

## Appendix One – List of Submissions

### **Date Submission No. Author**

16/03/2005	<b>No. 1</b>	– Mr Joseph RICHARDS
22/03/2005	<b>No. 2</b>	– Mr Ron MCDERMOTT (Mid North Coast Regional Development Board)
24/03/2005	<b>No. 3</b>	– Ms Helen MCDEVITT (AusLink Planning)
31/03/2005	<b>No. 4</b>	– The Hon Ian MACFARLANE (Minster for Industry, Tourism and Resources)
04/04/2005	<b>No. 5</b>	– Mr Michael KERRY (Queensland Office of Urban Management)
30/03/2005	<b>No. 6</b>	– Mr Ken PHELAN
07/04/2005	<b>No. 7</b>	– Mr Tom PORT (Nambucca Shire Council)
19/04/2005	<b>No. 8</b>	– Mrs Margaret WARD
14/04/2005	<b>No. 9</b>	– Ms Jenny EDWARDS (The Coastwatchers Association Inc)
21/04/2005	<b>No. 10</b>	– Ms Alison KENNEDY and Mr Peter RODGERS
20/04/2005	<b>No. 11</b>	– Mr David R WILSON
21/04/2005	<b>No. 12</b>	– Mr Rick MOCKRIDGE (Coffs Harbour Bicycle User Group)
23/04/2005	<b>No. 13</b>	– Ms Joan HALL (Coopernook/Harrington Action Group)
23/04/2005	<b>No. 14</b>	– Ms Irene SHEPHEARD (The Combined Pensioners & Superannuants Association Shoalhaven Heads Branch)
22/03/2005	<b>No. 15</b>	– Mr William (Bill) ROBERTSON
25/05/2005	<b>No. 16</b>	– Ms Francis HAND
23/04/2005	<b>No. 17</b>	– Ms Teresa BEALEY (Callala Bay Progress Association Inc)
26/04/2005	<b>No. 18</b>	– Mr Charles BOWDEN (Combined Pensioners and Superannuants Association of NSW Nowra Branch)
26/04/2005	<b>No. 19</b>	– Cr Cameron PRICE (Hastings Shire Council)
28/04/2005	<b>No. 20</b>	– Mr Don OWERS (The Lake Macquarie Coastal and Wetland Alliance)
29/04/2005	<b>No. 21</b>	– Ms Katie LAHEY (Business Council of Australia)
01/05/2005	<b>No. 22</b>	– Mr Rick PRATCHETT
29/04/2005	<b>No. 23</b>	– The Hon Carmel TEBBUTT MLC (Minister for Education and Training)
02/05/2005	<b>No. 24</b>	– Mr Henri VIRTANEN
03/05/2005	<b>No. 25</b>	– Mrs Patricia WHEELDON
03/05/2005	<b>No. 26</b>	– Mr Michael FINDLAY
02/05/2005	<b>No. 27</b>	– Mr Bernard GRIFFIN
02/05/2005	<b>No. 28</b>	– Mr Bernard GRIFFIN (Australian Labor Party, West Wallsend Branch)
04/05/2005	<b>No. 29</b>	– Dr John GRIFFIN (Tweed Shire Council)
04/05/2005	<b>No. 30</b>	– Mr Russ PIGG (Shoalhaven City Council)
04/05/2005	<b>No. 31</b>	– Ms Maureen WEBB (St Georges Basin Community Forum)
04/05/2005	<b>No. 32</b>	– Mr Peter WILSON (Gosford City Council)

- 05/05/2005 **No. 33** – Ms Elizabeth BROWN (Byron Shire Council)
- 05/05/2005 **No. 34** – Ms Lesley SCARLETT (Southern Councils Group)
- 05/05/2005 **No. 35** – Ms Sylvia TURNER (Central Coast Community Environment Network Inc.)
- 05/05/2005 **No. 36** – Mr Andrew WHITE (Sandy Beach Residents Association Inc.)
- 05/05/2005 **No. 37** – Ms Nikki CHRISTENSEN (Combined Pensioners and Superannuants Association of NSW Inc.)
- 05/05/2005 **No. 38** – Mr Bob JAY (Morisset Senior Citizens and Pensioners Association)
- 05/05/2005 **No. 39** – Mr Richard PEARSON (JBA Urban Planning Consultants)
- 05/05/2005 **No. 40** – Ms Tabitha LLOYD (Australian Consultants for the Environment)
- 05/05/2005 **No. 41** – M/s Sophie SECK (The Royal Australian Institute of Architects NSW)
- 06/05/2005 **No. 42** – Ms Lucy CHEETHAM (COTA National Seniors Partnership)
- 06/05/2005 **No. 43** – Mr Robert OAKESHOTT MP (Member for Port Macquarie)
- 06/05/2005 **No. 44** – Mr Dave GORDON (Eurobodalla Greens)
- 06/05/2005 **No. 45** – Mr Peter TEGART (Eurobodalla Shire Council)
- 06/05/2005 **No. 46** – Mr Adrian WEEDON (Bega Valley Shire Council)
- 06/05/2005 **No. 47** – Mr Mark ELLIS (Australian Conservation Foundation, Central Coast Branch)
- 06/05/2005 **No. 48** – Mr Alan STOKES (National Sea Change Taskforce)
- 06/05/2005 **No. 49** – Mr Ray RAUSCHER (School of Applied Science University of Newcastle)
- 06/05/2005 **No. 50** – Mr Evan MATTHEWS (Fingal Head Community Association)
- 06/05/2005 **No. 51** – Mr Warren GRIMSHAW AM (North Coast Institute Council)
- 06/05/2005 **No. 52** – Mrs Elaine MULLIN
- 09/05/2005 **No. 53** – Dr Jane WILLIAMSON (Australian Marine Sciences Association, NSW Branch)
- 09/05/2005 **No. 54** – Mr Harry CREAMER
- 09/05/2005 **No. 55** – M/s Erica SOUTHGATE (City of Lake Macquarie Council)
- 09/05/2005 **No. 56** – Mr Brian Wilkinson (Richmond Valley Council)
- 09/05/2005 **No. 57** – Mr Basil CAMERON (Northern Rivers Trains for the Future)
- 09/05/2005 **No. 58** – M/s Patricia WARREN
- 05/05/2005 **No. 59** – M/s Fiona CROSSKILL
- 10/05/2005 **No. 60** – Mr Michael FORSYTHE (Kiama Municipal Council)
- 11/05/2005 **No. 61** – Mr Ben EWALD (Newcastle Cycleways Movement Inc.)
- 11/05/2005 **No. 62** – M/s Vera ROBINSON
- 11/05/2005 **No. 63** – Mr Ken BOYLE (Clarence Valley Council)
- 13/05/2005 **No. 64** – The Hon Carl SCULLY MP (Minister for Police)
- 12/05/2005 **No. 65** – Mrs Joanne PETROVIC (North Coast Area Assistance Scheme)
- 16/05/2005 **No. 66** – Mr John TRUMAN (Ballina Shire Council)
- 16/05/2005 **No. 67** – M/s Karen WOODHAM

