community Vision: "The most liveable, sustainable and innovative place in Australia"

The strategic objectives (set out under each of the CSP themes) which relate to this PMP are outlined below:



Environmentally sustainable

 The impact of our built environment on our natural environment is minimised



Resilient

- · We are resilient in the face of adversity and change
- · We are a safe and healthy community



Liveable

We have well-planned and liveable communities

We have housing that meets our needs and is well-serviced by sustainable infrastructure

We enjoy easy access to green and blue spaces and a wide range of active and passive cultural, sporting and recreational activities



Connected

We safely and efficiently connect people, goods and businesses within and beyond our region

We make more trips by active and public transport



Thriving

We develop a thriving and sustainable economy which showcases and supports our local businesses and industries

We keep up with technology and support flexible working practices

Local Strategic Planning Statement 2040 (LSPS)



The LSPS is the core strategic land-use planning document for the region. It outlines the vision for land-use planning in our local area over the next 20 years and sets the direction for our community's environmental, social and economic land-use needs.

The LSPS will guide land-use planning decisions and the character of our centres and neighbourhoods and give direction to the decisions to preserve and enhance the wellbeing of our people, our environment and our lifestyle into the future. It sets in motion a series of actions to be implemented by Council, other levels of government and

the private sector over time.

This PMP aligns with planning priorities and actions of this LSPS by considering parking in a broader place-based approach to shaping our places and future of our region.

Urban Growth Management Strategy 2017 (UGMS)

The UGMS provides a plan for future land use and tourism development in the LGA to the year 2040. The aim of the UGMS is to provide flexibility for a range of land use types. This PMP aligns with this aim and supports the principal objectives of this UGMS.

Development Control Plan 2013 (DCP)

The DCP is objective based and prescribes requirements for parking facilities associated with new developments. This PMP identifies the need for a regular review of the parking requirements within the DCP to better align with the requirements of the PMP and Regional Integrated Transport Strategy. This PMP supports the review of the parking requirements within the DCP.

Regional Integrated Transport Strategy (RITS)

A draft RITS has been prepared and outlines the policy direction for transport in the region through identifying challenges, opportunities and providing a vision to address regional transport needs. It is not intended that the RITS will provide a list of the specific transport-related projects that Council should undertake. Details of these projects will be provided in supporting strategic plans (including this PMP) and action plans (e.g. place-based parking plans).

RITS Priorities

The draft RITS seeks to support a more integrated and sustainable transport system and will be guided by the following priorities:

- Expand and improve the active transport network
 with a focus on walking and cycling including integration into the wider
 transport network and our place planning.
- Plan for and deliver a safe and efficient transport network for all users
 across all transport modes to ensure the safe movement of people and
 goods around, through and beyond the LGA and to improve connectivity to
 jobs, health, education, key community facilities and visitor attractions.
- Co-ordinate transport, infrastructure and land use planning to build strategic centres and create great places that support our existing communities and shape future population growth.
- Plan and advocate for convenient, connected and accessible public transport

by working collaboratively with Transport for NSW to improve public transport access to, within and from our LGA.

Influence travel behaviour to promote sustainable choices and reduce traffic.

by working with the community and key stakeholders to raise awareness other benefits of sustainable travel and actively promote and support its use within the community.

- Build resilience into the transport network
 by anticipating and planning for potential disruptions and ensuring required
 levels of maintenance/renewal are carried out.
- Collaborate with key stakeholders to deliver innovative, sustainable transport solutions

that balance the community's immediate and long-term needs using a strategic assessment approach to investment

Plan for and deliver a safe and efficient transport network for all users
across all transport modes to ensure the safe movement of people and
goods around, through and beyond the LGA and to improve connectivity to
jobs, health, education, key community facilities and visitor attractions

2.3 Role of the New Parking Management Plan

The PMP has been developed as a review and update of the region's previous Parking Strategy 2011.

The role of a PMP is to set objectives and actions to inform Council's 4-year deliver program and yearly operational plans.



The PMP will have an overall 10-year document life with mid-life review in 4 to 5 years' time.

The actions within the PMP will be regularly monitored and reviewed to ensure its actions are being delivered and remain current. Individual local area and place-based parking plans will be developed, and associated actions delivered.

2.4 Plan Development

The timeline for how Council and our consultants developed this draft PMP is summarised below. While the project commenced in August 2021, due to COVID impacts the data collection phase of the project was held off until early 2022.



2.5 Emerging Issues and Challenges

Population and Visitor Growth

Our region has experienced significant growth in recent years with an annual average resident growth rate of 1.79%. This growth is anticipated to continue with an estimated population of 101,000 by 2041. As a popular area for tourism there is also the need to consider visitor demands and growth within the region.

According to Tourism Research Australia and data collected by Council the average visitation rate has grown by 3.86% over 3 financial years.

Growth factor scenarios have been considered to forecast short (2027), medium (2032), and long-term (2037) parking demand based on population growth and visitor growth.

An average parking growth rate of 2.41% was used to forecast future demand based off existing parking situation data.







Seasonality and Events

Parking demands can significantly increase during holiday periods, and event times.

Port Macquarie is a highly sought-after tourism destination within regional New South Wales. According to Future Transport Strategy 2056, the interstate air routes to popular holiday destinations of Ballina, Coffs Harbour, and Port Macquarie are regarded as some of the busiest routes in the NSW air network (TfNSW, 2018).

Survey data from Tourism Australia reveals that the Port Macquarie-Hastings region has seen a significant growth in domestic day trips and a steady increase in international visitors before the outset of the Covid Pandemic and international border closures.

Events such as the Fire and Rescue NSW Firefighter Championships, Senior State Touch, Australian Surf Championships, Mid North Coast 4wd Fishing, Camping, Caravan and Boat show, Motofest and the Ironman Australia Triathlon events draw in crowds from across the country and internationally.

In the context of parking, it is not practical to deliver parking infrastructure to meet the peak of the peak times. A balanced approach to parking infrastructure and travel demand management initiatives such as Park and Ride, and improvements to active transport infrastructure however needs to be considered.



Sustainability and Rising Car Ownership

The environment and sustainability are important to our community, and we want to support more climate-friendly initiatives. Managing traffic, congestion, and vehicle emissions is key to supporting goals for sustainability and Council's parking approach needs to support ways for more sustainable travel.

Private vehicles are the predominant mode of travel in the Port Macquarie-Hastings region and will continue to be into the future. Between 2016 and 2021 car ownership increased from 44% of households with two or more vehicles now up to 52% of households in the region. This growth along with a high car dependency will continue to add pressure to the region's parking demand.

Traditional approaches would see increased parking demand being met with increased parking supply. A greater parking availability and lower cost generally encourage more people to drive, commonly resulting in negative consequences such as congestion, pollution, reduced amenity appeal, and inefficient performance of the transport network.

As such we need to balance our approach to parking while encouraging alternative transport modes. While Council are not responsible for public transport, we will seek to advocate for Transport for NSW to work collaboratively with Council to improve active transport infrastructure, and public transport services in the region.

Cruising refers to the custom of drivers driving around to find a free parking space or low-cost on-street parking to save parking fees. Cruising is considered a significant contributor to traffic congestion and associated pollution. As such we need to look at ways to make it quicker and easier to find parking.

Research also shows that parking oversupply deters motorists from using other mode share options such as public transport and active transport options, thereby leaving a lasting impression on the urban form of regions. (Pojani & Sipe, 2020).

Effective parking demand management policy and a range of strategies such as varying time limits, pricing, permits, and exemptions are key in avoiding parking over-supply, and resultant impacts of associated vehicle emissions, and traffic.









Transport and Technology Changes

Technology is rapidly evolving, with many new forms of transport, data collection systems, and parking technologies coming into prominence over recent years.

The influence of COVID-19 has also added a further level of complexity and it is not yet fully clear what long-lasting effects may occur on how people work, access goods and services, and travel.

Regional New South Wales witnessed the highest population increase of 26,800 over the period of 2020-21 due to changing migration patterns influenced by the COVID-19 pandemic (ABS, 2022).

A 2022 report by Infrastructure Australia highlighted the unprecedented upsurge in remote working arrangements among the Australian workforce and estimates that there could be a reduction of 12% to 17% of commuting to work by car due to the increased adoption of hybrid workplaces (Vij, et al., 2022).

In turn, it is increasingly challenging to plan and predict for transport and parking demands with increasing changes in transport and travel behaviour over the past couple of decades.



