

Notice of Decision

Schedule of Documents

No.	Description of record that contains the information	Format of record	Location of record in agency	Released or withheld	Relevant public interest consideration(s) against disclosure
1.	Regional Tourism Activation Fund Round 2 – Application Form	PDF	MCC	Part-Redacted	Part Redacted Third Party Information - Section No52 – Part 4
2.	RTAF2 – Walka Water Works Redevelopment Stage 1 – Business Case	PDF	MCC	Part-Redacted	Part Redacted Third Party Information - Section No52 – Part 4
3.	Regional Tourism Activation Fund Round 2 – Application Datasheet	PDF	MCC	Part-Redacted	Part Redacted Third Party Information - Section No52 – Part 4
4.	RTAF2 – Walka Water Works Redevelopment Stage 1 - Budget	PDF	MCC	Part-Redacted	Part Redacted Third Party Information - Section No52 – Part 4
5.	RTAF2 – Walka Water Works Redevelopment Stage 1 - Letters of Support and Correspondence	PDF	MCC	Part-Redacted	Part Redacted Third Party Information - Section No52 – Part 4
6.	RTAF2 – Walka Water Works Redevelopment Stage 1 – Draft Maitland Destination Destination Management Plan and Correspondence.	PDF	MCC	Released	
7.	MCC / Crown Lands / Reflections Holiday Parks - Memorandum of Understanding	PDF	MCC	Released	

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8.	RTAF2 – Landowner Consent Form	PDF	MCC	Released	
9.	Walka Water Works Redevelopment Stage 1 – Master Plan	PDF	MCC	Released	
10.	Walka Water Works Stage 1 Redevelopment – Project Governance Structure	PDF	MCC	Released	
11.	RTAF2 – Project Plan Template	PDF	MCC	Released	
12.	Walka Water Works Redevelopment Stage 1 – Project Risk Management Plan	PDF	MCC	Released	
13.	Walka Water Works Redevelopment Prospectus and Concept Diagram	PDF	MCC	Released	
14.	MCC Risk Management Policy	PDF	MCC	Released	
15.	MCC Certificate of Currency – Public Liability Insurance	PDF	MCC	Released	

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Schedule of Documents – Part-Redacted

Item 1 – Regional Tourism Activation Fund Round 2 – Application Form

Regional Tourism Activation Fund - Round 2

Overview

The NSW Government has committed \$150 million to Round Two of the Regional Tourism Activation Fund as part of the \$3.3 billion Regional Growth Fund.

The Regional Tourism Activation Fund – Round Two will accelerate the development of high impact tourism infrastructure projects that will increase visitation, expenditure and extend length of stay for visitors to regional NSW.

Projects must be located in one or more of the eligible regional NSW Local Government Areas (LGAs), including Lord Howe Island and the Unincorporated Far West. Projects in Greater Sydney, Newcastle and Wollongong LGAs are not eligible.

Your application is not officially submitted for consideration until you 'Review and Submit' your application at the end of the application form and receive a confirmation email.

Once submitted, your application cannot be varied. Please ensure you allow enough time for completion.

Applications will not be accepted after 5pm AEST on 27 September 2022.

For queries about the guidelines or for support completing this application form, please contact us on 1300 679 673 from 8.30am to 4.30pm or email regionalnsw.business@region.nsw.gov.au and quote your RTAF2 application ID (this is the *Submission Number* sent to you by email when you started the application - RTAF-xxxx).

1. Before you start please ensure that you have:

- ☒ 1. Read the Program Guidelines
- ☒ 2. A written description of your project, detailed plan and its benefits relevant to the program criteria
- ☒ 3. A project budget and supporting quotes and/or costings
- ☒ 4. Consulted with your Destination Network and/or local tourism organisation
- ☒ 5. At least \$20 million Public Liability Insurance, or be willing to secure the insurance if successful
- ☒ 6. Completed the datasheet template provided on the program webpage
- ☒ 7. Letters of support for your project
- ☒ 8. If relevant, landowner's consent
- ☒ 9. If relevant, a copy of your development approval
- ☒ 10. If requesting over \$5 million, you will need a completed business case for the project.

Applicant details

*** indicates a required field**

Eligible applicants

Applicants must be an incorporated entity and hold an Australian Business Number (ABN), Australian Company Number (ACN), or be registered with NSW Fair Trading under the Associations Incorporation Act 2009 or another Act. Unincorporated organisations are ineligible to apply.

Applicants must be one of the following entities:

- Local councils

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- Joint Organisations of councils, or council groupings and associations
- Incorporated not-for-profit organisations
- Community organisations registered as incorporated associations
- Local Aboriginal Land Councils
- An Aboriginal and/or Torres Strait Islander Corporation registered under the Corporations (Aboriginal and/or Torres Strait Islander) Act 2006

Section 355 committees must apply through their relevant local council.

Public/private partnerships are eligible to apply where the lead applicant is an eligible public entity and where clear public benefit can be demonstrated.

Projects that are developed and delivered in partnership with a NSW Government agency are eligible where the lead applicant is one of the entities listed as an eligible applicant.

2. Please select your organisation type *

Local Council

3. Is your project proposed to be delivered in partnership with a private entity such as a business? *

- ☒ Yes
☐ No

Public/private partnerships

Eligible applicants are encouraged to work with private operators and industry organisations to identify potential partnership projects. Public/private partnerships are eligible to apply where the lead applicant is an eligible public entity and where clear public benefit can be demonstrated.

IMPORTANT - The lead applicant, if successful, will be solely responsible for the delivery of the project and must be willing to adhere to the terms and conditions outlined in the Funding Deed.

4. Please provide the details (name, address etc.) of the organisation that you propose to partner with, and a summary of the partnership arrangements that are in place to deliver and operate the project if successful.

A strategic partnership between Maitland City Council (Site Manager), Crown Lands, 4 Parramatta Square, 12 Darcy Street Parramatta 2124 (land owner) and NSW Crown Holiday Parks Manager Board trading as Reflections Holiday Parks, 17 Gipps Street, Carrington 2294 (accommodation operator) has been formed through a Memorandum of Understanding where the three parties will work together to pursue funding to transform Walka Water Works into an iconic tourism destination. Crown Lands manages NSW's Crown land, covering 42% of the State on behalf of all the people of NSW, including accelerating the realisation of Aboriginal land rights and native title in partnership with Aboriginal people. Reflections manage 37 coastal and inland holiday parks and 43 community Crown reserves on behalf of NSW Crown Lands and the people of NSW. Reflections manages over 9,289ha of Crown Land. Maitland City Council will be responsible for the overall project management of the development, along with the management of commercial tenancies within the Pumphouse Building and the overall management of the site, once open. Reflections Holiday Parks will be responsible for the delivery, and management of the accommodation on site. All parties are members of the project PCG.

Must be no more than 200 words.

This should include a summary of the governance structures in place to manage the project post construction, including but not limited to ongoing financial commitment to maintenance and

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operations, access/lease agreements, maintenance schedules etc.

5. Please provide a partnership agreement between you as the lead applicant and the partner organisation.

Filename: RTAF2 - 0053 - MOU.pdf

File size: 971.4 kB

A maximum of 1 file may be attached.

The agreement should outline the ongoing financial commitment to the project including maintenance costs, access agreements and the project governance model. The agreement could be in the form of a heads of agreement or a memorandum of understanding between your organisation and the partner organisation, or a letter from the partner organisation that outlines their commitment to the project.

Applicant details

6. Organisation name *

Maitland City Council

If you are a section 355 committee of Council the applicant must be the Council.

7. Organisation street address *

285 High St

Maitland NSW 2320 Australia

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

8. Organisation postal address *

PO Box 220

Maitland NSW 2320 Australia

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

9. Organisation phone *

(02) 4934 9700

Must be an Australian phone number.

10. Organisation email *

grants@maitland.nsw.gov.au

Must be an email address.

11. How many staff members are currently employed in your organisation? *

573

Must be a number.

12. How many of these staff members are full time? *

468

Must be a number.

Full time hours based on a 35 hour work week. If no response - please put zero

13. How many of these staff members work part time? *

54

Must be a number.

Less than 35 hours per week. If no response - please put zero

14. How many of these staff members are casual employees? *

75

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Must be a number.
Irregular hours of work. If no response - please put zero

Key contact person

15. Contact person's name *

David Evans

The details entered here should be the person within the organisation that is authorised and has delegation to apply for the funding, and if successful, to receive the funding on behalf of the applicant organisation.

16. Contact person's position *

General Manager

This could be General Manager, CEO, Chairperson etc.

17. Contact person's phone number *

(02) 4934 9711

Must be an Australian phone number.

18. Contact person's email *

gm@maitland.nsw.gov.au

ABN check

19. Does your organisation have an ABN *

☒ Yes ☐ No

Applicants must be an incorporated entity and hold an Australian Business Number (ABN), Australian Company Number (ACN) or be registered with NSW Fair Trading under the Associations Incorporation Act 2009 or another Act.

Australian Business Number details

20. Please enter your organisation's ABN *

11 596 310 805

Information from the Australian Business Register	
ABN	11 596 310 805
Entity name	MAITLAND CITY COUNCIL
ABN status	Active
Entity type	Local Government Entity
Goods & Services Tax (GST)	Yes
DGR Endorsed	Yes
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	2320 NSW
Information retrieved at 3:50pm today	

Must be an ABN.

Additional evidence

21. Please enter your incorporation number.

If unsure search Fair Trading Incorporated Associations Register - <http://associationspr.fairtrading.nsw.gov.au/default.aspx>. If your organisation is registered under an Act of Parliament, please respond to the question below.

22. If your organisation is registered under an Act of Parliament, please provide the Act you are registered under.

Local Government Act

Project details

*** indicates a required field**

23. Project title *

Walka Water Works Redevelopment - Stage 1

Must be no more than 15 words.

24. Brief project description *

Once the primary source of water and power for the Hunter Region, this project will transform the 19th century industrial complex into a major and unique drawcard. It will allow the site to reopen, ensuring the history, heritage and nature are celebrated and preserved for future generations to enjoy.

By providing a range of cabins and camping opportunities, remediating the parklands, restoring the pump house and investing in activation, Walka Water Works will become an iconic visitor attraction as per the vision set out in Maitland's Destination Management Plan, bringing 330,000 people to Maitland in the first five years.

Please provide a short project description that summarises the project in no more than 100 words.

25. Project start date *

23/11/2022

Successful projects will be notified confidentially from November 2022. Please allow sufficient time from the notification to the execution of the Funding Deed before the project is estimated to commence.

26. Project completion date *

01/06/2026

Projects must be completed by 30 June 2026.

Funded activity

27. Please provide a detailed project description and outline the scope of the project *

Situated two hours north of Sydney in historic Maitland, the gateway to the Hunter Valley, Walka Water Works presents a rare and wonderful opportunity to unlock 64ha of land, including a lake and heritage buildings, in government ownership to create a community

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asset and a unique tourism attraction on a national scale.

The project will convert the disused, contaminated, and overgrown site, and deteriorating 1887 heritage listed complex which is currently closed to the public into a multi-dimensional, dynamic and much needed accommodation, hospitality, recreation and event precinct for visitors.

This funding together with co-contributions from Council, Crown Lands and Reflections, will deliver a project well beyond the capabilities of individual stakeholders. Including 10 eco cabins, 12 glamping tents, flexible camping infrastructure, 40 powered camping sites, associated amenities, flexible function and hospitality spaces in a heritage building of industrial proportions, a public domain including waterplay spaces, lawns, event precinct and miniature railway.

The project delivers on Maitland's DMP top priority. It consolidates 10 years of vision, planning and engagement. It combines community and visitor attractions in a sustainable and seamless manner all year. It quickly and affordably fills the gaps in the area's event and accommodation markets. It benefits from the collaboration with Reflections Holiday Parks in the accommodation space with the experience and mandate of Maitland City Council.

The project delivers the fundamental and viable platform as stage one of a vision that will establish Walk Water Works as firstly a national destination and then an international one. It will become the first stop and hub for fly drive travellers from across Australia and from Asia coming into Newcastle Airport and travelling to the Hunter coast and Hunter Valley or further west.

Must be no more than 300 words.

Outline the exact scope of works that will be delivered with the grant funding. Include what you will do and how you will do it.

28. Will this project proceed without funding through Round 2 of the Regional Tourism Activation Fund? *

- ☐ Yes
☒ No

Project location

29. Please select the Local Government Area your project is to be located in *

Maitland City Council

Projects must be located in one or more of the eligible regional NSW Local Government Areas, Lord Howe Island or the Unincorporated Far West. Refer to the Program FAQs to confirm if your LGA is eligible. If your project is proposed to be developed in more than one eligible NSW LGA, please select the primary LGA here and include other LGAs in the additional locations question below.

30. Please select the NSW Electorate that this project is located in *

Maitland

31. Please enter the address for the main project location *

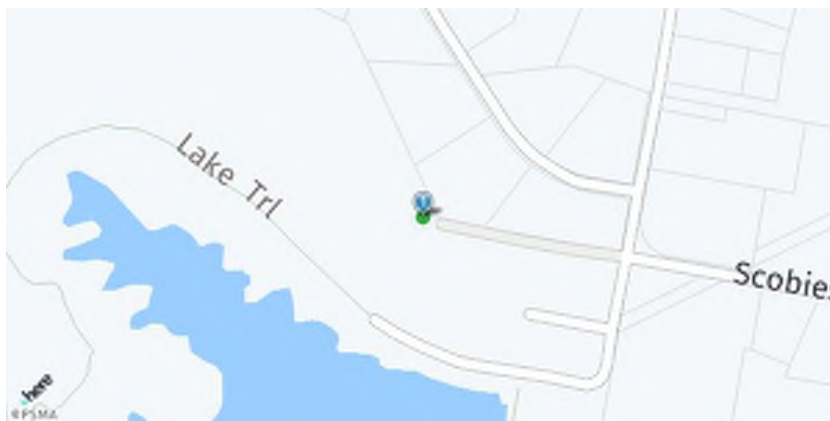
55 Scobies Ln
Oakhampton Heights NSW 2320 Australia

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Latitude: -32.711983 | Longitude: 151.551332

State must be NSW. This is the address where the project will take place. If your project involves multiple locations, select the main location here and list further locations below.

Please enter the geocoordinates for this project from the boxes above.

Please separate the numbers with a comma.

32. Please enter additional project locations, including geocoordinates (optional)

If your project is proposed to be in multiple locations, including in more than one of the eligible NSW LGAs, please list the additional locations here using the format: location name, street address, town/ suburb, NSW, postcode.

Project classification

Please assist us by completing the section below to classify your project and deliverables. See definitions below to assist with your selections:

Classification - means how you would classify the project scope.

Beneficiaries - means what group/s will benefit for the delivery of your project.

Sub categories - these are based off your selections for the question "Groups who will Benefit". This is not an extensive list, where possible please select an additional option to provide more information about your project.

33. How would you classify your project? *

- | | |
|--|--|
| <input type="checkbox"/> Digitisation | <input type="checkbox"/> Program |
| <input type="checkbox"/> Equipment | <input type="checkbox"/> Renovation |
| <input checked="" type="checkbox"/> Event | <input checked="" type="checkbox"/> Revitalisation |
| <input type="checkbox"/> Exhibition | <input checked="" type="checkbox"/> Upgrade |
| <input checked="" type="checkbox"/> New infrastructure | |

34. What groups will benefit from your project? *

- | | |
|---|---|
| <input checked="" type="checkbox"/> Community | <input type="checkbox"/> Industry only |
| <input type="checkbox"/> Disability only | <input type="checkbox"/> Major infrastructure |
| <input checked="" type="checkbox"/> Environment | <input checked="" type="checkbox"/> Recreation |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Sport |
| <input type="checkbox"/> Indigenous only identified | <input type="checkbox"/> Youth (12-24 years old only) |

35. Community Sub-Category *

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- ☒ Art & Culture
- ☐ City
- ☒ Education
- ☐ Gallery
- ☐ Historic Landmark
- ☐ Housing

- ☐ Library
- ☐ Museum
- ☐ Places of Worship
- ☐ Services
- ☐ Theatre
- ☐ Town Hall/Community Centre

36. Environment Sub Category *

- ☒ LED lighting
- ☒ Solar panel
- ☒ Water conservation
- ☐ Marine
- ☐ Eco systems
- ☐ Apiary
- ☐ Regeneration

37. Infrastructure Sub Category *

- ☒ Car Park
- ☐ Drainage
- ☒ Footpath/cycle way
- ☐ Industry equipment
- ☐ Marine
- ☐ Mobile phone tower
- ☐ Pedestrian bridge
- ☒ Public amenities
- ☐ Road works
- ☐ Street beautification/landscaping
- ☐ Vehicle - road, marine etc

39. Recreation Sub Category *

- ☐ Gardens
- ☐ Mountain bike trail
- ☐ Park
- ☐ Playground
- ☒ Recreation Area
- ☐ Skate Park
- ☒ Tourism
- ☒ Walking trail
- ☒ Waterfront

Supporting documentation

*** indicates a required field**

Land owner

41. Please indicate who owns the land where the project will be developed *

- ☐ Local council
- ☐ NSW Government
- ☐ Australian Government
- ☐ Community group
- ☐ Private land
- ☒ Other: Crown Land

Where the applicant is not the landowner with freehold title, a landowner consent form will be required.

42. Do you require property or landowner's consent to deliver your project? *

- ☒ Yes
- ☐ No

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This response will typically only be No if you are the land owner with freehold title.

43. Please upload a landowner consent form here.

Filename: RTAF2 - 0053 - Land owners consent.pdf

File size: 116.8 kB

A template landowner consent form is available at <http://nsw.gov.au/rtafund> Please name your file:
e.g. Landowner consent - RTAF-xxxx

Development approval

If development approval is required it can take several months depending on the complexity of your project. Early consideration of development approvals will prevent any unnecessary delays to the delivery of your project.

Applicants are strongly encouraged to engage with your local council prior to submitting an application to understand if development approval will be required.

Applications for a project that requires development approval must demonstrate that the approval can be secured within 6 months of being notified of the outcome if it is not already secured at the time of making the application.

Note that, if required, funding cannot be provided to successful applicants without development approval in place.

44. Does your project require development approval? *

☒ Yes ☐ No

If unsure, please consult with your local council before proceeding further with your application.

45. Have you secured development approval for your project? *

☐ Yes ☒ No ☐ N/A

Select N/A if your project does not require development approval.

47. If your project requires development approval but it is not yet secured, please outline a timeline and your approach to securing the development approval.

Council's project team will appoint a consultant team to prepare detailed design and IDA documentation. The team will consult with Council's planners progressively as the design develops prior to IDA lodgement in 2023. Due to the State Heritage listing of the site, a heritage consultant will be appointed as part of the team. Early discussions will be held with Heritage NSW and Council will continue to consult with them prior to lodgement of the IDA. A Heritage Impact Statement will form part of an IDA for consideration by Council, HeritageNSW and the JRPP. A 6-8 month approval timeframe is anticipated.

Must be no more than 100 words.

Applications for projects that require development approval must demonstrate that the approval can be secured within 6 months of being notified of the outcome if it is not already secured at the time of making the application.

Public Liability Insurance

Applicants must have at least \$20 million Public Liability Insurance or be willing to secure the insurance before entering into a Funding Deed if the application is successful.

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48. Does your organisation currently have at least \$20 million Public Liability Insurance? *

- ☒ Yes
☐ No

All successful projects must have at least \$20 million in Public Liability Insurance prior to entering into a Funding Deed with the Department.

49. What is the expiry date of your Public Liability Insurance?

30/06/2023

Must be a date.

50. Please upload a copy of your Public Liability Insurance.

Filename: RTAF2 -0053 - Maitland Public Liability Insurance.pdf

File size: 32.1 kB

A maximum of 1 file may be attached.

Please name your file: eg RTAF-xxxx Public Liability Insurance

Strategic alignment and visitor appeal

*** indicates a required field**

Applicants need to demonstrate that the project meets the objectives of the Fund by developing high impact tourism and events infrastructure that helps to boost the economy and ensures visitors to regional NSW have unforgettable experiences that encourage repeat visitation.

52. Outline how the project will create or enhance a high impact visitor experience that introduces a unique point of difference for visitors to regional NSW *

Just minutes from Central Maitland in the Hunter Region, this project presents an opportunity to develop a truly unique, high impact heritage and nature-based experience visitors can explore by day, or overnight.

Identified as a priority Destination Hub in the Maitland Destination Management Plan, the truly matchless Walka Water Works, is set on 64 hectares of nature reserve, incorporating the state significant 1887 Pumphouse Building.

Stage 1 will see the formation of a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks, that will commence transformation of the site.

Incorporating the restoration of the Pumphouse to provide opportunity for a range of commercial hospitality tenancies, development of the Pumphouse Lawn for weddings and events, much needed eco cabin, glamping and camping accommodation, plus upgrades to walking trails and site infrastructure, the project will strengthen the visitor offering to grow both domestic and international visitation.

This project will establish Walka as one of the most iconic regional destinations in NSW. When linked to other hubs of Maitland Gaol, Morpeth and Central Maitland via shared pathways, Maitland will be on its way to fulfilling the NSW Statewide Destination Management Plan's goal of becoming a new hero destination for the State.

Must be no more than 200 words.

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Applicants should demonstrate how the funded project will deliver a unique or high impact visit experience for regional NSW.

53. Outline how the project aligns with the relevant Destination Management Plan (DMP), and with other NSW Government priorities and strategies. *

Walka is identified as one of five Priority Destination Hubs in the Maitland DMP with a vision of it becoming 'an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings, functions and events'.

The DSSN DMP talks about the need for investment in infrastructure including investment in caravanning and camping parks, new venues to accommodate weddings, festivals, concerts and events and upgrades to existing attractions.

In the NSW Statewide DMP Maitland is identified as one of the next potential future 'hero' destinations for the State.

The project is entirely consistent with the Crown Lands State Strategic Plan CL2031 in that it will support increased activation, accessibility and usage of Crown land, acceleration of economic development in Regional NSW, protection of cultural heritage and improved green space.

The Hunter REDS identified tourism as a specialisation/area of opportunity with a supporting strategy of identifying infrastructure priorities including develop tourism assets and supporting infrastructure.

This project aligns with Direction 9 – Grow tourism in the region and Direction 18 Enhance access to recreational facilities and connect open spaces in the Hunter Regional Plan 2036.

Must be no more than 200 words.

Projects that align with the relevant DMP and other regional strategies and plans including the Regional Economic Development Strategies will be preferred. To obtain a copy of the DMP for your region please contact the relevant Destination Network using the details available here: <https://www.destinationnsw.com.au/tourism/business-development-resources/destination-management-and-marketing/destination-management-planning>

54. Please upload letters of support from your Destination Network and/or local tourism organisations. *

Filename: RTAF2 - 0053 - Destination Network Support - DSSN.pdf

File size: 143.9 kB

A maximum of 1 file may be attached.

For multiple files, please merge the documents into one PDF and provide as the one attachment.

Please name your file: eg RTAF-xxxx Destination Network Support

55. Please upload letters of support from other stakeholders that could include local councils, local MP's, and local businesses *

Filename: RTAF2 - 0053 - All Letters of Support.pdf

File size: 2.5 MB

A maximum of 1 file may be attached.

For multiple files, please merge the documents into one PDF and provide as the one attachment.

Please name your file: eg RTAF-xxxx Letters of Support

56. Outline how will the project will support businesses operating in the private sector? *

Pre-closure, the only businesses that generated income from the site were offsite support services such as wedding planners and caterers for the 1 – 2 weddings that were held each weekend.

This project will support businesses in the private sector through direct opportunities on site,

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demand for goods and services, and flow on benefits to local business.

Reflections Holiday Parks operate as a profit for purpose business with any surplus from its operations reinvested in the land that it manages. Reflections generates approximately \$89 million in economic value for regional NSW each year and is committed to using local trades people, consultants, suppliers near to each of their Parks.

Restoring the 1887 Pumphouse Building and chimney will facilitate valuable commercial investment on site with opportunities including a café, boutique restaurant / function centre and other experiences such as microbrewery, distillery, and cellar door. These businesses will create jobs on site as well as generating flow on benefits to local business.

In addition, with Walka established as an iconic destination for hosting weddings, functions and events, demand for hire companies, goods and services, accommodation, and hospitality, will grow across the City and Region.

Must be no more than 200 words.

This could include how your project will benefit local tourism businesses by attracting more visitors to the region, or by extending the length of stay for existing visitors.

Visitor numbers

Please provide estimates for the expected **additional** visitation to the project in the first 12 months post-construction. These should be whole/total numbers for the 12 month period following completion of the project.

Visitation estimates should be specific to the project and not general estimates for visitation to the local government area or region. Please ensure the estimates correspond accurately with those provided in the datasheet.

For example, an overnight visitor from within NSW could stay on average 1 night per visit, while an overnight interstate visitor could stay on average 2.5 nights per visit, and an international visitor might stay on average 5 nights per visit to the LGA.

Applicants are encouraged to consult with the relevant Destination Network and/or local tourism organisation if unsure of existing average nights stayed by visitors to the local government area.

57. Visitors from local area (within 50kms and within NSW)

58400

Must be a number.

58. Visitors from further than 50kms but within NSW

18223

Must be a number.

59. Day trip visitors from interstate

12748

Must be a number.

60. Overnight visitors from interstate

5884

Must be a number.

61. International visitors

1350

Must be a number.

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62. Total first year visitors

96605

This number/amount is calculated.

Overnight stays

Please provide an estimate of the average nights stayed in the local government area based on the type of visitor to the project.

63. NSW based visitors

2

Must be a number.

Provide an estimate for the average nights stayed by overnight visitors from within NSW.

64. Interstate visitors

3

Must be a number.

Provide an estimate for the average nights stayed by overnight visitors from outside of NSW. This should be the average nights stayed within the LGA where the project is located.

65. International visitors

33

Must be a number.

Provide an estimate for the average nights stayed by international visitors. This should be the average nights stayed within the LGA where the project is located and not for the entire visit to NSW and Australia.

66. Average visitor expenditure for overnight interstate visitors *

\$108.00

Must be a dollar amount.

Please estimate the average visitor expenditure (per person, per night) for overnight visitors who have travelled interstate to visit the project. As above, information can be sought and verified by the Destination Network if you are unsure. Please only provide an estimate for interstate visitors, not visitors from within NSW or international visitors.

Economic outcomes

*** indicates a required field**

67. Please outline the potential of the project to be a high impact visitor experience by increasing visitation to the destination over a 5-year period. *

Prior to closure of the site, Walka welcomed approximately 25,000 day trip visitors each year and generated approximately \$20,000 in hire revenue. The site has been closed since February 2022 after contamination was found.

In the first 12 to 18 months, Reflections will deliver the first stage of accommodation. This includes 10 eco cabins, 12 glamping tents, glamping tent infrastructure and 40 powered sites, with capacity to generate over 3,000 overnight stays in 2024.

This will continue to increase year on year, and by 2027 we anticipate over 7,000 overnight

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visitors, and close to 90,000 day trip visitors who will spend on average \$99 a day in the LGA, including a proportion at Walka.

Restoration of the pumphouse by June 2026 will facilitate valuable investment, with a café and kiosk, boutique restaurant, microbrewery, distillery and cellar door.

Set amongst 64 hectares of nature reserve, this will be the only place of its kind in the Hunter. Offering overnight eco accommodation and a range of unique experiences within minutes of the Central Maitland, Walka Water Works will attract thousands of visitors each year.

We anticipate delivery of this project will attract 350,000 visitors to Maitland over five years.

Must be no more than 200 words.

Please outline what steps will be taken to deliver high impact visitor experiences and increase visitation.

68. Please outline the capacity of the project to create jobs and grow the visitor economy in regional NSW *

This \$25 million project will create 95 direct and indirect jobs during the 3.5 year construction period, from February 2023 to June 2026. The direct value add to the economy is \$5.5M and indirect flow on supply chain effect of \$7.5M(REMPAN).

Following completion and based on the 16,120 visitors expected in the first year, we anticipate an additional 13 long term local jobs. Subsequent years:

-2024 - 58621 visitors, creating 55 long term jobs

-2025 - 68501 visitors, creating 66 long term jobs

-2026 - 87903 visitors, creating 85 long term jobs

-2027 - 96605 visitors, creating 85 long term jobs

By year 5, stage one of the redevelopment will be complete. Visitors are likely to stay longer and spend more. The site is expected to generate total annual revenue of [REDACTED] from overnight and daytrip visitors. We also anticipate an additional spend across the region of \$4,423,865.

This will attract further investment into the site and create interest in Maitland as a great place to do business. There are also intangible benefits such as creating a strong sense of place with a unique identity, so residents will be our biggest advocates in promoting the city to visitors.

Must be no more than 200 words. Please outline how the project itself will create jobs while also contributing positively to the job creation at other tourism businesses and visitor experiences. Detailed employment data will also be captured within the Data Sheet attachment required as part of this application.

69. How many full time equivalent (FTE) jobs will be created or retained as a result of this project? *

32

Must be a number.

This should not include the staff used during the construction phase of the project and relates only to jobs created after the project is completed and is operational. An FTE equates to a staff member employed for 35 hours per week.

70. Of the jobs created, how many will be full time jobs? *

24

Must be a number.

Based on a 35 hour work week. If no response - please put zero

71. Of the jobs created, how many will be part-time jobs? *

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16

Must be a number.

Less than 35 hour work week. If no response - please put zero

72. Of the jobs created, how many will be casual jobs? *

10

Must be a number.

Irregular work hours. If no response - please put zero

73. Will any of the jobs listed above will be targeted to Aboriginal and/or Torres Strait Islander people?

☒ Yes

☐ No

74. How many FTE will be targeted towards Aboriginal and/or Torres Strait Islander people?

2

75. Will any of the jobs listed above be targeted towards young people?

☒ Yes

☐ No

Please consider for the purpose of this application that young people are between 12-24 years old.

76. How many FTE will be targeted towards young people?

10

77. Will any of the jobs listed above be targeted towards people with disability?

☐ Yes

☒ No

Datasheet

Completion of the datasheet template provided on the program webpage is an eligibility requirement of the funding program.

An online information session is available on the program webpage to assist you with completing the datasheet.

Should you require further assistance, please contact the program team at tourism.programs@regional.nsw.gov.au.

79. Please upload a completed datasheet for your project *

Filename: RTAF2 - 0053 - Datasheet.xlsx

File size: 92.8 kB

Please name your file: eg RTAF-xxxx Datasheet. File must be uploaded in excel format.

Project management

*** indicates a required field**

Applicants should have a detailed project management plan for the delivery of their project. Applicants are strongly encouraged to use the template project management plan provided in the resources section of the [RTAF Webpage](#). Please ensure your project management plan is detailed and realistic and includes a level of detail that is commensurate with the value of the project. For example, a project valued at \$20 million will require a more detailed and sophisticated project management plan when compared to a project valued at \$500,000.

80. Upload a copy of your Project Plan *

Filename: RTAF2 - 0053 - Project Plan.xlsx

File size: 24.2 kB

A template Project Plan is available from: nsw.gov.au/rtafund . Please name your file: e.g. RTAF-xxxx Project Plan

81. Please outline how the project has accounted for maintenance costs and provide evidence that the asset owner has the capability and resources to meet these costs over the life of the asset. *

Council prepares an annual balanced budget capturing all inflows of revenues, grants and other funding; and all outflows through operational and capital activity, which includes estimates supporting the annual activity of Council's sites, incorporating maintenance costs, including Walka Water Works.

This budget is subject to review and reported to Council quarterly, per the Local Government Act. In addition, a long term financial plan, supporting Council's longer term financial sustainability is developed and approved by Council.

Council will maintain Walka under its building maintenance program of \$2,500,000 per annum, which includes maintenance, cleaning, resourcing and operation of assets. Asset Management Plans are maintained to respond to changes in population, utilisation and infrastructure standards.

Council's 12 building facility management staff, including engineers, coordinators and building officers and a panel of specialist contractors, will complete all building scheduled and routine maintenance.

During construction, Council's Asset Management and Building Maintenance teams and the builder will determine all asset data required as part of the builder's contract to inform Council's Asset Register. The Principal Contractor will develop an asset management and maintenance plan to provide training for facility handover requirements. Once complete, all works will form part of ordinary facility maintenance and operations activities.

Must be no more than 200 words.

This section should include references to maintenance budgets and operational models to ensure the project remains viable and is sustainable into the future. Applicants must demonstrate that the project can be operated and maintained without the need for additional funding from the NSW Government once construction is complete.

82. If available, applicants are encouraged to upload designs and drawings of the project including elevations, floor plans and artist's impressions.

Filename: RTAF2 - 0053 - Walka Water Works Redevelopment Prospectus & Concept Diagram.pdf

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If visual online material such as virtual animations and artists impressions etc are available please provide the relevant links within your application. Please name your file: eg RTAF-xxxx Project Drawings

Project delivery

83. Please outline the project management experience and credentials of key personnel that will be involved in delivering the project. *

Recent Council projects have included the new Maitland Administration Centre (\$45M), Maitland Regional Sports Complex (\$20M) and the Riverlink Building in Central Maitland (\$4M).

Murray Wood Senior Project Architect (Project Manager) – over 30 years' experience across the public and private sector crossing tourism, commercial, conservation and heritage projects. Supported by a team of five, their skillset and experience allow them to provide end to end management of scoping, design, contract preparation and construction.

Geoff Wilton Operations Manager Building Services - has 23 years' experience in building services and project management on projects including Western Sydney Airport site infrastructure and building services (\$5.8B) and UON STEMM Enabling Works (\$180M).

Joe O'Connor Head of Development Reflections Holiday Parks - 17 years' experience in property development across both public and private sectors, holding qualifications in Architecture, building and construction and assisted by two senior project managers, and other support staff.

Rachel MacLucas Executive Manager Vibrant City (sponsor) – over 30 years' experience in regional tourism and supported by a team of economic, tourism, marketing and events specialists.