- 17/05/2005 **No. 68** – Dr Neil SHEPHERD (Department of Community Services, NSW)
- 17/05/2005 **No. 69** – Dr Joan JOHNSTONE
- 18/05/2005 **No. 70** – Senator The Hon Kay PATTERSON (Minister for Family and Community Services)
- 19/05/2005 **No. 71** – M/s Monique ROSER (Planning Institute Australia, NSW Division)
- 20/05/2005 **No. 72** – The Hon Morris IEMMA MP (Minister for Health)
- 16/05/2005 **No. 73** – Professor Carolyn (Tally) PALMER (Institute for Water and Environment Resource Management)
- 18/05/2005 **No. 74** – Mr Chris LITTLE (Institute of Public Works Engineering Australia Ltd)
- 20/05/2005 **No. 75** – Mr Ian CHALMERS (Australian Local Government Association)
- 20/05/2005 **No. 76** – Mr Paul DOUGLASS (Port Stephens Council)
- 23/05/2005 **No. 77** – M/s Katrina LUCKIE (Northern Rivers Regional Development Board)
- 23/05/2005 **No. 78** – Mr John PIERCE (New South Wales Treasury)
- 24/05/2005 **No. 79** – Mr Kerry YATES (Wyong Shire Council)
- 24/05/2005 **No. 80** – Mr Mark FERGUSON (Coffs Harbour City Council)
- 25/05/2005 **No. 81** – Mr Neil TONKIN (Bicycle New South Wales Inc)
- 25/05/2005 **No. 82** – Mr Lionel SWIFT (Victims of North Arm Cove)
- 26/05/2005 **No. 83** – Dr Nicole GURRAN and Professor Ed BLAKELY (University of Sydney Faculty of Architecture)
- 27/05/2005 **No. 84** – M/s Cate FAEHRMANN and Mr Jeff ANGEL (Nature Conservation Council of NSW & Total Environment Centre)
- 30/05/2005 **No. 85** – The Hon Michael COSTA MLC (Minister for Roads)
- 30/05/2005 **No. 86** – Mrs Sylvia TURNER (Wyong Shire Ratepayers & Residents Association Inc)
- 31/05/2005 **No. 87** – Ms Lyn JAMES (Mid North Coast Fluoride Free Alliance)
- 31/05/2005 **No. 88** – Ms Sandra VINCENT (Lismore City Council)
- 31/05/2005 **No. 89** – Cr Lisa INTEMANN (Hastings Council)
- 31/05/2005 **No. 90** – Mr Chris Davis (Australian Water Association)
- 31/05/2005 **No. 91** – Ms Ailsa BOYDEN (Australian Fluoridation Information Network)
- 01/06/2005 **No. 92** – Mr Mark SNELL (Equilibrium Community Ecology Inc)
- 01/06/2005 **No. 93** – Mr Kevin ARMSTRONG
- 02/06/2005 **No. 94** – Mr Elias DUEK-COHEN
- 04/05/2005 **No. 95** – Ms Diane JAMES (Victorian Coastal Council)
- 15/06/2005 **No. 96** – Mr Warren TAYLOR (Local Government and Shires Association NSW)
- 20/06/2005 **No. 97** – Mr David BROYD (Wollongong City Council)
- 20/06/2005 **No. 98** – Mr Philip ROBERTSON (Carmoorra Clinic)
- 25/07/2005 **No. 99** – The Hon Craig Knowles MP (Minister for Infrastructure and Planning)



## Appendix Two – List of Hearings and Witnesses

### **Friday 29 July 2005**

Chris Little, Executive Manager, Institute of Public Works Engineering (NSW Division)

Mike Savage, Manager of Roads and Transport Directorate, Institute of Public Works Engineering (NSW Division)

Peter Tegart, Director, Eurobodalla Council

Ed Blakely, Professor of Urban Regional Planning, University of Sydney

Katrina Luckie, Executive Director, Northern Rivers Development Board

John Ginivan, Project Director, Victorian Coastal Council

Andrew Buckley, Executive Officer, Victorian Coastal Council

Michael Kerry, Former Executive Director, Office of Urban Management (Queensland)