Key emerging trends in transport and parking include:

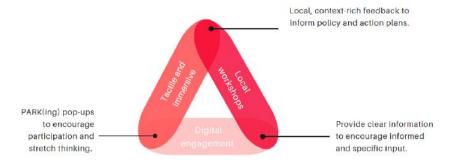
- Electric vehicles (EVs), including cars, electric bikes and other personal mobility devices. A key factor in the consideration of these devices includes how, and where these devices are charged.
- Micromobility or personal mobility devices, which include e-bikes, e-scooters, hoverboards, and skateboards provide an efficient and environmentally friendly way for people to move around. Shared micromobility services such as those offered by Lime, Neuron and Beam (which trialled e-bikes and scooters in the neighbouring City of Lake Macquarie) also create challenges for how these devices are parked / stored on footpaths and within public spaces. Currently, these devices remain illegal on NSW roads and road-related areas, including footpaths, shared paths and bicycle lanes. They can only be used on private property.
- Emergence of rideshare services such as Uber, Ola, Lyft, and Didi are rapidly changing
 the point-to-point transport market in most Australian cities. As more and more people
 use these services, the demand for kerb space to safely pick-up and drop-off passengers
 will also increase.
- E-Commerce is growing rapidly with Australia Post indicating online shopping held a
 15% share of the retail market as of 2020 and 19% in 2021. The growth in e-Commerce
 will increase demand for freight and kerbside space for the collection and delivery of
 goods.
- Connected and autonomous vehicles (CAVs and AVs), are on the rise worldwide, however having technology and legislative challenges may mean a longer lead time before the use of heavily automated vehicle become a reality. The presence of semi-automated vehicles with smart safety and driver-assist systems in place is become more common. The various levels of vehicle automation are in different stages of use throughout transport systems.
- Smart city technologies using Internet of Things (IoT) devices combined with intelligent transportation systems are increasingly adapted worldwide to help better manage transportation services and overcome congestion. Multi-cloud solutions and collaborative tools enhance ways to share real-time data to deliver solutions. For example, Central Coast Council has successfully trialled a smart parking pilot program in 2020 using smart parking analytics to understand pedestrian and traffic activity.

2.6 Community Insights

Council undertook a community survey and engagement process to understand the issues and challenges with parking, locations with good and bad parking experiences, and ideas for future parking locations across the LGA.

A range of tools were utilised to engage the community including an online engagement page on Council's 'Have Your Say' website and PARK (ing) pop-up events in Laurieton, North Haven, Wauchope and Port Macquarie. The 'Have Your Say' web page included:

- Online survey
- Online interactive map
- Online ideas wall
- Frequently asked questions
- Information about an online workshop
- Information about in-person engagement opportunities



Common Community Ideas and Comments



3. CURRENT SITUATION AND FUTURE CHALLENGES

While the Strategy is looking at the whole region, there several key focus areas that have been surveyed to establish the existing parking situation in high demand areas. These areas include:

- Port Macquarie East incorporating sub-precincts of Town Centre and Fringe East
- Port Macquarie West
- Lake Road Industrial
- Wauchope
- North Haven
- Laurieton

The areas were selected as a focus as they currently experience higher parking demand and challenges.

The existing parking supply and demands for the six (6) key focus areas were established through parking and occupancy surveys as well as data collected though customer enquiries.

Detailed site investigations within the six focus areas will also be undertaken when precinct plans are established. The precinct plans will allow Council to tailor solutions to the needs of the area. As an example, there are two high profile sites in the Port Macquarie CBD area that may require further investigation. These sites are 99 Williams Street, locally referred to as the "hole in the ground' and the Short Street carpark area. The 99 Williams Street area is privately owned and has an approved Development Application (DA) that allows for additional parking. Any parking upgrades on this site will need to be undertaken by a private company. The effectiveness and design of the Short St car park area will be further examined as part of future precinct planning discussions with the ongoing intention to improve our facilities for community benefit where feasible.

'Growth' scenarios have been considered to forecast short (2027), medium (2032), and long-term (2037) parking demand based on population growth and visitor growth.



Parking Management Plan 2023

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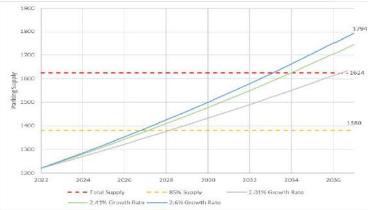
Current Situation

The parking supply within the town centre area is mostly allocated to short term parking spaces, with 44% spaces as 2P parking and 32% as 1P parking.

Recent parking surveys show that 1P/2P core areas in the Town Centre (i.e. Short Street, William Street, Clarence Street, Horton Street) are at or over 90% occupancy.

At peak times there is in the order of 403 vacant car spaces within the town centre area. It is noted that all of these parking spaces are a five to ten-minute walk from the central town centre area.

Off-street parking areas are well utilised during peak times.



Clarence Street William Street

Future Challenges

Parking in the Town Centre core precinct is expected to exceed 85% capacity between 2027-2028 based on current growth rates.

This indicates that existing time limits have reached the limit of their effectiveness to manage parking demand and turnover, and further intervention is required.

If parking management interventions have not been introduced nor improvements to access the centre by more sustainable travel modes, parking demand could exceed 85th percentile of supply by 2028 (i.e. demand is equal to or exceeds the supply).

Actions and Opportunities

- Improved information on parking options including maps and signage
- Improved 'Park and Walk' experience to outer parking areas through improvements to footpaths, shade, lighting and security
- Investigation of parking management interventions in central area to improve availability through increased turnover in central core streets
- Educate event operators on parking requirements as part of traffic management plans and develop peak holiday season travel demand management plans
- Investigate opportunities between expanded parking areas and 'Park and Ride;' services where an outer car park area is utilised and supported by an on-demand or shuttle bus services

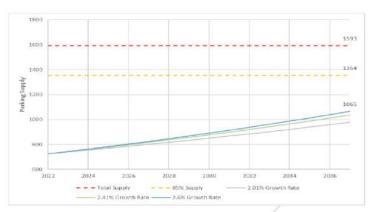


Current Situation

The majority of public parking supply is unrestricted being 93% of the total 1,593 public parking spaces surveyed

Even at peak times there is still in order of 868 vacant car spaces within the focus area. While there some specific streets and car parks that experience peak high demands, generally these is spare capacity within walking distance to Westport Park, Settlement City, Bay Park Plaza, Marina Shopping Centre and Port Marina.

Higher demands are however experienced on weekends or during events.





Future Challenges

Parking demand forecasts indicate that the existing car parking supply in the Port Macquarie West area is adequate to accommodate for a forecast long-term future parking demand. Even under a high growth scenario the long-term forecast parking demand in 2036-37 reaches only 67% of the total parking supply within the area.

There are two large shopping centres in the area with major parking facilities which are not managed by Council. This means Council's influence on the overall parking situation is limited and we will need to take a collaborative approach to any parking changes in the area.

There are no motorcycle bays within the existing public parking areas, as such there may be the need to investigate opportunities for dedicated motorcycle parking provisions.

Actions and Opportunities

- Implementation of parking management options to encourage increased turnover in central core streets or during high demand times
- Improved 'Park n Walk' experiences to encourage use of outer parking areas through improvements to footpaths, shade, lighting and security
- Investigate opportunities between expanded parking areas and 'Park n Ride;' services where an outer car park area is utilised and supported by an on-demand or shuttle bus style service to transport people to town centre
- Develop events and peak holiday season travel demand management plans

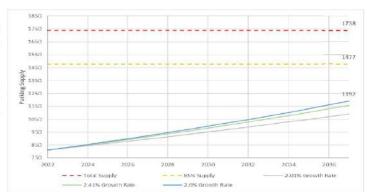
3.3 PORT MACQUARIE EAST & TOWN BEACH

Current Situation

Parking is predominately unrestricted in the area east of the town centre and at Town Beach.

The overall area has sufficient parking availability, however concentrated parking demands occur at:

- Town Beach in the weekday mornings with higher demands occurring on weekends.
- Grant Street near community facilities and office buildings to the south and near the public school in the north





Future Challenges

When parking demand within the adjacent town centre core area (i.e. west of William Street, west of Gordon Street and west of Clarence Street) begins to exceed supply, overflow may occur into this area and result in an incremental increase in some streets that are closer to the town centre.

Data shows that although areas surrounding the Port Macquarie Public School and at Town Beach will near capacity, generally there is available parking within walking distance. As such monitoring of these parking areas may be required and consideration of select applications of time limits in higher demand areas (i.e. 3P or 4P parking at the prime beachfront parking areas)

Actions and Opportunities

- Improvement to information on parking options including maps and signage
- Improved 'Park n Walk' experiences to encourage use of outer parking areas through improvements to footpaths, shade, lighting and security
- Implementation of 3P or 4P restrictions at popular beach car parks
- Monitoring parking demands around school and community facilities precincts

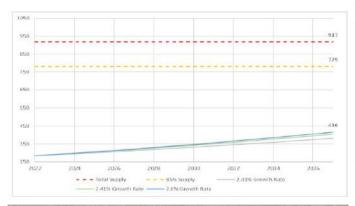


Current Situation

The existing parking supply in Wauchope is considered adequate to generally accommodate the short-term parking demand.

Short term parking within the study area represents 38% of the available public parking supply. The remainder of the parking supply is predominantly unlimited and unrestricted.