Through collaboration with Council's corporate risk team and legal advisors, Council's PM will oversee the preparation of the tender contract documents and the tender process.

Must be no more than 200 words.

This section should include information about the key personnel on the project management team. It should include references to their experience delivering projects of similar size and scale.

Risk management

Projects will not be funded if they represent a significant risk to the community and or reputational risk to the NSW Government. If the project delivery/construction presents a physical risk to the community (e.g. people could get hurt) then you are expected to have a risk management plan which outlines what steps are needed to mitigate these risks.

84. In the table below please provide a summary of any risks you may anticipate in the process of delivering this project and how you will work to control them.

Risk description	What will you do to help reduce the risk?

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Detailed Risk Management Plan	The detailed Walka Water Works Redevelopment Project Risk Management Plan has been developed with key stakeholders and provides a breakdown of possible and perceived risks for the project, together with identified risk treatments, including reporting and monitoring with identified responsibility.
Legal and Regulatory Compliance in Procurement	All tendering is to be undertaken in accordance with Council's procurement policy, and statutory requirements. A project Probity Plan and a Tender Evaluation Plan will be developed for each separate tender.
Legal and Regulatory Compliance in Insurance	Contractor/ consultant insurances are to be confirmed pre-contract signing and periodically during contract to confirm that insurances are replaced at anniversary dates.
Financial Construction tender price exceeds available funding	Ongoing QS consultant cost estimate reviews at key design milestones. Develop a procurement plan relating to the main construction contract. The Procurement Plan will define strategies for cost management in the construction tender. Consider the appointment of an external PM consultant with specialist construction expertise to provide input into the procurement plan.
Financial Project Cost Over run	Risk allocation, detailed design finalisation and coordination review to establish most suitable procurement methodology. Construct Only (CO) method to proceed only if there is a high level of confidence that the drawings are finalised and thoroughly coordinated to avoid variations during the construction phase. Design and Construct (D&C) to be adopted in the event there are a significant number of items to be finalised by the Head Contractor or confidence in design coordination is medium to low.
Planning and Heritage Approval	Early consultation with Heritage NSW. Prompt update to the grand funding body if heritage approval delays occur.
Reputation - perception of inadequate consultation	External consultation measures are documented in a project Communications Plan. Periodic community update notices, in lieu of consultation workshops, is proposed. Ongoing periodic community updates via media releases, Council website and other forms of communication documented in the project Communications Plan.

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Delivery - COVID-19 related to service delivery and material supply	Adhere to all NSW government health orders. Council's legal advisers to include relevant clauses to Council's amended GC21 construction contract. The construction contractor will be required to implement and maintain a COVID-19 Management Plan according to any health order of the day.
Site contamination	Execution of the developed Action Remediation Plan to align with the progressive activation of the site.

85. If a detailed risk management plan exists for your project, please attach it here.

Filename: RTAF2 - 0053 - Project Risk Management Plan.pdf

File size: 1.2 MB

This attachment is optional and is only required if a detailed risk management plan exists for the project.

Project budget

*** indicates a required field**

Funding

Applications must seek a minimum of \$500,000 up to a maximum funding amount of \$20,000,000.

Applicants will need to demonstrate that the project is financially viable and deliverable by providing:

- a detailed project budget, **including the amount of funding requested and co-contribution amounts**, and cost estimates supported by competitive quotes, including all margins and overheads, project management costs, and an appropriate amount of contingency for the project.
- applicants may include up to 25 per cent of the total project cost for contingency and up to 10 per cent of the total project cost for project management and administration. Design, including regulatory applications and approval costs must be listed as administration costs
- a detailed operating model including any ongoing governance arrangements for the infrastructure such as access agreements
- projected maintenance costs and evidence that the asset owner has the capability and resources to meet these costs over the life of the asset

Should my grant request include GST?

- GST is not payable on grant payments to local councils under RTAF because the payments are between government related entities.
- For applicants registered for GST and where it is payable, we will pay the approved grant amount plus 10 per cent.

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- If applicants are not registered for GST, they will need to incorporate any GST paid by them to third parties into the project budgets and the grant amount. Please ensure project costs include any GST payable to deliver the project.

86. Total amount of funding requested *

20000000

What is the total financial support you are requesting in this application?

Project co-contribution

For example:

- a project led by a local council cannot use funding received through a previous NSW Government grant program towards their co-contribution
- a project that is led by an eligible entity and is proposed to be developed and delivered in partnership with a NSW Government agency can use NSW Government funding provided by the partner agency towards the co-contribution.

Projects that maximise investment from the applicant, the Australian Government and/or other industry contributions will be preferred.

Co-contributions must be cash and cannot be made in-kind, and evidence of the cash co-contributions must be provided as part of the application.

Co-contributions towards projects cannot be made using funding received from the NSW Government, with the exception of co-contributions towards projects that are proposed to be developed and delivered in partnership with a NSW Government agency.

For example:

- a project led by a local council cannot use funding received through a previous NSW Government grant program towards their co-contribution
- a project that is led by an eligible entity and is proposed to be developed and delivered in partnership with a NSW Government agency can use NSW Government funding provided by the partner agency towards the co-contribution.

Projects that maximise investment from the applicant, the Australian Government and/or other industry contributions will be preferred.

87. Total co-contribution amount *

5000000

Must be at least 25 per cent of the total grant amount.

88. Total project cost

25000000

This number/amount is calculated.

This number is total funding requested + total co-contribution and should be equal to the total project cost.

89. Upload evidence of the secured co-contributions *

Filename: RTAF2 - 0053 - Co-Contributions.pdf

File size: 709.9 kB

A maximum of 1 file may be attached.

This attachment could be a letter(s) from the applicant that commits to the co-contribution if the application is successful. It could also be a pre-existing Funding Deed/Agreement/Resolution that demonstrates the applicant's co-contribution. This attachment should also include the co-contribution commitments from organisations that you are partnering with for the project. Please name your file: eg RTAF-xxxx co-contributions

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90. Co-contribution percentage

25

This number/amount is calculated.

This number shows the co-contribution as a percentage of total funding requested. Applications are required to have a financial co-contribution of at least 25 per cent of the total grant amount.

91. Are there extenuating circumstances preventing you from making the required co-contribution of at least 25 per cent of the total grant amount? *

☐ Yes

☒ No

Business case - for projects requesting over \$5 million in funding

Applications requesting over \$5 million are required to submit a business case as an attachment to their application.

Applicants can choose to use the provided business case template on the program webpage or can submit their own business case if it has already been developed, provided it addresses the key topics and focus areas outlined in the template.

If your project is requesting less than \$5 million please disregard this question as no response is required.

96. If you are requesting over \$5 million in funding, please upload the business case for the project

Filename: RTAF2 - 0053 - Business Case and supporting documents.pdf

File size: 19.1 MB

Please name your file: eg RTAF-xxxx Business Case

Project budget

97. Please provide a detailed project budget, **including the amount of funding requested and co-contribution amounts**, and cost estimates/quotes, including all margins and overheads, project management costs and an appropriate amount of contingency for the project.

Applicants may consider allowing for up to 25 per cent of the total project cost for contingency and up to 10 per cent of the total project cost for project management and administration. Costs related to development approvals (if required) must be included as administration costs.

If applicants are not registered for GST, the project cost estimates and budget should include any GST incurred to deliver the works, such as using tradespeople.

Funding Sources (Income) RTAF and Co-contribution

Anticipated Costs (Expenditure)

0	\$0.00	Walking Trails	
	\$	Miniature Railway Station Upgrade	

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	\$	Fire Protection - precinct wide storage tanks, couple of boosters	
	\$	Carpark works, new modular toilet block	
	\$	1.3km sewer line, pump station, emergency holding tank and development connections	
	\$	Water Mains upgrade, new connections	
	\$	Power dual transformer substation	
	\$	Eastern Lawn	
	\$	Pumphouse Building	
	\$	Contingency (10%)	
	\$	Design approvals and project management	
	\$	Fire Protection - Booster Assembly, assume no tanks, either available flow and pressure or utilise dam	
	\$	Electrical supply	
	\$	Upgrade of Access Road	
	\$	Civil Works for Amenities, camp kitchen, BBQ Area	
	\$	Amenities, camp kitchen, BBQ Area	
	\$	Boom gates and CTV	
	\$	Manager's Residence Upgrade and linen store	
	\$	Powered camp sites (40 of)	
	\$	Glamping tents fixed infrastructure	
	\$	Glamping tents (12)	

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	\$	Eco cabins (10)	
RTAF 2 Funding amount requested			\$
Maitland City Council			\$
Crown Land			\$
Reflections Holiday Parks			\$
This should include the funding requested, the co-contribution (s) from the applicant, and any other income for the project from other funding sources. Please itemise the various sources of income for the project as opposed to putting in lump sums. The income should equal the total expenditure.	Ex GST - refer to the note above for applicants not registered for GST. Must be a dollar amount.	This should include all costs and anticipated expenditure that will be incurred during the delivery of the project. Where it is possible, please itemise the expenditure items rather than putting in lump sums. The expenditure should equal the total income.	Ex GST - refer to the note above for applicants not registered for GST.

Budget totals

98. Total Project Income

er/amount is calculated.

This figure should accurately represent the total income for the project, including the funding amount requested, the co-contribution towards the project, and any other funding secured from other sources.

99. Total Project Expenditure

24999500

This number/amount is calculated.

This figure should accurately represent the total expenditure required to deliver the project and should exactly match the total project income figure.

100. Please confirm the project calculations above are correct.

- ☒ Yes
☐ No

Cost estimates and quotes

101. Please provide cost estimates and quotes for expenditure outlined in the project budget to demonstrate that the project has been fairly costed and provides good value for money. *

Filename: RTAF2 - 0053 - Quotes & Estimates.pdf

File size: 1.0 MB

Please name your file: e.g. RTAF-xxxx Quotes. Multiple documents can be merged as a single PDF file and uploaded if you are sourcing quotes from a variety of suppliers.

Accessibility, inclusion and community

*** indicates a required field**

Accessibility and inclusion

Applicants need to demonstrate that the project is accessible and inclusive for all users. Projects that go above and beyond the baseline compliance standards and enable people with disability and accessibility requirements to participate independently with equity and dignity will be preferred.

102. Will the project be accessible and inclusive for all users? *

- ☐ Yes - fully accessible and inclusive
- ☒ Yes - partially accessible and inclusive
- ☐ No - not accessible and inclusive

Fully Accessible means ALL members of the community can access the project deliverables including those with limited mobility or support needs.

103. Select from the list below to identify key elements of your project's design which will address the needs of all members of the community, including those with accessibility requirements. *

- ☒ Design to enhance mobility (access ramps, corridor width etc)
- ☒ Wheelchair accessible
- ☒ Accessible toilets
- ☒ Accessible car parking
- ☒ Provision for visitors with hearing impairment
- ☒ Provision for visitors with vision impairment
- ☐ Provision for visitors with sensory needs
- ☒ Other

At least 1 choice must be selected.

104. Please specify the other improvements that will be made for the project.

The 1887 Pumphouse Building is a two-storey building with two annexes and a basement level. The future café and museum space on the ground floor is currently up a flight of steps. The upgrade works will include the installation of a lift to provide access to all areas. The surrounding external spaces will be upgraded to allow at-grade access to the entire complex of heritage buildings. Onsite accommodation provided by Reflections Holiday Parks will offer fully accessible options.

Must be no more than 100 words.

105. Describe how the project design has considered and utilised universal design principles to ensure the visitor experience is appealing for all members of the community. *

Key to the project is opening Walka to the public to allow the community to take ownership of the site and to appreciate it as an important part of their lives and the fabric of the city.

The design will be predicated on universal design principles ensuring that all people, regardless of their ability, have access to the same experiences within the site.

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The accommodation is designed to ensure it caters to a range of ages and abilities with larger size rooms, lower cabinetry and accessible bathrooms.

Through detailed design these principles will be further explored to ensure we meet our objective of Walka being accessible to all people. The project design consultant team will include an Access Consultant and a Building Code of Australia (BCA) Consultant to ensure accessibility requirements are considered from an early stage.

All measures will be taken throughout the life of the project to continually improve access and inclusivity to the site outside of legislative requirements. Council is committed to promoting accessibility and inclusion as outlined in Delivery Program Objective 1.1.2 Provide inclusive spaces where people can access services, and participate in a wide range of recreation, cultural and social activities.

Must be no more than 200 words.

More information relating to universal design principles can be found here: <https://universaldesignaustralia.net.au/7-principles-of-universal-design/>

106. Please outline how the project aligns with the relevant Disability Inclusion Action Plan(s) and promotes best practice in accessibility and inclusion outcomes.

*

Maitland City Council is committed to providing inclusive and accessible spaces for the whole of community to participate in and enjoy.

This project specifically addresses Outcome 2: Liveable Communities of Maitland's Disability Inclusion Action Plan (DIAP). 'People with disability participate in a greater variety of accessible and inclusive events and activities across the City'.

Inclusive access will be fundamental to the design of upgrades to Walka Water Works, ensuring compliance above and beyond the Disability Discrimination Act 1992.

For the first time, all areas of the Pumphouse Building will be fully accessible, allowing for everyone to access spaces on both the ground and the first floor. Onsite accommodation will include accessible options, upgrades to event spaces, amenities, car parking, walking trails and shared pathways will be undertaken to allow for all abilities, with signage incorporating braille throughout. Where appropriate interpretive opportunities including enhanced sensory experiences, focusing on sound, smell and touch as well as Augmented Reality will be included.

These initiatives will help to achieve the actions outlined in the DIAP and change attitudes and behaviours by ensuring that the site is accessible and welcoming of all people.

Must be no more than 200 words.

The DIAP for your Local Government Area can be found here: <https://www.facs.nsw.gov.au/inclusion/advisory-councils/disability/inclusion-plans/chapters/register> The DIAP for your area may lay out specific actions for your local council that are not immediately related to your project. In these circumstances, applicants are encouraged to align their projects to the strategic goals or objectives outlined in the DIAP, and to indicate how the project promotes best practice in accessibility and inclusion outcomes.

107. Please outline how the project design accommodates a wide range of individual preferences and accessibility requirements and minimises hazards. *

Walka will be a place to explore, a place to get away, a place to connect, and a place to celebrate, accommodating a range of experiences that contribute to visitor enjoyment and broader community wellbeing. A place where people, no matter their background, age or abilities feel welcome and comfortable.

In addition to the economic benefits that will come through tourism, the site will offer free or low cost, and largely accessible, experiences and facilities including BBQs, picnic areas, walking trails, shared pathways, miniature train rides and events.

The Pumphouse Building will include a range of commercial tenancies that can cater to all

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tastes and budgets from takeaway food options for picnicking on the lawns to restaurant quality meals using local produce. Similarly, wedding, function and event infrastructure will be designed to be flexible to accommodate individual needs from no fuss events through to full servicing.

Underpinning it all will be universal design principles to ensure accessible, hazard free enjoyment and a connected and intuitive experience. Furthermore, the design will be provided to Council's Access and Inclusion Reference Group, with feedback from this group incorporated into the design to ensure that users of all abilities are considered.

Must be no more than 200 words.

For example, applicants should outline how the project design can be used efficiently and comfortably by a person using a wheelchair, and that appropriate size and space will be provided for approach and use.

Community

Applicants need to demonstrate that the project contributes to the social and economic advancement of the community.

108. Please outline how the project will create a positive legacy and be a long-term asset for the local community. *

While Maitland is rich in many things, like community spirit, pride and river frontage, unlike our surrounding regional neighbours, we do not possess the abundance open natural spaces like parks, beaches and lakes – with our residents driving outside of area to access these.

This makes Maitland, and the Walka Water Works asset specifically, poised as a prime opportunity for investment to make a disproportionate level of long term positive impacts to a large amount of people.

An investment into Walka Water Works will have long lasting accumulative positive impacts on the community, being a place that they can be proud of, connect through and use as a vehicle towards a healthy lifestyle.

The proposal will deliver this through a diversity of facilities and enhancements to existing infrastructure and nature based opportunities.

The project proposes a range of facilities from BBQ and picnic areas to spaces that support extended stays, hospitality, functions and events to shared pathways, and interpretive signage on the highly utilised trails and paths.

The result of the proposal will mean our community will have a unique local asset that they can be truly proud, travel to sustainably and enjoy for generations, with each other.

Must be no more than 200 words.

109. Please outline how the project design considers the impact on the environment and sustainability. *

Best practice Environmental Design principles will be considered in the planning, design and delivery. While the DA will be submitted before NSW Government Sustainable Buildings SEPP commences, NSW Government targets to reduce greenhouse gas emissions by 50 per cent by 2030, and net zero emissions by 2050, will be considered:

- Site master planning - improving biodiversity by landscaping around the building and car parking.
- Pumphouse Design - exploring passive design opportunities to maximise natural day lighting and reduce reliance on ventilation.
- Energy - considering sympathetic use of solar panels to provide power throughout the day.
- Water harvesting and controlled use - exploring opportunities to reduce the use of potable

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town water for irrigation and amenities.

- Landscaping and planting - Landscape design will aim to include locally supplied plants include indigenous and low water use plants.
- Accommodation Design - utilising sustainable materials and solar collection for the roofed accommodation and amenities, supplemented by low voltage lighting. Rainwater harvesting for reuse (toilet flushing) for water conservation, waste minimisation and sorting with visitors.
- Transport- facilities to support and encourage walking and cycling to, and within, the site with the provision of bike racks, bike and scooter hire, and shared pathways throughout the site.

Must be no more than 200 words.

110. Please outline the opportunities for disadvantaged members of the community to participate and benefit as an outcome of the project during construction and operation. *

The proposal represents ongoing investment into outdoor facilities that provide local equal employment opportunities in constructing and caring for future generations.

Council will actively engage with key groups within the community, particularly hard to reach groups such as the CALD community, the Access and Inclusion Reference Group and the Wonnarua community to ensure their needs are captured through the design phase.

Council is an EEO employer and would encourage contractors involved with the project to be utilising local labour, with those who have proactive policies of employing members of disadvantaged groups, given high consideration.

Post construction, the project will open this 64 hectare site to the community, with free access for all, providing opportunity for recreation and connection for all members of the community, no matter their circumstances.

Through the ongoing operations there will be a number of skilled and unskilled opportunities for recruitment in the tourism and hospitality sector such as wait and bar staff, event professionals and labourers, grounds staff, cleaning staff and reception staff that could provide employment opportunities for disadvantaged members of the community.

There will also be opportunities for Council to work with disadvantages groups to develop commercial initiatives such as Aboriginal tourism on site.

Must be no more than 200 words.

This could include initiatives and employment opportunities (short and long term) that arise as a result of the project for disadvantaged members of the community, including people with disability, the CALD community, people without homes, long-term unemployed, or disadvantaged young people.

Outcome measurement

*** indicates a required field**

Measuring your project outcomes

111. Information on the outcomes of projects supported through Round 2 of the Regional Tourism Activation Fund is required to evaluate the success of the program in achieving its objectives.

Grantees may use different mechanisms to collect data on outcomes, but you will be required to report back on the following information in your completion report:

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Key outcomes to measure for new tourism infrastructure:

- how many local people will attend the attraction over a one-year period
- how many people from outside the LGA will attend the attraction over a one-year period
- evidence of visitor satisfaction with the new attraction
- evidence of visitor satisfaction for people living with a disability

Key outcomes to measure for upgrades to existing tourism infrastructure:

- how many local people will attend the attraction (before and after the project)
- how many people from outside the LGA attend the attraction (before and after the project)
- evidence of visitor satisfaction with the attraction
- evidence of improved visitor satisfaction for people living with a disability

Key outcomes to measure for job creation and economic activity

- how many construction jobs were supported during the construction of the infrastructure
- how many ongoing jobs were created as a result of the project
- how many local businesses were sub contracted in the delivery of the project and what was the value of contracts
- the estimated value of the ongoing tourist spend associated with the attraction *Tourist spend associated with the project' refers to the average tourist spend for the location, as estimated by the Destination NSW calculator, multiplied by the number of expected visitors in an annual period.*

Key outcomes to measure for upgrades to Local government tourism assets:

- Improved facilities (modernisation in design or appearance)
- Improved access
- Improved amenity
- Increased patron capacity
- Improved environmental outcomes
- Protection and/or enhancement of cultural assets
- Protection and/or enhancement of natural assets
- Improvement in safety and/or disaster resilience of infrastructure

Please check the box to indicate that you have read and agree to report against the measures for project outcomes should your project be successful.

☒ I have read and agree to report on the project outcomes *

Declaration

*** indicates a required field**

I declare this application meets the following Regional Tourism Activation Fund (RTAF) eligibility criteria:

The project:

- takes place in one or more of the eligible regional NSW LGAs.

Regional Tourism Activation Fund Round 2

Application Form - Regional Tourism Activation Fund - Round Two

Application RTAF2 -0053 From Mrs Jade Griffin

Form Submitted 27 Sep 2022, 4:46pm AEST

- will be completed by 30 June 2026.

The applicant:

- is financially solvent
- is an incorporated entity and hold an Australian Business Number (ABN), Australian Company Number (ACN) or are registered with NSW Fair Trading under the Associations Incorporation Act 2009 or another Act
- holds at least \$20 million Public Liability Insurance or has declared they are willing to secure the insurance if successful
- has secured development approval from the local council for the project or is the process of securing development approval
- is either the landowner or has the consent of the landowner.

The applicant is one of the following:

- Local council; Joint Organisation of councils or a council grouping and association; incorporated not-for-profit organisation; community organisation registered as incorporated association; a Local Aboriginal Land Council; or a Aboriginal and/or Torres Strait Islander Corporation registered under the Corporations Act.

112. Eligibility Declaration *

- ☒ Yes, this application meets the eligibility criteria outlined above
☐ No, this application does not meet the eligibility criteria outlined above

Applicants who select no are ineligible for funding. Please contact the Program team to discuss your application.

Disclaimer

The Applicant acknowledges and agrees that:

- (i) submission of this application does not guarantee funding will be granted for any project, and the Department expressly reserves its right to accept or reject this application at its discretion;
- (ii) it must bear the costs of preparing and submitting this application and the Department does not accept any liability for such costs, whether or not this application is ultimately accepted or rejected; (iii) it has read the *Guidelines for the Regional Tourism Activation Fund* and has fully informed itself of the relevant RTAF program requirements.

Use of Information.

The Applicant acknowledges and agrees that:

- (i) if this application is successful, the relevant details of the project will be made public, including details such as the names of the organisation (Applicant) and any partnering organisation (state government agency or non-government organisation), project title, project description, location, anticipated time for completion and amount awarded;
- (ii) the Department will use reasonable endeavours to ensure that any information received in or in respect of this application which is clearly marked 'Commercial-in-confidence' or 'Confidential' is treated as confidential, however, such documents will remain subject to the *Government Information (Public Access) Act 2009 (NSW) (GIPA Act)*; and
- (iii) in some circumstances the Department may release information contained in this application form and other relevant information in relation to this application in response to a request lodged under the GIPA Act or otherwise as required or permitted by law.

Privacy Policy

The Applicant acknowledges and agrees that:

Regional Tourism Activation Fund Round 2

Application Form - Regional Tourism Activation Fund - Round Two

Application RTAF2 -0053 From Mrs Jade Griffin

Form Submitted 27 Sep 2022, 4:46pm AEST

- (i) the Department is required to comply with the *Privacy and Personal Information Protection Act 1998* (NSW) (the **Privacy Act**) and that any personal information (as defined by the Privacy Act) collected by the Department in relation to the RTAF program will be handled in accordance with the Privacy Act and its privacy policy (**available at: <https://www.dpc.nsw.gov.au/privacy>**);
- (ii) the information it provides to the Department in connection with this application will be collected and stored on a database and will only be used for the purposes for which it was collected (including, where necessary, being disclosed to other Government agencies in connection with the assessment of the merits of an application) or as otherwise permitted by the Privacy Act;
- (iii) it has taken steps to ensure that any person whose personal information (as defined by the Privacy Act) is included in this application has consented to the fact that the Department and other Government agencies may be supplied with that personal information, and has been made aware of the purposes for which it has been collected and may be used.

Declaration and Authorisation

The Applicant represents and warrants that this application has been authorised by an authorised representative of the Applicant (e.g. CEO, Chief Financial Officer, General Manager, Director, Chair of the Board, President, authorised manager etc.).

Where this Application is submitted in the course of employment by a representative of any kind (e.g. authorised representative or agent) of the Applicant, you:

- (i) acknowledge and agree that the Applicant is deemed to be jointly and separately bound by this application; and
- (ii) represent and warrant that you have the authority to represent and bind the Applicant as contemplated by this provision.

By submitting this application form I hereby declare that:

- ☒ I have read and understood each of the acknowledgements, agreements, representations and warranties provided above, and that each of these are true and correct;
- ☒ all information provided including the responses to each question in the relevant sections of this application is true and correct to the best of my knowledge;
- ☒ any information contained in this application may be disclosed to other Government agencies, staff administering the program, and to external stakeholders (including consultants, lawyers and other advisers) as part of the assessment of this application;
- ☒ I am authorised to submit this application on behalf of, and have the authority to represent and bind the Applicant;
- ☒ I am aware of the co-contribution requirements;
- ☒ I am aware that if successful I will be required to complete my project by 30 June 2026;
- ☒ I agree to collect data and supporting evidence to demonstrate the scale and impact of the project and participate in evaluation activities undertaken by the Department relating to RTAF 2;
- ☒ I agree that my project may be considered for other NSW Government funding programs;
- ☒ I understand that any false declaration may render this application ineligible/invalid; and
- ☒ all relevant conflicts of interest have been declared.

Please select all above to declare that this application complies.

113. Organisation Name *

Maitland City Council

Name of the Organisation applying for funding.

114. Name of the authorised representative submitting this form *

Mrs Jade Griffin

Regional Tourism Activation Fund Round 2
Application Form - Regional Tourism Activation Fund - Round Two
Application RTAF2 -0053 From Mrs Jade Griffin
Form Submitted 27 Sep 2022, 4:46pm AEST

The person entered here will be the person notified of the outcome of this application

115. Position of the person submitting this form *

Manager Marketing & Communication

The person submitting this application must be delegated to do so on behalf of the applicant organisation.

NOTE

Please ensure you click **Submit Application** when you are ready to submit. Applications must be submitted prior to the round closing date to be eligible for consideration.

Once you have submitted your application you cannot make any changes.

Schedule of Documents – Part-Redacted

Item 2 – RTAF2 – Walka Water Works Redevelopment Stage 1 – Business Case

Regional Tourism Activation Fund Round 2

Walka Water Works Redevelopment – Stage 1

BUSINESS CASE

MAITLAND CITY COUNCIL
VERSION 1.0
26/09/2022

KEY PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal name	Walka Water Works Redevelopment - Stage 1
Lead proponent (e.g. council)	Maitland City Council
Lead proponent ABN	11 596 310 805
Proposal partners	Crown Lands, Reflections Holiday Parks
LEAD CONTACT	
Name	Rachel MacLucas
Position	Executive Manager Vibrant City
Phone	0438 949 715
Email	rachel.maclucas@maitland.nsw.gov.au
Fax	
Address	285-287 High Street Maitland NSW 2320
PROPOSAL SCOPE	
Proposal summary for publication <i>Please provide 150 words or less</i>	<p>Once the primary source of water and power for the Hunter Region, this project will transform the 19th century industrial complex into a major and unique drawcard. It will allow the site to reopen, ensuring the history, heritage and nature are celebrated and preserved for future generations to enjoy.</p> <p>By providing a range of cabins and camping opportunities, remediating the parklands, restoring the pump house and investing in activation, Walka Water Works will become an iconic visitor attraction as per the vision set out in Maitland's Destination Management Plan, bringing 330,000 people to Maitland in the first five years.</p>
PROPOSAL LOCATION	
Proposal address	55 Scobies Ln, Oakhampton Heights, NSW, 2320, Australia
Local government area	Maitland
NSW electorate	Maitland
Federal electorate	Paterson
SUPPORTING INFORMATION	
Attachments <i>Please list out all supporting information provided</i>	RTAF2 - 0053 - MOU RTAF2 - 0053 - Business Case RTAF – 0053 – All Letters of Support RTAF2 - 0053 - Destination Network Support – DSSN RTAF2 - 0053 – Datasheet RTAF2 - 0053 - Budget RTAF2 - 0053 - Project Plan RTAF2 - 0053 - Concept Diagram RTAF2 - 0053 - Project Risk Management Plan RTAF2 - 0053 - Quotes & Estimates RTAF2 – 0053 – Walka Water Works Redevelopment Prospectus RTAF2 - 0053 - Project Governance Structure

DOCUMENT INFORMATION

Document Summary Information	
Version	1.0
Version Release Date	May 2021
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Document History			
Version 1.0	Written by Maitland City Council	26 September 2022	Maitland City Council

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1. EXECUTIVE SUMMARY

This Business Case presents an exciting collaboration between Maitland City Council, Crown Lands and Reflections Holiday Parks to deliver on the vision for Walka Water Works as set out in [Maitland's Destination Management Plan](#) (DMP).

The opportunities identified in the DMP are based on the ideas and suggestions gathered from more than 1,100 key stakeholders, including the local community, industry and government, over a six month engagement period in 2019. The preservation and redevelopment of Walka Water Works were identified as a high priority.

One of five priority destination hubs identified in the DMP, the vision for Walka Water Works is to be *'an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings, functions and events'*. Based on stakeholder input, there is enormous potential for this hub to become 'the' destination in NSW for overnight eco and nature based tourism and special events.

Enhancing this reputation, the site will ultimately be connected to three other priority destination hubs through a network of shared pathways which starts in Morpeth and takes in vistas of the Hunter River, Maitland Gaol, Central Maitland, and on to Walka Water Works, thereby creating a high impact and compelling connected visitor offering for the city.

The opportunity aligns with the 10-year vision and priorities outlined in [Crown Land 2031](#), the bold vision set out in [Reflections 2030 Strategic Plan](#), as well as State and Regional tourism plans.

The NSW Government has committed \$150 million to Round 2 of the Regional Tourism Activation Fund as part of the \$3.3 billion Regional Growth Fund. The Regional Tourism Activation Fund – Round 2 will accelerate the development of high impact tourism infrastructure projects that will increase visitation, expenditure and extend the length of stay for visitors to regional NSW.

Proposed project

Council staff in consultation with landowner Crown Lands and Reflections Holiday Parks have reviewed the Destination Management Plan and identified the following Stage 1 package of works that will meet the objectives of the RTAF Round 2 funding and progress the development of Walka Water Works as a unique visitor destination and community asset by:

- Addressing the most urgent site constraints and advancing key infrastructure required for the proposed accommodation, heritage building and surrounding area upgrades resulting in large portions of the site being upgraded in this Stage and provide the enabling infrastructure required for subsequent stages.
- Restoring the Pumphouse Building to a standard where Council can call for a series of Expressions of Interest from prospective tenants for spaces within the building that would activate the site and drive visitation through functions, events and general hospitality services such as café, restaurant, brewery/distillery etc. The Pumphouse would also include an interpretive hub to acknowledge the site's history, and new amenities.
- Driving wedding, function and event visitation through the remediation and upgrade of the Eastern Lawn to include event infrastructure and improved amenity.
- Increasing the appeal of the miniature train and walking paths through a series of upgrades.

Specifically, the proposed scope of Stage 1 works would include:

- Accommodation, including 10 eco cabins, 12 glamping tents, glamping tents fixed infrastructure (that can scale up and down as required based on demand), and 40 powered sites to be managed under a commercial agreement negotiated between Council and Reflections Holiday Parks in conjunction with:
- Amenities, camp kitchen and BBQ area

- Manager's residence and linen store
- Conservation works to the Pumphouse Building and chimney, bringing the external areas back to original condition and upgrading the building to meet BCA compliance, including accessibility
- Remediation and development of the Eastern Lawn to include appropriate infrastructure including power and water and improved amenity and landscaping
- Miniature Railway Station upgrades
- Walking trail upgrades
- Remediation and development of the carpark area and new modular amenities building
- Infrastructure upgrades required to facilitate the proposed accommodation, upgraded Pumphouse building and surrounding areas including civil works, an internal access road to accommodation, electrical supply upgrades including power dual transformer substation, fire protection systems, water mains upgrades and new connections, new sewer rising main, sewer pump station, emergency sewer holding tank, development connections and future service provisions.

A number of the items included in the package would also provide sources of income that could help address the longer term sustainability of the site.

Collaboration

A Memorandum of Understanding (MOU) between Council, Crown Lands and Reflections Holiday Parks is the subject of a separate report in this agenda and would see the three parties work towards realising the vision in the DMP and collectively pursue opportunities for funding and development of Walka Water Works.

Maitland City Council endorsed support of a \$2 million co-contribution at its meeting on 13 September. This was a unanimous decision, however it came only two weeks before the funding application submission deadline, and it should be acknowledged that more detailed work will be required.

Crown Lands and Reflections Holiday Parks have both confirmed they are willing to make their respective cash contributions to the package (\$1.5 million from Crown Lands and \$1.5 million from Reflections Holiday Parks), which would be sourced through loan borrowings. This collaboration would make the Stage 1 Redevelopment works a \$25 million package, and presents a rare opportunity to unlock the site, increase utilisation, create commercial activities, remove constraints and ensure the economic and environmental sustainability of this important heritage asset for Regional NSW.

2. CASE FOR CHANGE

2.1 BACKGROUND

Maitland, situated on Wonnarua land in the heart of the Hunter Region is one of the oldest regional centres in Australia dating back to the early 1800s.

Just a 30 minute drive from Newcastle Airport and a two hour drive north from Sydney, scenic beauty and heritage buildings, unique villages and welcoming people, an attractive lifestyle and convenient location are just some of the factors that have led to Maitland being one of the fastest growing regional centres in New South Wales. The City has more than 90,000 residents (2021) and is growing at the rate of two families a day (8 people), or a medium sized suburb every year (2,740 people), with the population forecast to reach 144,550 in 2041.