### **Tuesday 2 August 2005**

Mark Ferguson, General Manager, Coffs Harbour City Council

Steve Sawtell, Director of City Services, Coffs Harbour City Council

### **Wednesday 3 August 2005**

Monique Roser, President, Planning Institute of Australia (NSW Division)

Vivienne Hartley, President, Planning Institute of Australia (NSW Division)

John Wigan, Australian Conservation Foundation,

Mark Ellis, Australian Conservation Foundation

Alan Stokes, Executive Officer, National Seachange Taskforce

Dr Richard Matthews, Deputy Director General, Strategic Development, NSW Health

Jennifer Sheehan, Manager Rural Health Services and Capital Planning, NSW Health

Lucy Cheetham, NSW Manager for Policy and Programs, National Seniors Partnership

Ken Phelan, Town Planner

Terry Collins, Acting Deputy Commissioner of Police, NSW Police

Linda Hume, Strategic Properties Advisor, NSW Police

Alan Ramsey, Executive Director, Department of Community Services

Michael McCosker, Acting Director Administrative Services, Department of Community Services

Alison Hayes, Manager of Procurement and Accommodation Planning, Department of Community Services

**Friday 12 August 2005**

Doug White, Manager, Demographic Planning, Department of Education and Training

Michael Cush, General Manager, Asset Management, Department of Education and Training

Phillip Peace, Director, Asset Planning and Support, Department of Education and Training

Philip Connolly, Principal Adviser, Resources and Policy Directorate, New South Wales Treasury

Peter Horn, Director, Fiscal Strategy Branch, New South Wales Treasury

Bruce Thom, Acting Director, Coastal Policy Branch and Visiting Professor, Coastal Management and Planning, Department of Planning

Norma Shankie-Williams, Director of Regional Co-ordination, Land Use Planning, Department of Planning

Leo Kelly, Metropolitan Vice-President, Local Government Association

Janet Hayes, Executive Member, New South Wales Shires Association

Colin Sullivan, President, New South Wales Shires Association

Shaun McBride, Acting Australian Team Manager Planning and Finance, Local Government and Shires Associations

Ryan Fletcher, Director of Policy and Research Division, New South Wales Local Government and Shires Associations

## Appendix Three – Population Statistics

From Submission No. 99, Department of Infrastructure and Natural Resources, page 9

**Table 1: Total Projected Populations, Statistical Local Areas in Non-Metropolitan Coastal Regions of New South Wales, 2001-2031**

SLA	2001	2006	2011	2016	2021	2026	2031
<b>Mid-North Coast</b>							
Bellingen (A)	12,730	12,960	13,100	13,250	13,420	13,590	13,730
Coffs Harbour (C) - Pt A	46,100	50,520	54,650	58,830	63,130	67,470	71,710
Coffs Harbour (C) - Pt B	15,650	16,460	17,170	17,880	18,630	19,380	20,100
Copmanhurst (A)	4,570	4,920	5,240	5,580	5,920	6,280	6,640
Grafton (C)	17,430	17,150	16,760	16,380	16,030	15,680	15,290
Great Lakes (A)	32,200	35,510	38,460	41,440	44,440	47,390	50,220
Greater Taree (C)	44,740	45,390	45,760	46,160	46,630	47,100	47,460
Hastings (A) - Pt A	38,130	42,690	46,910	51,080	55,250	59,340	63,210
Hastings (A) - Pt B	27,250	29,340	31,230	33,100	35,000	36,880	38,630
Kempsey (A)	27,370	28,140	28,320	28,500	28,720	28,930	29,070
Maclean (A)	17,050	18,370	19,560	20,740	21,920	23,080	24,150
Nambucca (A)	18,170	18,560	18,820	19,080	19,370	19,640	19,850
Pristine Waters (A) - Nymboida	4,440	4,580	4,690	4,820	4,960	5,110	5,260
Pristine Waters (A) - Ulmarra	6,600	6,900	7,160	7,430	7,720	8,010	8,280
<b>Richmond-Tweed</b>							
Ballina (A)	38,160	40,920	43,650	46,300	48,970	51,640	54,190
Byron (A)	29,690	32,520	35,330	38,090	40,900	43,730	46,490
Kyogle (A)	9,820	9,670	9,520	9,360	9,220	9,080	8,940
Lismore (C) - Pt A	30,870	29,960	29,070	28,170	27,340	26,550	25,740
Lismore (C) - Pt B	12,190	12,000	11,800	11,580	11,390	11,210	11,010
Richmond Valley (A) - Casino	10,630	10,370	10,110	9,830	9,580	9,330	9,070
Richmond Valley (A) Bal	10,400	10,740	11,070	11,400	11,740	12,080	12,410
Tweed (A) - Pt A	46,950	53,640	60,200	66,540	72,840	79,040	84,970
Tweed (A) - Pt B	27,630	29,110	30,580	32,010	33,490	34,990	36,440
<b>South Coast</b>							
Bega Valley (A)	30,700	32,960	35,030	37,210	39,460	41,720	43,880
Eurobodalla (A)	33,950	37,240	40,310	43,470	46,660	49,810	52,760
Shoalhaven (C) - Pt A	30,170	32,020	33,560	35,030	36,510	37,990	39,400
Shoalhaven (C) - Pt B	57,480	63,570	69,060	74,350	79,650	84,940	90,060

From Submission No. 99, Department of Infrastructure and Natural Resources, page 10