Overall, the parking surveys showed that whilst there are individual areas that are regularly close to fully occupied in peak parking periods, when the entire Wauchope parking study area is taken into consideration, the parking supply is adequate to cater for the demand in the short term.





The long-term parking demand in 2037 is forecast to reach 66% of the total parking supply in Wauchope focus area.

While adequate supply appears to exist on 'area wide' basis there are however a number of smaller localised areas which will experience parking availability challenges in the medium term to longer term.

Short stay parking demand in Young Street, Cameron Street, Oxley Highway and Hastings Street is expected to be overcapacity in the medium to long term should parking demand growth align with existing population growth in the area.

Based on the peak demand experience most areas parking demands are not at a level to consider additional parking restrictions or time limits in the short term.

Levels of potential overflow parking to other nearby streets is expected to be manageable. There will be challenges in managing and changing the community's expectations of parking availability and proximity to their destination as people may need to walk a little bit further between their parking and destination.

Actions and Opportunities

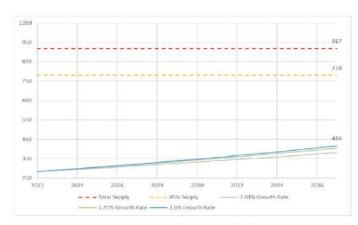
- Improved information of parking options through website maps, phone apps and quidance signage
- Improvements to footpaths and supporting facilities including shade to provide an improved 'Park and Walk' experience from outer areas along with local residents
- Formalisation of fringe off-street parking areas and opportunities to optimise parking layouts

Current Situation

Laurieton and the wider Camden-Haven area has a population of approximately 10,392. The existing parking supply in Laurieton is predominantly unrestricted and timed parking areas only represent 11% of the available public parking areas.

Review of the typical weekday parking occupancy rates in Laurieton, indicates there is parking available within a short walking distance of key destinations. It is also noted that all parking spaces surveyed are a five to ten-minute walk from the central town area.

Overall, the parking surveys indicated there is sufficient available parking in the Laurieton study to cater for demand in the short term. Individual areas close to full occupancy tend to be isolated to parking directly in-front of key destinations (i.e. Laurieton Library, Coles) but available parking is nearby less than 50m down the street or on the opposite side of the road.





Future Challenges

While adequate supply appears to exist on an 'area wide' basis there are a number of smaller localised areas which will experience parking availability challenges in the medium term to longer term.

Parts of Bold Street which have higher levels of demand that may trigger then need to consider the introduction of short time limits (<1P) to improve turnover and availability at premium parking locations which have key 'drop-in' or convenience land uses

In the medium to long term 2P time limits may need to be introduced in parts of Seymour Street to ensure suitable turnover and availability for customers to business.

Levels of potential overflow parking to other nearby streets however is expected to be manageable. There will be challenges in managing and changing the community's expectations of parking availability and proximity their parking to their destination.

Actions and Opportunities

- Improved information of parking options through website maps, phone apps and quidance signage
- Introduction shorter time limits (i.e. 1/4P, 1/2P) in-front of high demand locations
- Improvements to footpaths and supporting facilities including shade to provide an improved 'Park and Walk' experience from outer areas
- Investigating opportunities to reconfigure some parking areas to allow for front-in parking, or to activate street space better in low demand areas

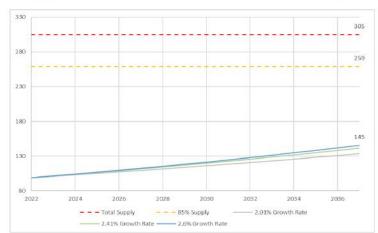
Parking Management Plan 2023

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Current Situation

The existing parking supply in North Haven is generally considered adequate to accommodate the short-term parking demand.

Parking within the study area is predominately unrestricted and time limited parking only represents 14% of available public parking supply. Excluding the main shopping strip parking, parking is predominantly unrestricted and allows for all day parking.



Future Challenges

Based on the proximity of recreational and boat ramp access to the small shopping and convenience strip, there is a potential concentration of competing parking demands in a small centre area.

In the long-term parking demand in 2037 is expected to reach only 48% capacity. It is important to note that baseline surveys were conducted on a weekday and higher demands can be experienced on weekends and during holiday periods.

As demand increases there may be further overflow parking into adjoining side streets such as Pioneer Street and Vine Street.

Boat ramp parking demand is expected to be at capacity in the short term. It is noted there are seven other boat ramp facilities that exist nearby such as on the edge of the Laurieton centre that may have available spare capacity.

There is currently no provision for on-street loading zones or motorcycle bays within North Haven. If there is an increase in demand for these user types on-street space may need to be reallocated.

Actions and Opportunities

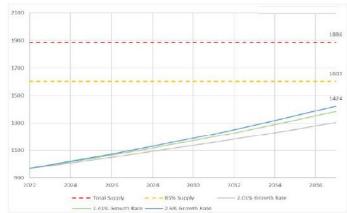
- Monitoring parking demands on weekend and holiday periods
- Consideration and consultation the local community on potential extension of time limited areas. Limits could be applied to surrounding areas and recreation parking on weekends only
- Investigating opportunities for improved information on boat ramp parking, including use of technology to provide availability information across the several facilities on the Camden Haven Inlet

3.7 LAKE ROAD INDUSTRIAL AREA Future Challenges

Current Situation

The existing parking supply in Lake Road Industrial area in Port Macquarie is currently unrestricted. Based on observations within this area, there are 'no stopping' signage present in only select locations to reinforce road rules for parking in proximity to intersections.

The parking demand profile shows that at peak times there is sufficient car spaces available within the area, within a five to ten-minute walking radius. However, based on site observations there is lack of footpaths in the area that may influence parking behaviours. Overall, the parking surveys showed that whilst there are individual areas that are regularly close to fully occupied in peak parking periods, when the entire Lake Road Industrial parking study area is taken into consideration, the parking supply is adequate to cater for the demand in the short term.





It is noted that the existing car parking supply in Lake Road Industrial is forecast to be adequate to accommodate the long-term future parking demand. Even under a high growth scenario the long-term forecast parking demand in 2037 is expected to reach 76% of the total parking supply within the area meaning spare parking capacity is expected to exist.

A challenge however may be managing businesses and their worker expectations and perceptions of parking becoming 'difficult'.

It is noted there are some specific streets which could experience parking demand and supply challenges in the medium to long term. For example, Milton Circuit is expected to have demands which could exceed its available capacity by 2027.

In the medium to longer term however if existing parking supply were removed for traffic capacity purposes (i.e. additional through-traffic and/or turn lanes) this could present some parking issues or the need to consider some level of parking management controls.

Actions and Opportunities

- Improvements to footpath facilities may be needed to allow for longer stay parking to occur in other nearby streets.
- Improve parking capacity and footpath facilities on streets near Milton Circuit to accommodate overflow parking in the short term
- Introduction of time limits for select periods on one side of Central Street to facilitate onstreet customer parking to support businesses

4. KEY THEMES AND OBJECTIVES

4.1 Overview

The PMP has been structured around six key themes and objective areas that include:

Kerbside and Parking Management refers to how we manage our streets and parking spaces to provide appropriate levels of access and turnover to support our places whether that be for visitors and customers to businesses in our centres or in high-demand areas such as our beaches, foreshores, and surrounding schools. Our objectives include:

Manage on-street parking and kerbside space to support and enhance activity in town centres and to make best use of available public space

Monitor parking demand and implement a framework of parking management measures to target an occupancy rate between 65% to 85% through the use of time limits and the potential introduction of paid parking into select areas

Manage parking demand around schools and recreational precincts to support safety and equitable access

 Asset Management and Investment: Parking spaces are assets and as such have a value and varying costs. Council is therefore seeking a financially sensible and sustainable approach to its management of parking assets and investments. Our objectives include:

Manage parking as an asset to provide an adequate supply of short and long-term car parking spaces that are conveniently located and are easily accessible to support the needs of local areas

Adopt a strategic parking assessment management approach to parking assets, by establishing parking levels of service and where additional public parking is to be provided adopt a financially responsible approach to guide investment decisions

Reinvest parking revenue into service improvements and to support local centre improvements



 Local and Place-Based Parking Plans: Acknowledging that we can't provide a 'one-size-fits-all' approach to how we manage parking, tailored, localised, action plans are needed. Our objectives include:

Develop local and place-based parking plans for key centres, townships, and recreational/tourist precincts to ensure actions are tailored to the specific issues and opportunities of each area

 Development Parking has a significant influence on our access, amenity, and congestion of our places. Our objectives include:

Ensure development provides parking outcomes that meet developments needs without significantly impacting surrounding streets, accommodates changes to land use over time and does not discourage alternative forms of transport in the future

Investigate opportunities for shared or consolidated parking facilities

Technology and Data underpins our ability to support the parking experience for users such as when determining your parking options and assists in our management of parking. We will seek to make investments in parking technologies such as signage, web and mobile applications, and electric vehicle charging infrastructure. Our objectives include:

Make cost-effective investments into best practice parking technology to improve the customer experience and Council's management of parking

Investigate emerging technology and future transport trends

Communication and Change Management is key to keeping our community informed. Well communicated parking decisions will increase community understanding and the need for change in parking management for particular areas. Our objectives include:

Ensure parking management decisions are clear and transparent with proactive information made available to the community

Improve information and the customer parking experience by providing additional ways to access information on parking options and availability

4.2 Kerbside and Parking Management

As the Port Macquarie-Hastings region and its centres grow, Council must manage a finite amount of road, kerbside and footpath space with increasing demands for better access and mobility in centres.