Central location in the Hunter Region

Maitland is part of the *Sydney Surrounds North Destination Network*. The city's central location within the Hunter Region and its excellent transport connectivity make it ideally positioned to significantly contribute to the development of the region's visitor economy.

Maitland is conveniently situated at the junction of major transport routes near the junction of the M1, New England Highway and Pacific Highways.

Maitland is also within an easy drive to four (five if you count Sydney) current NSW 'hero' destinations:

1. Sydney
2. Newcastle
3. Hunter Valley
4. Port Stephens
5. Central Coast

Being located close to the mature tourism destinations of Port Stephens, the Hunter Valley and Newcastle creates a challenge in attracting visitation when the current offering in Maitland is underdeveloped. Conversely, with its natural beauty, fascinating heritage and 'sleeper' sites like Maitland Gaol and Walka Water Works it also presents an opportunity for creating a new, and easily accessible destination for visitors to discover.

Maitland's Visitor Economy

Maitland is characterised by its scenic beauty, unique villages and flagship events. It is heritage rich with natural aspects, built on the banks of the Hunter River that brought life and trade to the early city.

The visitor economy is an important contributor to our economy, with local attractions, built and natural heritage and the historic villages of Morpeth and Lorn, forming part of our tourism network. Maitland Gaol and the historic river port of Morpeth already feature in wholesalers' Newcastle cruise stop itineraries.

Maitland's most recent LGA Visitor Profile from Destination NSW summarises the average annual visitation. We welcome 870,900 visitors each year with the majority being domestic day trips. These visitors contribute an estimated \$123.3 million to the Maitland economy with 822 jobs supported by tourism.

The [Statewide Destination Management Plan](#) has recognised Maitland as a next potential future 'hero' destination.

Developing and expanding our cultural and recreational assets, such as the Maitland Regional Art Gallery, Maitland Gaol, Walka Water Works, Maitland Regional Sports Complex, the Morpeth to Walka network of shared pathways, along with annual flagship events, is critical to developing the Maitland brand,

appropriate infrastructure and developed world class products and experiences that are available all year round.

Currently, tourism demand is largely driven through the diverse and highly popular annual program of flagship events including Maitland Taste, Hunter Valley Steamfest, Aroma Coffee and Chocolate Festival, Riverlights Multicultural Festival, Tocal Field Days and Bitter & Twisted Boutique Beer Festival. However, for Maitland to reach 'hero destination' status there is a need to generate investment in new tourism product by the market, whilst also investing in a series of unique government owned heritage assets across the City that have significant unrealised potential to expand and diversify the tourism offering and drive the transformation of Maitland as a visitor destination.

Maitland's Destination Management Plan

Taking its strategic direction from the Statewide Destination Management Plan, Maitland's Destination Management Plan (MDMP) 2020 – 2030 brings together the ideas and vision of key stakeholders including the local community, industry and government.

It identifies a series of five priority destination hubs across the City including:

- Morpeth
- Central Maitland
- Maitland Gaol
- Walka Water Works
- Tocal

As one of the Priority Destination Hubs for Maitland the vision for Walka Water Works is to become '*An iconic visitor attraction for the city, with active day use as well as an overnight destination for nature-based tourism, weddings, functions and events*'.

A key initiative is the preservation and development of Walka Water Works, a unique heritage listed complex set on 64 hectare parcel of Crown Land reserve. There is enormous potential for this hub to become 'the' destination in NSW for overnight eco and nature-based tourism and special events. That potential has led to the strategic partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks to pursue the priority works identified in this proposal.

The Objectives - Walka Water Works Redevelopment – Stage 1

Maitland City Council, Crown Lands and Reflections Holiday Parks have worked collaboratively to prepare this proposal to reflect the strategic objectives identified in the state-wide, regional and local visitor economy strategies.

The proposal seeks to facilitate the growth in demand for regional visitor experiences by addressing the constraints and opportunities presented by the heritage and natural environments at Walka Water Works.

Key objectives of the Walka Water Works Redevelopment – Stage 1 are to:

- Develop a strategic partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks to accelerate the transformation of Walka Water Works into a tourism destination.
- Create a unique and iconic priority destination hub that attracts, engages and holds visitors, and diversifies the range and quality of the tourism experiences available in Maitland, driving both domestic and international visitation.
- Ensure the project delivers strong financial and economic outcomes in harmony with the environment and heritage landscape that makes it both viable and sustainable, with the capacity to grow over time.

- Preserve and redevelop the architectural heritage of the iconic Pumphouse Building, with conservation works to return it to original condition and upgrade the building to meet BCA compliance including accessibility.
- Attract prospective tenants for spaces within the Pumphouse Building that would activate the site and drive visitation through an interpretive centre, functions, events and general hospitality services such as café, restaurant, brewery/distillery etc. generating economic activity, creating job opportunities and increasing revenue streams.
- Create an uplift in the quality and diversity of commercial accommodation options in Maitland, to address the well documented shortfall, in particular the lack of cabins, camping facilities and powered sites.
- Develop the outdoor lawns into quality event facilities, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism and provide new visitor experiences.
- Enhance the existing visitor amenity through site improvements including the delivery of the support infrastructure required to enable development of the site as a priority destination hub.
- Improve the site's inclusion and accessibility by having regard to universal design principles and opportunities to improve the accessibility of the buildings, pathways, and parking, and create a welcoming and safe space to be enjoyed by everyone.
- Leverage off the upgrade of Newcastle Airport to attract an increase in domestic visitors and capitalise on the new international market and the visitor trend for more rural, heritage and nature-based Australian experiences.
- Continue to progress the State DMP vision of Maitland becoming a new hero tourism destination for the State by growing the critical mass needed to underpin the reinvention of Maitland's tourism potential.
- To acknowledge the traditional landowners, work with key stakeholders, such as the Aboriginal Reference Group to identify appropriate opportunities and experiences on site.
- To build and sustain a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks that is collaborative, innovative, transferable, and repeatable with opportunity for participation by the destination network and local business.

The Outcomes - Walka Water Works Redevelopment – Stage 1

The progressive achievement of these objectives will result in a series of outcomes that will provide a benefit not just to Maitland but will diversify the appeal of the broader Hunter Region and provide the State with a new 'undiscovered destination' just two hours from Sydney. Few opportunities like this still exist.

These outcomes include:

- Opportunity to access and activate this Crown Land asset with a new and expanded appeal, and capacity to attract visitors resulting in a greater economic, social and cultural contribution to the city, region and State.
- Reopening of a much loved and needed heritage asset and passive recreation space for local residents and their Visiting Friends and Family.
- A restored State owned Pumphouse Building that is preserved and activated with a range of hospitality-based tenancies, which will contribute to the ongoing sustainability of the site.
- A vastly improved unique wedding venue with an increase in capacity to host, larger, concurrent full-service weddings from service through photography, to reception and accommodation.
- A series of serviced outdoor event spaces that can hold 20 to over 2,000 visitors and cater for small scale activities through to large scale performances and festivals, expanding the tourism and event opportunities Maitland can host and/or bid for.
- Enhanced nature-based tourism experiences including improved walking trails, bird watching opportunities and the chance to see the resident kangaroos in the wild.

- The provision of a much needed and diversified accommodation offering for domestic and international visitors looking for an authentic, engaging, natural or heritage experience in a unique setting to explore Maitland, the Hunter Region and NSW.
- Generation of financial benefits from the accommodation that will allow it to expand into future stages by year three in an affordable in a responsive manner.
- Expansion of the currently limited range of international ready tourism product in Maitland, opening new markets that are currently untapped or limited to isolated pockets of product.
- The \$25 million project will create 26 direct jobs through the design and construction period along with approximately 20 FTE tourism and hospitality based jobs on site (including accommodation).
- Generation of demand for expansion into future stages of development on site but also generation of greater visitation to the city, creating demand for other regional tourism assets and business opportunities resulting from this demand.
- The project will assist in building relationships with key stakeholders in the Aboriginal community, as well as building Aboriginal cultural tourism experiences for the Maitland community, and domestic and international visitors.
- The project will be seen as a successful model for collaboration between government agencies and councils to unlock State assets and deliver community and tourism outcomes to all stakeholders, which can be repeated on other Crown Land parcels.

The Proposal description - Walka Water Works Redevelopment – Stage 1

Walka Water Works Redevelopment Stage 1 will see the formation of a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks to commence the transformation of the site into an iconic tourism destination that will attract both domestic and international visitors through its mix of State significant heritage, nature-based tourism, accommodation options and wedding, function and events infrastructure.

The proposal includes:

- Restoration of the 1885 pumphouse building and chimney, which will see the building structures brought back to their original condition including roofing, stonework, brickwork, concrete, stringer course, architrave, window and door repairs. Both the building and chimney will also go through seismic stabilisation work with the building upgraded to meet National Construction Code (NCC) compliance including fire safety, ventilation, sustainability, services and accessibility requirements. This will enable Council to call for Expressions of Interest from a range of tourism and hospitality businesses to occupy the spaces within, and around, the Pumhouse to activate and drive visitation to the site, generate an economic benefit to the City, create jobs and importantly help ensure the long term sustainability of this state significant heritage site.
- The establishment of the first stage of accommodation on site including ten eco-cabins, 12 glamping tents, glamping tents fixed infrastructure (that can scale up and down as required based on demand) as well as 40 powered sites. It will also include amenities, camp kitchen and bbq area, managers residence and linen store plus supporting infrastructure required for the development.
- Redevelopment of the Eastern Lawn to include infrastructure and landscaping to support the hosting of weddings, functions and events. At present this is a basic lawn with no infrastructure or landscaping.
- Redevelopment of the 1990s miniature train Railway Station to provide an improved visitor experience.
- Commencing the upgrade of the network of walking trails located throughout the 64 hectare site to improve accessibility and incorporate interpretive information.
- Development of a new centralised amenities building, redevelopment of the car park to meet accessibility standards and creation of enabling infrastructure and utility upgrades.

In summary:

Walka Water Works Redevelopment Stage 1 – Proposed Scope of Works	
ACCOMMODATION DEVELOPMENT	
Accommodation options (Scoped as the minimal viable operation):	<ul style="list-style-type: none"> • 10 eco cabins • 12 glamping tents • Scalable glamping tents fixed infrastructure • 40 powered sites (managed under a commercial agreement between Council and Reflections Holiday Parks)
Accommodation infrastructure	<ul style="list-style-type: none"> • Boom gates and CCTV • Civil works, including earth works, internal roadways and drainage • New amenities: • New camp kitchen • New BBQ area, with tables, seating, lighting • Manager's residence upgrade and linen store.
Accommodation utilities	<ul style="list-style-type: none"> • Electrical supply - Direct low voltage supply and MSB • Water supplies • Fire Hydrant and Hose Reel Systems
Accommodation access	<ul style="list-style-type: none"> • Upgrade of Access Road 275Lm - From Manager's Residence to intersection of South Willard Lane
Accommodation Design	<ul style="list-style-type: none"> • Design and project management, with contingency
SITE DEVELOPMENT	
Pumphouse Building	<ul style="list-style-type: none"> • Conservation works to the Pumphouse Building and chimney, bringing the building structures back to original condition and upgrading the building to meet National Construction Code (NCC) compliance including fire safety, ventilation, sustainability, services and accessibility upgrades
Eastern Lawn	<ul style="list-style-type: none"> • Contamination remediation and development to supply power and water and improved amenity and landscaping
Utilities - development connections and future service provisions	<ul style="list-style-type: none"> • Upgraded power supply and dual transformer substation
	<ul style="list-style-type: none"> • Water Mains upgrade, new connections
	<ul style="list-style-type: none"> • Fire Protection upgrades - precinct wide fire hydrant system to meet NCC requirements
	<ul style="list-style-type: none"> • Sewer infrastructure catering for the accommodation and pumphouse precincts including a 1.3km pressure sewer pipeline, pump station, emergency holding tank and development connections
Accessible amenity upgrades	<ul style="list-style-type: none"> • Carpark works, drainage and new modular toilet block
Experiences	<ul style="list-style-type: none"> • Miniature Railway Station Upgrade • Walking Trail upgrades

Future Stages - Walka Water Works Redevelopment (out of scope)

Future stages will involve the development of the 'Power Station' lawn to include a custom designed water play space inspired by the water works heritage of the site, picnic and event lawn, seating and bbqs. These stages would also include remediation of 'Walka Beach' and improved water quality to allow for secondary contact activities such as kayaking and SUPs, aeration fountain on the reservoir as well as further upgrades to walking trails, the large scale outdoor event space and development of an education centre.

Importantly, it would include a network of shared pathways that connect Walka Water Works to three other priority destination hubs including Central Maitland (The Levee lifestyle precinct, Maitland Regional Art Gallery and Maitland Regional Sports Complex), Maitland Gaol and the historic township of Morpeth. Visitors could walk or ride along the 14km pathway using e-bikes or e-scooters that would be available on site at each of these destination hubs.

2.2 RATIONALE FOR INVESTMENT

Whilst it offers both unique heritage and nature tourism opportunities, the Walka Water Works site presents a series of problems that without a significant injection of funding would preclude it from realising its potential as a priority destination hub. This lack of investment would also see Walka become an increasing burden on state and local government as key heritage assets continue to deteriorate through lack of investment and contaminated lands render the site unusable.

The Walka Water Works Redevelopment – Stage 1 proposal seeks to overcome the following problems and in doing so reimagine, repurpose and refine the role of the site in the community and visitor economy in alignment with the objectives of Maitland City Council, Crown Lands, Reflections Holiday Parks, Destination NSW and the Maitland community.

Key problem	Solution	Risks of not proceeding
<p>Limited private sector and government investment is stymying growth of the visitor economy in Maitland.</p> <p>An audit of infrastructure projects conducted by Destination Sydney Surrounds North in January 2022 shows investment in Maitland's tourism sector is well below surrounding destinations like Hunter Valley Wine Country, Newcastle, Lake Macquarie and Port Stephens.</p>	<p>The proposal provides a strategic partnership between Crown Lands (landowner), Maitland City Council (land manager) and Reflections Holiday Parks (operator) to unlock funding, resources and expertise.</p> <p>The proposal aims to build and sustain this partnership that is collaborative innovative transferable and repeatable.</p> <p>A \$25 million dollar investment in Walka Water Works will demonstrate a level of government confidence in the potential of the city's visitor economy, acting as a stimulus for further investment by the private sector.</p> <p>It will also provide opportunities for a range of tourism and hospitality businesses to invest in, and operate from, the redeveloped site in the form of commercial tenancies in the Pumphouse Building such as café, restaurant, function centre, brewery/distillery operators as well as nature tourism, wedding planner and event business opportunities.</p>	<p>Investment in visitor economy infrastructure and businesses remains static or declines representing an opportunity lost for:</p> <ul style="list-style-type: none"> • Walka Water Works fails to become a priority destination hub, with the site remaining closed or partially closed to the public due to lack of investment. • The establishment of much needed accommodation with the potential for Reflections Holiday Parks to shift their focus to alternative destinations across the State. • An increase in tourism and hospitality jobs both at Walka Water Works and across the City. • Private sector investment to leverage off this development to improve visitor economy infrastructure and create the critical mass needed to become a new hero destination for the state.
<p>Contamination in parts of Walka Water Works sees the semi-permanent or permanent closure of the site and progressive deterioration of heritage listed assets.</p> <p>Vision of Walka Water Works becoming a priority destination hub for Maitland is unable to be realised, limiting the City's to benefit from the domestic and international tourism markets.</p>	<p>The Walka Water Works Redevelopment – Stage 1 would see remediation works undertaken as part of the enabling works, alongside civil and infrastructure assets, to develop the site into a priority destination hub for the City as articulated in the Maitland Destination Management Plan.</p> <p>The proposal will see development of the site, which will generate revenue streams that can be channelled into the future stages and help with the longer-term remediation, development and sustainability of the site.</p>	<p>Without this approach, the site could remain closed on a semi-permanent or permanent basis or would be reopened as a community facility without realising its tourism potential.</p> <p>Facilities on site continue to deteriorate and costs for remediation and restoration increase exponentially, creating a longer-term burden for the State.</p> <p>Maitland's ability to benefit from the visitor economy is reduced with a key asset locked away and unable to be used or used only in a capacity that would be of interest to the local community.</p>

Key problem	Solution	Risks of not proceeding
<p>Lack of investment in both the quality and diversity of accommodation across the City is limiting opportunities for growth in the visitor economy.</p> <p>Of the 502,800 overnight stays, only 26% of visitors stayed in paid accommodation, 74% with friends or relatives (Maitland LGA Visitor Profile, 2017 – 2019 via TRA NVS).</p>	<p>The proposal includes the provision of a series of upmarket eco-cabins and glamping tent accommodation, powered sites as well as supporting infrastructure, in a high quality facility, which is currently not available in Maitland.</p> <p>The accommodation is supported by a wide range of facilities on site including hospitality businesses, recreational opportunities including walking trails, shared pathways, bird watching, miniature train rides as well as events. It will also be accessible by car, bicycle, or on foot, to a series of priority destination hubs.</p> <p>Accommodation will provide for 30,000 visitor nights and result in drawing new markets, increasing length of stay, spend and yield and will create jobs.</p> <p>The accommodation will also help to underpin the viability of the commercial uses in the restored Pump House.</p>	<p>Maitland remains a day trip destination only for the lucrative caravan, camping and RV market, missing out on its potential share of visitor spend including a direct 30,000 visitor nights onsite as well as any spin off benefits from other commercial accommodation across the City, who may otherwise have benefited from visitation driven from the redeveloped Walka Water Works.</p>
<p>Limited appeal of Maitland as more than a day trip destination due to the lack of a critical mass of mature tourism experiences</p>	<p>This proposal will bring Walka Water Works to a standard that will attract an estimated 90,000 day visitors annually, close to 10,000 visitor nights on site and a further 20,000 visitor nights across the city as a spin off from activity happening on site.</p> <p>Strengthening the cohesion and connection between Walka and the other priority destination hubs of Central Maitland, Maitland Gaol and the historic township of Morpeth via a shared pathway (project concurrently underway) will build the critical mass of mature tourism experiences to attract both the domestic and international markets, allowing the City to grow its share of the domestic market (expected to nationally reach \$47 billion in total visitor expenditure by 2030, \$8.3 billion from the day tripper segment).</p>	<p>Without this investment, Maitland remains largely a day trip destination and a Visiting Friends and Relatives market.</p> <p>Opportunities to grow jobs and the economy remain limited.</p>

Key problem	Solution	Risks of not proceeding
<p>Few commercial visitor experiences and a subsequent shortage of commissionable tourism product, resulting in a lack of tour operator and wholesaler interest in Maitland.</p> <p>Very few international ready and commissionable products.</p>	<p>The proposal would see the development of the Pumphouse Building including an interpretive space as well as hospitality businesses such as function centre, café, restaurant and brewery/distillery etc. along with the accommodation development and the upgrades to the walking trails and miniature train experience.</p> <p>This would allow for the packaging of commissionable products that could be of interest to both the domestic and international markets wanting to experience a high quality nature and heritage tourism experience.</p> <p>With the upgrade of Newcastle Airport to allow for international flights, access to the international market in particular, will improve and provide an opportunity for Walka to benefit from this lucrative market.</p> <p>Post development the aim would be to have Walka listed with at least 2-3 Online Travel Agents such as Booking.com and Expedia to increase exposure and contribute to more bookable experiences in the region. The aim would be to list the experience with 10 domestic and international online booking agents once fully operational.</p>	<p>Walka Water Works and Maitland continue to miss the opportunity to benefit from domestic and international tour and FIT markets due to a lack of commissionable product.</p> <p>Maitland would not be included in commissionable itineraries.</p>
<p>There is a shortage of quality wedding, function and event spaces across the City.</p> <p>The Eastern Annexe of the Pumphouse Building and the Pumphouse lawn have been in high demand for weddings on site at Walka Water Works. However, the lack of infrastructure and developed spaces hinders the capacity, and potential commercial returns on full-service weddings from service to photography to reception.</p>	<p>This proposal would see the development of a number of spaces that would allow for the hosting of concurrent full-service weddings including:</p> <ul style="list-style-type: none"> • Upgrades to the Pumphouse Lawn including landscaping and services with the ability to erect marquees when required • Development of a multi-room function centre plus restaurant within the Pumphouse Building, along with a café and brewery/distillery for more casual receptions <p>Prior to closure, Walka was booked out for one to two weddings every weekend for the coming three years. The increase in capacity, along with the improved amenity would see an anticipated increase in onsite weddings to between two to five weddings per week, with additional revenue being generated from offsite wedding parties seeking a photography location. Function spaces would be able to cater for up to 400 (including 250 upstairs in the restaurant area and 150 in the Eastern Annexe).</p>	<p>Walka Water Works remains closed indefinitely, with lost revenue opportunities from weddings for both the site and potentially the broader City.</p>

2.3 STRATEGIC ALIGNMENT

The Walka Water Works Redevelopment Stage 1 proposal has a strong alignment to the priorities, direction and actions outlined in NSW planning documents as well as other local and regional strategies. These alignments are outlined below.

Strategy or plan	Direction/actions	Alignment with WWWS1
NSW Visitor Economy Strategy 2030	1.02 Attract increased private sector investment in visitor economy infrastructure.	<ul style="list-style-type: none"> Upgrades and restorations to the heritage buildings that would activate the site and attract new commercial operations. Building relationships and partnering with key stakeholders to attract investment.
	3.01 Develop and promote funding programs for new products and visitor experiences that showcase the strengths of Sydney and NSW icons and hidden gems	<ul style="list-style-type: none"> An iconic visitor attraction for the city, with active day use as well as an overnight destination for nature-based tourism, weddings, functions and events, perfect for visitors wanting to explore a hidden gem in their own backyard. Enhance the existing visitor amenity through site improvements including the delivery of the support infrastructure required to enable development of the site as a priority destination hub.
	3.09 Grow the eco-wellbeing, eco-tourism and volunteer tourism sectors through industry development activities and product development support.	<ul style="list-style-type: none"> Enhanced nature-based tourism experiences including improved walking trails, bird watching opportunities and the chance to see the resident kangaroos in the wild. Walking trail upgrades 10 eco cabins sitting within nature Improved amenities and facilities to attract more visitors.
	3.10 Develop and promote accessible tourism products, experiences, and visitor precincts	<p>Key elements including universal design principles will be considered where possible:</p> <ul style="list-style-type: none"> Design to enhance mobility Wheelchair accessible Accessible toilets Accessible car parking Provision for visitors with hearing impairment Provision for visitors with vision impairment Provision for visitors with sensory needs Compliance above and beyond with the Disability Discrimination Act 1992 <p>This includes:</p> <ul style="list-style-type: none"> An easy to navigate site Differing modes of communication such as braille and hearing loops, designing out any potential hazards such as uneven surfaces or Adequate seating Having regard to the width and style of pathways, playspace equipment and building facilities Wayfinding signing with braille

Strategy or plan	Direction/actions	Alignment with WWWS1
	4.03 Create vibrant places and drive visitation by activating government-owned assets such as stadia, cultural institutions, parks and public spaces with compelling new event content.	<ul style="list-style-type: none"> • The preservation and development of Walka Water Works into a unique and iconic priority destination hub, which is a unique heritage listed complex set on 64 hectares parcel of Crown Land reserve. • Develop the outdoor lawns into quality event facilities and amenities. • A series of serviced outdoor event spaces that can hold 20 to over 2,000 visitors and cater for small scale activities through to large scale performances and festivals, expanding the tourism and event opportunities Maitland can host and/or bid for.
	4.04 Invest in new sporting, arts, cultural and event infrastructure and facilities and new event content to optimise their utilisation.	<ul style="list-style-type: none"> • Develop the outdoor lawns into quality event facilities and amenities. • A series of serviced outdoor event spaces that can hold 20 to over 2,000 visitors and cater for small scale activities through to large scale performances and festivals, expanding the tourism and event opportunities Maitland can host and/or bid for. • Building Aboriginal cultural tourism experiences for the Maitland community, and domestic and international visitors.
Destination Sydney Surrounds North Destination Management Plan	6.2 Facilitate destination infrastructure development	<ul style="list-style-type: none"> • Create a unique and iconic priority destination hub that attracts, engages and holds visitors, and diversifies the range and quality of the tourism experiences available in Maitland, driving both domestic and international visitation. • Create an all encompassing visitor destination with a café, restaurant and bar/brewery, function centre particularly to cater for weddings, and events, accommodation options and better amenities.
	6.3 Facilitate product and experience development	<ul style="list-style-type: none"> • Develop the outdoor lawns into a quality event facility, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism and provide new visitor experiences. • A vastly improved unique wedding venue with an increase in capacity to host, larger, concurrent full-service weddings from service through photography, to reception and accommodation. • Enhanced nature based tourism experiences • 10 eco cabins • 12 glamping tents • 40 power sites Building Aboriginal cultural tourism experiences for the Maitland community, and domestic and international visitors.

Strategy or plan	Direction/actions	Alignment with WWRS1
	6.7 Improve destination marketing effectiveness	<ul style="list-style-type: none"> Using the new, unique and iconic priority destination hub as a key feature in marketing campaigns and activities, making Maitland a more attractive destination. PR opportunities throughout the development at key milestones as well as ongoing in marketing campaigns To promote the Aboriginal culture and heritage and the European history of Maitland Adding to itineraries for a more diverse experience. International ready product, expanding Maitland's opportunity to market to international audiences.
Maitland Destination Management Plan (MDMP)	4.4 Develop Walka Water Works as a Priority Destination Hub	<ul style="list-style-type: none"> All objectives of this proposal meet this priority for the MDMP.
	5.1 Product development	<ul style="list-style-type: none"> Develop the outdoor lawns into quality event facilities, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism and provide new visitor experiences. A vastly improved unique wedding venue with an increase in capacity to host, larger, concurrent full-service weddings from service through photography, to reception and accommodation. Enhanced nature based tourism experiences 10 eco cabins 12 glamping tents 40 power sites Building Aboriginal cultural tourism experiences for the Maitland community, and domestic and international visitors.
Letter of support for the Maitland Destination Management Plan	Heritage NSW Letter of Support (RTAF2 – 0053 – LOS for Destination Management Plan)	<ul style="list-style-type: none"> Leveraging Maitland's history and heritage to create memorable cultural experiences Enhancing the visitor experience at Walka Water Works with walking trails and signage to highlight the site's heritage, and restoring and improving heritage buildings to cater for events Opportunities to improve visitor experience.
	Aboriginal Reference Group Letter of Support	<ul style="list-style-type: none"> Supporting Aboriginal tourism and international visitors through food and education experiences Supporting building the relationship with Maitland City Council Linking with places of significance including Walka Water Works
	Destination NSW Letter of Support	<ul style="list-style-type: none"> Supporting international tourism product development and Aboriginal tourism development
	Destination Sydney Surrounds North Letter of Support	<ul style="list-style-type: none"> Developing priority hubs in Maitland
Maitland City Council Community Strategic Plan	Make Central Maitland 'the' place to visit – contemporary, vibrant and full of experiences	<ul style="list-style-type: none"> Walka Water Works is located in Central Maitland and will be an iconic visitor attraction for the city offering new experiences and attracting events and activations.

Strategy or plan	Direction/actions	Alignment with WWWS1
	Promote our major facilities to attract events and activities	<ul style="list-style-type: none"> Using the new, unique and iconic priority destination hub as a key feature in marketing campaigns and activities, making Maitland a more attractive destination. PR opportunities throughout the development at key milestones as well as ongoing in marketing campaigns International ready product, expanding Maitland's opportunity to market to international audiences. A series of serviced outdoor event spaces that can hold 20 to over 2,000 visitors and cater for small scale activities through to large scale performances and festivals, expanding the tourism and event opportunities Maitland can host and/or bid for. A vastly improved unique wedding venue with an increase in capacity to host, larger, concurrent full-service weddings from service through photography, to reception and accommodation
	<ul style="list-style-type: none"> Showcase our iconic attractions and experiences 	<ul style="list-style-type: none"> Using the new, unique and iconic priority destination hub as a key feature in marketing campaigns and activities, making Maitland a more attractive destination. PR opportunities throughout the development at key milestones as well as ongoing in marketing campaigns International ready product, expanding Maitland's opportunity to market to international audiences
	Retain and promote our unique rural landscape, farms and food markets	<ul style="list-style-type: none"> Remediation and redevelopment of a unique, natural asset with a new and expanded appeal, and capacity to attract visitors resulting in a greater economic, social and cultural contribution to the city, region and State. Using the new, unique, and iconic priority destination hub as a key feature in marketing campaigns and activities, making Maitland a more attractive destination.
	Encourage healthy and active lifestyles, with improved access to local services and facilities	<ul style="list-style-type: none"> Enhanced nature based tourism experiences including improved walking trails, bird watching opportunities and the chance to see the resident kangaroos in the wild. Improved amenities and facilities to attract more visitors.
Hunter Regional Economic Development Strategy	C. Improve infrastructure, services and amenities to fully realise and sustain the Region's growth potential	<ul style="list-style-type: none"> Create a unique and iconic priority destination hub that attracts, engages and holds visitors, and diversifies the range and quality of the tourism experiences available in Maitland, driving both domestic and international visitation.
Crown Land 2031	A 10-year vision for Crown Land and sets a new direction in unlocking economic benefits from Crown Land assets	<ul style="list-style-type: none"> This project will align with achieving Crown Land 2031 "Priorities" - Accelerate economic progress in regional and rural NSW and protect cultural heritage on Crown land and "Outcomes" - Crown land assets are accessed, activated and sustained, regional tourism diversifies through activation of Crown land, innovative industries prosper in the regions and cultural heritage sites on Crown land are identified and protected. Crown Land as a valued partner in this project will support delivery and implementation of this project and the long-term vision for this unique asset.

Strategy or plan	Direction/actions	Alignment with WWWS1
Statewide Destination Management Plan	<p>NSW 'Hero' Destinations and Experiences – Maitland</p> <p>A 'Hero' destination is defined as world class, iconic and unique, and has high brand awareness and defines the character of the area</p>	<ul style="list-style-type: none"> • Create a unique and iconic priority destination hub that attracts, engages and holds visitors, and diversifies the range and quality of the tourism experiences available in Maitland, driving both domestic and international visitation. • Develop the outdoor lawns into quality event facilities, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism and provide new visitor experiences. • A vastly improved unique wedding venue and quality event spaces.

2.4 EXPECTED OUTCOMES

The progressive achievement of these objectives will result in a series of outcomes that will provide a benefit not just to Maitland but will diversify the appeal of the broader Hunter Region and provide the State with a new 'undiscovered destination' just two hours from Sydney. The overarching outcome statements have listed against the beneficiaries and supported (where appropriate) by a quantitative measure.