**Table 2: Average Annual Growth Rates, Statistical Local Areas in Non-Metropolitan Coastal Regions of New South Wales, 2001-2031**

SLA	2001-06	2006-11	2011-16	2016-21	2021-26	2026-31
<b>Mid-North Coast</b>						
Bellingen (A)	0.4	0.2	0.2	0.3	0.3	0.2
Coffs Harbour (C) - Pt A	1.8	1.6	1.5	1.4	1.3	1.2
Coffs Harbour (C) - Pt B	1.0	0.8	0.8	0.8	0.8	0.7
Copmanhurst (A)	1.5	1.3	1.2	1.2	1.2	1.1
Grafton (C)	-0.3	-0.5	-0.5	-0.4	-0.4	-0.5
Great Lakes (A)	2.0	1.6	1.5	1.4	1.3	1.2
Greater Taree (C)	0.3	0.2	0.2	0.2	0.2	0.2
Hastings (A) - Pt A	2.3	1.9	1.7	1.6	1.4	1.3
Hastings (A) - Pt B	1.5	1.3	1.2	1.1	1.0	0.9
Kempsey (A)	0.6	0.1	0.1	0.2	0.1	0.1
Maclean (A)	1.5	1.3	1.2	1.1	1.0	0.9
Nambucca (A)	0.4	0.3	0.3	0.3	0.3	0.2
Pristine Waters (A) - Nymboida	0.6	0.5	0.5	0.6	0.6	0.6
Pristine Waters (A) - Ulmarra	0.9	0.8	0.7	0.8	0.7	0.7
<b>Richmond-Tweed</b>						
Ballina (A)	1.4	1.3	1.2	1.1	1.1	1.0
Byron (A)	1.8	1.7	1.5	1.4	1.3	1.2
Kyogle (A)	-0.3	-0.3	-0.3	-0.3	-0.3	-0.3
Lismore (C) - Pt A	-0.6	-0.6	-0.6	-0.6	-0.6	-0.6
Lismore (C) - Pt B	-0.3	-0.3	-0.4	-0.3	-0.3	-0.4
Richmond Valley (A) - Casino	-0.5	-0.5	-0.5	-0.5	-0.5	-0.6
Richmond Valley (A) Bal	0.6	0.6	0.6	0.6	0.6	0.5
Tweed (A) - Pt A	2.7	2.3	2.0	1.8	1.6	1.5
Tweed (A) - Pt B	1.1	1.0	0.9	0.9	0.9	0.8
<b>South Coast</b>						
Bega Valley (A)	1.4	1.2	1.2	1.2	1.1	1.0
Eurobodalla (A)	1.9	1.6	1.5	1.4	1.3	1.2
Shoalhaven (C) - Pt A	1.2	0.9	0.9	0.8	0.8	0.7
Shoalhaven (C) - Pt B	2.0	1.7	1.5	1.4	1.3	1.2

From Submission No. 99, Department of Infrastructure and Natural Resources, page 11

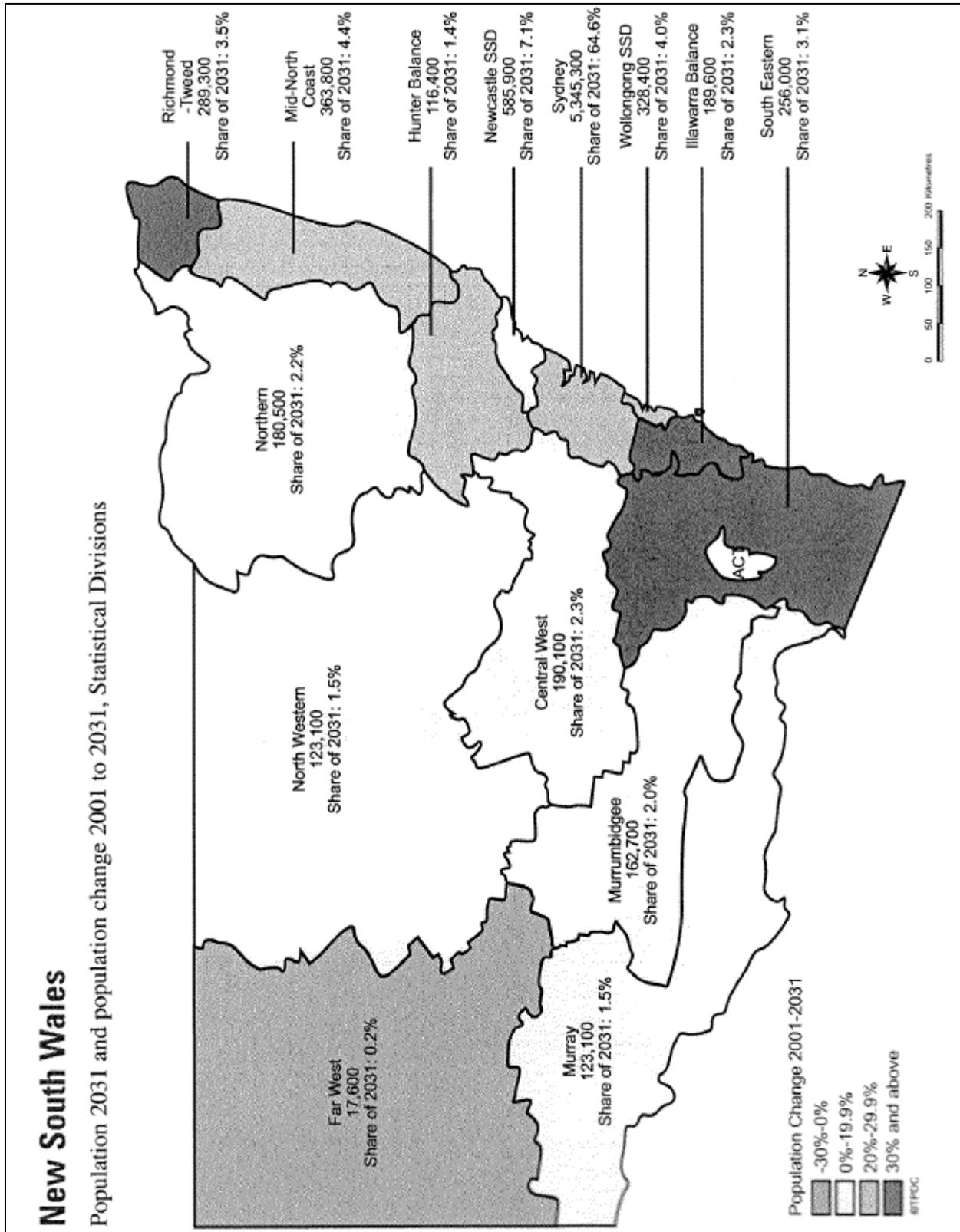
**Table 3: Key Statistics, Statistical Local Areas in Non-Metropolitan Coastal Regions of New South Wales, 2001-2031**