There are also demands for better and wider footpaths, outdoor dining, parklets, streetscaping and landscaping, the need for driveway access, bus zones, loading zones, disabled bays, taxi zones, increasing vehicle traffic, dedicated turning lanes, slip lanes, and space for pedestrian crossings. These valid demands need to be balanced with parking.

Kerbside space is also an asset, and its full value can only be reached through effective management.

Our objectives for kerbside and parking management are to:

- Manage on-street parking and kerbside space to support and enhance activity in town centres and to make best use of available public space
- Monitor parking demand and implement a framework of parking management measures to target an occupancy rate between 65% to 85% through the use of time limits and the potential introduction of paid parking into select areas
- Manage parking demand around schools and recreational precincts to support safety and equitable access

Council's parking management needs to be considered in relation to its location. Parking restrictions should seek to balance parking on a precinct-wide level to avoid a situation of busy areas that are often areas close to the centre with a shortage of car spaces and areas further away from the centre with an excess of car spaces. The use of parking restrictions therefore will seek to balance parking demands more evenly on an area-wide level.

Parking management can influence how and when people travel by car and other transport modes and therefore affects a wide range of people, organisations and places within our community. Parking policies, at national and local level, seek to restrain unnecessary car travel, especially for local trips within town centres, and reduce the need to travel or at least encourage the use of more sustainable travel choices. Policies can be targeted at trip end as well as origin (residential parking) issues

What is a Parklet?

A parklet is a temporary or relocated area that extends footpath space by taking over car parking bays to provide more space for people and amenities of streets such as seating or green space.

The benefits of parklets are that they can allow for the trialing of other uses of Kerbside space to determine if the reuse of spaces is successful and provides benefits prior to implementing more permanent changes to streets and installation of more permanent fixtures.

Council has trialed the installation of two parklets in the Port Macquarie Town Centre over an initial two-year period which has since been extended by both time and to include a further parklet area.

As part of future kerbside use and management policy, Council will developer guidance and procedures for how and where the installation of parklets will be considered across the region. The application of parks will fit within a broader hierarchy and prioritisation framework for the different times of kerbside use. Council will consider option for how parklets may be delivered which may include:

- Operator owned and installed parklets
- Council owned parklets structures, with operator (removable) fit-outs
- Council owned parklets including seating and fixtures



Kerbside Priorities and Types of Users

In all street environments, road safety and emergency access takes precedence and is our highest priority. Council otherwise seeks to allocate available on-street and kerbside space to recognise the different types of users and their needs. The typical categories and types of kerbside use include:

- General parking
- Accessible parking for persons with disability or mobility challenges
- Public transport (i.e. light rail / bus stations, taxi ranks, ride-share)
- Active transport (i.e. footpaths, cycle lanes/tracks, shared paths)
- Freight movement and access (i.e. loading zones)
- Tourism and entertainment (i.e. street vendors, footpath dining, parklets)
- Travel behaviour changes (i.e. reduction of speed limits)

There are also emerging demands for considerations such as electric vehicle charging, personal mobility device parking, and car sharing schemes.

Uses other than general parking typically accounts for 5 to 10% of available kerbside parking space.

The recommended target for **accessible parking** spaces is between 2% to 4% of available parking supply depending on the area. Through Council's local area reviews to date we have found generally most areas meet this provision, but we will look at opportunities to provide additional facilities including further passenger drop-off areas.

Loading zones support businesses where no off-street loading facilities exist. Whilst convenient locations are important, loading zones will typically be located off the main streets, in nearby side streets, and away from outdoor dining where such vehicles may impact on amenity and the place experience.

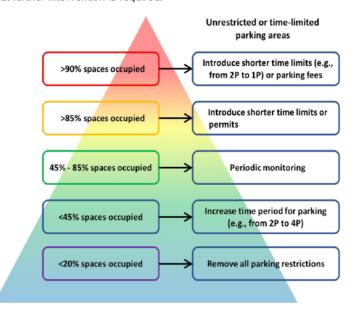
Encouraging motorcycle and scooter use is preferable to single-occupancy cars as they take up less space on the road and generate fewer emissions per km of travel. Recently there has been an increased usage of motorcycles and scooters within the Port Macquarie-Hastings region. As such, Council will look at opportunities to provide dedicated **motorcycle parking bays** in locations where demand is high. Motorcycle parking can also be provided in locations where Council is unable to provide a full-size parking space.





Parking is an issue of significant interest for local communities. Members of the public often raise concerns about parking supply, access to parking, traffic congestion and illegal parking.

When an area regularly exceeds a parking occupancy level of 85% for extended periods, this is generally an indication that there aren't enough car parks for the area and that further intervention is required.



Where 85% occupancy is achieved and maintained, there will typically be convenient and accessible parking spaces available for newly arriving vehicles. When occupancy levels are regularly exceeding 85% it becomes increasingly difficult to find a park and other issues such as congestion begin to emerge.

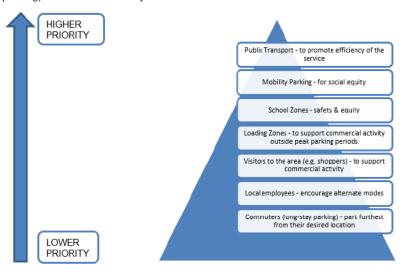
On the flip side when demand is low (i.e. regular less than 45% occupancy), and time limits exist this is a sign that parking restrictions may be too restricted or not needed. As such opportunities may exist to allow for longer stay parking.

Parking policies can help achieve Council statutory obligations with respect to traffic regulation, parking enforcement, planning control and financing.

The balance between long and short-stay parking is an important element within each centre. Regulations will be applied to recognise the highest value parking is closest to the centre which in turn should be used by those who would bring the most value to the business in the centre.

Regulations and pricing are often needed to enforce this hierarchy and should account for a person's stay after they have parked. A 5-minute walk from a car park in the context of an eight-hour work day is vastly different to the needs of a 15-minute drop-in convenience trip where parking in close proximity is of much greater value.

Accordingly, a parking hierarchy approach seeks to promote high tumover customer parking nearest to the centres or businesses with longer-stay parking (typically staff parking) located further away.



Developing and implementing a kerbside management policy framework is critical to ensure the best and highest use is achieved consistently throughout the region. This approach will enable Council to maximise its kerbside space potential.

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There are different tools that can be utilised to manage parking demands in centres. To date Council has used the parking tools of time limits and select increases to parking supply on the centre fringe areas to manage its parking demands.



In certain places with high parking demands the use of time limits alone may not prove effective to ensure the tumover and availability of parking.

For example, within the core area of the Port Macquarie town centre several streets already have 1 hour or less parking limits and parking is often at capacity in particular streets. While reducing time limits further could be considered, this type of regulation may be far too restrictive when considering potential users of our parking.

As an alternate, the selective use of paid parking needs to be considered as part of our suite of parking management tools.

Actions to deliver on our Kerbside and Parking Management objectives in centres include:

No.	Description
KP1	Adopt a guideline for parking management interventions where parking controls are introduced when parking regularly exceeds 85% of supply & de-regulate or incentivise use of parking at <45% occupancy.
KP2	Prepare and adopt a Kerbside and Parking Use Hierarchy to guide the use and allocation of kerbside space based on a prioritisation approach
KP3	Investigate opportunities to improve management and provision of loading zones, disability parking and motorcycle parking

Why Charge for Parking?

The application of time limits can only deliver outcomes for parking availability and turnover, along with support goals for shifting longer stay parking to fringe areas or supporting a shift to other transport modes, where available.

In select high demand areas this triggers the need for the next level of parking invention to apply paid parking. There may also be the need to invest in improvements such as additional supply or technology to improve parking experiences. These investments can come at a substantial cost with additional parking supply costs upward of \$30,000 per space to build multi-storey parking stations, not including any costs for land. For Councils to deliver additional parking supply this will either come at cost to ratepayers (who may not even regularly use or benefit from the facility) or by adopting a fairer system of 'user-pays' through the application of paid parking, whereby motorists pay directly for their use of parking facilities.