Outcome statement	Beneficiaries
<p>Opportunity to access and activate this Crown Land asset with a new and expanded appeal, and capacity to attract visitors resulting in a greater economic, social and cultural contribution to the city, region and State.</p>	<p>Community Environment Recreation Local residents Visitors Local businesses Maitland Park Run Bird Watchers Miniature Railway Association Event suppliers Weddings booking Event organisers Maitland City Council Crown Land Reflections Holiday Parks</p>
<p>Reopening of a much loved and needed heritage asset and passive recreation space for local residents and their Visiting Friends and Family.</p> <p>Quantitative objective:</p> <p>Pumphouse lawn approximately 2,800m2 and building approximately 1300m2</p>	<p>Community Environment Recreation Local residents Visitors Local businesses Maitland Park Run Bird Watchers Miniature Railway Association Event suppliers Weddings bookings Event organisers Maitland City Council Crown Land Reflections Holiday Parks</p>

Outcome statement	Beneficiaries
<p>A restored State owned Pumphouse Building that is preserved and activated with a range of hospitality based tenancies, which will contribute to the ongoing sustainability of the site.</p> <p>Quantitative objectives:</p> <ul style="list-style-type: none"> An Expression of Interest will lead to long term leases signed for three to four hospitality based commercial tenancies including a café, restaurant and brewery/distillery/cellar door shortly following the finalisation of the Pumphouse building in year 5 (2026/27). These businesses would create approximately 24 full time jobs, 16 part time and 10 casual positions. These businesses will trade 6-7 days per week including weekends. Once trading at full capacity, these businesses would service 90,000 visitors each year and have the potential to generate a combined revenue of close to \$9M (based on number of day trip visitors spending \$99 each, and not including overnight visitors). <p>These additional experiences will make the site more attractive and generate longer stays and more spend.</p>	<p>Community Environment Infrastructure Recreation Local residents Visitors Event suppliers Weddings bookings Event organisers Maitland City Council Reflections Holiday Parks</p> <p>Beneficiaries of quantitative objectives: Community Visitors Local businesses Maitland City Council Crown Lands Reflections</p>
<p>A vastly improved unique wedding venue with an increase in capacity to host, larger, concurrent full-service weddings from service through photography, to reception and accommodation.</p> <p>Quantitative objectives:</p> <ul style="list-style-type: none"> Full service wedding venue with improved facilities, access and amenity, and the capacity to host two concurrent weddings for up to 400 patrons, quadrupling the current capacity per event day commencing year 5 (2026/27). Increase the frequency of destination weddings from one per week to 2-5 per week, utilising both reception venues from year 5 (2026/27). Increase total weddings bookings by 20% YoY for three years commencing 2026/27. <p>Achieve a client and patron satisfaction rating of 8 – 10 (NPS).</p>	<p>Community Infrastructure Event suppliers Local businesses Weddings bookings Wedding guests Wedding planners Maitland City Council Reflections Holiday Parks Accommodation providers</p>
<p>A series of serviced outdoor event spaces that can hold 20 to over 2,000 visitors and cater for small scale activities through to large scale performances and festivals, expanding the tourism and event opportunities Maitland can host and/or bid for.</p> <p>Quantitative objectives:</p> <ul style="list-style-type: none"> Improved facilities, access and amenity across four dedicated outdoor event/function/wedding spaces designed to service outdoor events for 20 - 2,000 patrons. A minimum of 15 events (excluding weddings) held on site in the first 12 months, with at least two being held in the large event space hosting up to 2,000 pax per event. 	<p>Community Infrastructure Event suppliers Local residents Visitors Event producers Maitland City Council Reflections Holiday Parks Schools</p>
<p>Enhanced nature based tourism experiences including improved walking trails, bird watching opportunities and the chance to see the resident kangaroos in the wild.</p>	<p>Community Environment Recreation Local residents</p>

Outcome statement	Beneficiaries
<p>Quantitative objectives</p> <ul style="list-style-type: none"> Improve facilities, access and amenity for bush walking and bird watching, attracting 90,000 visitors each year Host a minimum of 20 school groups (20 pax) per year 	<p>Visitors</p> <p>Eco & Nature based visitors</p> <p>Bird Watchers</p> <p>Recreational users</p> <p>Schools</p>
<p>The provision of a much needed and diversified accommodation offering for domestic and international visitors looking for an authentic, engaging, natural or heritage experience in a unique setting to explore Maitland, the Hunter Region and NSW.</p>	<p>Community</p> <p>Infrastructure</p> <p>Environment</p> <p>Domestic visitors</p> <p>International visitors</p> <p>Eco & Nature based visitors</p> <p>RV friendly visitors</p> <p>Maitland City Council</p> <p>Reflections Holiday Parks</p> <p>Accommodation providers</p>
<p>Quantitative objectives:</p> <ul style="list-style-type: none"> Deliver 10 eco cabins, 12 glamping tents, glamping tent infrastructure that can scale up or down depending on demand and 40 powered sites. Include provisions for camp kitchen, centralised amenities, managers residence and linen store along with enabling infrastructure and civil works. 	
<p>Generation of financial benefits from the accommodation that will allow it to expand into future stages by year three in an affordable and responsive manner.</p>	<p>Community</p> <p>Infrastructure</p> <p>Environment</p> <p>Domestic visitors</p> <p>International visitors</p> <p>Eco & Nature based visitors</p> <p>RV friendly visitors</p> <p>Maitland City Council</p> <p>Reflections Holiday Parks</p>
<p>Quantitative objectives:</p> <ul style="list-style-type: none"> Generate total revenue of [REDACTED] in overnight stays from 2024 to 2027. Increase total revenue generated by accommodation YoY by 10% Achieve occupancy levels of 40% by year 2 (2024) 	
<p>Expansion of the currently limited range of international ready tourism product in Maitland, opening new markets that are currently untapped or limited to isolated pockets of product.</p>	<p>Community</p> <p>Infrastructure</p> <p>Environment</p> <p>Recreation</p> <p>Domestic visitors</p> <p>International visitors</p> <p>Eco & Nature based visitors</p> <p>RV friendly visitors</p> <p>Maitland City Council</p> <p>Reflections Holiday Parks</p>
<p>Quantitative objective:</p> <ul style="list-style-type: none"> Develop a quality nature based tourism experience that has the potential to attract 3,650 international visitors between years 2024 and 2027. 	
<p>The direct creation of short-term jobs through the design and construction period along with a number of permanent tourism and hospitality-based jobs on site.</p>	<p>Construction employees (temp)</p> <p>Tourism and hospitality employees (permanent)</p> <p>Maitland City Council</p> <p>Reflections Holiday Parks</p>
<p>Quantitative objective</p> <p>Create more than 20 short term jobs to deliver the construction project</p> <p>Specific to accommodation:</p> <ul style="list-style-type: none"> 2024 – 4.3 2025 – 6.9 2026 – 7.4 2027 – 8.1 <p>Create additional hospitality and tourism jobs once site is fully operational:</p> <ul style="list-style-type: none"> 24 full time jobs 16 part time jobs 10 casual jobs 	

Outcome statement	Beneficiaries
Generation of demand for expansion into future stages of development on site but also generation of greater visitation to the city, creating demand for other regional tourism assets and business opportunities resulting from this demand.	Community Infrastructure Environment Recreation Local residents Visitors Local businesses Maitland Park Run Recreation users Bird Watchers Miniature Railway Association Event suppliers and producers Weddings bookings Maitland City Council Crown Land Reflections Holiday Parks
<p>Quantitative objectives</p> <ul style="list-style-type: none"> Attract 90,000 visitors to Walka Water Works per year once fully operation in year 5 (2027) Increase visitation by 20% year on year between years 2 and 5 (2024-2027). Operate the events business at 70% capacity, achieving the equivalent of a minimum of 260 event days per year by year 2026. 	
The project will assist in building relationships with key stakeholders in the Aboriginal community, as well as building Aboriginal cultural tourism experiences for the Maitland community, and domestic and international visitors.	Community Infrastructure Environment Local residents Visitors Local businesses Aboriginal community Schools
Engage with local Aboriginal community to identify opportunities for developing cultural experiences that may be suitable for Walka Water Works. Aim to have 1–2 commercial experiences available within the first twelve months of operation.	
The project will be seen as a successful model for collaboration between government agencies and councils to unlock State assets and deliver community and tourism outcomes to all stakeholders, which can be repeated on other Crown Land parcels.	NSW Government Maitland City Council Crown Land Reflections Holiday Parks
Utilise this case study as a model to attract further investment on other Crown Land parcels in Maitland.	

2.5 STAKEHOLDER & COMMUNITY SUPPORT

There are three critical stakeholders in this project, Maitland City Council, Reflections Holiday Parks and NSW Crown Lands. On 13 September 2022, Maitland City Council endorsed a draft Memorandum of Understanding between with Crown Lands and NSW Crown Holiday Parks Land Manager in order to pursue opportunities to obtain funding for the rehabilitation and development of Walka Water Works in accordance with the vision articulated in the Destination Management Plan 2020-2030. Each of these stakeholders are deeply engaged, connected and committed to the project in terms of their financial contribution, their ongoing operational role and a commitment to ongoing sustainability and financial return. These three stakeholders have worked together to prepare this application. Each of these stakeholders have also engaged with their own constituent communities to bring them to a point of this collaboration and agreement.

- Reflections has used guest satisfaction survey data, membership records, socio demographics and visitation data to understand the needs and expectations of its potential market and to ensure that the design of facilities reflect that information.
- Crown Lands have engaged the business sector throughout the process to ensure it's aligned with business objectives for the area and more broadly for the region.
- Maitland City Council completed extensive community engagement as part of Council's Destination Management Plan (DMP) and Community Strategic Plan (CSP) and found that Walka Water Works is a key location in Maitland for the community and provides important opportunities for connection with

the environment, and others. The DMP engagement in 2019 included 60 industry stakeholders at three workshops, 35 business leaders completed an interactive survey and the community completed 344 online surveys. The CSP engagement in 2022 included four drop in sessions, two live Q&As, reached 4,600 stakeholders, secured 123 online survey responses and 18 formal submissions.

With there being relatively few natural open spaces in Maitland, stakeholder and community support is very high for Walka Water Works as an asset and what is proposed as part of the project.

It was clearly identified as part of the DMP engagement that Walka Water Works is important to the community. Walka Water Works is a critical asset that fills recreational gaps across Maitland and provides one of the only managed locations where residents can walk, ride and connect with the environment in a safe way.

Issues raised by the community statement	Objectives of the proposal that respond to community concerns
Improvements wanted to bring a café, restaurant and bar/brewery or function centre particularly to cater for weddings to the site	<ul style="list-style-type: none"> Create a unique and iconic priority destination hub that attracts, engages and holds visitors, and diversifies the range and quality of the tourism experiences available in Maitland, driving both domestic and international visitation. Attract prospective tenants for spaces within the Pumphouse Building that would activate the site and drive visitation through an interpretive centre, functions, events and general hospitality services such as café, restaurant, brewery/distillery etc. generating economic activity, creating job opportunities and increasing revenue streams.
Lack of accommodation options and would like to see eco cabins, camping/glamping or caravans	<ul style="list-style-type: none"> Create an uplift in the quality and diversity of commercial accommodation options in Maitland, to address the well documented shortfall, in particular the lack of cabins, camping facilities and powered sites.
The site needs better amenities	<ul style="list-style-type: none"> Enhance the existing visitor amenity through site improvements including the delivery of the support infrastructure required to enable development of the site as a priority destination hub. This includes improved parking and new centralised amenities
More activities supported like improved hiking trails, cycleway connections	<ul style="list-style-type: none"> Improve the sites inclusion and accessibility by having regard for universal design principles and opportunities to improve accessibility of the buildings, pathways, and parking, and create a welcoming and safe space to be enjoyed by everyone.
The site should be a destination for festivals, events, filming and photography	<ul style="list-style-type: none"> Attract prospective tenants for spaces within the Pumphouse Building that would activate the site and drive visitation through an interpretive centre, functions, events and general hospitality services such as café, restaurant, brewery/distillery etc. generating economic activity, creating job opportunities and increasing revenue streams. Develop the outdoor lawns into quality event facilities, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism and provide new visitor experiences.

Future engagement

The Walka Water Works Redevelopment – Stage 1 is informed by many years of engagement and discussion that informed the vision articulated in the Maitland Destination Management Plan. Moving forward, a comprehensive communication and engagement plan will be developed that will include consultation with all identified stakeholders through:

- Keeping the community informed at key milestones of the project
- Consultation around the development application
- Consultation with state government agencies and the market re: adaptive reuses

- Market testing through Reflections management and membership
- Anecdotal evidence and responses secured through the Maitland Visitor Information Centre
- Surveys of community users such as park run and weddings
- Ongoing conversation around strategic planning within the Maitland LGA

Communication and engagement around the redevelopment and site will continue for the lifetime of the project to ensure that the facility is growing and changing to reflect user expectations, market needs and emerging opportunities.

3. ANALYSIS OF THE PROPOSAL

3.1 OBJECTIVES & INDICATORS

Table 3.1: Proposal objectives

Key problem/issue	Key proposal objective/s	Key success indicator
<p>Limited private sector and government investment is stymying growth of the visitor economy in Maitland.</p> <p>An audit of infrastructure projects conducted by Destination Sydney Surrounds North in January 2022 shows investment in Maitland's tourism sector is well below surrounding destinations like Hunter Valley Wine Country, Newcastle, Lake Macquarie and Port Stephens.</p>	<ul style="list-style-type: none"> Develop a strategic partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks to remediate and accelerate the transformation of Walka Water Works into a tourism destination. To build and sustain a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks that is collaborative, innovative, transferable, and repeatable with opportunity for participation by the destination network and local business. Attract prospective tenants for spaces within the Pumphouse Building that would activate the site and drive visitation through an interpretive centre, functions, events and general hospitality services such as café, restaurant, brewery/distillery etc. generating economic activity, creating job opportunities and increasing revenue streams. 	<ul style="list-style-type: none"> Successfully secure \$20 million through RTAF round 2. To complement the accommodation, secure three to four long term leases once the site is fully operational. Attract 90,000 visitors to Walka Water Works per year once fully operational in year 5 (2027) Increase visitation by 20% year on year between years 2 and 5 (2024-2027) to attract investment.
<p>Contamination in parts of Walka Water Works sees the semi-permanent or permanent closure of the site and progressive deterioration of heritage listed assets.</p> <p>Vision of Walka Water Works becoming a priority destination hub for Maitland is unable to be realised, limiting the City's ability to benefit from the domestic and international tourism markets.</p>	<ul style="list-style-type: none"> Create a unique and iconic priority destination hub that attracts, engages and holds visitors, and diversifies the range and quality of the tourism experiences available in Maitland, driving both domestic and international visitation. Improve the sites inclusion and accessibility by having regard for universal design principles and opportunities to improve accessibility of the buildings, pathways, and parking, and create a welcoming and safe space to be enjoyed by everyone. Continue to progress the Statewide DMP vision of Maitland becoming a new hero tourism destination for the State by growing the critical mass needed to underpin the reinvention of Maitland's tourism potential. 	<ul style="list-style-type: none"> Remediation of Pumphouse lawn (approximately 2,800m²) and building (approximately 1300m²) Meet DIAP and DDA standards for inclusive and accessible spaces Become hero destination for NSW
<p>Lack of investment in both the quality and diversity of accommodation across the City is limiting opportunities for growth in the visitor economy.</p> <p>Of the 502,800 overnight stays, only 26% of visitors stayed in paid</p>	<ul style="list-style-type: none"> Ensure the project delivers strong financial and economic outcomes in harmony with the environment and heritage landscape that makes it both viable and sustainable, with the capacity to grow over time 	<ul style="list-style-type: none"> Generate total revenue of █████ in overnight stays from 2024 to 2027. Increase total revenue generated by accommodation YoY by 10%.

accommodation, 74% with friends or relatives (Maitland LGA Visitor Profile, 2017 – 2019 via TRA NVS).	<ul style="list-style-type: none"> Create an uplift in the quality and diversity of commercial accommodation options in Maitland, to address the well documented shortfall, in particular the lack of cabins, camping facilities and powered sites. 	<ul style="list-style-type: none"> Achieve occupancy levels of 40% by year 2 (2024). Deliver 10 eco cabins, 12 glamping tents, glamping tent infrastructure that can scale up or down depending on demand and 40 powered sites. Include provisions for camp kitchen, centralised amenities, managers residence and linen store along with enabling infrastructure and civil works.
Limited appeal of Maitland as more than a day trip due to the lack of a critical mass of mature tourism experiences	<ul style="list-style-type: none"> Preserve and redevelop the architectural heritage of the iconic Pumphouse Building, with conservation works to return it to original condition and upgrade the building to meet BCA compliance including accessibility. Leverage off the upgrade of Newcastle Airport to attract an increase in domestic visitors and capitalise on the new international market and the visitor trend for more rural, heritage and nature based Australian experiences. 	<ul style="list-style-type: none"> Remediation of Pumphouse lawn (approximately 2,800m²) and building (approximately 1300m²)
<p>Few commercial visitor experiences and a subsequent shortage of commissionable tourism product, resulting in a lack of tour operator and wholesaler interest in Maitland.</p> <p>Very few international ready and commissionable products.</p>	<ul style="list-style-type: none"> Develop the outdoor lawns into quality event facilities, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism and provide new visitor experiences. Enhance the existing visitor amenity through site improvements including the delivery of the support infrastructure required to enable development of the site as a priority destination hub. Leverage off the upgrade of Newcastle Airport to attract an increase in domestic visitors and capitalise on the new international market and the visitor trend for more rural, heritage and nature based Australian experiences. 	<ul style="list-style-type: none"> Improved facilities, access and amenity across four dedicated outdoor event/function/wedding spaces designed to service outdoor events for 20 - 2,000 patrons. A minimum of 15 events (excluding weddings) held on site in the first 12 months, with at least two being held in the large event space hosting up to 2,000 pax per event. Develop a quality nature based tourism experience that has the potential to attract 3,650 international visitors between years 2024 and 2027.
<p>There is a shortage of quality wedding, function and event spaces across the City.</p> <p>The Eastern Annexe of the Pumphouse Building and the Pumphouse lawn have been in high demand for weddings on site at Walka Water Works however lack of infrastructure and developed spaces hinders the capacity, and potential commercial returns, on full-service weddings from service to photography to reception.</p>	<ul style="list-style-type: none"> Preserve and redevelop the architectural heritage of the iconic Pumphouse Building, with conservation works to return it to original condition and upgrade the building to meet BCA compliance including accessibility. Develop the outdoor lawns into quality event facilities, improve the miniature railway experience and walking trails to generate commercial activities and revenues, create new jobs in events, hospitality and eco-tourism 	<ul style="list-style-type: none"> Operate the events business at 70% capacity, achieving the equivalent of a minimum of 260 event days per year by 2026. Full service wedding venue with improved facilities, access and amenity, and the capacity to host two concurrent weddings for up to 400 patrons, quadrupling the current capacity per event day commencing year 5 (2026/27).

	and provide new visitor experiences.	<ul style="list-style-type: none"> • Increase the frequency of destination weddings from one per week to 2-5 per week, utilising both reception venues from year 5 (2026/27). • Increase total weddings bookings by 20% YoY for three years commencing 2026/27.
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3.2 THE BASE CASE

Background

Walka Recreation and Wildlife Reserve is a much-loved site for the Maitland community. Built in 1887, the Walka Water Works Pumphouse Building with its striking chimney and ornate brickwork, is part of one of the largest and most intact 19th Century industrial complexes in the Hunter Valley, which also includes the settling tanks and the stone dam wall to the lake.

The former water works provided the people of the Lower Hunter Valley with their first permanent water supply from 1887 until 1923. It was decommissioned in 1931, before being resurrected in 1951 by the Electricity Commission as a temporary power station during the post war electricity shortages. In 1978 the site was decommissioned and the power station dismantled.

The nature reserve offers extensive natural gardens and picnic areas that border the lake and surrounding bush land with its native fauna and flora. There are approximately 12 kilometres of mainly gravel trails for walkers and cyclists. A mini train track runs along the edge of the lake which is home to many species of water birds. Train rides operate on Sundays and by arrangement.

Maitland City Council was appointed the Reserve Trust Manager in August 2007 through a Memorandum of Understanding (MOU) with the NSW Department of Lands. Through the MOU and as the Reserve Trust Manager, Council envisaged that Walka Water Works would be more strategically integrated into the City's passive open space system.

Current State

Council has closed Walka Water Works to the public as a precaution after the presence of asbestos was discovered during condition assessments in early 2022. Qualified assessors have identified the presence of asbestos at some sites, most likely associated with the site's historical use as a power station.

Over the past six months, studies have been completed and a remediation action plan has been developed for the site in consultation with the Walka's main stakeholders and the engaged NSW EPA accredited auditor.

The remediation works will be staged to allow the site to be reopened to the public under an asbestos management plan. Contaminated soil is proposed to be relocated onsite to the water treatment cells and capped, allowing the existing historical infrastructure to be used for recreational purposes yet featured, through an interpretive heritage landscape design. These controls consist of the installation of appropriate fencing and signage to restrict access to hazardous areas and interim capping of areas that require access.

Over the coming months as remediation occurs, access to Walka will be provided via Scobies Lane and Pumphouse Road, enabling partial reopening of the walking and running trails, and partial reopening of the car park and toilet block. This partial reopening will see bird watchers, Maitland Park Run organisers and participants, as well as other general recreational users able to again use parts of the site.

Without the funding, it could take years to complete the staged reopening of the entire site, and it would only be opened to a minimum standard to meet basic community uses, failing to realise the vision of it becoming a priority destination hub for visitors to the city. In short:

- Significant parts of the site will remain contaminated and closed to the public
- The Pumphouse Building will continue to deteriorate and remain unsafe and unable to be used
- The Pumphouse lawn will remain closed and unable to be returned to hire for wedding receptions, parties and special events.
- Access to Miniature Railway will remain closed. This affects the community groups and volunteers who manage this space and removes a family experience from the site.
- A large part of the carpark will remain unremediated and not meet accessibility requirements.
- Accommodation will not proceed, missing an opportunity to address the shortage of commercial accommodation in the city and specifically the total lack of cabin, glamping and powered sites.

3.3 OTHER OPTIONS CONSIDERED

This proposal outlines objectives and outcomes directly reflective of the extensive engagement completed in 2019 and 2021/22 with a range of key stakeholders contributing to a vision for Walka Water Works. Given this extensive engagement, no other options were considered to address the abovementioned problems. However, do nothing, do minimum and do later approaches to the Walka Water Works site are considered below.

A do nothing option

A do nothing approach would leave the site in its current state without remediation and closed. The option would:

- Be unacceptable to the local community as it is a much-loved historic site
- Cause the heritage assets to further deteriorate increasing risk of failed infrastructure.
- Leaving a Crown Land site to become derelict
- Generate unkept and overgrown vegetation
- Result in a missed opportunity to increase accommodation through a partnership with Reflections
- Result in a missed opportunity to develop the Crown Land to promote regional development and support the NSW visitor economy
- Result in a missed opportunity to collaborate to create new experiences

A do-minimum option

The minimum option would be as outlined in the Base Case scenario. This option would:

- Be unacceptable to a community which has limited options for nature-based recreation and open space, limited access to nature trails, and has expressed a strong aspiration for the site to reopened and amenity improved
- Indefinitely close the Pumphouse Building and the adjacent green and open spaces losing opportunities for revenue generation
- Result in a missed opportunity to increase accommodation through a partnership with Reflections
- Constrain the accommodation options in Maitland, which are in short supply
- Result in a missed opportunity to develop the Crown Land to promote regional develop and support the NSW visitor economy
- Generate unkept and overgrown vegetation in remaining restricted areas
- Result in a missed opportunity to collaborate to create new experiences
- Leave land contaminated and therefore closed, for longer
- Cause the heritage assets to further deteriorate increasing risk of failed infrastructure and increased costs

A do-later option

This option would:

- Potentially result in a missed opportunity to increase accommodation through a partnership with Reflections as they focus on other sites around the State.
- Increase the costs associated with remediation and development of the site, and in particular the built infrastructure, to a point where they potentially become unaffordable for the State and fall into permanent disrepair.
- Have potential to result in significant reputational damage for both the State and Maitland City Council as community protest the extended closure of one of their much loved and patronised natural and open space venues.
- Delay any potential for Maitland to realise the Statewide DMP vision of becoming a future hero destination for the State as one of its key priority hubs is locked up and inaccessible to visitors and the community.
- Delay any economic benefits that would result from the development and ongoing operation of the site, representing lost revenue and job opportunities.

3.4 INFORMATION ABOUT THE PROPOSAL

3.4.1 SCOPE OF WORKS

The scope of works will be completed at 55 Scobies Lane, Oakhampton Heights, NSW, 2320, Australia. Throughout this proposal considerations have been made in the areas of planning and management, including costs, risks, stakeholders, consultation, and design. All concept studies and planning will be completed for the project. The following supporting documents outlines and highlight the key components of the scope of works.

- High level Proposed Scope of Works (page x)
- RTAF2 - 0053 - Budget
- RTAF2 - 0053 - Project Plan
- RTAF2 - 0053 - Concept Diagram
- RTAF2 - 0053 - Project Risk Management Plan
- RTAF2 - 0053 - Quotes & Estimates
- RTAF2 - 0053 - Walka Water Works Redevelopment Prospectus

3.4.2 PROPOSAL EXCLUSIONS

The scope of works excludes any remediation or upgrade of the recreational areas South of the carpark such as the PowerStation lawn, proposed waterplay area and Walka 'beach' (note - that the mini train station area technically sits within this area). The Pumphouse building will be restored and upgraded to a level synonymous with a base build intent, whereby the building will be restored and upgraded to align with heritage, NCC and stakeholder expectations, yet any detailed fit out specific to the needs of future tenants are excluded.

All other areas included within the development precinct will be developed in line with legislative and fit for purpose requirements.

3.4.3 RELATED PROJECTS

Morpeth to Walka Water Works Shared Pathway

The 2030 Maitland Destination Management Plan identifies five Priority Destination Hubs including Walka Water Works, Maitland Gaol, Morpeth, Central Maitland and Tocal. Each of these hubs have a clear vision with a unique identity that will help transform Maitland into a new hero destination for NSW.

Four of the five hubs will be connected by the Morpeth to Walka Water Works Shared Pathway. The pathway will connect Morpeth to Central Maitland via Maitland Gaol, Maitland Regional Sports Complex and adjoining Harold Gregson Reserve. From Central Maitland, the pathway will connect Walka Water Works, which in future, could connect back to Morpeth and form a city loop.

The pathway will celebrate and activate the Hunter River and include interpretive information, public art and wayfinding signage as well as seating and bike racks. The pathway will be a lasting piece of infrastructure that both the community and visitors can utilise and enjoy.

The first stage of the Morpeth to Walka Shared Pathway has been completed with the construction of a path along Steamer Street Morpeth. Construction of Stage 1A of the project (Robert Street to Illalaung Park) is close to commencement, with further funding recently secured to deliver the remaining sections of the pathway in Morpeth.

Maitland Gaol

Council, as the Crown Land Manager for Maitland Gaol, has undertaken significant work to plan for the Gaol's future and adopted the Maitland Gaol Development Plan and Site Master Plan in September 2020 to drive the future development and sustainability of the site. Over \$12 million of work is already underway developing, preserving and interpreting the visitor experience of Maitland Gaol. Stage 1 will redevelop the entry experience, create a destination café with new interior access to the Gaol and develop exciting new boutique accommodation, a first of its type in Australia, in the historic on site residences, transforming and activating the Gaol both day and night. This project represents significant progress towards realising the vision to position Maitland Gaol as a unique and iconic tourism destination within the Hunter Region. Stage 1 is expected to be completed by October 2024.

3.5 PROJECTED COSTS

3.5.1 PROJECTED CAPITAL COSTS

The following table outlines the projected capital costs of the proposal.

Table 3.2: Projected capital costs inclusive of contingency (\$000s)*

Stage	2022-23	2023-24	2024-25	2025-26	Totals	
Maitland City Council						
Administration – All <i>Consultant Fees</i> (12%) <i>Including QS, PM, Heritage, Services, Design, Bushfire, BCA, etc</i>						
Administration – <i>Consultant Fees Tendering</i>						
Contingency – General Project (20%)						
Contingency – <i>Heritage / Archaeological</i> (5.5%)						
Construction – <i>Approvals</i> (3.4%) <i>Including LSL & Authority Fees</i>						
Construction – <i>Site and Buildings</i>						
Construction – <i>Staging / Phasing</i> (1.5%) <i>Costs</i>						
Escalation – to July 2025 (8.1%)						
TOTAL						
Reflections Overnight Accommodation						
Administration – All <i>Consultant Fees</i> (10%)						
Construction – <i>Services Electrical and Fire Protection</i>						
Construction – <i>Site and Buildings</i>						
Contingency – General Project (10%)						
TOTAL						
OVERALL COSTS						

3.5.2 PROJECTED ONGOING COSTS

Council prepares an annual balanced budget capturing all inflows of revenues, grants and other funding; and all outflows through operational and capital activity, which includes estimates supporting the annual activity of Council's sites, incorporating maintenance costs, including Walka Water Works.

This budget is subject to review and reported to Council quarterly, per the Local Government Act. In addition, a long term financial plan, supporting Council's longer term financial sustainability is developed and approved by Council.

Council will maintain the facility under its building maintenance program of \$2,500,000 per annum which includes maintenance, cleaning, resourcing and operation of assets. Council will also maintain the grounds, gardens and recreations spaces under its recreation maintenance program of \$5,607,000 per annum. Asset Management Plans are maintained to respond to changes in population, utilisation and infrastructure standards. Council's 12 building facility management staff, including engineers, coordinators and building

officers and a panel of specialist contractors will complete all building scheduled and routine maintenance. During construction, Council's Asset Management and Building Maintenance teams and the Builder determine all asset data required to inform Council's Asset Register. This data will be required as part of the builder's contract. An asset management and maintenance plan are to be developed by the principal contractor to provide training as part of facility handover requirements. Once complete all works will form part of the ordinary facility maintenance and operations activities.

The following table outlines the ongoing costs for building, recreation and open spaces and accommodation.

Table 3.3: Projected ongoing costs (\$000s)

Stage	2022-23	2023-24	2024-25	2025-26	Future Years	Totals
Culture, Community and Recreation-Community Buildings						
Cleaning expenses						
Electricity						
Function support						
Sundry expenses						
Telecommunication expenses						
Water rates						
Infrastructure and Works-Recreation & Open Space Asset Maintenance						
Asset maintenance (Buildings and associated services)						
Garden maintenance						
Grounds maintenance						
Vandalism						
Accommodation						
Direct operating expenses						
Total projected ongoing costs						

3.6 FINANCIAL APPRAISAL

Maitland City Council's current operational costs include approximately \$120,000 for grounds maintenance and \$40,000 for building and garden maintenance annually. Based on the proposed scope and use for the pumphouse building it will align with a 'above average' or 'superior' level of service within our asset management plan which would require an estimated annual maintenance and repair cost of \$110,000 per year based on asset management principles (generally 1% of asset value annually). Acknowledging that these costs may be offset by future building tenant revenue.

Reflections Holiday Parks operate as a profit for purpose organisation with profits/surplus reinvested in the Crown Lands Walka Water Work, to allow improve facilities and services well into the future.

3.7 PROPOSED FUNDING ARRANGEMENTS

The following table outlines how the proposal's capital costs are to be funded over the lifetime of the project.

Table 3.4: Proposed capital funding contributions (\$000s)

Stage	2022-23	2023-24	2024-25	2025-26	Total
Proposal capital costs total	4,592,000	6,463,000	6,218,500	7,726,000	
NSW Government (subject of this request)	2,507,000	4,548,000	5,718,500	7,226,000	19,999,500
Council contributions	500,000	500,000	500,000	500,000	2,000,000
Crown Land	835,000	665,000			1,500,000
Reflection Holiday Park	750,000	750,000			1,500,000
Sub-total					24,999,500

3.8 FINANCIAL HEALTH & SUPPORT

Maitland City Council, Crown Land and Reflections Holiday Parks are all government entities. Find attached to the application, letters of support from each of these co-contributors outlining their support and financial contribution.

4. IMPLEMENTATION CASE

4.1 PROGRAM & MILESTONES

The following table outlines the key events and milestones associated with the Walka Water Works Redevelopment Stage 1 proposal.

Table 4.1: Key events and milestones

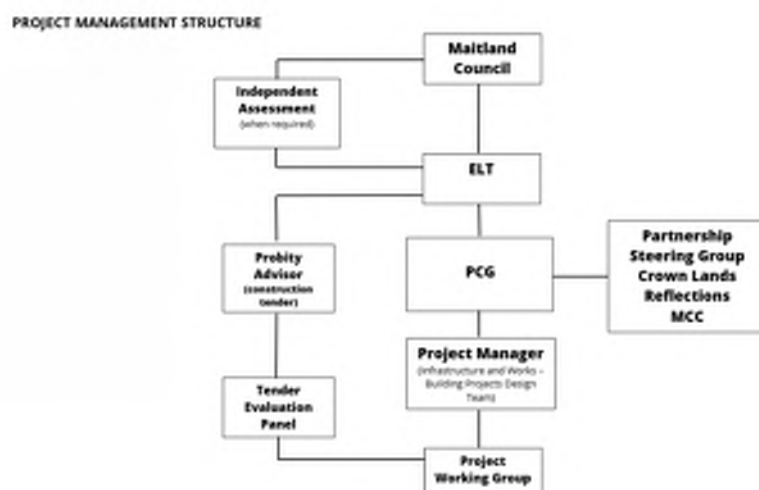
Event	Start	Finish
DA approval	1/1/2023	30/06/2023
Site investigations	23/11/2022	07/02/2023
Confirm Project Requirements and Scope	27/12/2022	03/03/2023
Conservation Management Plan	28/11/2022	23/06/2023
Procure Design Consultant Team	12/12/2022	27/03/2023
Design and Documentation	10/04/2023	15/12/2023
Independent Development Assessment	03/07/2023	15/12/2023
Construction Tender	08/01/2024	17/06/2024
Construction - Accommodation	01/07/2023	30/6/2024
Construction – Rest of site	29/07/2024	29/05/2026
Accommodation – first occupancy	01/08/2024	01/08/2024
Occupation	01/06/2026	22/06/2026

4.2 GOVERNANCE

Project Governance Structure

The comprehensive governance arrangements are set out in the Project Plan Governance Structure, submitted as a supporting document to the application. Maitland City Council has prepared the Project Plan Governance Structure with input from Crown Land and Reflections Holiday Parks.

The governance framework details the roles and responsibilities and interfaces to support project delivery with advice and expertise, make decisions and monitor project delivery and risks.



Personnel

Murray Wood Senior Project Architect (Project Manager) – has over 30 years' experience across both the public and private sector crossing tourism, commercial, conservation and heritage projects with budgets of up to \$600 million. Supported by a team of five, their skillset and experience allow them to provide end to end management of scoping, design, contract preparation and construction. Recent projects have included the new Maitland Administration Centre (\$45M), Maitland Regional Sports Complex (\$20M) and the Riverlink Building in Central Maitland (\$4M).

Geoff Wilton Operations Manager Building Services and Walka Contamination assessment Project Manager - is a building services engineer with 23 years' experience within the field of building services and project management. Geoff has been the project manager of multidiscipline projects and building services design manager on a large number of projects including hospitals, rail, retail developments, commercial, residential, schools, universities, defence, public administration buildings, airports, industrial, infrastructure and cultural facilities. Recent projects include the Western Sydney Airport site infrastructure and building services (\$5.8B), ANU Union Court Development (\$280M), UON STEM Enabling Works (\$180M).

Joe O'Connor, Head of Development Reflections Holiday Parks - has 17 years' experience in property development across both public and private sectors, holding formal qualifications in Architecture, building and construction. Joe is assisted by a team of two senior project managers and other support staff.

Rachel MacLucas, Executive Manager Vibrant City (sponsor) – has over 30 years' experience in regional tourism and is supported by a team of economic, tourism, marketing and events specialists.

Through collaboration with Council's *corporate risk team and legal advisors*, Council's PM will oversee the preparation of the tender contract documents and the tender process.

Maitland City Councils project experience

Maitland City Council's Infrastructure Projects and Building Services Department would be responsible for the day-to-day management and delivery of the project. Infrastructure Projects and Building Services is the Department of Council responsible for the delivery of major projects.

Council has a demonstrated track record of delivering major infrastructure projects, of a similar size and scope, within time and budget. A selection of projects that have been managed that demonstrate Council's capacity to deliver the Walka Water Works Redevelopment Stage 1 include:

- Maitland Regional Art Gallery \$6.2m
- Maitland Regional Synthetic Hockey Facility \$1.7m
- Woodberry Family Centre \$2.0m
- Maitland Regional Athletics Complex
 - Maitland Regional Sportsground (Stages 1 and 2) \$20m
 - Maitland Regional Athletics Centre \$10.5m
- Maitland Town Hall Refurbishment (in progress) \$2m
- Maitland Aquatic Centre 25m Indoor Heated \$9m
- The Levee Development (Stages 1 and 2) \$19.2m
- Maitland Administration Centre \$45m
- Maitland Transport Precinct upgrades and works \$11.3m

4.3 KEY RISKS

Maitland City Council is required to plan for and manage growth and change, deliver on its objectives within the context of significant population, climate, and urban change as well as increased legislative and regulatory compliance obligations and financial accountability.