Region Statistical Local Area (SLA)	Median age		Aged 0 - 14 years %		Aged 65+ years %		Sex ratio		Dependency ratio	
	2001	2031	2001	2031	2001	2031	2001	2031	2001	2031
<b>Mid-North Coast</b>										
Bellingen (A)	41	56	22.6	14.0	16.6	35.3	101.2	97.5	64.5	97.4
Coffs Harbour (C) - Pt A	38	51	21.1	15.0	15.9	31.8	95.1	100.3	58.6	88.1
Coffs Harbour (C) - Pt B	39	55	23.6	14.7	14.0	34.0	100.2	99.2	60.4	95.0
Copmanhurst (A)	39	54	22.3	15.1	12.8	33.2	109.0	106.1	54.2	93.5
Grafton (C)	38	52	22.0	15.2	17.3	33.5	95.3	97.5	64.7	94.9
Great Lakes (A)	47	58	17.6	12.7	25.0	38.4	98.7	103.0	73.9	104.9
Greater Taree (C)	40	55	22.0	14.5	17.9	35.2	97.1	96.2	66.4	98.6
Hastings (A) - Pt A	43	56	19.1	13.5	22.6	37.1	91.6	99.9	71.7	102.4
Hastings (A) - Pt B	43	57	20.4	13.5	20.5	37.2	98.1	101.7	69.2	103.1
Kempsey (A)	40	54	22.7	14.8	15.9	34.2	98.9	96.8	62.8	96.3
Macleay (A)	44	58	19.5	14.4	22.4	37.9	101.3	103.3	72.1	109.5
Nambucca (A)	42	57	20.9	13.2	20.4	38.0	98.6	98.2	70.2	104.9
Pristine Waters (A) - Nymboida	38	50	25.4	16.3	9.3	28.5	104.0	109.0	53.1	81.4
Pristine Waters (A) - Ulmarra	39	54	24.2	14.1	12.4	32.0	106.8	105.1	57.8	85.7
<b>Richmond-Tweed</b>										
Ballina (A)	41	52	19.9	14.4	18.9	31.7	95.3	100.5	63.4	85.4
Byron (A)	38	48	21.1	14.7	12.0	23.7	99.6	102.6	49.4	62.4
Kyogle (A)	39	52	24.2	15.9	14.3	31.4	105.4	103.6	62.5	89.7
Lismore (C) - Pt A	35	46	20.9	16.0	14.1	29.0	91.9	96.7	54.0	81.7
Lismore (C) - Pt B	38	50	23.5	15.4	8.8	27.3	104.5	100.5	47.7	74.5
Richmond Valley (A) - Casino	38	50	22.6	15.8	18.2	31.6	92.9	97.1	68.7	90.1
Richmond Valley (A) Bal	38	50	24.0	17.2	15.3	30.5	105.9	104.4	64.7	91.1
Tweed (A) - Pt A	45	56	17.5	12.6	25.6	38.0	94.7	100.9	75.9	102.5
Tweed (A) - Pt B	38	50	23.2	15.3	14.3	29.5	99.9	101.7	59.9	81.1
<b>South Coast</b>										
Bega Valley (A)	41	56	21.4	13.7	17.2	34.9	98.7	104.9	63.0	94.6
Eurobodalla (A)	44	57	18.8	12.2	21.8	37.0	98.1	107.9	68.4	97.1
Shoalhaven (C) - Pt A	35	49	23.8	15.8	14.0	30.4	97.2	98.9	60.9	85.6
Shoalhaven (C) - Pt B	44	56	19.8	13.7	22.0	35.3	99.0	100.6	71.8	96.3

Source: Transport and Population Data Centre New South Wales Statistical Local Area Population Projections 2001-2031, 2004 release. DIPNR.

From, Department of Infrastructure and Natural Resources, NSW State and Regional Population Projections 2001 – 2051, page 75

**Table 4: NSW Population 2031 and population change 2001 to 2031, Statistical Divisions**



## Appendix Four – List of Recommendations from Joint Use Report

**RECOMMENDATION 1:** That the Department of Local Government should update the guidelines for draft Management Plans to require councils to report on:

- All joint use and co-location initiatives where councils are a partner;
- The performance of joint use partnerships involving council; and
- Councils' performance in relation to identifying opportunities for joint use and co-location initiatives.