One of the main objections to paid parking comes from local businesses, which fear that paid parking may drive away customers; however, evidence suggests that customers making moderate to high retail expenditure trips are relatively insensitive to the introduction of paid parking.

Although convenience trips are more sensitive to pricing, initial free parking periods can be offered to cater for this trip purpose. Regions across Australia such as Port Stephens, Geelong, Broadbeach (on the Gold Coast), and Brisbane have implemented paid parking but have trialled or offered free parking to the first 15, 30 or 60 minutes with parking fees applying thereafter

Based on Council's existing parking sensor data within the core Port Macquarie Town Centre people stayed an average of 29 minutes on weekdays and 45 minutes on weekends.

In places such as Auckland and Ballarat they have removed time limits and instead used parking pricing entirely to manage parking demand and turnover. In these cases rather than receiving a fine for overstaying the price of parking is increased based on the length of time with higher hourly fees applying after the first 2 hours of parking. Technology has also opened opportunities to 'pay-as-you-go' by 15-minute increments or top-up parking for those occasions where you need to park longer than expected.

Overall, paid parking has been found to be more effective to reduce transport problems as part of an active transport management strategy, recover parking facility costs when significant investment is made to build parking, and/or raise revenue for other local area improvements.

Parking Management Outside of Centres

Parking and kerbside management does not just apply to our centres we also need to have frameworks for how parking is managed for the following:

- + Schools
- → Beaches, foreshores and popular recreation areas
- + Events

Schools and their surrounds have unique safety considerations and often have 'intense' short term parking demands. Drop-off and pick-up times at schools can create congestion in on-street parking areas surrounding schools. In most instances parents only need very short-term drop-off and pick-up kerbside locations.

Council does not install all-day time limits unless an area has broader parking demands and the need for parking turnover for business activity. Time limits or restrictions however may generally be considered to apply during 1 to 2-hour durations in AM/PM school peak (i.e. 7am-9am, 2pm-4pm)

We will seek to take a cooperative approach with NSW Government and school communities to manage travel demands around schools and improve outcomes for safe walking and cycling to school including opportunities for 'Park and Walk' from nearby streets.

Our region has a number of popular beaches, foreshores, and recreational areas. As these areas can experience high demands for both locals and visitors there is a challenge to provide equitable access for all users. To achieve some level of parking turnover Council may consider the use of medium stay **beach parking** time limits in select areas such as 3 or 4-hour parking limits.

Boat ramps and associated parking is provided to support access for vehicles with watercrafts to enjoy the region's waterways and ocean. Accordingly, the majority of parking at boat ramp facilities will be allocated for the sole use of cars with trailers.

Parking on nature strips and verges is illegal unless signed otherwise. Where appropriate, safe, and not damaging vegetation or services, Council may consider signed areas allowing for verge or grassed areas parking in recreational areas. Signage will have a green P to confirm parking is permissible and either 'On Verge' or descriptor of the desired angle of parking (parallel, angle)

Events can generate significant demand for parking facilities. In order to address these peak demands, event parking plans will be required to complement event traffic management plans.

Actions to deliver on our Kerbside and Parking Management objectives outside of centre precincts include:

No.	Description
KP4	Trial traffic and parking management plans at select schools with the aim to develop a template that can be used for schools across the region
KP5	Investigate opportunities to improve event parking management in the event permit application process



4.3 Asset Management and Investment

Parking spaces are assets and as such have a value. The space that each car park occupies also has a monetary value associated with the opportunity cost of that the land occupied by parking.

There is no such thing as free parking as costs are often hidden or the full cost of parking is often not recognised by the community at large. Costs tend to be incurred indirectly by the user or purchaser of goods and services or by third parties, i.e. ratepayers or taxpayers. Everyone, therefore, experiences a cost to parking their car at some point.

As the region grows, this can trigger the need to more actively manage the demand. Traditional approaches would see increased parking demand being met with increased parking supply. This is not a sustainable approach when considering the true cost of parking and the large amounts of space required.

Council is seeking to create a financially sensible and sustainable approach to parking assets and investments now and into the future.

Our objectives for parking asset management and investment are to:

- Manage parking as an asset to provide an adequate supply of short and longterm car parking spaces that are conveniently located and are easily accessible to support the needs of local areas.
- Adopt a strategic parking assessment management approach to parking assets, by establishing parking levels of service and where additional public parking is to be provided adopt a financially responsible approach to guide investment decisions.
- Reinvest parking revenue into service and network improvements, and to support local centre improvements.

In the context of parking it is important to note once parking area are built there is the need to maintain that parking as an asset which has a condition assessment undertaken and it is managed over its lifecycle. Even basic at-grade parking won't remain in perfect condition; these spaces will need to be re-line marked, re-signed, and/or resurfaced over time.

In accordance with Council's draft Infrastructure Strategy, our priorities are to first look after our existing infrastructure as the highest priority prior to investing in supporting new infrastructure.

Council's plan for parking assets and their management will seek to provide an appropriate level of service to the community. The challenge is to firstly determine the required level of service for different users, trip types and areas, and secondly, how to provide that level of service in a timely and effective way so Council can deliver the right infrastructure and solution in the right place at the right time.

Council is also balancing competing priorities for limited funds across a range of infrastructure networks and other Council business activities. Council is seeking to better integrate our asset management and sustainability efforts in order to improve the connection between Council's investment decisions, the levels of service commitments to our residents, and sustainable outcomes for our communities.



Implementation of parking management tools will generally follow a sequence of actions based on an area's existing situation, its parking demands and what type of parking regulations have already been applied. Parking fees and/or the building of additional parking will be considered when timed parking restrictions have reached the limit of their effectiveness in management of parking availability.



If Council introduced parking fees into selected areas, a related benefit of this is revenue with these funds being able to go towards other projects and services within the local area. These types of improvements could include:

- Parking infrastructure and new parking management systems that improve the parking experience
- Sustainable transport initiatives such as Park and Ride facilities supported by public transport, shuttle bus services /or infrastructure for walking and cycling
- Streetscape and public realm upgrades.

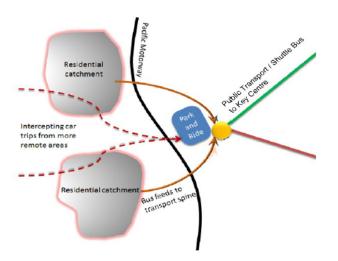
Rather than just investing in centralised multi-storey car parks, that have a higher cost and can cause localised traffic congestion, Council will look at a balance of options that may include providing parking facilities on the fringe of the centres within the Port Macquarie-Hastings LGA to intercept car trips before they enter busy pedestrian areas. These facilities may provide benefits on both weekdays for commuters but could also be activated for event times when roads and parking within centres may be impacted by road closures.

If paid parking was be implemented as an outcome to address parking patterns, a transparent approach to the reinvestment of associated revenue would be sought so parking users and the broader community can see and understand where "paid parking funds' are utilised. A Parking Pricing and Investment Policy would be developed to inform and guide Council's approach to parking pricing and investment dependent on the adoption of paid parking.

Any subsidies and concessions that are provided such as free parking periods and discounts will need to be valued and accounted for when balancing the approach to reinvestment of parking revenue.

Actions to deliver on our Asset Management and Investment objectives include:

No.	Description
Al1	Develop and adopt a Parking Asset Management Plan to guide the management of parking infrastructure and levels of service for parking across the LGA
Al2	Develop a strategic asset investment process and business case approach to inform decision making on when and where additional public parking supply is to be built
AI3	Investigate opportunities to establish 'Park and Ride' schemes through use of existing fringe parking areas to intercept trips and manage traffic demand to key centres such as Port Macquarie
Al4	Develop policy for Parking Pricing and Revenue Investment to guide the application of parking fees and priorities for spending of associated revenue



Role of Council in Parking

This PMP requires Council to be pro-active, especially in its 'manager' and 'facilitator' roles. This means managing on-street parking in a smarter and more effective manner, in order to make more efficient use of existing resources and facilitating arrangements with private operators and developers, such as shared parking agreements. This could give Council additional influence in achieving its desired strategic objectives. Council's role of 'provider' and 'regulator' will not change substantially.

Council has a limited influence on the total parking system as it provides and manages only a share of the total parking stock in the town centres.

Most of the spaces in private development or off-street car parks are not owned or managed by Council. Developers are responsible for the provision and/or funding of parking spaces associated with new developments.

A description of Council's roles in relation to parking is set out below, as the:

- + **Provider:** Council is limited to providing on-street parking space and off-street public parking facilities such as foreshore parking and public reserves.
- Manager: Council, as a road controlling authority under transport legislation, is responsible for managing road space for various purposes, and parking management for sites including:
 - Part of the Port Central Shopping Centre, Port Macquarie
 - Part of the Coles site, Hayward Street, Port Macquarie
 - Short Street car park, Port Macquarie
 - Part of Supa IGA carpark, Wauchope
- Regulator: Council uses the DCP and the consent process to manage the development of new parking spaces within the LGA that are undertaken as part of new developments to help manage off-street parking.
- Facilitator: Council can help other organisations or individuals to achieve shared goals, without providing direct funding. This role is only used in a limited way for managing parking in the town centres.