Aligning with ISO 31000:2018 Standard, Council's Enterprise Risk Management Framework is designed to provide the architecture for a common platform for management of activities undertaken by Council, from individual functional, project based, to whole-of-organisation assessments. Identifying strategic, operational risks and opportunities facing Council. This enables informed decision making, ensuring organisational and strategic goals.

The below table is a summary of the high-level risks, identified. Drawn from the full Walka Water Works Redevelopment Project Risk Management Plan that identified several project specific risks and mitigation strategies and developed by Maitland City Council with input from key stakeholders, Crown Land and Reflections Holiday Parks.

Risk description	What will you do to help reduce the risk?
Detailed Risk Management Plan	The detailed Walka Water Works Redevelopment Project Risk Management Plan has been developed with key stakeholders and provides a breakdown of possible and perceived risks for the project, together with identified risk treatments, including reporting and monitoring with identified responsibility.
Legal and Regulatory Compliance in Procurement	All tendering is to be undertaken in accordance with Council's procurement policy, and statutory requirements. A project Probity Plan and a Tender Evaluation Plan will be developed for each separate tender.
Legal and Regulatory Compliance in Insurance	Contractor/ consultant insurances are to be confirmed pre-contract signing and periodically during contract to confirm that insurances are replaced at anniversary dates.
Financial Construction tender price exceeds available funding	Ongoing QS consultant cost estimate reviews at key design milestones. Develop a procurement plan relating to the main construction contract. The Procurement Plan will define strategies for cost management in the construction tender. Consider the appointment of an external PM consultant with specialist construction expertise to provide input into the procurement plan.
Financial Project Cost Over run	Risk allocation, detailed design finalisation and coordination review to establish most suitable procurement methodology. Construct Only (CO) method to proceed only if there is a high level of confidence that the drawings are finalised and thoroughly coordinated to avoid variations during the construction phase. Design and Construct (D&C) to be adopted in the event there are a significant number of items to be finalised by the Head Contractor or confidence in design coordination is medium to low.
Planning and Heritage Approval	Early consultation with Heritage NSW. Prompt update to the grand funding body if heritage approval delays occur.
Reputation - perception of inadequate consultation.	External consultation measures are documented in a project Communications Plan. Periodic community update notices, in lieu of consultation workshops, is proposed. Ongoing periodic community updates via media releases, Council website and other forms of communication documented in the project Communications Plan.
Delivery - COVID-19 related to service deliver and material supply	Adhere to all NSW government health orders. Council's legal advisers to include relevant clauses to Council's amended GC21 construction contract. The construction contractor will be required to implement and maintain a COVID-19 Management Plan according to any health order of the day.
Site contamination	Execution of the developed Action Remediation Plan to align with the progressive activation of the site.

4.4 LEGISLATIVE, REGULATORY ISSUES & APPROVALS

For Walka Water Works Redevelopment – Stage 1 to proceed there are a few legislative, and regulatory matters as well as development approval that will need to be resolved.

Reserve Purpose

The current reserve purpose of ‘preservation of historical sites and buildings’ is not consistent with the outcomes of the redevelopment project. Additional reserve purposes such as ‘tourist facilities and services’ and ‘public recreation’ under the provisions of s2.14 of the Crown Land Management Act 2016 are recommended.

Council will commence the process to resolve this with a report to Council in October 2022, which will recommend including these additional purposes. This will then be submitted to Crown Lands, who will proceed to gazette the additional purpose. This is expected to be a low risk activity, however it is recommended it will be progressed as a matter of priority.

Native title assessment

A preliminary investigation undertaken by Crown Land indicates that the land occupied by the Walka Water Works was previously in freehold ownership suggesting a past exclusive possession Act, however the Crown Land Manager (Maitland City Council) will need to undertake its own investigations. Again, this will commence in October 2022.

Development application

Maitland City Council will submit an integrated Development Application using Section 5.10 (10) of the Maitland LEP (2011) conservation incentives that are designed to ensure the use and activation of heritage listed sites. The clause and the associated criteria are provided below:

5.10 (10) Conservation incentives The consent authority may grant consent to development for any purpose of a building that is a heritage item or of the land on which such a building is erected, or for any purpose on an Aboriginal place of heritage significance, even though development for that purpose would otherwise not be allowed by this Plan, if the consent authority is satisfied that—

- (a) the conservation of the heritage item or Aboriginal place of heritage significance is facilitated by the granting of consent, and*
- (b) the proposed development is in accordance with a heritage management document that has been approved by the consent authority, and*
- (c) the consent to the proposed development would require that all necessary conservation work identified in the heritage management document is carried out, and*
- (d) the proposed development would not adversely affect the heritage significance of the heritage item, including its setting, or the heritage significance of the Aboriginal place of heritage significance, and*
- (e) the proposed development would not have any significant adverse effect on the amenity of the surrounding area.*

Conservation Management Plan

The key component of the Section 5.10(10) conservation incentives relates to the preparation of a Conservation Management Plan (CMP or heritage management document) specified in Section 5.10(10)(c). The CMP will provide the framework for analysing how the conservation of the Walka site will be facilitated via approval of these uses, the types of conservation work that will be required under any consent issued in accordance with the CMP, a summary of how the heritage significance of the site will not be compromised by approval of the land uses and that the approval of the uses will not have an adverse effect on the amenity of the surrounding area.

The CMP will need to be endorsed by Heritage NSW and will need to be prepared prior to the submission of a Development Application for the proposed uses.

A CMP already exists for Walka Water Works and will be reviewed and updated as a matter of priority to allow for the preparation, consideration, and determination of the DA within the nominated six months required for this funding.

4.5 PROPOSED MANAGEMENT ACTIVITIES

4.5.1 RISK MANAGEMENT

The Project Risk Management Plan details the risks that will be monitored, managed and mitigated through the following stages:

- Planning approvals
- Procurement
- External consultation
- Design
- Construction
- Occupation
- Facility Management

4.5.2 ASSET MANAGEMENT & OPERATIONS

The new accommodation of 10 eco-cabins, 12 glamping tents, 40 powered camp sites and associated infrastructure will be owned, managed and maintained under a commercial agreement between Council and Reflections Holiday Park.

Maitland City Council has operated and maintained Walka Water Works since it opened as a tourism facility. Council manages the Walka Recreation and Wildlife Reserve, its park, lake and bushland and the historic Walka Water Works pumphouse building as Crown Land Manager.

Maitland City Council will continue to be the Crown Land Manager and be responsible for managing and maintaining any new assets that come online, outside of the accommodation. These new assets will be managed under Council's Asset Management Plan.

Council will discuss and develop a service delivery model for both operations and maintenance of the new assets and share infrastructure in a formalised agreement with Reflections Holiday Park.

Schedule of Documents – Part-Redacted

Item 3 – Regional Tourism Activation Fund Round 2 – Application Datasheet



Regional Tourism Activation Fund - Round 2

Application datasheet

Instructions

Instructions:

The purpose of this datasheet is to capture the additional benefits and costs associated with the proposed activity to be funded by the NSW Government. The datasheet is not designed to capture the costs and benefits of existing operations. Costs and benefits inputted into the datasheet should be specific to the activity that is proposed to be funded.

- Complete all blue cells. Other cells are either for information only or will self-complete.
- Enter all amounts in dollars. That is, write \$750,000 as "750000" rather than "750" (thousands notation) or "0.75" (millions notation).

A Project details

A1	Project Name:	Walka Water Works Redevelopment - Stage 1
A2	Project Type:	Nature-based tourism
A3	Lead Applicant:	Maitland City Council
A4	Project commencement year:	2023
A5	Amount of funding being applied for (\$):	20,000,000
A6	Amount of co-contribution by lead applicant (\$):	2,000,000
A7	Applicant NSW ownership (%):	100.0%
A8	Applicant interstate and international ownership (%):	-
A9	Total	100.0%

High Impact Visitor Experiences:

Projects must demonstrate they have the potential to be high impact visitor experiences that will lead to an increase in visitation for the destination where it will be developed. The impact of the project will be partially assessed through visitation forecasts provided in this datasheet that estimate increases in daytrip, overnight, interstate and international visitors over a five-year period.

Note that all figures provided in this datasheet must relate to the additional costs, revenue, employment and visitation that is expected to occur as a result of the project.

Make sure the information provided within this datasheet is the same as the information provided within the application form.

Project funding sources:

	Contributor name	Contributor type	Contribution type	NSW		Year 1	Year 2	Year 3	Year 4	Year 5	
				Ownership	% of Year 1	2023	2024	2025	2026	2027	
A10	NSW Government	Regional Tourism Activation Fund Round 2	Grant	100.0%	70.6%	5,000,000	5,000,000	5,000,000	5,000,000		20,000,000
A11	Maitland City Council	NSW Local Council	Cash	100.0%	7.1%	500,000	500,000	500,000	500,000		2,000,000
A12	Crown Lands	Other NSW Govt	Cash	100.0%	11.8%	835,000	665,000				1,500,000
A13	Reflections Holiday Parks	Other NSW Govt	Cash	100.0%	10.6%	750,000	750,000				1,500,000
A14					-						-
A15					-						-
A16					-						-
A17	Total funding (\$'000):					7,085,000	6,915,000	5,500,000	5,500,000	-	25,000,000
A18						Not equal to CapEx in year	Not equal to CapEx in year	Not equal to CapEx in year	Not equal to CapEx in year		Not equal to total CapEx

A19	Cash profit or loss to proponent	6,917,664	6,685,654	5,824,632	5,818,616	4,566,670	29,813,236
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B Anticipated costs (Expenses) - Capital Expenditure on Infrastructure

These are the capital infrastructure expenses being paid for by the grant and co-contribution. It should match the amount in the table above and the amounts in A5 and A6 added together.

NB All expenses amounts should be expressed as positive numbers. Do not enter negative numbers or numbers in brackets

List major expenditure cost items to be purchased. Similar and/or related items may be grouped. Give as much detail as possible. Do not include wages. Group any remaining expenses in the final item.		NSW- sourced (%)	Interstate- sourced (%)	International- sourced (%)		Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Total
B1	Administration - quantity survey, Heritage, Design, Bushfire, Tendering	100.0%			\$						
B2	Contingency - General (20%)	100.0%			\$						
B3	Contingency - Heritage/Archaeological (5.5%)	100.0%			\$						
B4	Construction approvals (3.4%)	100.0%			\$						
B5	Construction - site and buildings	100.0%			\$						
B6	Construction - staging/phasing (1.5%)	100.0%			\$						
B7	Escalation - to July 2025	100.0%			\$						
B8	Accommodation	50.0%	40.0%	10.0%	\$						
B9					\$						
B10	Balance of capital expenditure cost items				\$						
B11	Total capital costs				\$						

B Anticipated costs (Expenses) - Operating Expenses

Please ensure only the **additional** expenses associated with the project are captured in the Expenses section below. Operating wages are included in Section B23-B30, not in expenses.

NB All expenses amounts should be expressed as positive numbers. Do not enter negative numbers or numbers in brackets

List major expenditure cost items to be purchased. Similar and/or related items may be grouped. Give as much detail as possible. Do not include wages. Group any remaining expenses in the final item.		NSW- sourced (%)	Interstate- sourced (%)	International- sourced (%)		Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Total
B12	Cleaning	100.0%			\$						
B13	Utilities - electricity, water	100.0%			\$						
B14	Function support	100.0%			\$						
B15	Sundry	100.0%			\$						
B16	Telecommunications	100.0%			\$						
B17	Site maintenance - asset, gardens, grounds	100.0%			\$						
B18	Vandalism	100.0%			\$						
B19	Accommodation direct operating expense	100.0%			\$						
B20					\$						
B21	Balance of expenditure cost items				\$						
B22	Total non-wage operating costs				\$						

Hints: If the employees will be hired as contractors for a fixed fee (not wages paid directly) then include them in the expenses above.

Only include **additional** employment. For example, only include administrative employees, project managers, or cleaners if additional staff will be hired for these purposes. Do not include them if they would be employed if the project does not proceed.

FTE = full-time equivalent job. Job numbers should also be an average over the whole year. For example, if the business will hire a full time event project manager for 3 months and a full time administrative assistant for 3 months, the average employment over the year would be 0.5 (being [(3 months × 2 employees) ÷ 12 months]).

FTE Calculator (Optional)				
	Number of positions	Hours per week	Months 12 = permanent	FTE equivalent
				-
				-
				-
				-
Total to enter in project employment below				-

Project employment directly paid (not paid by contractors or sub-contractors listed in the Expenses section)	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027
--	-------------	-------------	-------------	-------------	-------------

Employees					
B23	FTE equivalent jobs (as per FTE Calculator)	4.30	6.90	7.40	8.10

Project wages/salaries directly paid (not paid by contractors or sub-contractors listed in the Expenses section)		Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Total
B24	Basic salaries and wages	\$	238,300	417,030	453,207	509,761	1,618,298
B25	Superannuation	\$	-	25,022	43,788	47,587	169,921
B26	Total Wages and Salaries	\$	-	263,322	460,818	500,794	1,788,219
B27	Payroll Tax	\$	-	12,987	22,728	24,700	88,197
B28	Total Employment Costs	\$	-	276,309	483,546	525,494	1,876,417
B29	Average wage (B26 ÷ B)	\$	-	61,238	66,785	67,675	69,541
B30	Total cost (including wages)	\$	221,050	683,333	1,056,701	1,135,034	4,455,373

C Project Revenue (if applicable)

Please include any expected **additional** revenue that will come as a result of the activity proposed to be funded. For example, entry fees and food and merchandise sales. An exact break-up may not be

Project revenues			Year 1	Year 2	Year 3	Year 4	Year 5	
directly received (only what is paid to the proponent)			2023	2024	2025	2026	2027	Total
C1	Revenue from NSW visitors/businesses	\$	53,714	375,796	1,041,849	1,055,181	5,431,432	7,957,971
C2	Revenue from interstate visitors/businesses	\$		78,191	273,667	301,718	344,287	997,863
C3	Revenue from non-Australian (international) visitors/businesses	\$			65,817	96,751	150,206	312,774
C4	Total revenue	\$	53,714	453,987	1,381,333	1,453,650	5,925,925	9,268,608
C5	Net profit/(cost) of operation of project	\$	(167,336)	(229,346)	324,632	318,616	4,566,670	4,813,236

D Visitation and Other Benefits

Only enter visitation for the project itself. If the project is a new attraction leave D2-D9 blank. Do NOT enter visitation for the entire region or LGA, only the visitation to the particular attraction. Check the Additional Visitation section (D18-D25) to ensure that this reflects a realistic increase in visitation.

D1	Is any visitation expected without the project?	YES
----	---	-----

Expected visitation for proponent without project		Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Total
D2	Visitors from local area (within 50kms AND within NSW)	15,600	15,910	16,230	16,555	16,885	81,180
D3	Visitors from further than 50km but within NSW	520	530	541	552	563	2,706

Hint: This section is to indicate the expected visitation to the attraction **without** the project. Current visitation may be a good guide but may also be expected to increase over the period even without the project.

D4	Day trip visitors from interstate	-	-	-	-	-	-
D5	Overnight visitors from interstate	-	-	-	-	-	-
D6	International visitors	-	-	-	-	-	-
D7	Total additional visitors	16,120	16,440	16,771	17,107	17,448	83,886

D8	Average nights stayed by overnight visitors from interstate while visiting your attraction	3	3	3	3	3	
D9	Average nights stayed by international visitors while visiting your attraction	33	33	33	33	33	

A red square indicates that you have not entered a necessary number of nights

Expected visitation for proponentwith project							
		Year 1	Year 2	Year 3	Year 4	Year 5	
		2023	2024	2025	2026	2027	Total

Hint: This section is to indicate the expected visitation to the attraction **with** the project.

D10	Visitors from local area (within 50kms AND within NSW)	15,600	36,500	41,975	54,750	58,400	207,225
D11	Visitors from further than 50km but within NSW	520	13,500	14,750	16,098	18,223	63,091
D12	Day trip visitors from interstate		5,000	6,500	10,623	12,748	34,871
D13	Overnight visitors from interstate		3,621	4,526	5,432	5,884	19,463
D14	International visitors			750	1,000	1,350	3,100
D15	Total additional visitors	16,120	58,621	68,501	87,903	96,605	327,750

D16	Average nights stayed by overnight visitors from interstate while visiting your attraction	3	3	3	3	3	
D17	Average nights stayed by international visitors while visiting your attraction	33	33	33	33	33	

A red square indicates that you have not entered a necessary number of nights

Additional Visitation							
		Year 1	Year 2	Year 3	Year 4	Year 5	
		2023	2024	2025	2026	2027	Total

Hint: This section calculates the difference in expected visitation, **with and without** the project. Ensure these figures are an accurate and realistic of the visitation that is expected to occur as a result of the project.

D18	Visitors from local area (within 50kms AND within NSW)	-	20,590	25,745	38,195	41,515	126,045
D19	Visitors from further than 50km but within NSW	-	12,970	14,209	15,546	17,660	60,385
D20	Day trip visitors from interstate	-	5,000	6,500	10,623	12,748	34,871
D21	Overnight visitors from interstate	-	3,621	4,526	5,432	5,884	19,463
D22	International visitors	-	-	750	1,000	1,350	3,100
D23	Total additional visitors	-	42,181	51,730	70,796	79,157	243,864

D24	Average nights stayed by overnight visitors from interstate while visiting your attraction	1	1	1	1	1	
D25	Average nights stayed by international visitors while visiting your attraction	1	1	1	1	1	

D26	Will some of the spending occur outside NSW	NO	
D27	If YES, how much (approximately) will occur in NSW	100.0%	-

Visitor Accessibility and Inclusion Benefit:

D28	Does the project provide visitors with a significantly improved level of accessibility and inclusion equivalent to installing a lift in a multi-level premises?	YES	
D29	If YES, will the improvements to accessibility and inclusion provide a benefit to existing visitation?	YES	

End of datasheet

Schedule of Documents – Part-Redacted

Item 4 – RTAF2 – Walka Water Works Redevelopment Stage 1 - Budget

RTAF 2 - WALKA WATER WORKS REDEVELOPMENT STAGE 1 - BUDGET

PROJECT INCOME

Maitland City Council	\$	2,000,000.00
Reflections Holiday Parks	\$	1,500,000.00
Crown Lands	\$	1,500,000.00
NSW Government	\$	20,000,000.00

TOTAL PROJECT INCOME

\$

PROJECT EXPENDITURE

Overnight accommodation - minimum viable operation

\$

Eco Cabins (10 Of)	\$	
Glamping Tents (12 of)	\$	
Glamping Tents fixed infrastructure	\$	
Powered camp sites (40 of)	\$	
Manager's Residence Upgrade and linen store	\$	
Boom gates and CTV	\$	
Amenities, camp kitchen, BBQ Area	\$	
Civil Works for above	\$	
Upgrade of Access Road - 275Lm - Scobies Lane from Manager's Residence to interesection of South Willard Lane	\$	
Electrical supply - Direct low voltage supply (400amps per phase includes some reducnacy, say 10%) and MSB	\$	
Fire Protection - Booster Assembly, assume no tanks, either available flow and pressure or utilise dam.	\$	
Design approvals and project management (10%)	\$	
Contingency (10%)	\$	

Broader site development - See all Margins & Adjustment breakdown on Sheet 2

\$

Pumphouse Building	\$	
Eastern Lawn	\$	
Power dual transformer substation	\$	
Water Mains upgrade, new connections	\$	
1.3km sewer line, pump station, emergency holding tank and development connections	\$	
Carpark works, new modular toilet block	\$	
Fire Protection - precinct wide storage tanks, couple of boosters	\$	
Miniature Railway Station Upgrade	\$	
Walking Trails	\$	

TOTAL PROJECT EXPENDITURE

\$

Walka Redevelopment
Stage 1 Estimate - 19 SEPTEMBER 2022

Location		GFA m ²	Cost/m ²	Total Cost
A	Construction Costs - Walka - Pumphouse, associated areas and site infrastructure			
1	Pumphouse Building			
2	Eastern Lawn			
3	Power dual transformer substation			
4	Water Mains upgrade, new connections			
5	1.3km sewer line, pump station, emergency holding tank and development connections			
6	Carpark works, new modular toilet block			
7	Fire Protection - precinct wide storage tanks, couple of boosters			
8	Miniature Railway Station Upgrade			
9	Walking Trails			
	Walka SubTotal			
	ESTIMATED NET COST			
MARGINS & ADJUSTMENTS				
	Design Fees	12.0%		
	Heritage Contingency	5.5%		
	Project Contingency	20.0%		
	Long Service Leave Levy	0.4%		
	Authority Fees and Charges	3.0%		
	Land and Legal Fees			Excl.
	Finance Cost and Interest Charges			Excl.
	Staging / Phasing Costs	1.5%		
	Escalation - To Main Works to July 2025	8.1%		
	Goods and Services Tax			Excl.
	Rounding	0.0%		
	ESTIMATED TOTAL COST			

Original overall Estimate inclusive of all margins

Pumphouse Building

Eastern Lawn

Power dual transformer substation

Water Mains upgrade, new connections

1.3km sewer line, pump station, emergency holding tank and development connect

Carpark works, new modular toilet block

Fire Protection - precinct wide storage tanks, couple of boosters

Miniature Railway Station Upgrade

Walking Trails

Total



Schedule of Documents - Part-Redacted

Item 5 - Draft Maitland Destination Management Plan - Letters of Support and Correspondence

23 September 2022

To Whom It May Concern

**REGIONAL TOURISM ACTIVATION FUND ROUND 2 APPLICATION:
WALKA WATER WORKS REDEVELOPMENT - STAGE 1**

On behalf of the City of Maitland, we are pleased to submit an application for Walka Water Works Redevelopment - Stage 1 as identified in the Maitland Destination Management Plan for funding under the *Regional Tourism Activation Fund Round 2*.

As General Manager of Maitland City Council, I am proud of the organisation's ongoing commitment and investment into our heritage listed sites. Built in 1885, Walka Water Works is one of the largest and most intact 19th century industrial complexes in the Hunter Valley. The former water works provided the people of the Lower Hunter Valley with their first permanent water supply from 1887 until 1923. Since 1978 the site has been decommissioned and a former power station on the site dismantled.

Maitland City Council was appointed the Reserve Trust Manager in August 2007 through a Memorandum of Understanding (MOU) with the NSW Department of Lands. On 13 September 2022, Council endorsed a MOU with Crown Lands and the NSW Crown Holiday Parks Land Manager.

The purpose of this MOU is to facilitate a cooperative approach to funding opportunities for the rehabilitation and development of Walka Water Works in accordance with the vision articulated in the Maitland Destination Management Plan (DMP) 2020-2030.

The DMP was adopted by Council in September 2020 and provides a range of opportunities based on extensive and broad stakeholder engagement. Holistically, the vision is for Walka Water Works to become an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings and events.

The redevelopment project represents the first steps in realising this vision and will provide an exciting and unique experience which will increase visitation to the Hunter Region and NSW.

Council supports this application for \$20 million with a financial co-contribution of \$5 million, \$2 million from Maitland City Council, and a commitment of \$1.5 million from Crown Lands and \$1.5 million from Reflections Holiday Parks. This would make the Stage 1 Redevelopment works a \$25 million package.

Should you have any further queries or require any further information please do not hesitate to contact me.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'D Evans', with a stylized, cursive script.

David Evans PSM
General Manager

23 September 2022

To Whom It May Concern

**RE: REGIONAL TOURISM ACTIVATION FUND ROUND 2 APPLICATION:
WALKA WATER WORKS REDEVELOPMENT - STAGE 1**

Reflections Holiday Parks is pleased to apply for an NSW Government Regional Tourism Activation Fund (Round 2) Grant for the Walka Water Works Redevelopment - Stage 1. This project was identified in the Maitland Destination Management Plan, with the vision of it becoming "an iconic visitor attraction for the city".

We are pleased to collaborate with Crown Lands and Maitland Council to bring this project to life and create a high impact iconic tourism destination. We hope that this will be beginning of a long collaboration with Maitland Council and Crown Lands and that we can deliver this and subsequent stages ensuring we deliver optimal value the State and to the local community by attracting more visitors and investment to the region.

Our Board considered the project and our commitment to it at its meeting of 19th September 2022. I am pleased to advise that the Board endorsed the application and our financial and operational commitment. This is subject to receiving the grant funding and appropriate deed conditions for \$20 million. Additionally, Reflections' Board has agreed to partner on a financial co-contribution of \$5 million which will be comprised of \$2 million from Maitland City Council, a commitment of \$1.5 million from Crown Lands and \$1.5 million from Reflections. This would make the Stage 1 Redevelopment works a \$25 million package and undeniably a high impact regional tourism project.

Should you have any further queries or require any further information please do not hesitate to contact me.

Yours sincerely,



Nick Baker
CEO
Reflections Holiday Parks

Department of Planning and Environment

Your ref: RTAF-0053

Our ref: 22/00718 (DOC22/198492)

Rachel MacLucas

Executive Manager Vibrant City

Maitland City Council

Rachel.MacLucas@maitland.nsw.gov.au

26 September 2022

Subject: Regional Tourism Activation Fund – Crown Lands Co-contribution commitment

Dear Ms MacLucas,

I am writing to confirm Crown Land's funding commitment to Council's Walka Water Works Redevelopment Stage 1 application to the Regional Tourism Activation Fund.

Crown Lands strongly supports the Walka Water Works Stage 1 redevelopment, which meets the focus on accelerating the development of high impact tourism and events infrastructure. Crown Lands is confident that the scope of works identified in stage one will increase both the domestic and international appeal of Maitland and the Hunter Region and boost the visitor economy through increased visitation and job creation.

Walka Water Works is a significant heritage asset and visitor attraction for the Hunter Region and NSW and one of the most unique sites on the Crown Estate. Crown Lands acknowledges that Council, as the Crown Land Manager, has engaged extensively with the community and business to plan for the site's future and adopted the *Maitland Destination Management Plan* in September 2020 to drive the future development and sustainability of the site.

Over \$12 million of work is already underway developing, preserving and interpreting the visitor experience at Maitland Gaol, which is another important heritage asset for Maitland and NSW as a whole. When linked to Walka Water Works via a series of shared pathways, it will see the City well on its way to fulfilling the NSW Statewide Destination Management Plan's goal of becoming a new hero destination for the State.

Crown Lands recognises that the preservation of heritage buildings is costly and involves constant expenditure on maintenance. The proposed renewal, restoration and adaptive re-use will provide opportunities for an income stream through several commercial tenants, numerous events and increased visitation which will facilitate the future preservation of the heritage assets within the site and support the widest possible use of the site by the community.

Department of Planning and Environment

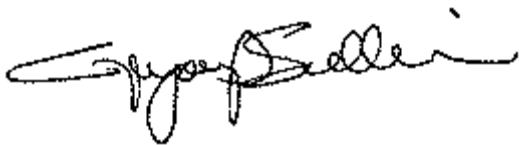
This, combined with the partnership with Reflections Holiday Parks to develop the first stage of accommodation on the site, including cabins, glamping tents and powered sites, will combine to create an iconic day and overnight visitor experience on site, and will also go some way toward addressing the shortage of visitor accommodation options across the City of Maitland.

Importantly, the project is entirely consistent with the Crown Lands State Strategic Plan *CL2031* in that it will support increased activation, accessibility and usage of Crown land, acceleration of economic development in Regional NSW, protection of cultural heritage and improved green space. Accordingly, Crown Lands is very pleased to endorse the Walka Water Works Redevelopment and partner with Council and Reflections to deliver the project. Crown Lands will provide \$835,000 in 2022-23 toward the project as part of a contribution of \$1,500,000 over the lifetime of the program works.

Crown Lands is very pleased to provide this letter of support to Maitland City Council and as the land owner commits to working with Council to deliver this important regional infrastructure project, which I believe will have a positive impact on productivity and economic growth in the Hunter Region and New South Wales.

If you require any further information, please do not hesitate to contact me at greg.sullivan@crownland.nsw.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read "Greg Sullivan".

Greg Sullivan

Executive Director Land and Asset Management Directorate
Crown Lands, Department of Planning and Environment



Rachel MacLucas
Executive Manager Vibrant City
Maitland City Council

22nd September 2022

To Whom it May Concern,

Re: Regional Tourism Activation Fund – Round 2 Application for Stage 1 Redevelopment of Walka Water Works

On behalf of Maitland Business Chamber, I am pleased to offer support of Maitland City Council's application for funding for the redevelopment of Walka Water Works. Identified in the 2030 Maitland Destination Management Plan (DMP) as a Priority Destination Hub, this investment is crucial to realising the vision of Walka becoming 'an iconic visitor attraction for the Hunter Region, and a unique tourism destination within New South Wales.

Already a popular attraction for local residents, when linked to other equally unique attractions including Maitland Gaol, the township of Morpeth and Central Maitland via a series of shared pathways, it will see Maitland well on its way to fulfilling the State-wide Destination Management Plan's goal of becoming a new hero destination for NSW.

Stage 1 of the redevelopment would include a range of accommodation including eco cabins, glamping tents, and powered sites, plus amenities, camp kitchen and BBQ area. This would not only generate significant overnight visitation to Walka Water Works, but would help address the lack of, and demand for, contemporary commercial accommodation across Maitland as identified in the Maitland DMP. Importantly, it would offer the only tourist style cabin and camping location available across the city.

Restoring the 1887 Pumphouse Building and chimney will help facilitate valuable commercial investment. This will enable Council to grow the wedding and events market, but more broadly it will help activate and drive visitation to the site, generating an economic benefit to the City, creating jobs and ensuring the long-term sustainability of the site.

Maitland Business Chamber is pleased to provide this letter of support to Maitland City Council who will ensure the delivery of this game changing project that will generate positive economic, social and environmental outcomes for the benefit of Maitland, the Hunter Region and New South Wales.

I hope you look favourably on Maitland City Council's application and should you require any further information please feel free to contact me.

Yours Sincerely

Michael Maffey
President, Maitland Business Chamber

MAITLAND BUSINESS CHAMBER
PO BOX 77, MAITLAND NSW 2320
MOB: 0429 343 340

WWW.MAITLANDBUSINESS.COM.AU
ADMIN@MAITLANDBUSINESS.COM.AU

23 September 2022

To Whom it May Concern

**RE: REGIONAL TOURISM ACTIVATION FUND
ROUND 2 APPLICATION FOR STAGE 1 REDEVELOPMENT OF WALKA WATER WORKS**

On behalf of Newcastle Airport, I am pleased to provide strong support to Maitland City Council's application for funding to accelerate the redevelopment of Walka Water Works to realise its potential as both a unique and iconic tourism destination within the Hunter Region.

Situated on 64 hectares of land just minutes from historic Central Maitland, Walka Water Works is identified in the 2030 Maitland Destination Management Plan (DMP) as a Priority Destination Hub with the vision of becoming 'an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings, functions and events'.

Whilst currently a popular attraction for local residents, with redevelopment, the site has enormous untapped potential to become one of the most unique destinations in New South Wales. When linked to other equally unique attractions including Maitland Gaol, the township of Morpeth and Central Maitland via a series of shared pathways, it will see the City well on the way to fulfilling the NSW Statewide Destination Management Plan goal of Maitland becoming a new hero destination for the State with Newcastle Airport as the international gateway.

Stage 1 of the redevelopment would see a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks start to transform the site into an iconic tourism destination. It would include:

- Accommodation incorporating ten eco-cabins, 12 glamping tents, glamping tents fixed infrastructure (that can scale up and down as required based on demand) as well as 40 powered sites. It would also include amenities, camp kitchen and BBQ area, managers residence and linen store as well as supporting infrastructure required for the development.

This would not only generate significant overnight visitation to Walka Water Works but would also go away towards addressing the lack of, and demand for, contemporary commercial accommodation across Maitland identified in the Maitland DMP. Importantly, it would offer the only tourist style cabin and camping location available across the City.

- Restoration of the 1887 Pumphouse Building and chimney, bringing the external areas back to original condition and upgrading the building to enable a call for Expressions of Interest from a range of tourism and hospitality businesses to drive visitation to the site and generate an economic benefit to the City, create jobs and help ensure the long term sustainability of the site.



- Development of the Eastern Lawn to include infrastructure and landscaping to support the hosting of weddings, functions and events.
- Redevelopment of the Miniature Railway Station and walking trail upgrades, new amenities building and redevelopment of the carpark area.

The Destination Sydney Surrounds North DMP highlights the need for key stakeholders to collaborate, develop partnerships and attract Government and private sector investment in product and infrastructure projects such as this to drive positive visitor economy outcomes for the region. In order to progress the vision, it's vital that Council secures investment from the NSW Government and leverages opportunities outlined in the NSW Government Visitor Economy Strategy 2030.

Newcastle Airport is pleased to provide this letter of support to Maitland City Council who will ensure the delivery of this game changing project that will generate positive economic, social and environmental outcomes for the benefit of Maitland, the Hunter Region and New South Wales.

Should you have any further queries or require any further information please do not hesitate to contact me peterc@newcastleairport.com.au or my Executive Assistant, Tamara Barge 02 4928 9805 or 0478 194 928.

Yours Sincerely,

A handwritten signature in dark ink, appearing to read "Peter Cock", written over a light blue horizontal line.