**RECOMMENDATION 2:** That DIPNR should report on the implications of the Section 94 developer contributions review on the funding of joint projects.

**RECOMMENDATION 3:** That Government Asset Management Committee (GAMC), in association with the Department of Local Government establishes and maintains a register of all joint partnerships where public agencies, including local councils, are stakeholders.

**RECOMMENDATION 4:** That NSW Treasury should set reporting requirements for agencies and local councils to monitor and evaluate joint use and co-location initiatives involving public buildings and community assets and to measure their efficiency.

**RECOMMENDATION 5:** That each NSW Government agency should set out objectives and key performance indicators for joint use of its facilities. Agencies should report on their performance according to these objectives in their annual report.

**RECOMMENDATION 6:** That NSW Government agencies should be required to undertake consideration of joint use and co-location options before seeking funds for new public buildings.

**RECOMMENDATION 7:** That the NSW Government review current mechanisms that may restrict government agencies from entering into pool funding agreements with other government agencies to achieve a joint public building. A joint committee of government agencies, including representatives of local councils, may be formed to undertake this review.

**RECOMMENDATION 8:** That NSW Government should explore the benefits of various government service providers establishing their boundaries along similar regional areas for the purpose of joint use and co-location of facilities and services.

**RECOMMENDATION 9:** That Government agencies should set up coordination units to assist them with joint use partnerships. The units' functions should include: providing legal and other advice in relation to the partnerships, identified funding sources and coordinating efforts across organisations to assist with partnerships

**RECOMMENDATION 10:** That GAMC should work in concert with agency coordination units to facilitate greater joint partnerships across NSW.

**RECOMMENDATION 11:** That DIPNR should ensure all planning strategies have a joint use project component. In particular, DIPNR should report on the implications of the Sydney Metropolitan Strategy for joint use, co-location and alternative re-use initiatives.

**RECOMMENDATION 12:** That DIPNR should consider mandatory requirements that all new development applications for public buildings include reports on whether joint use alternatives have been comprehensively explored and exhausted.

**RECOMMENDATION 13:** That the NSW Government should consider the provision of incentives to potential partners (both from the local government and private sector) to initiate and engage in joint partnerships. These may include:

- Provision of interest-free loans to encourage private participants to establish earlier services in shared arrangement;
- Higher flexibility in applying Section 94 resources, including cross-boundaries application of contributions; and
- Providing some tax offsets to developers to reuse and redevelop old buildings and to provide key community services.

**RECOMMENDATION 14:** That the Department of Local Government more actively supports the various advisory and community consultation committees formed by local councils and promotes their use in identifying joint partnership opportunities.

**RECOMMENDATION 15:** That the NSW Government develop a joint project assessment tool kit and best practice education process for key government agencies, local government and the not-for-profit sector. The tool kit may include standard documentation to assist government agencies and local councils with the establishment, managing and termination of joint use partnerships

**RECOMMENDATION 16:** There should be a mandatory requirement that all government agencies use this tool kit to assess and report on the feasibility of a joint project when considering the development, construction or redevelopment of a public building.

**RECOMMENDATION 17:** That the Department of Education and Training review its current policies and procedures for the joint use of public school facilities with the objective of achieving greater joint use of school facilities. This should be done in consultation with key stakeholders.

**RECOMMENDATION 18:** That the Department of Education and Training should develop strategies to assist school principals and school management to engage in, and effectively manage, joint use projects involving school facilities.

**RECOMMENDATION 19:** That the NSW Department of Education and the NSW Department of Local Government should develop cooperative strategies to assist schools and councils to enter into and manage joint partnerships. These strategies may include:

- Developing management plans and communication protocols to identify joint use opportunities on an area basis to prevent the creation of separate or duplicate buildings and facilities. The plans may also identify potential users and funding, maintenance and management opportunities; and
- Developing standard leases that can readily accommodate Department of Education and Training and local government joint use of buildings and facilities, including appropriate insurance and security arrangements.

# Appendix Five—Infrastructure Statement 2005-06 Budget Paper No.4

## **ASSET MANAGEMENT AND PROCUREMENT**

### **ASSET MANAGEMENT AND THE BUDGET PROCESS**

Sound management of existing and newly acquired infrastructure is needed to ensure that services are delivered efficiently and effectively over the long term. This requires an appropriate balance between acquisition, efficient utilisation and disposal of surplus physical assets.

This balance is achieved by integrating the asset management policy for each agency with the budget process. Agencies align their asset planning and management with their service delivery priorities and strategies. With a Total Asset Management (TAM) approach agencies review service delivery options, including addressing any bias towards acquisition of new capital assets at the expense of appropriate asset maintenance on a whole of life basis. This approach encourages agencies to reduce asset dependency through non-asset or less asset-intensive solutions, including strategic demand management. TAM also encourages agencies to dispose of unnecessary and/or non-performing assets.

Agencies' Asset Strategies and supporting Infrastructure Investment, Maintenance, Asset Disposal and Accommodation Strategic Plans are used to inform the Government's decision making in resource allocation. A similar approach is expected in the PTE sector.

### **PROCUREMENT POLICY**

Procurement policy was transferred to Treasury in 2003-04. Reforms have been introduced that emphasise up-front preparation prior to project commitment, appropriate expert support to agencies, and enhanced project monitoring to reduce cost/time overruns. The procurement policy has also been simplified. Treasury is working closely with the Department of Infrastructure, Planning and Natural Resources and the Department of Commerce in this reform process. The reforms commenced for new projects from 1 July 2004.