4.4 Local and Place-Based Parking Plans

Our region contains a range of centres, villages, and popular destinations each having their own unique characteristics, access, and place-based considersations. Accordingly, a 'one-size-fits-all' approach to parking does not suit all areas in our region.

As such our objectives for local and place-based parking are to:

 Develop local and place-based parking plans for key centres, townships, and recreational/tourist precincts to ensure actions are tailored to the specific issues and opportunities of each area.

The scope and range of these localised plans will vary depending on the nature of conditions and complexity of parking challenges.

Key potential areas for local Place-Based Parking Plans (PPPs) include:

- Port Macquarie Town Centre
- Wauchope
- Laurieton
- Villages such as North Haven, Bonny Hills, Lake Cathie, Kew, and Kendall
- Special use precincts such as Port Macquarie Health and Education Precinct
- Popular recreational areas such as Town Beach, Oxley Beach, Camden Haven inlet, Tacking Point Lighthouse.

As part of the preparation of the PMP, we conducted location-specific parking surveys for key focus areas including Port Macquarie, Wauchope, Laurieton, North Haven and Lake Road industrial precinct. Some key findings of these investigations are further discussed in Section 4 of this Plan.

Further location-specific parking surveys will need to be conducted for individual areas to understand their parking situation with regard to parking demand and key generations, issues, challenges, and impacts of potential parking management options.

Our approach to PPPs will not only be about improving parking management but will focus on actions that improve experiences for accessing our various places within the Port Macquarie-Hastings region. This is so that people are aware of their parking options, can find parking easily, and have safe and comfortable walking conditions between parking areas and their destinations.

Potential parking management and parking experience improvements options may include:

- Signage and line marking to improve the use of available space
- Time limits and parking restrictions
- Use signage, technology and data to improve information on parking options
- 'Park and Walk' improvements such as better footpaths, shade, and supporting facilities to make it more attractive to
- Improve cycling linkages and supporting facilities

Actions to deliver on Council's Place-Based Parking objectives include:

No.	Description
PPP1	Develop Place-Based Parking Plans (PPPs) to tailor parking management and improvements to suit the needs of individual locations
PPP2	Monitor and collect parking data for key local areas to improve information of parking options, forecast future demands, inform parking decisions, and monitor the effectiveness of any parking changes

PLACE BASED PARKING INITIATIVES

Place-based parking management interventions that can be applied will follow a progression sequence based on the nature of the area and as its parking demand increases. Increases in parking supply and/or select application of paid parking will only be considered after time based restrictions have been found to reach their limit of effectiveness in managing parking demands. The implementation section further herein discusses potential areas for PPPs and key considersations for focus areas with recent data collection findings.

PORT MACQUARIE TOWN CENTRE

- Parking management changes
- ☑ Paid parking
 ☑ Park n walk improvements
- Additional parking

WAUCHOPE

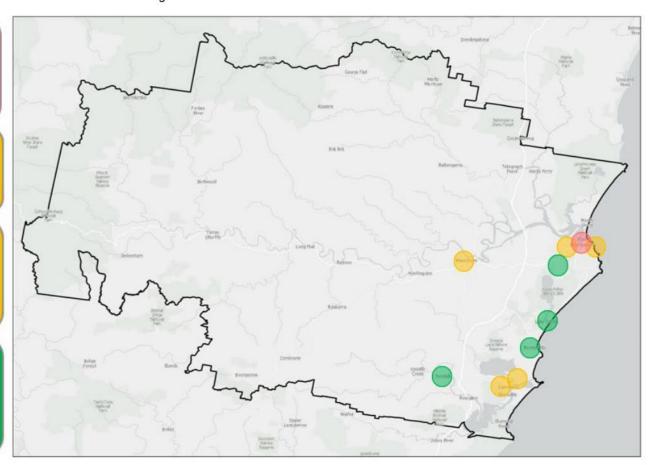
- ☑ Time limits
- ☑ Parking management changes
- ☑ Park n walk improvements
 ☑ Additional parking

PORT MAQUARIE WEST & TOWN BEACH; NORTH HAVEN. LAURIETON

- ☑ Time limits
- Parking management changes
- Park n walk improvements

LAKE ROAD INDUSTRIAL AREA. KEW / KENDALL. **BONNY HILLS, LAKE** CATHIE

- Signs and Lines
- Time limits
- Park n walk improvements



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16/02/2023

4.5 Development Parking

Parking is unquestionably an integral part of the land use - transport system of centres and our places.

Whilst it is generally considered as a 'utility' for users of a property, an adequate supply of off-street parking is essential to prevent the overflow of parking onto local streets, and as such, protect the amenity of a local area.

Our objectives for Development Parking are to:

- Ensure development provides parking outcomes that meet developments needs without significantly impacting surrounding streets, accommodates for flexible changes to land use over time and does not discourage alternative forms of transport in the future
- Investigate opportunities for shared or consolidated parking facilities.

Development Control Plans (DCPs) set parking rates and require developments to provide a minimum number of parking spaces on-site. Council will seek to periodically review parking rates within the DCP to ensure the right balance of parking is provided for certain types of development.

When planning for development in local centres, it is important to consider the effects on parking demand. Residential development in a local centre with access to high quality public transport generally results in lower private vehicle ownership, whereas residential development away from a local centre and away from high quality public transport results in increased parking demand at the centre. Parking restrictions within local centres should support short term parking for dropping off and picking up passengers and short-stay retail. Cyclists should be supported by bike parking in local centres.

Council will seek to encourage developers to cooperate collectively or with the region to develop alternative parking solutions. One approach is to develop shared and consolidated parking facilities. The purpose of 'shared' parking seeks to allow for parking spaces to be used by more than one user, which can allow parking facilities to be used more efficiently by accounting for parking demands, given certain land uses may only generate demands at particular times of the day (i.e. an office will generate weekday day-time parking demands but not at night or one weekends, while a restaurant would have peak demands at night, lunchtime, and weekends).

Consolidated parking leads to shared parking which creates a benefit by:

- Giving people a single point of parking supply with a greater opportunity of finding a car park
- Providing developers with the potential to reduce the cost of their on-site parking.

Shared parking strategies work best where multiple destinations are within walking distance of the same parking facility and when those destinations either share patrons or have different periods when parking demand is highest. Shared parking is also effective in mixed-use developments, either when there is a mix of uses on or near a single site.

The community has indicated that parking in areas such as the Port Macquarie Town Centre can become difficult to find available parking at night when dining at local restaurants is limited to just on-street parking.

The intended outcome of investigating shared and consolidated parking is to seek to have certain parking areas open for public use 24 hours a day, seven days a week so there are no underutilised car parking spaces that results in impacts to on-street or surrounding areas.

This type of arrangement involves Council brokering arrangements with private facility owners or Council taking contributions to create parking facilities. The Environmental Planning and Assessment Act 1979 (EP&A Act) empowers Councils in NSW to require the payment of local infrastructure contributions from developers for services and amenities including parking.

The use of these types of contribution schemes will only be considered where it is difficult for development to provide on-site parking, localised congestion needs to be managed, and/or where Council has opportunities to delivery consolidate parking stations in an effective and financially sustainable way.





Parking Management Plan 2023

Council's Role in Private Parking

Parking management seeks to provide an appropriate mix of public and private parking to deliver upon parking outcomes for centres.

Increasingly there has been a push for development parking provisions to shift from minimum parking rates to maximum parking rates.

Minimum parking rates refer to the minimum amount of car parking a new development is required to provide to accommodate the expected users of a particular land use. Common concerns raised with this more conventional approach to parking is that minimums can see ample parking supply that incentivises car ownership and use, working against transport policies aiming for less traffic congestion and more walking, cycling and public transport use. Other concerns can be related to impacts such as increased costs of development and impacts on urban form with large areas of land taken up by parking.

A shift to **maximum parking rates** instead seeks to cap the number of spaces that can be provided to meet the demands of development. Application of maximum parking rates, especially in regional and predominately car-based centres, does however require a higher level of on-street parking management and constraints to ensure there is not a default expectation that overflow parking will be readily available and accommodated for in on-street parking. Further there is the need for provision and access to other off-street parking that may be in shared or consolidated car parks to ensure staff, visitors and customers have a parking option if they are not able to travel by alternate transport modes. Application of maximum parking rates in regional areas in Australia is still rare with this policy approach only being applied in limited locations such as City of Bendigo. In these cases, they are still in the early days on their parking policy shift and the resulting outcomes of maximum parking rates is still yet to be demonstrated.