Peter Cock
Chief Executive Officer



Jenny Aitchison MP

Member for Maitland

Rachel MacLucas
Executive Manager Vibrant City
Maitland City Council

20 September 2022

To Whom it May Concern

Re: Regional Tourism Activation Fund – Round 2 Application for Stage 1 Redevelopment of Walka Water Works

As the elected Member for Maitland, I offer my wholehearted support to Maitland City Council's application for funding to accelerate the redevelopment of Walka Water Works. Such an investment is crucial to realising the site's potential as a unique and iconic tourism destination within the Hunter Region and New South Wales.

Situated on 64 hectares just minutes from historic Central Maitland, Walka Water Works is identified in the 2030 Maitland Destination Management Plan (DMP) as a Priority Destination Hub with the vision of becoming 'an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature-based tourism, weddings, functions and events'.

Whilst currently a popular attraction for local residents, redevelopment of the site will secure Walka's future as one of the most unique destinations in New South Wales. When linked to other equally unique attractions including Maitland Gaol, the township of Morpeth and Central Maitland via a series of shared pathways, it will see the City well on its way to fulfilling the NSW Statewide Destination Management Plan's goal of becoming a new hero destination for the State.

Stage 1 of the redevelopment would see a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks start to transform the site into an iconic tourism destination.

It would include a range of accommodation including eco cabins, glamping tents, and powered sites, plus amenities, camp kitchen and BBQ area. This would not only generate significant overnight visitation to Walka Water Works, but would help address the lack of, and demand for, contemporary commercial accommodation across Maitland as identified in the Maitland DMP.

Importantly, Stage I will offer the only tourist style cabin and camping location available across the City. Given Maitland's location between the Hunter Valley Vineyards, the beaches of Newcastle and the hinterland of the Barringtons, these facilities would significantly increase visitation across the region.

Restoring the 1887 Pumphouse Building and chimney will help facilitate valuable commercial investment. This will enable Council to grow the wedding and events market, but more broadly it will help activate and drive visitation to the site, generating an economic benefit to the City, creating jobs and ensuring the long-term sustainability of the site.

Redevelopment of the Miniature Railway Station and walking trail upgrades, new amenities building, and redevelopment of the carpark area will also complement and support the offering.

I have been actively involved in conversations and future planning for enhancing Maitland as a visitor destination, including input into the updated Destination Management Plan for the Sydney Surrounds North Network. This specific project will support the Network as the leading destination in NSW and provide an offering for the Network which is unique and drives increased visitation and economic growth.

As a member of the NSW Tourism Awards Hall of Fame, and winner of many other tourism awards in my twenty-year career as a domestic and international tourism operator, I am a passionate advocate for our local visitor economy and increasing its value through jobs, visitor spend and overnight stays.

I hope you look favourably on Maitland City Council's application. If you require any further information, please feel free to contact me on 02 4933 1617 or by email maitland@parliament.nsw.gov.au.

Yours Sincerely,



Jenny Aitchison MP
Member for Maitland
Shadow Minister for Regional Transport and Roads

BUSINESS HUNTER

23 September, 2022

Maitland City Council
285–287 High Street
Maitland NSW 2320

Attention: David Evan, General Manager

RE: NSW Regional Tourism Activation Fund round 2 Grant application Walka Water Works

I refer to the abovementioned program and confirm the support of Business Hunter to the application by the Maitland City Council and Reflections Holiday Parks for the Walka Water Works Project.

We congratulate NSW government on this initiative. It is important funds are provided to regional NSW to unlock and develop new and enhances tourism product that will drive jobs, investment and a more diversified economy. Growing the regions in our view is key to growing the economy of the whole state of NSW. Programs such as this we believe allows the Hunter to build on our natural amenity and strengths and with innovation and vision and help from government we can transition away from existing industries into new sustainable sectors.

Business Hunter is the largest regional peak business group in Australia, representing members across all business and industry sectors. Business Hunter is a not-for-profit member organisation dedicated to promoting the interests of business and connecting people in business with what they need to succeed. Business Hunter represents over 4,000 member and affiliate businesses, large and small across the Hunter.

We have been the voice of business in the Hunter since 1886. Our members are part of a network across the region which includes members of 20 aligned local chambers across 10 local government areas, stretching from the Mid North Coast to Lake Macquarie and inland to Merriwa. From main-street retailers to ASX 100 corporates, our member businesses power Australia's strongest regional economy.

We are working across the Hunter to diversity our economy, grow our contribution to the state's economy, strengthen the resilience of business, build capacity skill and jobs. Initiatives such as the Walka Water Works ticks many boxes for our members and our aspirations.

Building a tourism hub at Walka which provides opens spaces, hospitality, events spaces, accommodation and connections to the region's other attractions and spaces will result in a destination that has significant economic and social benefits. It unlocks a state asset that is now in disrepair, suffers contamination and is shut-off to the public. We believe this is a more than appreciate use of community funds and one which has strong business and community backing.

BUSINESS HUNTER

We understand that Stage 1 of the redevelopment would see a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks start to transform the site into an iconic tourism destination. It would include:

- Accommodation incorporating ten eco-cabins, 12 glamping tents, glamping tents fixed infrastructure (that can scale up and down as required based on demand) as well as 40 powered sites. It would also include amenities, camp kitchen and BBQ area, managers residence and linen store as well as supporting infrastructure required for the development.
- Restoration of the 1887 Pumphouse Building and chimney, bringing the external areas back to original condition and upgrading the building to enable a call for Expressions of Interest from a range of tourism and hospitality businesses to drive visitation to the site and generate an economic benefit to the City, create jobs and help ensure the long term sustainability of the site.
- Development of the Eastern Lawn to include infrastructure and landscaping to support the hosting of weddings, functions and events.
- Redevelopment of the Miniature Railway Station and walking trail upgrades, new amenities building and redevelopment of the carpark area.

This would not only generate significant overnight visitation to Walka Water Works but would also go away towards addressing the lack of, and demand for, contemporary commercial accommodation across Maitland identified in the Maitland DMP. Importantly, it would offer the only tourist style cabin and camping location available across the City.

We believe this project provided the underlying infrastructure that will drive Maitland into a new era of tourism..

We would be happy to expand on our support and look forward to hearing the results from the funding round in due course.

Yours sincerely



Bob Hawes
CEO
Business Hunter

21 September 2022
Australian Regional Tourism

To Whom it May Concern,

**Re: Regional Tourism Activation Fund – Round 2
Application for Stage 1 Redevelopment of Walka Water Works**

On behalf of Australian Regional Tourism (ART), I am pleased to provide strong support for Maitland City Council's application for funding to accelerate the redevelopment of Walka Water Works to realise its potential as both a unique and iconic tourism destination within the Hunter Region.

Situated on 64 hectares of land just minutes from historic Central Maitland, Walka Water Works is identified in the 2030 Maitland Destination Management Plan (DMP) as a Priority Destination Hub with the vision of becoming 'an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature-based tourism, weddings, functions and events.

Whilst currently a popular attraction for local residents, with redevelopment, the site has enormous untapped potential to become one of the most unique destinations in New South Wales. When linked to other equally unique attractions including Maitland Gaol, the township of Morpeth and Central Maitland via a series of shared pathways, it will see the City well on the way to fulfilling the NSW State-wide Destination Management Plan goal of Maitland becoming a new hero destination for the State.

Funding support for enabling regional infrastructure as outlined in this proposal is critical to regional destinations becoming more competitive and attractive to a broad range of domestic and international visitors.

ART is pleased to provide this letter of support to Maitland City Council who will ensure the delivery of this game changing project that will generate positive economic, social and environmental outcomes for the benefit of Maitland, the Hunter Region and New South Wales.

If you require any further information, please do not hesitate to contact me on eo@regionaltourism.com.au.

Kind regards,



Lauren Douglass
Executive Officer
Australian Regional Tourism
eo@regionaltourism.com.au
Ph: 0407436965

Monday 26 September 2022

Mr David Evans PSM
General Manager
Maitland City Council
285 – 287 High Street
Maitland NSW 2320

Letter of Support Walka Water Works & Reflections Holiday Parks

Dear David,

RDA Hunter supports the application by Maitland City Council to round 2 of the NSW Regional Tourism Activation Fund for a grant to accelerate the impact of developing and diversifying tourism infrastructure at the iconic Walka Water Works site. The partnership with Crown Lands and Reflections Holiday Parks is a solid platform on which to deliver Stage 1 of this regionally significant economic development project.

The project will showcase two undeniable strengths of Maitland; 1. heritage and, 2. hidden gems of the natural environment. As a national award-winning destination, the stories of Walka, local industry, the lake, surrounds and wildlife combine to deliver memorable visitor experiences. The current limits on access can be addressed to increase capacity, offer a variety of choices and support long-term stays by visitors.

The plan to restore, upgrade and compliment the unique assets on this site will directly create jobs, increase the capabilities of local suppliers and supporting service providers to facilitate the growth of a strong and confident regional economy. Activating the Walka Water Works site to realise its potential as a Priority Destination Hub will be an efficient application of public funds which unlocks private investment.

RDA Hunter strongly recommends fully supporting the application by Maitland City Council to reinvigorate this unique asset and deliver for years to come on the promise of guaranteed unforgettable visitor experiences in regional New South Wales.

Yours faithfully



Trevor John
CEO and Director of Regional Development
RDA Hunter



23rd September 2022

To Whom it May Concern

Re: Regional Tourism Activation Fund – Round 2 Application for Stage 1 Redevelopment of Walka Water Works

On behalf of Destination Sydney Surrounds North, I am pleased to provide strong support to Maitland City Council's application for funding to accelerate the redevelopment of Walka Water Works to realise its potential as both a unique and iconic tourism destination within the Hunter Region.

Situated on 64 hectares of land just minutes from historic Central Maitland, Walka Water Works is identified in the 2030 Maitland Destination Management Plan (DMP) as a Priority Destination Hub with the vision of becoming 'an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings, functions and events'.

Whilst currently a popular attraction for local residents, with redevelopment, the site has enormous untapped potential to become one of the most unique destinations in New South Wales. When linked to other equally unique attractions including Maitland Gaol, the township of Morpeth and Central Maitland via a series of shared pathways, it will see the City well on the way to fulfilling the NSW Statewide Destination Management Plan goal of Maitland becoming a new hero destination for the State with Newcastle Airport as the international gateway.

Stage 1 of the redevelopment would see a partnership between Maitland City Council, Crown Lands and Reflections Holiday Parks start to transform the site into an iconic tourism destination. It would include:

- Accommodation incorporating ten eco-cabins, 12 glamping tents, glamping tents fixed infrastructure (that can scale up and down as required based on demand) as well as 40 powered sites. It would also include amenities, camp kitchen and BBQ area, managers residence and linen store as well as supporting infrastructure required for the development.

This would not only generate significant overnight visitation to Walka Water Works but would also go away towards addressing the lack of, and demand for, contemporary commercial accommodation across Maitland and region as identified in the Maitland and DSSN DMPs. Importantly, it would offer the only tourist style cabin and camping location available across the City.

- Restoration of the 1887 Pumphouse Building and chimney, bringing the external areas back to original condition and upgrading the building to enable a call for Expressions of Interest from a range of tourism and hospitality businesses to drive visitation to the site and generate an economic benefit to the City, create jobs and help ensure the long term sustainability of the site.
- Development of the Eastern Lawn to include infrastructure and landscaping to support the hosting of weddings, functions and events
- Redevelopment of the Miniature Railway Station and walking trail upgrades, new amenities building and redevelopment of the carpark area.

The DSSN DMP highlights the need for key stakeholders to collaborate, develop partnerships and attract Government and private sector investment in product and infrastructure projects such as this to drive positive visitor economy outcomes for the region. In order to progress the vision, it's vital that Council secures investment from the NSW Government and leverages opportunities outlined in the NSW Government Visitor Economy Strategy 2030.

As reflected in the DSSN DMP, this project aligns with the below Strategic Priorities:

- Facilitate destination infrastructure development
- Facilitate product and experience development
- Improve destination marketing effectiveness

DSSN is pleased to provide this letter of support to Maitland City Council who will ensure the delivery of this game changing project that will generate positive economic, social and environmental outcomes for the benefit of Maitland, the Hunter Region and New South Wales.

Should you have any further queries or require any further information please do not hesitate to contact me via email glenn.caldwell@dssn.com.au OR phone 0408 567 088.

Kind regards



Glenn Caldwell
General Manager
Destination Sydney Surrounds North
e: glenn.caldwell@dssn.com.au
m: 0408 567 088

16 September 2022

Mrs Caroline Booth
Maitland City Council
Manager City Experiences & Economy
PO Box 220
Maitland NSW 2320

Dear Caroline

RE: Regional Tourism Activation Fund

CMCA would like to confirm our support for Maitland City Council's application for funding under the Regional Tourism Activation Fund Round 2 for a proposed development to enhance RV, camping experiences and accommodation at Walka Water Works in the Maitland Local Government area.

We believe this funding opportunity will contribute to the development of new infrastructure that enhances the liveability and well-being of the Maitland regional community, providing a sustainable tourism product that is currently lacking. This will provide the community with a variety of accommodation options for the consumer who is looking for a unique experience. Developments like these, always lead to a significant economic impact in the regional community.

CMCA would welcome additional accommodation options for those travellers visiting the area because it has been identified, a major gap in this area of accommodation.

- Eco Cabins
- Glamping Tents
- Glamping Tents fixed infrastructure
- Powered camp sites including for RVs

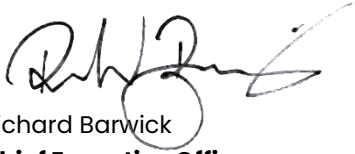
CMCA is the largest RV Club in Australia, where a large percentage are travelling constantly throughout the year. Currently in Australia there are over 850,000 registered recreational vehicles, equivalent to over 1.4 million consumers, which doesn't include inbound tourists and those using the rental fleet. We also have many members who don't own a vehicle and stay in cabins, villas and tents in tourist parks.

CMCA has 356 RV Friendly Towns around Australia capitalising on the economic and social injection this sector provides. These towns provide basic facilities to meet the criteria required, and developments like these enhance that opportunity. If successful with their grant application, this would allow Maitland to develop a much-needed tourist accommodation facility.

CMCA strongly endorses any efforts being made by Maitland City Council to secure funding in order to provide infrastructure that improves the liveability and well-being of the Maitland LGA, their individual community, local business and visitors.

Please feel free to contact myself should you have any queries regarding our support.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Richard Barwick', with a large, stylized 'R' and 'B'.

Richard Barwick
Chief Executive Officer



ABN 19 949 536 343

59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322
P (02) 4978 4040 | F (02) 4966 0588

FOLLOW OUR PROGRESS  

David Evans
General Manager
Maitland City Council
PO BOX 220
Maitland NSW 2320

22 September 2022

Re: Letter of Support – Stage 1 Redevelopment of Walka Water Works

I write to confirm support for the above funding application being submitted through the NSW Government's Regional Tourism Activation Fund.

The Hunter Joint Organisation (JO) is a collaborative body that brings together ten regional councils to provide a united and local voice for communities. Our statutory role includes identifying key regional strategic priorities and supporting collaborations to deliver these priorities with key partners, including other levels of government, industry and community.

Situated just minutes away from historic Central Maitland, and in close proximity to a range of other unique attractions, including Maitland Gaol and the historic township of Morpeth, Walka Water Works is identified in the 2030 Maitland Destination Management Plan (DMP) as a Priority Destination Hub, with the vision of becoming "an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings, functions and events".

Redevelopment of the site will secure Walka's future as one of the most unique destinations in New South Wales. When linked to other nearby attractions via a series of shared pathways, it will see the City of Maitland well on its way to fulfilling the NSW Statewide Destination Management Plan's goal of becoming a new hero destination for the State. The benefits arising from redevelopment of the site will benefit not only the City of Maitland but will have broader benefits for tourism throughout the region. This includes directly contributing to the development of key regional scale visitor attraction initiatives such as the [Shiraz to Shore](#) Cycle Trail.

The project directly aligns with core regional strategy and policy directions identified by the ten Councils of the region through the Hunter JO, which include:

1. Our unique and attractive lifestyle, environment and experience for residents and visitors is protected and enhanced.
2. All levels of government contribute to ensuring our Region's successful evolution to drive jobs and maintain a growing economy
3. Infrastructure and transport systems that connect the region

We are committed to working with Council to deliver this important initiative for the region.

Should you have any further queries or require any further information please do not hesitate to contact me at ceo@hunterjo.com.au.

Yours Sincerely

A handwritten signature in dark ink, appearing to read "Joe James", is positioned above the printed name and title.

Joe James
CEO

Schedule of Documents – Released

Item 6 – RTAF2 – Walka Water Works Redevelopment Stage 1 – Draft Maitland Destination Destination Management Plan and Correspondence.

Our ref: DOC20/655358

Mr David Evans PSM
General Manager
Maitland City Council
PO Box 220
MAITLAND NSW 2320

Attention: Ms Caroline Booth, Coordinator City and Visitor Economy
yoursay@maitland.nsw.gov.au

Draft Maitland Destination Management Plan

Dear Mr Evans

Thank you for the opportunity to comment on the draft Maitland Destination Management Plan (DMP).

You are congratulated on the strong recognition of heritage and culture in the DMP and the many initiatives identified, including:

- leveraging Maitland's history and heritage to create memorable cultural experiences
- acknowledging the Traditional Custodians and Owners
- engaging local Aboriginal stakeholders to identify opportunities that support social and economic benefits for Aboriginal people through Aboriginal cultural tourism
- working with the Aboriginal Reference Group to assist with broader engagement of all local Aboriginal stakeholders to develop a citywide Aboriginal Tourism Action Plan
- adaptive reuse of buildings in Maitland's civic and cultural precinct for tourism-related purposes, or simply for visitors to access and enjoy the heritage and architecture
- bringing heritage buildings to life through stories, shared via digital technology, light displays, open house events, signage and people/guides/tourism operators
- a vision for Maitland Gaol as an iconic tourism destination, driven by its unique heritage, including a range of tourism experiences to create a hub for heritage, arts and culture
- recognition of the rich architectural heritage of Morpeth and vision for it to become a destination while maintaining this heritage and unique character
- enhancing the visitor experience at Walka Water Works with walking trails and signage to highlight the site's heritage, and restoring and improving heritage buildings to cater for events
- utilising churches and other heritage facilities for performances and other unique experiences such as bell tower tours, and
- opportunities to improve visitor experience through innovative ways to provide information including interactive heritage mapping and augmented reality heritage tours.

Overall the initiatives identified above will have either a positive or neutral heritage outcome.

Heritage NSW has several publications which may assist you when addressing the heritage initiatives identified in the DMP, these publications are available at heritage.nsw.gov.au/search-for-heritage/publications-and-resources/.

As noted in the advice we provided on Council's Local Strategic Planning Statement, your local government area contains:

- 38 State Heritage Register items
- the Aboriginal Place 'King Tom's Memorial Headstone', and
- 527 Recorded Aboriginal Sites.

Care must be taken to avoid impacts on these items, place and sites, and consideration needs to be given as to how to mitigate any impacts where they are unavoidable. We can provide specific information and more detailed advice on State heritage, Aboriginal places and sites if you require.

If Council is proposing to undertake any works on any items listed on the State Heritage Register, approval is required under the *Heritage Act 1977* (the Act) prior to commencement of works.

Some works can be carried out under the Standard Exemptions provisions, which can be found at heritage.nsw.gov.au/assets/StandardExemptions.pdf. Some of these Standard Exemptions require notification and/or endorsement under s.57(2) of the Act.

If proposed works exceed these provisions, they will require the submission of an application under s.60 of the Act for consideration by the Heritage Council of NSW or its delegate.

If you have any questions regarding this matter please contact James Sellwood, Senior Heritage Programs Officer, Statewide Programs, Heritage NSW by phone on 02 9274 6354 or via email at james.sellwood@environment.nsw.gov.au.

Yours sincerely



Rochelle Johnston
Manager, Statewide Programs
Heritage NSW

21 August 2020

Heritage NSW

The former Office of Environment and Heritage (Heritage Division) is now Heritage NSW.

Correspondence should be sent to us via email at HeritageMailbox@environment.nsw.gov.au. If you need to provide hard copies, please send to Heritage NSW, Locked Bag 5020, Parramatta NSW 2124.

Please update your records as using an incorrect name and address could cause significant delays or non-delivery of your correspondence.

Draft Destination Management Plan
Maitland City Council

Submission from: Maitland City Council Aboriginal Reference Group

RE: Draft Destination Management Plan

The Maitland City Council Aboriginal Reference Group (ARG) welcomes the opportunity to provide comment on the ***Draft Destination Management Plan 2020*** (DDMP), as community representatives representing the 4087 Aboriginal and Torres Strait Islander People that live within the Maitland Local Government Area.

Aboriginal People have a deep and unbroken spiritual connection to our country, our Dreaming, our culture, our heritage and our identity. The lands within the Maitland LGA have provided a continued occupation of Aboriginal people for over 80,000 years. Even in this neo-contemporary environment Aboriginal people are intrinsically linked through these lands socially, culturally, emotionally and economically; and we will continue to engage in the business of our country into the future. With this understanding, we request that the first amendment to the DDMP is the addition of an Acknowledgement of Country made to the Wonnarua People at the forefront of this plan.

The MCC Aboriginal Reference Group is made up of long term residents, respected individual representatives and business people from the Aboriginal Community along with representatives from the NSW Indigenous Chamber of Commerce, Mindaribba Local Aboriginal Land Council, The Maitland Regional Aboriginal Education Consultative Group and the NSW Department of Aboriginal Affairs yet the Aboriginal community and this reference group was overlooked when the writers of this plan sought to engage with industry and business stakeholders during the consultation process identified on page 15 of the report. The Aboriginal Reference Group seeks to amend this process going forward and requests the MCC create an Aboriginal Engagement Strategy in consultation with the reference group as part of the due diligence process going forward with the DDMP to ensure that Aboriginal Peoples particularly businesses are appropriately engaged in all spaces. Engagement with Aboriginal Peoples is not a linear experience. Like all other Australians we have very varied backgrounds and offer a broad range of knowledge and skills across a multitude of sectors, and like all other community leaders we as First Nations Peoples have the right to be consulted with.

The creation of an Aboriginal Tourism plan is a great positive for the entire community moving forward. However, this plan needs to acknowledge that Aboriginal Peoples are already active in the spaces of events, food and education tourism and have possibly have more to offer in inbound tourism potential than other areas of the community and we seek to be invited to consult with the broader community in these spaces.

The Maitland area is rich with history yet there is a consistent pattern to the plan where it mentions Aboriginal people or connection and then brushes past it to highlight the recent (200 year) built environment, which suggests that Aboriginal people have not continued to

live and practice cultural traditions in contemporary times. The ARG supports the idea of linking modern significant places such as Walka Water Works, Tocal, rural areas and farmland, the Hunter and Paterson rivers and their tributaries, railway lines (both decommissioned and in use), to one another (this is not a new idea, Wonnarua Peoples have transgressed this landscape and linked these same significant places for over 80,000 years; and the ARG do not accept that this process of connected pathways destroys relics of our rich cultural heritage in its path. The reference group seeks to ensure that Archaeologists and/or Cultural Advisors (approved by the reference group) are engaged in this space in the pre-planning, due diligence, engineering and building stages if required. The ARG do not support MCC in undertaking their own in house due diligence in relation to these spaces as, in relation to the outcomes of the DMP the destruction of culture and heritage immediately negatively impacts on the economic wellbeing of our Indigenous Tourism Industry. This space must be managed correctly, with “genuine and real” respect for Aboriginal Culture and Heritage and in true partnership with Aboriginal Peoples in order to compliment the ongoing viability of the LGA in supporting and growing Indigenous tourism opportunities in this area.

“Walka Water Works is a 64.23 ha parcel of Crown Land located approximately 2km north west of the commercial centre of Maitland. The reserve has been reserved for the ‘Preservation of Historical sites and buildings’ under the Crown Lands Act 1989, the Crown Lands Legislation Amendment Act 2005 and the now the Crown Lands Management Act 2016.” Pg 56. Ensure that this crown lands management plan is undertaken in consultation with the Aboriginal Community and any further development does not impact on the rich culture and heritage of that area. Historical sites include the hundreds of Aboriginal Cultural Heritage sites already registered and those yet to be registered. A simple due diligence check of AHIMs register is **not** sufficient for areas historically developed prior to the current legislation under the National Parks and Wildlife Act 1974.

We would like to work genuinely with MCC to realise the true potential of the Destination Management Plan and to develop practical measures that will help to achieve the best outcomes for Maitland’s Tourism industry whilst supporting the social, emotional and economic wellbeing of Aboriginal peoples within the LGA. We trust that the issues raised in this submission will be addressed and we look forward to working in partnership with Maitland City Council to deliver on the outstanding expectations of this strategy.

Sincerely

Maitland City Council Aboriginal Reference Group

Members-

Andrew Fernando (Community Representative)

Stevie-Lee Molina (Stakeholder - Carrie’s Place –Aboriginal focus worker)

Debbie Barwick (Stakeholder – NSW Indigenous Chamber of Commerce)

Phillip Cliff (Stakeholder- Maitland Regional Aboriginal Education Consultative Group)

Tara Dever (Stakeholder- Mindaribba Local Aboriginal Land Council)

Chery Kitchenner (Stakeholder - Aboriginal Affairs)

Melanie Carter

From: Rachel Honnef on behalf of Your Say
Sent: Tuesday, 18 August 2020 1:33 PM
To: Records Inbox
Subject: FW: Maitland's Draft Destination Management Plan on public exhibition

Categories: IS Registered

Hello,

Can you please register this DMP submission to file 153/4 into Horizon asap as I can't send an acknowledgement until it is?

Thanks
Rachel

Rachel Honnef
Community Engagement Officer
Vibrant City | Maitland City Council
t 02 4931 2878
Rachel.Honnef@maitland.nsw.gov.au



From: Jenny Mitchell <jenny.mitchell@dnsw.com.au>
Sent: Wednesday, 12 August 2020 4:30 PM
To: Caroline Booth <Caroline.Booth@maitland.nsw.gov.au>
Cc: kylie.menzies@dnsw.com.au; antje.klupsch@dnsw.com.au; rebecca.durr@dnsw.com.au; Rachel MacLucas <Rachel.MacLucas@maitland.nsw.gov.au>; Your Say <yoursay@maitland.nsw.gov.au>
Subject: Re: Maitland's Draft Destination Management Plan on public exhibition

Hi Caroline,

Thanks for sharing the DMP for feedback. I understand Destination Sydney Surrounds North is also providing you with feedback.

There are some good opportunities identified including public art, cycleways connecting places and the development of bookable, commissionable products. It would be great to see activity providers like cycling and kayak/SUP operators, as well as agritourism/food and drink experiences catering to visitors year round, in addition to the diverse accommodation, dining and event opportunities flagged in the plan. Some feedback and comments:

- 1.4 Industry Development - Enabling new product development: One way to do this is to leverage the [NSW First Program](#), delivered by Destination NSW to access product development assistance, resources and events.
- 5.2 Sector Development - Inbound tourism: In addition to cruise shore excursion development opportunities already flagged, I would recommend including a short term focus on ensuring tourism businesses develop bookable products that are distributed online (directly and via online travel agents). This critical step typically comes prior to export ready development. It puts the destination on the (digital) map and enables businesses to begin building commissions into their pricing. Most online travel agents have global audiences so this still puts Maitland in front of international visitors, as well as domestic. Then moving forward Destination NSW is able to

support businesses to become export ready, and assist them to make connections with inbound tour operators and the international travel trade.

- Aboriginal tourism development: In NSW, both traditional and contemporary Aboriginal experiences have seen good success (examples of contemporary products include Sand Dune Adventures and Wajaana Yaam Adventure Tours) in bringing Aboriginal culture and stories into the destination experience for visitors.
- Local Industry Support: Great to see workshops and industry training, online resources, newsletters, familiarisations and product showcases listed here. Destination NSW offers all of the above through its media, trade and industry development activities, and Maitland tourism businesses are welcome to engage.

I also had a look at the Maitland Gaol plan and can share a few comments from the perspective of Trade and Industry Development that I hope will assist:

- The SWOT analysis doesn't mention the availability of bookable and commissionable products and experiences - this is something I'd suggest including as there are opportunities to showcase Maitland and the Gaol experience across a variety of trusted distribution platforms to domestic and international visitors. It's recommended experiences build in a 25% commission for online distribution.
- Product development opportunities - The proposed new tours activities including private tours and experiences like a Tower Climb show you're offering something for a variety of audiences. Another potential opportunity might be the inclusion of unique, bookable food/drink experiences within the Gaol.
- Great to see you are using an online ticketing system - it's a good idea to ensure the software you use has a built-in channel manager so that you can sell online with instant confirmation via third parties like Viator and Adrenaline (more on this [here](#)).

I hope that assists, please stay in touch as the plans progress.

Kind regards,

Jenny
Jenny Mitchell
A/Director, Trade & Industry Development
Destination NSW
E: jenny.mitchell@dnsw.com.au
D: 02 9931 1471
M: 0429 352 313
www.sydney.com www.visitnsw.com
www.destinationnsw.com.au/nswfirst

On Fri, Jul 24, 2020 at 3:21 PM Caroline Booth <Caroline.Booth@maitland.nsw.gov.au> wrote:

Hi DNSW team

I am pleased to advise that last week Councillors endorsed Maitland's draft Destination Management Plan (DMP) for public exhibition.

As a key stakeholder, I encourage you to read the [draft DMP](#) and if you have feedback/input please make an online submission through [Council's website](#) or via yoursay@maitland.nsw.gov.au by Wednesday 12 August.

I think you'll agree the draft Plan sets out an exciting and ambitious range of opportunities for consideration. Once

the DMP has been adopted, a progressive and ongoing implementation plan will be developed in consultation with key stakeholders. This will outline projects for further exploration as well project responsibility, key stakeholders, an indicative timeline and possible funding opportunities.

The draft [Maitland Gaol Development Plan and Site Master Plan](#) is also on public exhibition until 12 August. So certainly a lot of buzz in Maitland at the moment.

We are keen to catch up with yourselves and our friends at DSSN (perhaps a Zoom meeting in the current climate) so will be in touch soon to arrange a time.

In the meantime, if you have any questions please don't hesitate to contact me.

Regards

Caroline Booth

Coordinator City and Visitor Economy

Vibrant City | Maitland City Council

t 02 4934 9868

f 02 4931 2811

m 0436 634665

Caroline.Booth@maitland.nsw.gov.au



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Kellie Westwood

From: Rachel Honnef on behalf of Your Say
Sent: Tuesday, 18 August 2020 1:33 PM
To: Records Inbox
Subject: FW: Maitland Destination Management Plan

Hello,

Can you please register this DMP submission to file 153/4 into Horizon asap as I can't send an acknowledgement until it is?

Thanks
Rachel

Rachel Honnef
Community Engagement Officer
Vibrant City | Maitland City Council
t 02 4931 2878
Rachel.Honnef@maitland.nsw.gov.au



From: Glenn Caldwell <glenn.caldwell@dssn.com.au>
Sent: Wednesday, 12 August 2020 4:25 PM
To: Your Say <yoursay@maitland.nsw.gov.au>
Cc: Caroline Booth <Caroline.Booth@maitland.nsw.gov.au>
Subject: Maitland Destination Management Plan

RE: Destination Management Plan (DMP) for public exhibition.

The Maitland draft Plan sets out an exciting range of opportunities for the region and the clear and concise approach with Priority Hubs and Key Focus Areas provides a clear strategy forward. I would like to take this opportunity to acknowledge Maitland Council staff on the manner in which industry consultation was managed, and the quality level of engagement should be applauded. Having been involved in industry workshops the feedback I received directly from industry was overwhelming positive.

The DMP has considered key planning documents and acknowledged challenges throughout which I consider a strong approach to achieving the growth of the visitor economy.

Congratulations on the Development on DMP and DSSN looks forward to working with you in delivering key elements of the strategy.

Kind Regards,

Glenn Caldwell
General Manager
Destination Sydney Surrounds North
e: glenn.caldwell@dssn.com.au
m: 0408 567 088

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Schedule of Documents – Released

Item 7 – MCC / Crown Lands / Reflections Holiday Parks - Memorandum of Understanding

This Memorandum of Understanding (**MOU**) is between:

Council	Maitland City Council ABN 11 596 310 805
Crown Lands	The Crown in right of the State of New South Wales acting through Crown Lands Department of Planning and Environment ABN 20 770 707 468
Reflections	NSW Crown Holiday Parks Land Manager (trading as Reflections Holiday Parks) ABN 26 087 692 248

(together, the **Participants**).

1) BACKGROUND

(A) Since 2007, Council has been the appointed Crown Land Manager of Walka Water Works (**Walka**), a former water works which was reserved for the preservation of historical sites and building under the crown lands legislation in 1984.

(B) Council and Crown Lands have long recognised that Walka has a valuable relationship with the Maitland and regional community, and that management of Walka requires an appropriate level of community involvement and consultation. This is reflected in the Destination Management Plan 2020 – 2030 (**DMP**) developed by Council in consultation with the community, tourism operators, local business and the broader industry.

(C) The strategic vision for Walka, as identified in the DMP, is to become an iconic visitor attraction for the city, as well as an overnight destination for nature-based tourism, functions and events. The provision of accommodation options at Walka is one of a number of potential opportunities identified for consideration.

(D) Reflections is a category 1 non-council manager of crown land under the *Crown Land Management Act 2016*. As the body responsible for coordinating the management of some of the State's most iconic caravan parks and reserves, Reflections is uniquely placed to contribute their experience as an operator of tourist accommodation and camp grounds to achieving the vision for Walka articulated in the DMP.

(E) This MOU has been developed to guide the relationship of key stakeholders as they work co-operatively and collaboratively to achieve the vision articulated in the DMP by pursuing opportunities to fund Walka's rehabilitation and development as an iconic visitor experience (**the Project**).

2) OBJECTIVES AND SCOPE OF THE MOU

This MOU is to establish a foundation for the Participants to work collaboratively to deliver the Project. The MOU will commence on the date when it is signed by all Participants and will operate for a period of 12 months, unless extended by agreement in writing of all Participants.