#### **Simplification of Policy**

The simplified procurement policy consists of a short policy statement and web based process maps for three separate strands of procurement (construction, information and communication technology, goods and services). The web-based process includes links to relevant guidelines and procedures. A large number of outdated or duplicate policy and guideline documents which were irrelevant have been culled.

#### **Agency Accreditation**

As part of the changes to procurement policy, Treasury has determined an agency's experience-related capability to undertake construction procurement valued at over \$1 million. Those agencies with adequate procurement planning and delivery experience are accredited to undertake these activities unaided.

All others must seek help from accredited experts. Agencies do not have to use the Department of Commerce in this role, but can seek assistance elsewhere if they prefer. The new scheme began on 1 July 2004. At present seven agencies are accredited for project delivery, while 13 are accredited for planning.

## **The Gateway Review Process**

The Gateway review process for major and risky projects consists of a series of six review points in the procurement cycle. Use of these reviews is intended to improve both the upfront preparation for procurement and also its implementation. The six reviews are at the strategic plan, business case, procurement strategy, tender evaluation, pre-commissioning and post implementation review stages.

The Gateway review facility is provided to agencies by the Department of Commerce, acting on behalf of Treasury. A Gateway review at the business case stage is mandatory for all complex or innovative procurements.

To date some 32 projects have undergone Gateway reviews, mainly at the business case stage. All types of procurement (construction, IT, goods) have been involved.

## **Treasury Monitoring**

Treasury has adopted a more pro-active role in monitoring major or complex capital works projects. This includes reviewing copies of business cases and Gateway reviews prior to funding approvals, as well as reviewing reports on procurement options, pre-tender estimates, contract award recommendations, and exception reports during project delivery to confirm the validity of the initial business case.

## Appendix Six – South East Queensland Infrastructure Plan and Program 2005 – 2026

**Table 9: Future health projects in SEQ**

Sub-regions	Estimated total cost \$million	Period covering		
		2005-06 to 2008-09	2009-10 to 2014-15	2015-16 to 2025-26
<b>Western Corridor</b>	290			
Health Hubs x 2: in areas such as Springfield or Ipswich	40			
Ipswich Hospital redevelopment	250			
<b>Greater Brisbane</b>	84.5			
Prince Charles Hospital: upgrade to General Hospital	84.5			
<b>Gold Coast</b>	539.5			
Gold Coast: new hospital	500			
Browns Plains Health Hub	13.5			
Robina Health Hub	26			
<b>Sunshine Coast</b>	607			
Sunshine Coast Health Hub	14.7			
Northlakes Health Hub	22.3			
Sunshine Coast: new hospital	500			
Caloundra: expansion of existing facilities	50			
Caboolture Health Hub	20			
<b>Total</b>	<b>1,521</b>			

Footnote:

1. Estimated project costs are in 2005 dollars to ensure price consistency over a 20-year time frame.
2. Where funding is required from other levels of government, their estimated costs have been included.

**Table 10: Future schools in SEQ**

Sub-regions	Estimated total cost \$million	Number of schools		
		Period covering		
		2005-06 to 2008-09	2009-10 to 2014-15	2015-16 to 2025-26
Western Corridor	315	3	2	8
Greater Brisbane	177	3	2	2
Gold Coast	508	3	6	11
Sunshine Coast	791	8	5	10
<b>Total</b>	<b>1,791</b>	<b>17</b>	<b>15</b>	<b>31</b>

Footnote:

1. Estimated project costs are in 2005 dollars to ensure price consistency over a 20-year time frame.
2. Where funding is required from other levels of government, their estimated costs have been included.



# Appendix Seven – Northern Catchments, Report Card 2005



**October, 2005** **Report Card 2005**

The Northern sub-region comprises the catchments of the Noosa, Maroochy and Mooloolah Rivers – an area of 1,679km<sup>2</sup> (7% of the South East Queensland region). There are three local governments (Caloundra, Maroochy and Noosa Shires) within the sub-region with a significant portion of Caloundra City Council falling within the Moreton Bay sub-region. Several catchment, landcare and bushcare community-based groups are active within the region.

As the efforts of Caloundra City Council contribute to both Northern and Moreton Bay sub-regions, its management responses have been apportioned between the sub-regions for reporting purposes. This summary reports only on the management responses affecting the Northern catchments. Freshwater and estuarine Report Card results are included for the Pumicestone catchment for easy reference.

Waterway name	
<b>B</b>	<b>A</b>
2005 grade	2004 grade

## Freshwater Results

### **B** A- Noosa Catchment

- Most streams are in good condition
- Spring results very similar to last year but autumn scores for physical-chemical, nutrient cycling and ecosystem processes were lower
- The reduction in scores for these indicators occurred primarily at one of the five sites monitored
- Scores for the fish indicator were generally excellent in both spring and autumn

### **C+** C- Maroochy Catchment

- Streams are in fair condition
- Very similar pattern of scores across all indicators except nutrient cycling in both seasons
- Better scores for physical-chemical, ecosystem processes and macroinvertebrate indicators in spring 2004 compared with spring 2003
- Nutrient cycling data included in the present results (unavailable for spring 2003)

### **B-** A- Mooloolah Catchment

- Streams are in good condition, although scores for physical-chemical and macroinvertebrate indicators lower in both seasons
- Lower scores were also obtained for nutrient cycling in spring and fish in autumn
- Three additional sites were assessed during the year, providing a better coverage of stream condition in the catchment
- Nutrient cycling data included in the present results (unavailable for autumn 2004)