For the Port-Macquarie Hastings region, it is considered there is no compelling reason to immediately change to a maximum parking rate approach. By taking a collaborative approach to gain an increased understanding of overall parking supply in centres (including privately owned off-street parking), investigating opportunities for shared parking, and investment in improvements to public and active transport a shift to this type of approach can be allowed over time.

Other LGAs such as Penrith have created schemes where developments are only able to provide a capped proportion of their parking requirement on-site with the remainder covered by a **development parking contribution** to create 'shared' public parking facilities. In the Penrith case, their parking policy that was implemented under their Development Control Plan requires 40% of a commercial development's parking requirement to be met through a parking contribution payment. The goal of this policy sought to encourage more parking to be on the city centre fringe rather than the central CBD to reduce congestion and improve pedestrian, cyclist and motorist safety throughout the CBD.

Implementation of **shared parking schemes** can however be challenging and difficult to administer, along with generating pushback from developers as 'guaranteed' parking can have a value for the purposes of sales or leasing. There are also limited examples in Australia where parking contributions and shared parking has been successfully implemented. While on a much smaller scale than what Penrith is seeking to achieve, a rare example of where this type of scheme has been implemented is in the suburb of Ingleburn within Sydney's City of Campbelltown LGA. The centre has a train station and major 'town centre' shopping activities, but these developments do not have their own large parking areas. Rather, the major parking supply for the centre is shared and operated by Council. The area contains a mix of 2P and unrestricted parking controls, and this parking system caters well for travel patterns, and different peak demand times for a variety of land uses.

Another role Council can play in private parking is on **regulation and enforcement**. While regulation of private parking is predominately the responsibility of property owners there are certain case where Councils can regulate and enforce parking on private property. In Port Macquarie-Hastings LGA case this would need to be determined on a case-by-case basis. This would include consideration of the Council's capacity, resourcing, and available enforcement technology to ensure efficiencies for enforcement activities and that providing this service does not detract from the level of service provided to managing public parking. Regulation of any private property would also require a formal agreement with property owners and would need to be undertaken on a commercial basis with service fees

Development parking does not just refer to off-street parking, but also refers to how the streets are designed and how on-street parking is managed in all residential, commercial, and industrial areas as well as for new development within these areas.

On-street parking is a limited shared resource and Council needs to manage the use of road space to support the safety and needs of all road users including pedestrians and cyclists.

Residents should firstly park their vehicles off-street in garages, carports, and driveways (where available) as access to on-street parking is not guaranteed. Even if on-street parking currently exists it may need to be removed in the future to ensure outcomes for safety and road operations.

Australian Road Rules requires drivers to position their vehicles to maintain at least 3m of road alongside the vehicle that is clear for other vehicles to pass. While most streets across the region are wide enough (greater than 7.2m wide) to legally allow parking on both sides of the street and still provide the legal clearance, there are some streets that are not wide enough to accommodate these vehicles. This can result in vehicles parking illegally on the verge, or in a manner that restricts through traffic, waste collection vehicles, or emergency vehicle access.

Time limits will generally not be applied in residential areas, unless adjacent to key activity centres or special-use precincts where overflow parking management needs to be considered, e.g. schools. Council will monitor parking in these areas in response to complaints and only if required will investigate the feasibility and practicalities of parking permit schemes.

In dealing with residential parking issues Council will seek to educate the complainant or drivers of parking rules. If education is not effective through information and warnings, Council's Rangers will conduct enforcement on any observed drivers parking illegally. Council's aim is to educate people on safe and considerate parking behaviours rather than needing to install signage and line marking to reinforce road rules.

Actions to deliver on these Development Parking objectives include:

No.	Description
D1	Periodically review parking rates in the Development Control Plan and consider application of different parking rates on a specific geographical or other basis
D2	Engage with the development industry, property owners and the community to ensure private parking contributes to outcomes in a centre, location or destination
D3	Investigate and advocate opportunities for shared parking arrangements
D4	Prepare an updated Car Parking Contributions Scheme to support outcomes for shared parking to assist the funding of public parking infrastructure
D5	Develop parking education materials and take an education and enforcement approach to residential parking issues
D6	Monitor overflow parking in residential areas surrounding special-use precincts and if required investigate practicality and arrangements for residential parking permit schemes in the longer term





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4.6 Technology and Data

Parking information and data is key in being able to make data-driven and informed decisions on parking. Good, reliable, and up to date data can offer a range of benefits for both users and Councils.

Technology is rapidly evolving, with many new forms of transport, data collection systems and parking technologies coming into prominence over recent years. The Future Transport 2056 Strategy highlights that:

"the future of mobility is customer-focused, data-enabled and dynamic. In the future, personal mobility packages will bundle traditional modes with technology platforms and new service offerings like on-demand, car share, rideshare and smart parking".

Our objectives for Technology and Data are to:

- Make cost-effective investments into best practice parking technology to improve the customer experience and Council's management of parking.
- Investigate emerging technology and future transport trends

While there are a number of new and emerging technologies and innovations, Council needs to strike the right balance of investment to be 'fast-following' rather than leading the way in this space as the trialling of new and relatively untested technology can be a costly exercise and have a number of risks.

A framework to guide investment in technology is therefore needed to ensure that a business case approach is taken so technologies are selected to achieve key benefits and outcomes for both our community and Council. It is also important that different systems are well integrated for the sharing of information and data across components of a parking management system.

When evaluating new technology, it is necessary to consider not just the initial capital cost but also the cost of maintaining the system up-to-date over its stated useful life as well as any additional internal support systems and resources.

Key parking technologies to be investigated for implementation include:

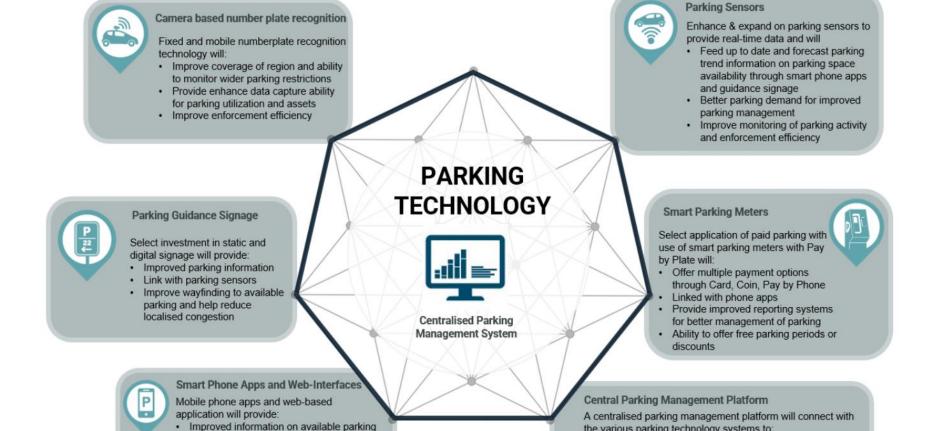
- Enhancement and expansion of parking sensors
- Mobile phone apps and web-based parking locator websites
- Parking signage and guidance systems, including digital display systems
- Camera-based numberplate recognition technology (by fixed pole-mounted pixel-sensors or vehicle-mounted solutions)
- Parking meters with 'Pay by Plate' technology to allow payments to be associated with vehicles rather than a space, which can provide opportunities to offer free periods (i.e. 15-30 minutes free) or discounted fees for particular users
- Electronic permit systems
- Centralised parking management system for integration of different technologies and their data.

Benefits that these parking technologies can provide include:

- Accurately sense parking space occupancy in real-time
- Guiding customers to available parking spaces
- Optimising the use of parking spaces
- Simplifying the parking experience for customers
- Reduce time spent searching for a car space
- Less congestion and CO² emissions
- Real-time monitoring of parking activity
- Enabling informed parking management decisions through real-time and historical analysis of data

Throughout Port Macquarie CBD is a there Pinforce sentinel parking sensors, these sensors are setup for compliance purposes, with limited data collection capacity. Council will investigate opportunities to enhance this existing technology and improve data driven decision making.

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the various parking technology systems to:

· Provide data consolidation and analytics

assets

· Improve monitoring of parking activity within the region

· Allow for better informed parking decisions based on data · Allow for more efficient use and management of parking

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· Improved information on parking choice

· Provide payment options by phone or e-

· Ability for alerts or top-up parking

and options

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Allocation and pricing of car parking spaces can have a significant impact on the way new technology is adopted into the future. Future uncertainties related to the emergence of ride-sharing, food delivery services, autonomous vehicles, and electric vehicles make it difficult to predict future disruptions to parking demand.

Electric vehicles (EV) are becoming more popular and significant technological shifts have seen several new lower-cost models coming to market, along with continued decreases in EV battery costs. Further, a number of countries have announced their intention to ban the sale of petrol and diesel vehicles and several global automakers have put forward extensive plans to electrify vehicles.

As more EVs are present in our region, owned by locals or visitors, these EVs will require charging stations to be provided within our region.