The key objectives of this MOU are to:

- Create a working relationship between all Participants to develop an open communication and information sharing atmosphere
- Provide a basis to actively seek grant funding opportunities which will maximise usage of Walka by both visitors and local residents.

3) DELIVERABLES

The key deliverables for the Project will include:

- Identification of appropriate grant funding opportunities which will facilitate delivery of a high impact tourism infrastructure project at Walka that aligns with the strategic objectives identified in the DMP
- Preparation and submission of grant applications that demonstrate the potential for Walka to become a high impact visitor experience.

4) ROLES AND RESPONSIBILITIES

All Participants will:

- Actively participate in the development and delivery of the Project
- Meet key milestones agreed by the Participants and appropriately brief their Senior Management and (if applicable) the entity's governing body (Council or Board) and community
- Actively engage with their stakeholders in a timely manner to seek information, communicate key actions and build relationships.

5) NON-BINDING MOU

The parties agree that this MOU is a statement of intent to work in partnership for the betterment of the community and is not a legally binding agreement. The parties agree to use their best endeavours to comply with the intent of the MOU.

6) COMMUNICATION AND MEDIA

All Participants agree to inform each other with respect to any communication with the media or third parties, and any public communications, in relation to the Project. Where a matter involves

issues of mutual interest to multiple Participants, the Participants will work together to develop a joint and consistent approach to the communications strategy.

7) CONFIDENTIALITY

The Participants acknowledge that information disclosed by a Participant (the **Disclosing Party**) in connection with this MOU which is marked confidential must not be disclosed to a third party except with the prior written consent of the disclosing party or unless required by law.

8) DISPUTE RESOLUTION

If a dispute arises between the Participants out of or in connection with the MOU, any Participant may give another written notice specifying the dispute. Within 14 days of the date of the notice, a person holding a position of senior management of each Participant must meet and undertake negotiations in good faith and by reference to the matters set out in this MOU with a view to resolving the dispute.

Executed as an Agreement:

EXECUTED for and on behalf of
MAITLAND CITY COUNCIL (ABN 11 596 310 805) by its authorised officer:



Signature of authorised officer

DAVID EVANS

Name of authorised officer
(please print)

26 SEPTEMBER 2022

Date



Signature of witness

Linda McLaren

Name of witness (please print)

26 September 2022

Date

EXECUTED for and on behalf of
DEPARTMENT OF PLANNING AND ENVIRONMENT (ABN 20 770 707 468)
by its authorised officer:



Signature of authorised officer

Greg Sullivan



Signature of witness

Madalen Blanch

Name of authorised officer
(please print)

26/09/2022

Date

Name of witness (please print)

26/09/2022

Date

EXECUTED for and on behalf of **NSW
CROWN HOLIDAY PARKS LAND
MANAGER (ABN 26 087 692 248)** by its
authorised officer:



Signature of authorised officer

Nicholas Baker

Name of authorised officer
(please print)

26 September 2022

Date



Signature of witness

Kim Stanton

Name of witness (please print)

26 September 2022

Date

Schedule of Documents - Released

Item 8 – RTAF2 – Landowner Consent Form

Regional Tourism Activation Fund – Round 2

Landowner consent form

This form provides evidence that the landowner consents for the described Regional Tourism Activation Fund (RTAF) project, if successful, to take place at the property listed below.

For completion by the applicant

RTAF Applicant Name	Maitland City Council
Application ID	RTAF2 -0053
Project Title	Walka Water Works Redevelopment Stage 1
Project Address	55 Scobies Lane, Oakhampton Heights Lot 445 DP 7225263

What is the relationship between the land and the applicant organisation?

- ☒ Crown Land Manager
 ☐ Leaseholder
 ☐ Free use
 ☐ Owner
 ☐ Temporary hire

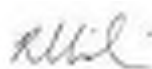
If the applicant is the landowner, please attach evidence of land ownership.

If the applicant is leasing the property or land and the lease includes permission to conduct the described project activities, please attach a copy of the lease agreement.

For completion by the landowner

Organisation Name	Department of Planning and Environment – Crown Lands
ABN/ACN (if applicable)	20 770 707 468
Postal Address	PO Box 2215, Dangar NSW 2309
Email Address	maitland.crownlands@crownland.nsw.gov.au
Contact Telephone	1300 886 235

As the landowner (or their delegated authority), I give consent for the project to take place at the property listed above.

Name	Rob Micheli, Area Manager Hunter, Department of Planning and Environment - Crown Lands	Signature	
Date	21/9/2022		

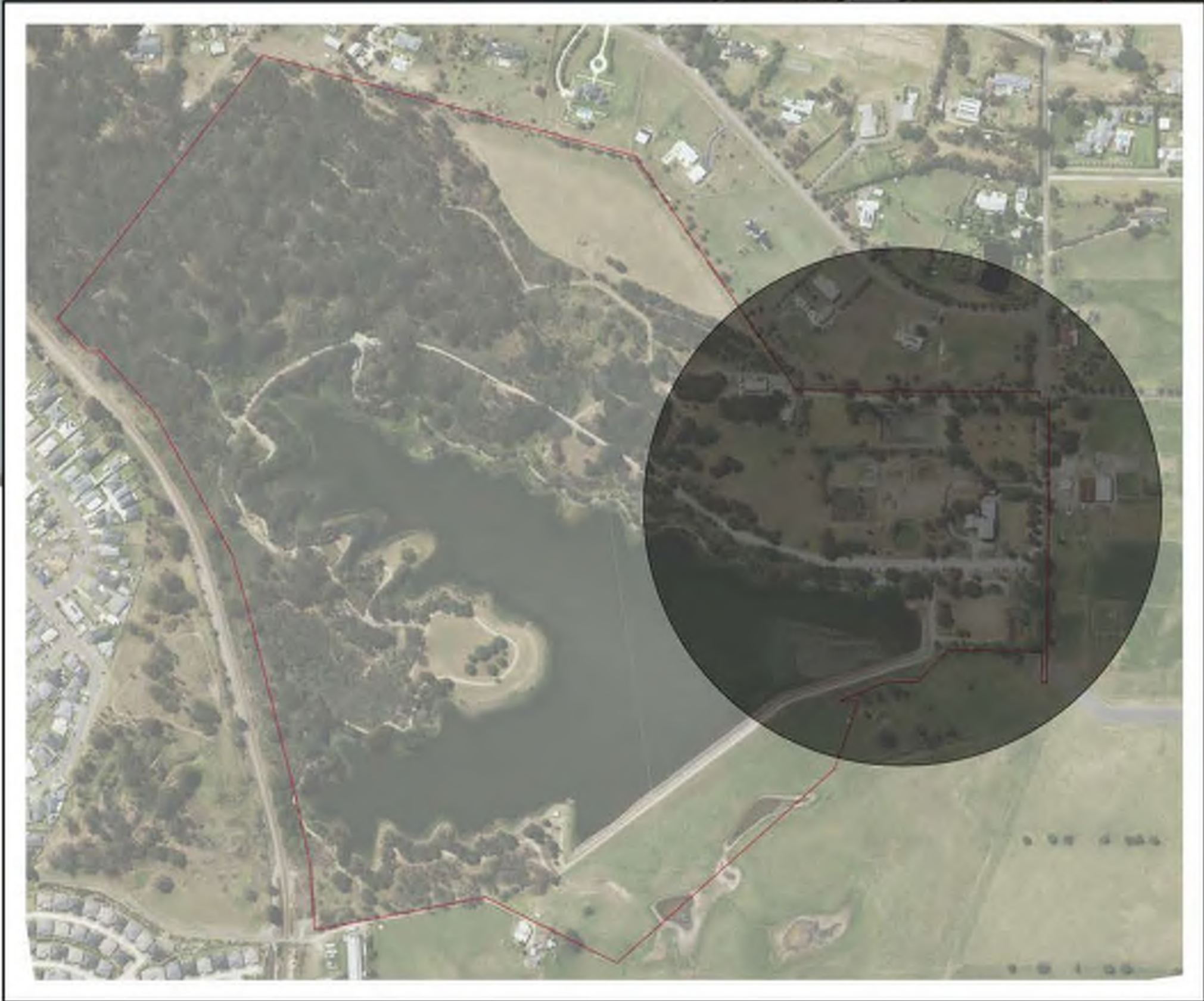
© State of New South Wales through Regional NSW 2022. The information contained in this publication is based on knowledge and understanding at the time of writing June 2022. However, because of advances in knowledge, users are reminded of the need to ensure that the information upon which they rely is up to date and to check the currency of the information with the appropriate officer of the Regional NSW or the user's independent adviser.

Schedule of Documents - Released

Item 9 – Walka Water Works Redevelopment Stage 1 – Master Plan

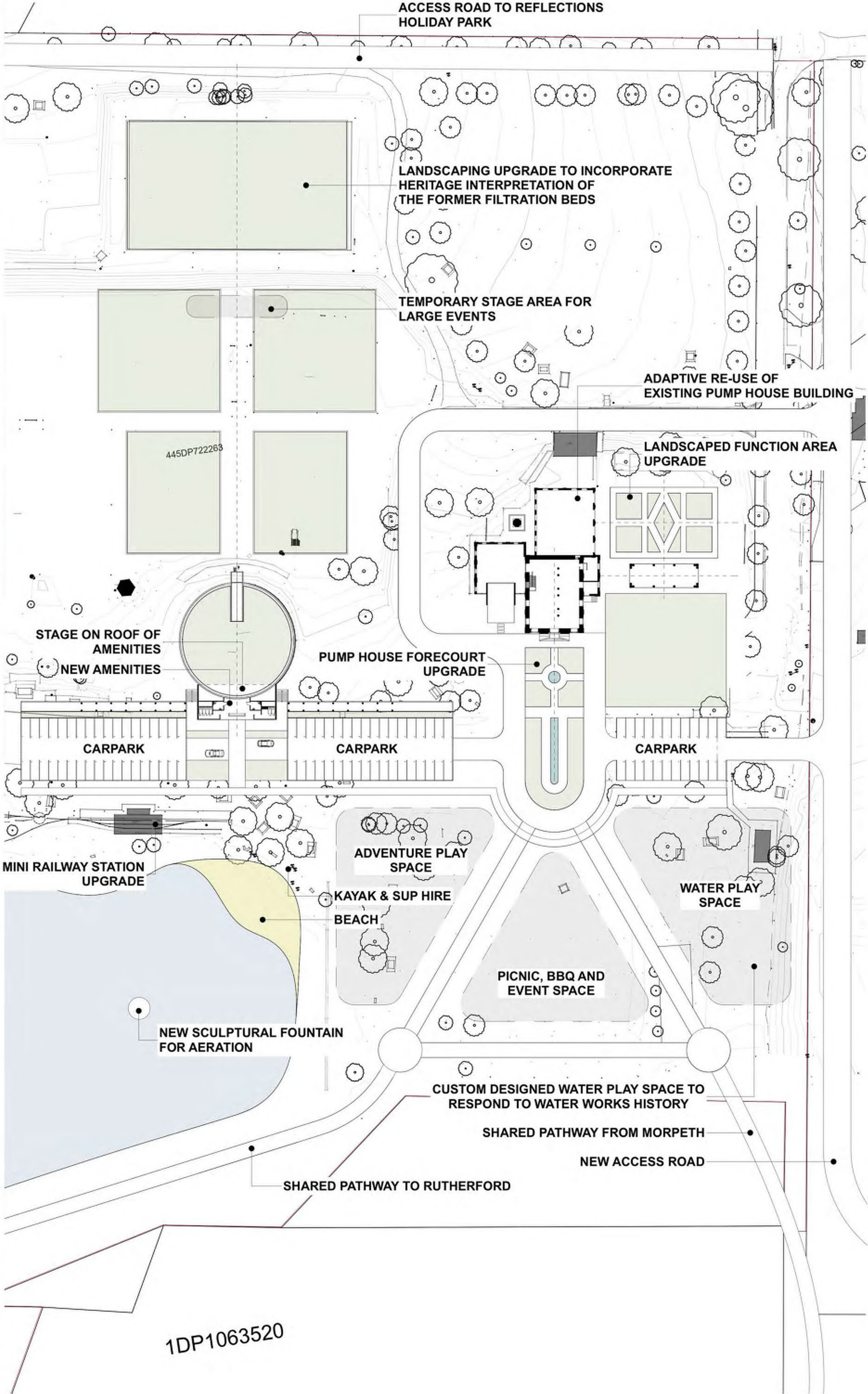
WALKA WATER WORKS REDEVELOPMENT

STAGE 1



WALKA WATER WORKS REDEVELOPMENT

Eastern Precinct Master Plan



Schedule of Documents - Released

Item 10 – Walka Water Works Stage 1 Redevelopment – Project Governance Structure



maitland
city council

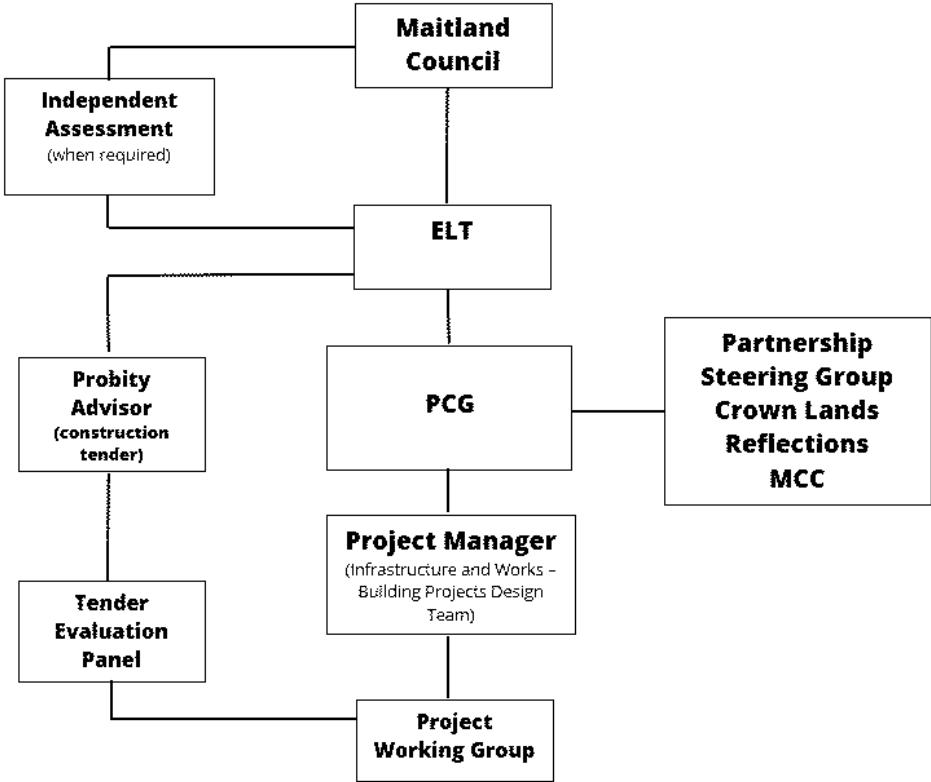
Walka Water Works Stage 1 Redevelopment Project Governance Structure

DOCUMENT VERSION CONTROL REGISTER

VERSION	DESCRIPTION	DATE	AUTHOR	RECIPIENT
A.1	Draft Project Governance Structure for Regional Tourism Activation Fund (Round 2)	15.9.22	CG	PCG
A.2	Review by Project Sponsor, Crown Lands and Reflections Holiday Park	16.9.22	CG	CL + Reflections
A.3	Final review by Project Sponsor	27.9.22	JG	MCC

PROJECT MANAGEMENT STRUCTURE

PROJECT MANAGEMENT STRUCTURE



PROJECT GOVERNANCE STRUCTURE

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
Council	<ul style="list-style-type: none"> All Councillors 	<p>Primary purpose: Council</p> <p>Task summary:</p> <ul style="list-style-type: none"> Overall corporate governance of the Project. Council is the ultimate decision maker and is responsible and accountable to its constituents with respect to all decisions taken in this process. Decisions that can only be made by Council as a deliberative body, and for the purpose of this project, including: <ul style="list-style-type: none"> The voting of money for expenditure on works, services and operations The acceptance of tenders which are required under the Local Government Act to be reported to, and accepted, by Council The making of an application, or the giving of a notice to the Governor or Minister. Consideration of consent for the Project sought under a Development Application as submitted to Council. Via the General Manager, engage suitably qualified experts to independently assess, as it sees fit, and advise it on any aspects of the Project. Attend regular project update briefings. 	Mayor/Deputy Mayor
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> All members of the Executive Leadership Team (ELT) Mayor 	<p>Primary purpose: Project Steering Committee</p> <p>Task summary:</p> <ul style="list-style-type: none"> Provide guidance and decisions on direction, resourcing (funding 	General Manager

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
		<p>and staff), Council reporting and engagement, and corporate governance, property, risk and probity.</p> <ul style="list-style-type: none"> • Consider the funding strategy and implications for Council's long term financial plan. • Present the funding strategy to Council for consideration and adoption. • Ensure resources approved by Council in relation to the Project are effectively deployed. • Consider the need for integration of all impacting works, tasks and activities undertaken by the organisation and working groups. • A point of reference for any person aggrieved with any aspect of the Project where such issues cannot be resolved by the various Project Working Groups. • Manage Council's conflicting roles (as land manager, developer, custodian and trustee of public assets, statutory planning authority and consent authority). • Periodically review and provide comment on the Project Plan. • Consider reports issued by the probity advisor following each tender process 	
Project Control Group (PCG)	<ul style="list-style-type: none"> • Group Manager Infrastructure and Works (currently being recruited) • Executive Manager Vibrant City (Rachel MacLucas) • Manager Infrastructure Projects & Building Services, Infrastructure and Works (Todd Stanley) 	<p>Primary purpose: To oversee and monitor the project through the implementation of the Project Plan and Funding Deed.</p> <p>Task summary:</p> <ul style="list-style-type: none"> • The role of the PCG is to oversee the Project and monitor its progress, including by: <ul style="list-style-type: none"> • regularly reviewing the Project plan, budgets, schedules and reports, and approving them or recommending changes if considered appropriate. 	<p>Group Leader:</p> <p>Rachel MacLucas, Executive Manager Vibrant City</p> <p>Group Coordinator:</p> <p>Murray Wood, Senior Project</p>

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
	<ul style="list-style-type: none"> • Senior Project Architect and Project Manager, Infrastructure and Works (Murray Wood) • Two representatives of Regional NSW / PWA and representatives of all concerned stakeholders, including any entities that provide funding towards the Project • A representative from Crown Lands and a representative from Reflections Holiday Parks 	<ul style="list-style-type: none"> • investigating any delays or other issues with the Project and reporting to the Council and funding Department. • reporting to the funding Department as required on the status of the Project • making recommendations to the parties on ways to remediate any problems that arise concerning delivery of the Project. • Support the delivery of the Project against the agreed milestones. • Review and provide comment on the Project Plan. • Review and monitor the project scope and budget. • Receive, consider and review any independent assessment undertaken in relation to the Project, including any financial or planning assessment. • Liaise with Crown Lands, Reflections Holiday Park and the relevant government agencies, key stakeholders and landowners. • Review the various Project materials for submission to the ELT, to Council and to the funding Department. • Seek approvals from the funding Department, ELT and Council for key decisions. • Oversight, consideration and approvals (as required) of outputs from working groups. • Receive and consider progress updates from the Project Manager. <p>Relationship with other groups: The group will report to the funding Department and Council's ELT.</p>	Architect and Project Manager, Infrastructure and Works

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
Partnership Steering Group	<ul style="list-style-type: none"> Maitland City Council Reflections Holiday Park Crown Lands 	<p>Primary purpose: To provide the Project Control Group with strategic advice and an interface with the partners organisation, to share information on the project through the implementation of the Project Plan and Funding Deed.</p> <p>Task summary:</p> <ul style="list-style-type: none"> To act as an interface between the three partner organisations to receive, consider and communicate updates on the project. Identify potential issues, obstacles, or delays resulting from partner participation and facilitate solutions for resolution. Coordinate site specific requirements such as water, sewer, power and fire mitigation. To identify, monitor and communicate risks as they relate to each partner. Ensure resources approved by the partners in relation to the project are effectively deployed. Continue to seek funding and commercial opportunities to accelerate the redevelopment of Walka Water Works into an iconic tourism attraction for NSW. 	<p>Group Leader:</p> <p>Rachel MacLucas, Executive Manager Vibrant City</p> <p>Group Coordinator:</p> <p>Murray Wood, Senior Project Architect and Project Manager, Infrastructure and Works</p>
Project Manager	<ul style="list-style-type: none"> Senior Project Architect and Project Manager, Infrastructure and Works <p>(Murray Wood – refer to attached summary of experience)</p>	<p>Primary purpose: The nominated MCC Project Manager responsible for the overall management and coordination of all project tasks and all project groups.</p> <p>The Project Manager will regularly review and discuss project management tasks with the Group Manager Infrastructure and Works and Manager Infrastructure Projects & Building Services.</p> <p>Task summary:</p> <ul style="list-style-type: none"> Responsible for carrying out the Project and managing the associated risks, dealing with the grant moneys, reporting to the funding Department and any obligations under any future deed. 	To be advised

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
		<ul style="list-style-type: none"> • Prepare and issue progress reports as required by any future funding deed. • Provide financial statements of income and expenditure in respect of any grant funding ('the Statements') to the funding Department and the PCG. • Develop and monitor budgets including keeping financial accounts and records relating to the Project in accordance with any grant funding deed. • Project Planning – confirmation of project scope and priorities, risk management strategies, statutory approvals strategy, heritage consultation, procurement planning, development of schedule and preliminary cost estimates. • Procurement of design and other consultant services (Planning, Heritage). • Activities to support lodgement of a Development Application including: <ul style="list-style-type: none"> • all reports pertaining to the proposed development and the operation of the facility • Pre-lodgement meetings with assessing officer/s • Discussions with referral agencies. • Documentation of Scope of Works - main works suitable for: <ul style="list-style-type: none"> • Certification of Compliance with all applicable codes and standards • Preparation of cost estimates • Competitive tendering. • Contractor Procurement (main works) activities including: 	

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
		<ul style="list-style-type: none"> • Issue EOI, evaluate and finalise tender panel • Issue tender documents • Tender issue, evaluation and recommendation. • Heritage approval (s.60) process • Provide or obtain expert advice on financial, legal, technical, planning or probity matters, whether via advisory teams or by engaging independent consultants, and reporting to PCG and the ELT on these matters. • Produce Tender Evaluation Plans. • Produce all tender and contract documentation with the assistance of the Project Working Group. • Manage all contracts including construction contracts. • Produce the various project materials for submission to the PCG, ELT, to Council and to the Department of Local Government and Department and /or Minister of Planning, if applicable. • Produce Council reports. • Update Council through briefings as required. • Update the PCG and PWG. • Act as a conduit between Council and the various internal stakeholders via the Project Working Group. • Participate in all project group meetings. • Liaise with relevant government agencies, key stakeholders and landowners. 	

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
		<ul style="list-style-type: none">Investigation and design including engagement of consultants, to deliver works as expediently as possible.Coordinate the investigation, design and documentation and approvals necessary including associated site infrastructure and utilities.Oversight, consideration and approvals (as required) of outputs from working groups.Direct, approve and monitor the performance of any consultants appointed.Liaise with the Tender Evaluation Panel to prepare all Request for Tender documents.Receive reports from the Council's Statutory Planners on the preparation, and status of, any application to the JRRP or Minister for Planning under Part 3A of the EP&A Act or any development application prepared.As required by the funding body, meet with representatives as required to scope, build, manage, maintain, review, revise and sustain the outcomes of the Project. <p>Relationship with other groups: The Project Manager is included in all groups within Governance Structure.</p>	

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
Project Working Group (PWG)	<ul style="list-style-type: none"> • Manager Building Projects & Services, Infrastructure and Works (Todd Stanley) • Operations Manager Building Project Design, Infrastructure and Works (currently being recruited) • Senior Project Architect and Project Manager, Infrastructure and Works Murray Wood) • Coordinator City and Visitor Economy, Vibrant City (Caroline Booth) • Manager City Experiences and Economy, Vibrant City (Matt vanderWall) • Coordinator Major Venues and Facilities, Community Culture and Recreation (Kelly Baldwin) 	<p>Primary purpose:</p> <p>To consider, undertake and coordinate various tasks associated with the planning, design and construction of the project.</p> <p>Task summary:</p> <ul style="list-style-type: none"> • Provide input into, review and monitor the project scope during the developed design and construction documentation phases. • Support the Project Manager in the management of the construction contracts and in house works undertaken by Council staff. <ul style="list-style-type: none"> • Project schedule • Budget and budget monitoring • Tenders and contract works including contract administration • In house works. • Review the various Project materials for submission to the PCG, ELT, Council and the funding Department, if applicable. • Managing incidental project related issues. • Seek approvals from the PCG for key decisions. • Manage tasks relating to property matters. • Preparation and implementation of a project communications plan. <p>Relationship with other groups: The group will report to the Project Manager.</p>	<p>Group Leader:</p> <p>Operations Manager Building Project Design Infrastructure and Works (currently being recruited)</p> <p>Group Coordinator:</p> <p>Murray Wood, Senior Project Architect and Project Manager, Infrastructure and Works</p>

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
Tender Evaluation Panel	<ul style="list-style-type: none"> • Geoff Wilton, Operations Manager Building Services. Infrastructure and Works • Murray Wood, Senior Project Architect and Project Manager, Infrastructure and Works • Others to be determined in accordance with each Tender Evaluation Plan • External Probity Auditor (construction contract procurement only) 	<p>Primary purpose: Assess all tenders in accordance with a Tender Evaluation Plan.</p> <p>Task summary:</p> <ul style="list-style-type: none"> • Establish a Procurement Plan and Tender Evaluation Process as part of the Project Plan. • Liaise with the PWG to prepare all Request for Tender documents. • Call for, and evaluate, tenders ensuring that the Tender Evaluation Process is applied. • Record all tender documentation. • Write Council reports. • Liaise with the probity advisor to review Tender Evaluation Plans (TEPs) and Tender Evaluation Reports (TEPs). <p>Relationship with other groups: The Panel works closely with the Probity advisor and the Project Manager. The Panel will receive technical input from the Project Working Group. The Project Manager will prepare the Council report on the Panel's recommendation</p>	<p>Group Leader: Geoff Wilton Operations Manager Building Services Infrastructure and Works</p> <p>Group Coordinator: Murray Wood, Senior Project Architect and Project Manager, Infrastructure and Works</p>

GROUP	MEMBERSHIP	RESPONSIBILITIES	LEADERS
Probity Auditor	<ul style="list-style-type: none"> External Probity Auditor 	<p>Primary Purpose: To monitor Council's tendering processes and to advise on compliance with the Local Government Act Tendering Regulations for the construction phase only.</p> <p>Task Summary:</p> <ul style="list-style-type: none"> Report to the ELT. Reviewing and submitting comment on the Probity Plan. Audit the implementation of the probity Plan by Council, the General Manager, the ELT, the PCG and various project working groups and any advisory teams including: <ul style="list-style-type: none"> Confidentiality management Conflicts of interest management Monitor the application of probity principles in EOI/tender processes including attending evaluation Committee meetings and briefings or meetings with respondents. Provide the ELT or Council with advice on any probity risks or issues identified (from a probity perspective only), such as procurement of consultants or direct negotiations with adjoining landowners. Attending meetings with Council and community groups if required. Providing final probity certification and other reports to the ELT or Council as required. <p>Relationship with other groups: The Probity Auditor reports directly to Council and the ELT, and is independent of the Project processes.</p>	To be advised

Schedule of Documents - Released

Item 11 – RTAF2 – Project Plan Template

Regional Tourism Activation Fund - Round 2

Project Plan Template

Applicant Name:	Maitland City Council
RTAF Project Title:	Walka Water Works Redevelopment - Stage 1
RTAF Project Application ID:	RTAF2-0053
Expected Start Date:	23/11/2022
Expected Completion Date:	22/06/2026

Project plans MUST have a suitable level of detail commensurate with the funding amount sought. Projects must be completed by 30 June 2026.

Key activity	Task description	Start date (MM/YY)	End date (MM/YY)	Additional comments (optional)
APPROVALS				
	DA APPROVAL	Jan-23	Jun-23	Assuming funding deed is approved in December 2022
SITE INVESTIGATIONS				
	RFQ AND APPOINT	Nov-22	Dec-22	
	SITE SURVEY AND SCAN	Dec-22	Feb-22	
CONFIRM PROJECT REQUIREMENTS				
	WORKSHOP MCC+REFLECTIONS	Dec-22	Dec-22	
	REVIEW PLANNING CONCEPT	Nov-22	Jan-23	
	BUSHFIRE & FIRE SERVICES AUDIT	Dec-22	Mar-23	
	REVIEW PWA CONDITION ASSESSMENT	Dec-22	Mar-23	
	SITE SERVICES INVESTIGATION	Dec-22	Mar-23	
	HERITAGE, CULTURAL & ARCHAEOLOGY INVESTIGATIONS	Dec-22	Mar-23	
	RECONFIRM SCOPE/DESIGN BRIEF	Dec-22	Jan-23	
CONSERVATION MANAGEMENT PLAN UPDATE (CMP)				
	RFQ	Nov-22	Jan-23	
	CMP REVIEW AND UPDATE	Jan-23	Jun-23	
PROCURE DESIGN CONSULTANT				
	PREPARE RFT DOCS	Dec-22	Jan-23	
	TENDER	Jan-23	Mar-23	
	TENDER ASSESSMENT	Mar-23	Mar-23	
	COUNCIL REPORT	Mar-23	Mar-23	
DESIGN & DOCUMENTATION				
DESIGN DEVELOPMENT	STARTUP MEETING	Apr-23	Apr-23	
	CONCEPT DESIGN REVIEW	Apr-23	Apr-23	
	INITIAL HERITAGE NSW MEETING	Apr-23	Apr-23	
	SOHI	Apr-23	Jun-23	
	HISTORICAL ARCHAEOLOGICAL ASSESSMENT	Apr-23	Jun-23	
DEVELOPED DESIGN AND IDA PREP		Apr-23	Jun-23	
CONTRACT DOCUMENTATION		Jul-23	Jun-23	
IDA				
	ASSESSMENT INCLUDING JRPP DETERMINATION	Jul-23	Dec-23	
CONSTRUCTION				
	CONSTRUCTION CERTIFICATE, S60 AND FIRE NSW APPROVAL	Jan-24	Mar-24	
	PREPARE CONSTRUCTION RFT	Feb-24	May-24	
	RFT	Mar-24	Jun-24	
	TENDER EVALUATION	May-24	Jun-24	
	COUNCIL REPORT	Jun-24	Jun-24	
	CONTRACT PREPARATION	Jun-24	Jul-24	
	CONSTRUCTION - ACCOMMODATION	Jul-23	Jun-24	
	CONSTRUCTION - REST OF SITE	Jul-24	May-26	
	OCCUPATION / OPENING - ACCOMMODATION	Aug-24	Aug-24	
	OCCUPATION / OPENING	Jun-26	Jun-26	

FAQs

Q - When will successful applications be announced?

A - Successful applications will be notified from November 2022.

Q - When do projects need to be completed?

A - Projects must be completed by 30 June 2026

Q - The project I'm seeking to apply for has not yet received development application approval from my local council. Am I eligible to apply?

A - Yes, however applicants will be required to demonstrate that the project can receive development approval within 6 months of being notified of the outcome and that it can be completed by 30 June 2026.

Q - What should be listed in the comments column?

A - Applicants are encouraged to include descriptive comments that help to explain the task and when it might be considered as completed. Consider including quantitative performance measures. For example, if the task is securing quotes/tenders you could include that 3 quotes are required for the task to be achieved.

Schedule of Documents - Released

Item 12 – Walka Water Works Redevelopment Stage 1 – Project Risk Management Plan



WALKA WATER WORKS REDEVELOPMENT

STAGE 1

PROJECT RISK MANAGEMENT PLAN



DOCUMENT VERSION CONTROL REGISTER

VERSION	DESCRIPTION	DATE	AUTHOR	RECIPIENT
P1	Grant Fund Application	21.09.22	MW	

INTRODUCTION

This risk management plan is based on Council’s Risk Management Policy and AS/NZS ISO 31000:2018 Risk Management, Principals and Guidelines.

Note: The ‘consequence’ and ‘risk’ fields are graded lowest to highest from 1 to 5 and I to V, respectively. The risk rating is determined in accordance with the following matrix.