### **C+** C Pumicestone Catchment

- Streams generally in fair condition, although assessments are based on only three sites
- Improved scores for nutrient cycling and ecosystem processes in spring
- Reduced scores for physical-chemical and fish indicators in spring, and nutrient cycling and ecosystem processes in autumn partially offset increased scores in other indicators



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## Estuarine Results

### **A** A- Noosa River

- Reduced nutrient levels from last year, especially total nitrogen in the middle reaches
- Intact channel and riparian habitats
- Some nutrient processing

### **C** D Maroochy River

- Decrease in turbidity and nutrient levels, especially total phosphorus in the middle and upper reaches
- Dissolved oxygen levels lower than last year in the middle reaches
- Phytoplankton abundance remains low
- Modified river banks

### **B** B- Mooloolah River

- Consistently good to excellent water quality
- Low nutrient levels and turbidity throughout
- Highly modified channel and river banks
- Some nutrient processing

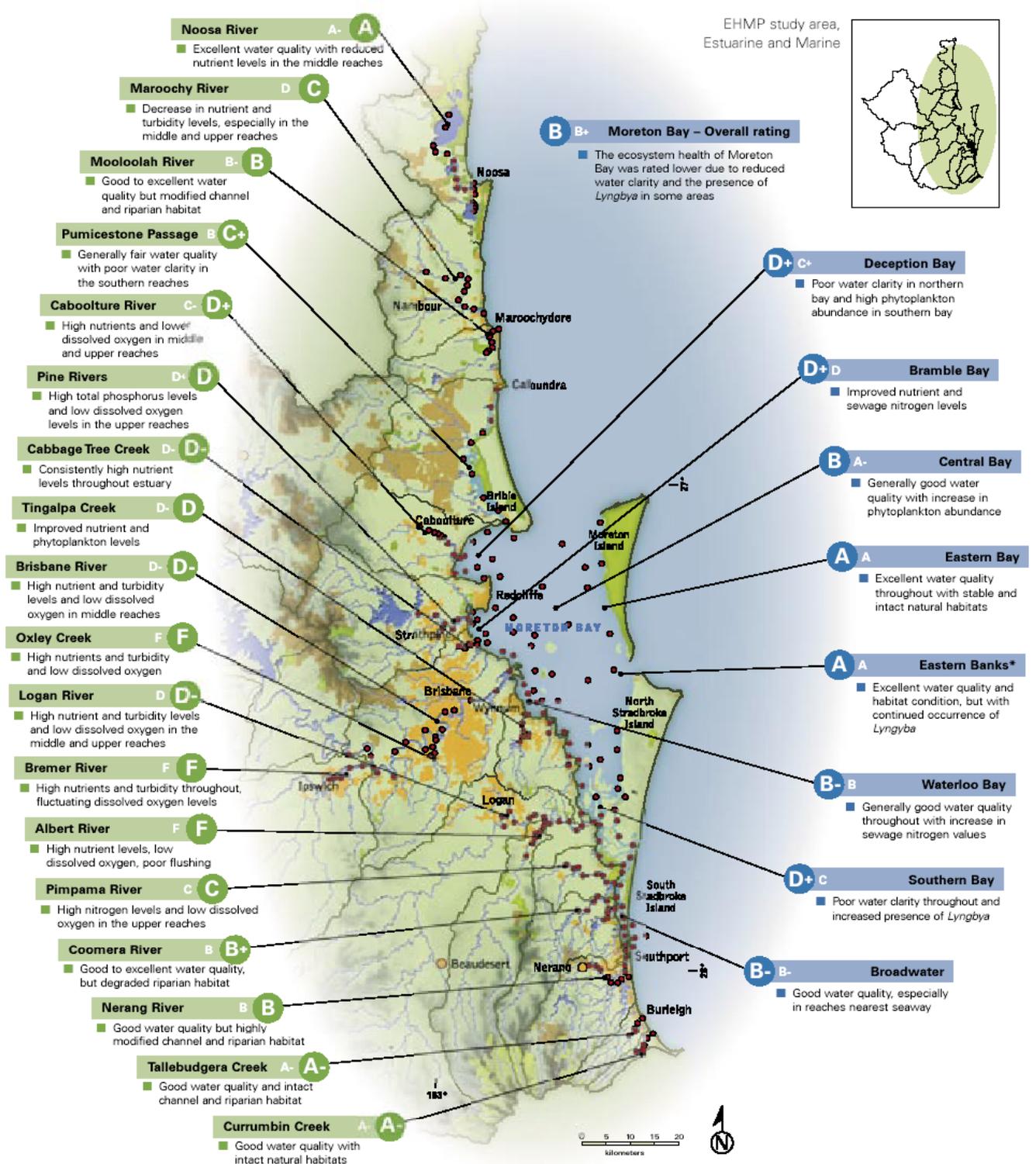
### **C+** B Pumicestone Passage

- Fair water quality throughout
- Poorer water clarity in southern reaches
- Increase in phytoplankton abundance in southern reaches compared with last year
- Intact natural habitats throughout



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# Estuarine and Marine Report Card 2005



## Legend

- Catchment border
  - Town
  - Urban areas
  - Protected areas
  - State forest
  - Monitoring sites
  - Excellent (A)
  - Good (B)
  - Fair (C)
  - Poor (D)
  - Fail (F)
- Waterway name** A B  
 2004 grade 2005 grade