While not the sole responsibility of Council, we need to consider providing access to land and space to allow for the deployment of EV chargers in key centres. Council therefore needs to take a collaborative approach with other levels of government, developers, and industry to identify approaches to best facilitate the provision of EV charging facilities.



Source: PMHC, adapted from Future Transport 2036 - Transport for New South Wales

There is also a growing interest in Mobility as a Service (MaaS) which are services using technology-enabled platforms that allows the integration of different travel options to provide a seamless travel experience. Deployment of a single mobility interface for the LGA to meet multiple needs will be required in the not too distant future

Actions to deliver on these technology and data objectives include:

No.	Description
T1	Develop a Parking Technology Framework to guide the application and investment in technology to support parking objectives to improve the parking experience (for users) and Council's management of parking
T2	Enhance real-time data functionality of existing parking sensors and investigate opportunities to expand use of sensing technologies
Т3	Develop and facilitate a Parking Information Platform for online tools and smart phone apps to help customers pre-plan and manage their parking
T4	Invest in improvements to parking signage and wayfinding including select application of digital information display signs
T5	Trial use of Automated Number Plate Recognition (ANPR) technology as an alternate data collection tool and for use as part of education and enforcement regimes to provide better coverage and service across the region
Т6	Collaborate with State Government, market providers and the development industry to facilitate appropriately located electric vehicle charging stations in strategically located parking bays within the regions public facilities and developments
T7	Investigate and monitor emerging transport and technology trends

4.7 Communication and Change Management

Parking is increasingly being treated as a 'service' and as such communication is a key element to support the 'customer' parking experience.

Customers are also faced with a multitude of decisions in their daily travel planning. Parking contributes to some of the more complex decisions for customers. Digital disruption and emerging technologies also provide both challenges and opportunities to simplify parking decisions and improve the customer experience.

As a growing region with increasing parking pressures there will need to be changes made to parking within the Port-Macquarie-Hastings region. Well-communicated parking decisions will increase community understanding and the need for change in parking management of an area.

Our objectives for Communication and Change are to:

- Ensure parking management decisions are clear and transparent with proactive information made available to the community
- Improve information and the customer parking experience by providing additional ways to access information on parking options and availability

The development of a parking education program is essential to achieving successful implementation of any new parking arrangements. The key components of these types of communications, to assist in the implementation of precinct plans and actions, will include:

- Education on the parking management and enforcement regime to be implemented in the short to medium term; and
- Education related to long-term strategies to support a sustainability goal.

Council recognises the importance of engagement and consultation when considering changes to parking management schemes and the necessity to gain an understanding of different local circumstances. Parking messages and information will focus on local evidence-based data and best practices to engage and communicate parking solutions.

Actions to deliver on these Communication and Change objectives include:

No.	Description
C1	Develop Parking Communication Plan to target consistent and regular parking messages to the community to inform any changes to parking
C2	Develop and maintain an effective public communications approach and interface mechanisms, including feedback opportunities
СЗ	Provide easily accessible information on location, availability, regulation and pricing of parking in centres and high demand areas
C4	Consult and engage with local community, business, and chambers on parking matters as part of the development and delivery of local and place-based parking plans



5. MONITORING AND REVIEW PLAN

To ensure the effectiveness of the PMP, along with the delivery of associated localised actions, there is the need to establish a monitoring and review plan.

As noted earlier the PMP will be used to inform Council's 4-year delivery program and yearly operational plans. Through this process, Council will track the progress of delivering the actions within the PMP to ensure they are being delivered within the expected timeframe, remain current and relevant.

When any parking changes are implemented, there will be the need to determine the success and benefits of measures.

Through the use of parking surveys or deployment of modern technologies (i.e. sensors or numberplate recognition) we will obtain data on the occupancy and turnover of parking.

The success or otherwise of the parking changes can then be used to inform future decision-making. Ongoing measurements will be required in certain areas to identify the effectiveness of the change when a new or improved change needs to be made.

Another measure for monitoring will be to listen to the community. The community will have an opportunity to provide feedback on any amendments to the PMP, as well as each local plan and PPP.

This qualitative process can help provide information to improve Council's decision-making on future parking management changes or improvements.













6. IMPLEMENTATION PLAN

The PMP will be supported by a dedicated Implementation Plan. The Implementation Plan will be reviewed and developed overtime to identify specific projects and actions to be undertaken by Council.

The Implementation and Action Plan outlined below brings together all the actions outlined in the PMP and describes how and when they will be delivered.

Where relevant, the PMP actions have been linked back to Council's CSP, LSPS, RITS and UGMS to assist with implementation across these interrelated documents.

Timeframes have also been established to correspond with these documents, where:

- Short term means by 2025
- Medium term means by 2030
- Long term means after 2030, and
- Ongoing indicates something Council will continue to do throughout the life of the PMP.



ID	Description	Timeframe
Kerbs	de and Parking Management	
KP1	Adopt a guideline for parking management interventions where parking controls are introduced when parking regularly exceeds 85% of supply	Short Term
KP2	Prepare and adopt a Kerbside and Parking Use Hierarchy to guide the use and allocation of kerbside space based on a prioritisation approach	Short Term
KP3	Investigate opportunities to improve management and provision of loading zones, disability parking and motorcycle parking	Medium Term
KP4	Trial traffic and parking management plans at select schools with the aim to develop a template that can be used for schools across the LGA	Medium Term
KP5	Investigate opportunities to improve event parking management in event permit application processes.	Medium Term
Asset Management and Investment		
Al1	Develop and adopt a Parking Asset Management Plan to guide the management of parking infrastructure and levels of service for parking across the LGA	Short Term
Al2	Develop a strategic asset investment process and business case approach to inform decision making on when and where additional public parking supply is to be built	Medium Term
AI3	Investigate opportunities to establish Park and Ride schemes through use of existing fringe parking areas to intercept trips and manage traffic demand to key centres such as Port Macquarie	Medium Term

ID	Description	Timeframe
Al4	Develop policy for parking pricing and revenue investment to guide the application of parking fees and priorities for spending of associated revenue	Short Term
Local	and Place Based Parking Plans	
PPP1	Develop Place-Based Parking Plans (PPPs) to tailor parking management and improvements to suit the needs of individual locations. Areas to have PPP may include but are not limited to:	Ongoing
	Port Macquarie Town Centre Wauchope Laurieton	
	Villages such as North Haven, Bonny Hills, Lake Cathie, Kew, and Kendall Special use precincts such as Port Macquarie Health and Education Precinct, Lake Road Industrial Precinct Popular recreational areas such as Town Beach, Oxley Beach, Camden Haven inlet, Lighthouse at Tacking Point.	
PP2	Monitor and collect parking data for key local areas to improve information on parking options, forecast future demands, inform parking decisions, and monitor the effectiveness of any parking changes.	Ongoing
Devel	opment Parking	
D1	Periodically review parking rates in the Development Control Plan and consider application of different parking rates on a specific geographical or other basis.	Ongoing
D2	Engage with the development industry, property owners and the community to ensure private parking contributes to outcomes in a centre, location or destination.	Medium Term
D3	Investigate and advocate opportunities for shared parking arrangements	Medium Term
D4	Prepare an updated Car Parking Contributions Scheme to support outcomes for shared parking to assist the funding of public parking infrastructure	Short Term
D5	Develop parking education materials and take an education and enforcement approach to residential parking issues.	Short Term
D6	Monitor overflow parking in residential areas surrounding special-use precincts and if required investigate practicality and arrangements for residential parking permit schemes.	Medium Term
Techr	ology and Data	
T1	Develop a Parking Technology Plan to guide the application and investment in technology to support parking objectives to improve the parking experience (for users) and Council's management of parking	Medium Term
T2	Enhance real-time data functionality of existing parking sensors and investigate opportunities to expand use of sensing technologies	Short Term

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ID	Description	Timeframe
Т3	Develop and facilitate a Parking Information Platform for online tools and smart phone apps to help customers pre-plan and manage their parking	Short Term
T4	Invest in improvements to parking signage and wayfinding including select application of digital information display signs	Medium Term
T5	Trial to use of ANPR technology as an alternate data collection tool and for use as part of education and enforcement regimes to provide better coverage and service across the region.	Medium Term
Т6	Collaborate with State Government, market providers and the development industry to facilitate appropriately located electric vehicle charging stations in strategically located parking bays within the regions public facilities and developments	Medium Term
T7	Investigate and monitor emerging transport and technology trends	Ongoing
Comr	nunication and Change	,
C1	Develop Parking Communication Plan to target consistent and regular parking messages to the community to inform any changes to parking	Short Term
C2	Develop and maintain an effective public communications approach and interface mechanisms, including feedback opportunities	Ongoing
C3	Provide easily accessible information on location, availability, regulation and pricing of parking in centres and high demand areas	Ongoing
C4	Consult and engage with local community, business, and advisory groups on parking matters as part of the development and delivery of local and place-based parking plans.	Ongoing

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