Likelihood	V	Medium	High	Very high	Very high	Very high
	IV	Medium	High	High	Very high	Very high
	III	Low	Medium	Medium	High	Very high
	II	Low	Low	Medium	Medium	High
	I	Low	Low	Low	Medium	High
		1	2	3	4	5
		Consequence				

Risk Rating Matrix (Source: SA/SZS HB 436:2013 Table C7)

WALKA WATER WORKS REDEVELOPMENT – STAGE 1 - RISK IDENTIFICATION AND ASSESSMENT TABLE

PROJECT PHASE/ ACTIVITY	RISK CATEGORY	DESCRIPTION OF RISK ACTIVITY	CONSEQUENCE (1 - 5)	LIKELIHOOD (I - V)	RISK RATING (REFER TO RISK TABLE)	RISK TREATMENT	CONSEQUENCE (1 - 5)	LIKELIHOOD (I - V)	RISK RATING (REFER TO RISK TABLE)	REPORTING AND MONITORING	RESPONSIBILITY	STATUS
			RISK EVALUATION INHERENT				RISK EVALUATION RESIDUAL					
PROCUREMENT	Legal and Regulatory Compliance	Insurance of the new work. Risk of damage or theft of building materials and fabric during construction.	4	I	MEDIUM	Builder will be required to insure the works during construction up to the practical completion stage of works. Consult with Statewide mutual to confirm requirements for works insurance policy	4	I	MEDIUM	Contractor/ consultant insurances are to be confirmed pre-contract signing and periodically during contract to confirm that insurances are replaced at anniversary dates	MCC PM / SPBS, reporting, risk & insurance	open
	Legal and Regulatory Compliance	Insurance of the work (existing building fabric). Risk of damage or theft of building materials and fabric during construction.	5	I	HIGH	Builder will be required to insure the works during construction up to the practical completion stage of works. Consult with Statewide mutual to confirm requirements for works insurance policy, particularly relating to insurance for existing Pumphouse Building fabric	5	I	HIGH	Contractor/ consultant insurances are to be confirmed pre-contract signing and periodically during contract to confirm that insurances are replaced at anniversary dates	MCC PM / SPBS, reporting, risk & insurance	open
	Legal and Regulatory Compliance	External contractor professional indemnity. Risk relating to error or omission in contractor's work (both consultants and construction contractors)	5	I	HIGH	Consultants are required to maintain professional indemnity policies in accordance with Council's Project Management Manual and conditions of contract. Consult with Statewide mutual to confirm minimum requirements relating to professional indemnity insurance	5	I	HIGH	Contractor/ consultant insurances are to be confirmed pre-contract signing and periodically during contract to confirm that insurances are replaced at anniversary dates	MCC PM / SPBS, reporting, risk & insurance	open
	Legal and Regulatory Compliance	External contractor public liability. Risk relating to error or omission in contractor's work affecting the public (both consultants and construction contractors)	5	I	HIGH	Consultants are required to maintain professional indemnity policies in accordance with Council's Project Management Manual and conditions of contract. Consult with Statewide mutual to confirm minimum requirements relating to professional indemnity insurance	5	I	HIGH	Contractor/ consultant insurances are to be confirmed pre-contract signing and periodically during contract to confirm that insurances are replaced at anniversary dates	MCC PM / SPBS, reporting, risk & insurance	open
	Legal and Regulatory Compliance	Non-compliance with the LGA Tendering Regulation. Numerous tenders will be required for various services including architectural design and building services.	4	I	MEDIUM	All tendering to be undertaken in accordance with Council's procurement policy a project Probity Plan and a Tender Evaluation Plan developed for each separate tender.	4	I	MEDIUM	Tender Evaluation Plans, Tender Evaluation Report, Council reporting for each tender.	MCC PM / Tender Evaluation Panel, PCG, ELT	open
	Financial	Construction tender price exceeds available funding	4	III	HIGH	Ongoing QS consultant cost estimate reviews at key design milestones. Develop a procurement plan relating to the main construction contract. The Procurement Plan will define strategies for cost management in the construction tender. Consider the appointment of an external PM consultant with specialist construction expertise to provide input into the procurement plan.	4	II	MEDIUM	Procurement Plan, TEP, Council reporting associated with the main construction contract tender.	MCC PM / Technical Working Group	open
	Financial	Funding continuity. Continuous cashflow monitoring is required to ensure that funding is available when project payments are required	3	II	MEDIUM	Adherence TO GRANT FUND AGREEMENT REPORTING REQUIREMENTS. A cash flow diagram must be periodically updated by the QS consultant for review by council's PM and CFO.	3	I	LOW	Update cash flow diagram quarterly	Technical Working Group	open



PROJECT PHASE/ ACTIVITY	RISK CATEGORY	DESCRIPTION OF RISK ACTIVITY	CONSEQUENCE (1 - 5)	LIKELIHOOD (I - V)	RISK RATING (REFER TO RISK TABLE)	RISK TREATMENT	CONSEQUENCE (1 - 5)	LIKELIHOOD (I - V)	RISK RATING (REFER TO RISK TABLE)	REPORTING AND MONITORING	RESPONSIBILITY	STATUS
	Financial, Service Delivery	Project Cost Over-run	3	IIII	HIGH	Risk allocation, detailed design finalisation and coordination review to establish most suitable procurement methodology. Construct Only (CO) method to proceed only if there is a high level of confidence that the drawings are finalised and thoroughly coordinated to avoid variations during the construction phase. Design and Construct (D&C) to be adopted in the event there are a significant number of items to be finalised by the Head Contractor or confidence in design coordination is medium to low.	3	II	MEDIUM	Procurement plans and GC21 Contract Information to determine methodology.	MCC PM, CONSULTANT PM, Consultant team	open
PLANNING APPROVAL	Legal and Regulatory Compliance	Planning approval delay. Integrated heritage approval process could delay the assessment	3	II	MEDIUM	Early consultation with Heritage NSW. Prompt update to the grant funding body if heritage approval delays occur	3	II	MEDIUM	nil	nil	closed
EXTERNAL CONSULTATION	Reputation	Perception of inadequate consultation. Perception of lack of understanding of the project outcomes	3	II	MEDIUM	Project has been developed following community engagement through the Destination Management Plan. External consultation measures are documented in a project Communications Plan. Periodic community update notices, in lieu of consultation workshops, is proposed. Ongoing periodic community updates via media releases, Council website and other forms of communication documented in the project Communications Plan.	3	I	LOW	Project Comms Plan, DA exhibition, pre-construction, periodically during construction	MCC PM, Marketing and Comms	open
	Reputation	Media – negative feedback	4	II	MEDIUM	Ongoing periodic updates via media releases as documented in the project Communications Plan. Brief the construction contractor on Council's expectations regarding contact with the media.	4	II	MEDIUM	Project Comms Plan, DA exhibition, pre-construction, periodically during construction	Communications Working Group	open
DESIGN	Financial	High building cost associated with 'un-building' heritage fabric. Unknown/unexpected concealed building fabric	3	1	LOW	Detailed building fabric survey by architectural and structural team. Include detailed levels throughout. Consider 3d scan	3	1	LOW	nil	nil	open
	Financial, Service Delivery	Complex and costly fire services and planning requirements and Construction Certificate delays to satisfy adaptive re-use requirements	3	IIII	HIGH	Early appointment BCA, fire services and fire safety compliance consultants to be part of the design consultant team. Early preparation of an audit of fire safety .	3	II	MEDIUM	Fire services audit, BCA report, Fire Engineering Report (if required)	mcc pm, project design team	open
	Financial, Service Delivery	Delay delivering complete, coordinated construction documentation.	3	ii	MEDIUM	Appoint a lead design consultant with responsibility for the coordination of all secondary design consultant work. Regular design and documentation coordination meetings will be chaired and minuted by the lead design consultant during the documentation phase. Design consultants will be appointed to provide BIM services and to hold 'clash detection workshops' at the final stages of documentation. Project design and documentation will be issued in stages to allow for progressive design review and feedback from MCC (50%, 80%, 100%).	3	1	LOW	MCC PM review of project construction documentation package stages. Lead design consultant coordination meeting minutes.	MCC PM	open
	Service Delivery	Façade and roof access for maintenance. Inadequate access to the façade and roof potentially increases exposure to risks when access is required.	3	II	MEDIUM	Developed an External Roof and Façade Access Strategy Report with a qualified design consultant.	1	I	LOW	Safety in Design risk register	MCC PM	open

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	Service Delivery	Safety risks relating to construction and operation, broadly speaking, have not been considered by the design consultant team.	4	IV	HIGH	Safety in Design (SID) Workshop has been held and corresponding risk register developed.	3	II	MEDIUM	Safety in Design risk register	MCC PM	open
	Financial, Service Delivery	Satisfaction of Heritage Office IDA approval conditions requiring additional work by the project team to make amendments prior to the issue of approval to commence work	4	V	VERY HIGH	Early consultation with Heritage NSW	3	II	MEDIUM	S60 submissions	MCC Heritage and Archaeology consultants	open
CONSTRUCTION	Financial, Service Delivery	Covid-19 related risk to service delivery and material supply	5	V	VERY HIGH	<p>Council's legal advisers to include relevant clauses to Council's amended GC21 construction contract. The construction contractor will be required to implement and maintain a COVID-19 Management Plan on site during the construction phase that addresses the following issues to the Principal's Authorised Person's satisfaction (COVID-19 Management Plan):</p> <ul style="list-style-type: none"> The NSW Government suggested checklist for a COVID-19 Safety Plan available at HTTPS://WWW.NSW.GOV.AU/COVID-19/INDUSTRY-GUIDELINES/CONSTRUCTION-AND-TRADESPEOPLE#SUGGESTED-CHECKLIST-FOR-YOUR-COVID-19-SAFETY-PLAN. Relevant NSW Health guidelines Relevant Safework NSW <p>Delay allowance within the GC21 to be reviewed and negotiated with the preferred Head Contractor post tender.</p>	5	III	HIGH	MCC GC21 Contract Conditions, Contractor Covid Management Plan	MCC PM, CONSULTANT PM	open
	Service Delivery	Interruption to ongoing service delivery	2	IV	HIGH	MCC to describe their requirements in the Principal's Project Requirements document. The contractor will be required to describe their management approach in their Site Management Plan in consultation with MCC staff.	2	III	MEDIUM	Construction Management Plan	MCC PM, TWG, Communications Working group.	open
	Financial, Service Delivery	Delays relating to the discovery of heritage artefacts during construction.	2	V	HIGH	Builders are to work in accordance with an unexpected finds protocol to be prepared in accordance with the heritage consultant and Heritage NSW requirements	2	V	HIGH	Construction Contractor's CMP. Monitoring in accordance with the CMP during the demolition phase	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery, Legal and Regulatory Compliance	WHS risks	5	V	VERY HIGH	<p>Construction contractors must satisfy all WHS requirements specified in Council's WHS Management Plan including the preparation of a WHS Plan to be approved by Council prior to commencement of any work. Ongoing routine monitoring of construction contractors contract specific WHS plans.</p> <p>Intermittent independent WHS audits and regular housekeeping inspections to be undertaken throughout Construction. Safety in Design Workshop to be held with Head Contractor once appointed.</p>	2	V	HIGH	As defined in the Contractor's WHS plan	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Delays in construction due to poor sub-contractor coordination	3	II	MEDIUM	Ensure that the head contractor is holding regular sub-contractor coordination meetings.	3	i	LOW	Fortnightly/monthly construction team meetings.	MCC PM, CONSULTANT PM	open

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	Reputation, Financial, Service Delivery	Delays and costs associated with in-ground services clashes	3	II	MEDIUM	Appoint a services locator to undertake an early investigation of existing on site services prior to the commencement of documentation. Head Contractor to positively identify in-ground essential services (HV etc) and install above ground markers for the duration of construction.	3	i	LOW	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Delayed services connections at the end of the construction phase	3	II	MEDIUM	Council staff and the project design team to develop the design of critical utility services requirements prior to the main construction contract. Builder obligations to be defined in the construction contract.	3	i	LOW	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Contract and contractor risks. Disputes and/or delays relating to differing contract interpretations.	3	II	MEDIUM	MCC PM to involve Council's legal advisors in workshops to inform the GC21 contract prior to the construction tender. Council will also consider appointing an external PM consultant with specialist construction experience to participate in the workshops. The external PM consultant will also be appointed to perform the role of Principal's Authorised Person, in accordance with the GC21 contract during the construction phase.	3	i	LOW	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Higher than expected Variations and Extensions of Time during the construction contract	3	III	HIGH	A 10-15% (due to heritage items) contingency allowance will be retained as part of the construction budget. Variations and EOTs are managed in accordance with Council's GC21 Contract. An external PM consultant may be appointed to perform the role of Principal's Authorised Person (PAP), in accordance with the GC21 contract during the construction phase. The PAP will undertake an independent assessment of all variation and EOT claims and will issue that assessment to Council for determination.	3	II	MEDIUM	Contract payment claims and payment certificates, Variation and EOT registers during construction. Construction site meeting minutes.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Latent site conditions	3	III	HIGH	Undertake detailed inground services, underground heritage structures and Geotech investigations prior to the construction contract. MCC PM to involve Council's legal advisors in workshops to inform the GC21 contract prior to the construction tender. Allocate an appropriate level of risk for latent conditions via Site Conditions clause within the GC21 Head Contract.	3	II	MEDIUM	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Latent site conditions, site contamination due to former use as a power station	3	IV	HIGH	Prior to design and construction contracts, undertake detailed contamination assessments of entire historic industrial site, engage EPA accredited auditor as required to ensure assessments and any required remediation will meet all regulatory requirements for future site use. Develop a remediation action plan (RAP) to be used to inform project design / construction and in turn include all required works within tender packages. MCC PM to involve Council's legal advisors in workshops to inform the GC21 contract prior to the construction tender. Allocate an appropriate level of risk for latent conditions via Site Conditions clause within the GC21 Head Contract.	3	III	MEDIUM	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open



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	Reputation, Financial, Service Delivery	Delays associated with hand over and the operation of the new facility	3	III	HIGH	The builder's tender will be required to define a detailed approach to the handover of the new facility, including staff training. The builder will be required to provide a detailed Commissioning plan 8 weeks prior to Completion as well as Facility Operation Manual and a Staff Training Plan as part of their contract.	3	II	MEDIUM	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery, Legal and Regulatory Compliance	Project not complying with statutory requirements	5	II	HIGH	Identify all required Hold points and approvals from project consultants. Construction Contractor to satisfy requirements and confirm that works are meeting standards and project requirements. Regular consultant inspections to be coordinated monthly or at significant hold points (i.e. pre-sheet).	3	III	MEDIUM	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	open
	Financial, Service Delivery	Scope of Project Increasing / Flow on effect of project changes to other areas	3	III	HIGH	Scope of works to be monitored in consultation with Lead Design Consultant to ensure additional scope items are in line with MCC expectations and are deemed a necessity for the project.	3	II	LOW	Contract variations register. Monitored as part of the regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Service Delivery, Financial	Ineffective, inappropriate or inadequate project management processes i.e. Poor/Slow decision making/delay in response or approvals	3	II	MED	Constant monitoring and communication to be implemented at a project level between MCC PM, Consultant PM and Contractor. Monthly reporting, PCGs and regular coordination meetings to be undertaken to ensure works are not delayed. RFI register to record date received and date for response and who required action is with. Clear project governance structure with clear lines of communication established.	3	I	LOW	Monitored as part of the builders regular site meetings during construction, PCGS and RFI Registers.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Underperformance of Head Contractor	3	II	MEDIUM	MCC PM to involve Council's legal advisors in workshops to inform the GC21 contract prior to the construction tender. Regular monitoring of contractor's performance via the GC21 monthly Evaluation and Monitoring procedure. QA documentation (ITP's) and site audits to be undertaken on a regular basis.	3	I	LOW	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	open
	Financial, Service Delivery	Insolvency of Head Contractor leading to the contractor not fulfilling or completing their engagement	4	I	HIGH	Engage the services of a Quantity Surveyor on a monthly or bi-monthly basis to review progress claims submissions and provide assessments to ensure the Contractor is not overclaiming leaving MCC exposed. MCC PM to involve Council's legal advisors in workshops to inform the GC21 contract prior to the construction tender. All tenderers to submit financial information as part of the tender process. Complete financial assessment	3	I	LOW	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	open

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	Financial, Service Delivery	Project Cost Over-run	3	III	HIGH	Principal's Authorised Person (PAP) to manage variations in accordance with the GC21 contract during the construction phase. Closely Monitor additional works required in accordance with the project budget and review by Cost consultant to ensure stringent assessment of costs. Adopt the services of a Quantity Surveyor to provide accurate assessments of variations in line with market values and to reduce the possibility for PAP assessments to affect the project team cooperation and communication.	3	II	MEDIUM	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	
	Reputation, Financial, Service Delivery	Agreed Program not met/Program delays	3	III	MEDIUM	Principal's Authorised Person (PAP) to manage in accordance with the GC21 contract during the construction phase. Regular review and tracking of program. In the event of significant slippages, regular program review meetings to be undertaken with the Head Contractor.	3	i	LOW	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	
	Financial, Service Delivery	Delays during construction arising from inclement weather conditions	3	II	MEDIUM	Principal's Authorised Person (PAP) to manage EOTs in accordance with the GC21 contract during the construction phase. Contractor to follow process and implement options to mitigate delays caused by wet weather. Suggest that a qualifying cause of delay within the amended GC21 contract include the below clause: "Inclement weather up to the Contractual Completion Date but not including the effect of inclement weather".	3	i	LOW	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	open
	Reputation	Disruption to surrounding project stakeholders creating negative feedback.	3	II	MEDIUM	Identify key stakeholders and strategy for communication with these stakeholders during construction. Contractor to address in the Site management plan and issue disruption notices to MCC for issue to relevant stakeholders. Contractor to issue lookahead program to capture known upcoming disruptions.	3	i	LOW	Monitored as part of the builders regular site meetings during construction	MCC PM, CONSULTANT PM	open
OCCUPATION	Reputation, Financial, Service Delivery	Delays associated with the commissioning of equipment during occupation	3	III	HIGH	The contract must define the roles of the builders and Council in relation to the installation and commissioning of all equipment.	3	II	MEDIUM	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Reputation, Financial, Service Delivery	Delay in issue of an Occupation Certificate	3	II	MEDIUM	Ensure PCA is regularly updated and has completed inspections as required to issue OC. Include DA conditions as a contract document within the Head Contract and allocate the Occupation Certificate as an approval / responsibility of the Head Contractor.	3	I	LOW	Include as a task item within the monthly coordination meetings and run Completion coordination meetings 8 weeks from anticipated Completion.	MCC PM, CONSULTANT PM, PCA	open

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FACILITY MANAGEMENT	Asset and Resource Management	Insufficient asset data provided to inform Council's Asset Register	3	II	MEDIUM	During construction a workshop will be held with Council's Asset Management team and the Builder to determine all asset data required to inform the Council's Asset Register. This workshop, and provision of sufficient data will be required as part of the builder's contract.	3	i	LOW	Monitored as part of the builders regular site meetings during construction.	MCC PM, CONSULTANT PM	open
	Asset and Resource Management	Unpreparedness of Council's existing facility management resources to manage the new facility	3	II	MEDIUM	Council to establish a working group to undertake a review of facility management requirements. Contractor to provide training as part of facility handover requirements.	3	i	LOW	MCC PM, Vibrant Cities, Contractor	O+M manual	open
	Asset and Resource Management	Unpreparedness of Council's existing building maintenance resources to manage the new facility	3	II	MEDIUM	Council to establish a working group to undertake a review of maintenance requirements relating to the new facility. A Maintenance Plan will be developed for the new facility.	3	i	LOW	MCC PM, MCC building maintenance team, Contractor	MCC PM, MCC Projects and Services Team	open



Schedule of Documents - Released

Item 13 – Walka Water Works Redevelopment Prospectus and Concept Diagram

WALKA WATER WORKS REDEVELOPMENT



ACKNOWLEDGEMENT OF COUNTRY

Maitland City Council acknowledges the Wonnarua People as the Traditional Owners and Custodians of the land within the Maitland Local Government Area and pays respect to all Aboriginal Elders, past, present and future.



MAITLAND AT A GLANCE

Situated on Wonnarua land and located on the banks of the picturesque Hunter River, Maitland is an energetic city with a rich history, a passion for sport, an emerging food scene, boutique accommodation and a vibrant events calendar.

The riverside location is steeped in heritage, with architectural delight at almost every turn and with a myriad of historic buildings to give the city its unique character.

The city is experiencing the emergence of a burgeoning food and bar scene that is generating a real buzz. With a majority of restaurants in the area sourcing their produce from local farms where possible, dining gives you the opportunity to immerse yourself in a truly unique experience.

Scenic beauty and heritage buildings, unique villages and an attractive lifestyle is making Maitland one of Australia's fastest growing inland cities that welcomes more than 870,000 visitors a year.

Discover more at makeitmaitland.com.au



MAITLAND IN NSW



KEY STATS



144,550
POPULATION BY 2041



870,900
VISITORS ANNUALLY



\$123.3M
VALUE OF THE
VISITOR ECONOMY

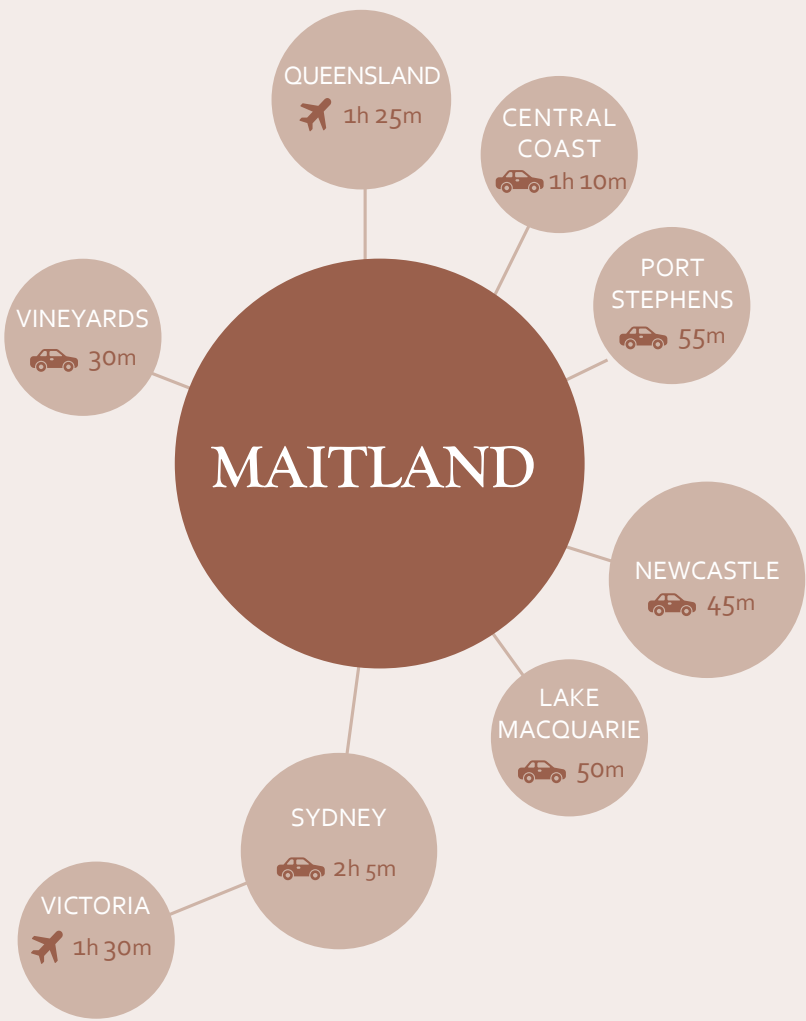


822
JOBS IN TOURISM



2024
NEWCASTLE
INTERNATIONAL
AIRPORT OPEN

MAITLAND IS A HUB



PRIORITY DESTINATION HUBS

Council and the community have an ambitious vision for what they want to see at these priority destination hubs, which through the Morpeth to Walka Water Works shared pathway will create a unique connected experience for NSW.

MORPETH

The village is like a living museum, with a rich Aboriginal and European heritage. Nestled on the Hunter River and filled with unique and interesting experiences, this hub will soon rival Australia's best hipster destinations.



MAITLAND GAOL

A heritage listed former prison with an exciting and ambitious future. Boutique and hotel accommodation, enhanced tours and renewed auditorium will see this hub become an iconic tourism attraction for NSW.



CENTRAL MAITLAND

With an active regional art gallery, regional sports hub, award winning Riverlink Building, plus retail and dining experiences overlooking the river, this hub is already the City's vibrant cultural precinct.

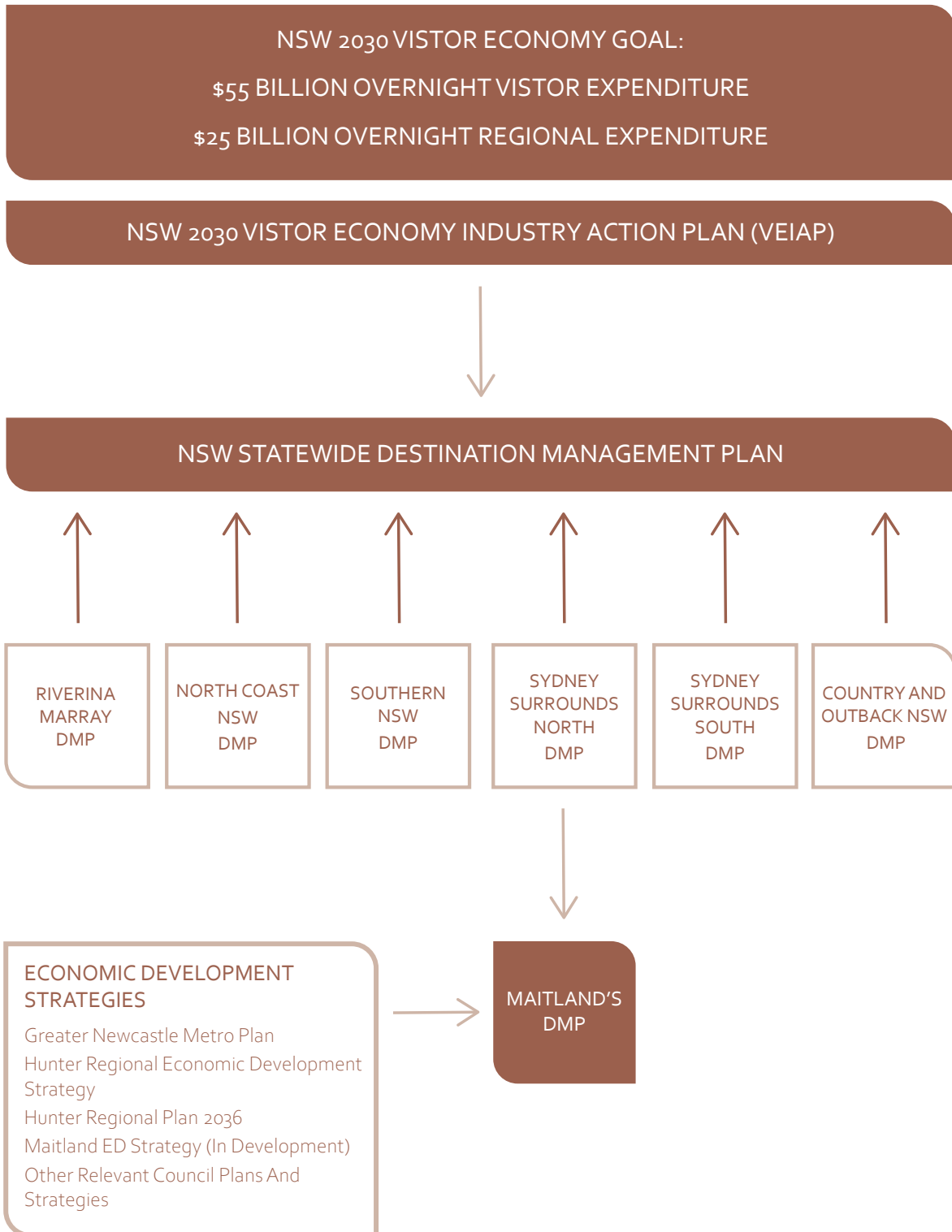


WALKA WATER WORKS

A heritage listed complex set on 64.23 hectares of reserve, there is enormous potential for this hub to become 'the' destination in NSW for overnight eco and nature based tourism and special events



ROLE AND LINKAGES WITH KEY VISITOR ECONOMY PLANS AND ECONOMIC STRATEGIES





Hillsborough

Gosforth

Anambah

Aberglasslyn

Telarah

Farley

Rutherford

Lochinvar

HUNTER
RIVER

Windermere

NEW ENGLAND
HIGHWAY



MAITLAND
AIRPORT



RUTHERFORD
SKATEPARK

OLD N RD

STATION LN

ANAMBAH RD

DENTON PARK DR

ABERGASSLYN RD

LUSKINTYRE RD

HUNTER EXPRESSWAY



TOCAL

Mindaribba

Maitland Vale

Oakhampton

Bolwarra Heights

Largs

Bolwarra



WALKA WATER WORKS

HUNTER RIVER

Phoenix Park



MORPETH

Raworth

SHARED PATHWAY

Lorn



CITY LIBRARY



THE LEVEE



MAITLAND TRAIN STATION



CENTRAL MAITLAND



MAITLAND POOL



MINISTERS PARK



MAITLAND GAOL

Tenambit

East Maitland

Louth Park

Chisholm

WALKA SNAPSHOT

Walka Water Works is a 64.23 hectare parcel of Crown Land located approximately 2km north west of Central Maitland. The reserve has been reserved for the 'Preservation of historical sites and buildings' under the Crown Lands Act 1989, the Crown Lands Legislation Amendment Act 2005 and the now the Crown Lands Management Act 2016.

VISION

To become an iconic visitor attraction for the city, with active day use as well as an overnight destination for nature based tourism, weddings, functions and events.





HISTORY OF WALKA WATER WORKS

At the time of construction in the late 1800s, Walka Water Works was the largest industrial project in the Hunter Valley. It was the first place in Australia to have a water treatment system from the original river water source to the lake reservoir and finally to filtered kitchen tap water.

The combination of the pumphouse polychrome brick buildings, filter beds, tanks, pipework and the lake reservoir enable the processes to be understood along with creating a site of cultural interest and outstanding beauty.

With the development of Chichester Dam in the Barrington foothills, Walka Water Works was placed on standby in 1925 and closed in 1929.

Walka was reopened in late 1951 when the Electricity Commission commenced installation of a temporary power station to overcome post war electricity shortages. The plant began producing electricity in 1953 and operated until August 1976, when it was decommissioned and the site closed.

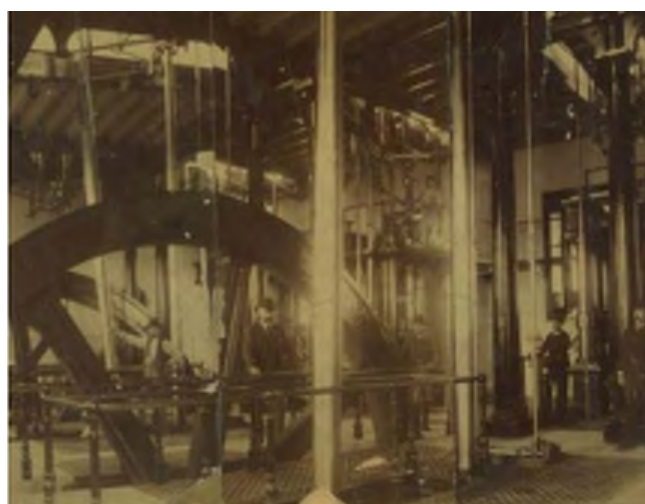
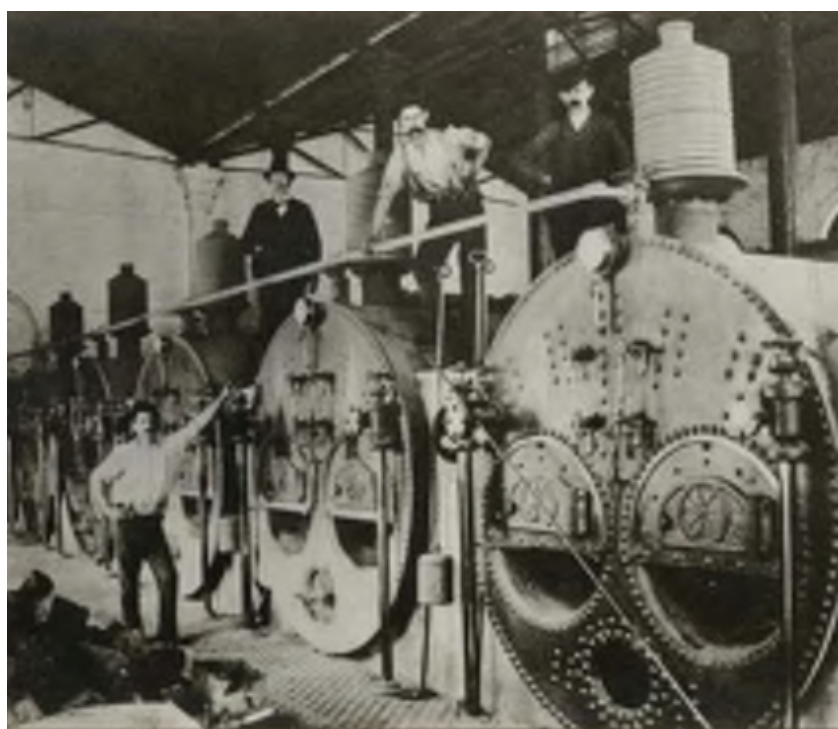
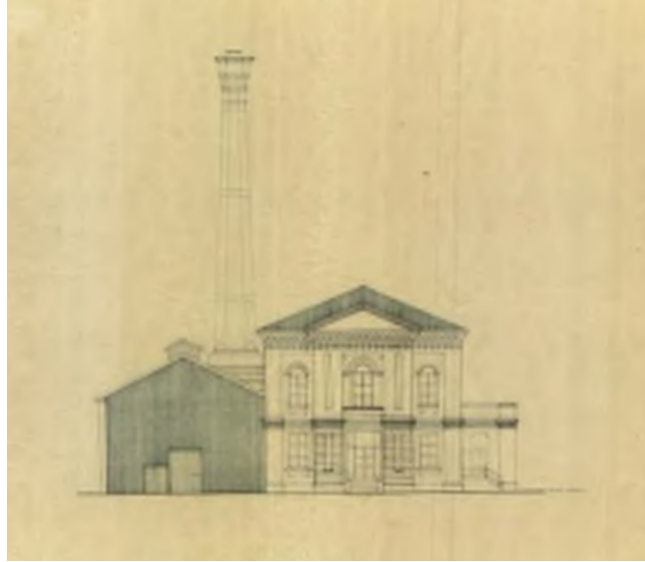
The Walka Water Works complex was classified by the National Trust in 1976, recognised as one of the largest and most intact 19th century industrial complexes in the Hunter Valley.

In 1984 a trust was formed to reopen the site and restore the waterworks complex and in 2007 Maitland City Council took over the management of the site, entering into an MOU with Crown Lands.

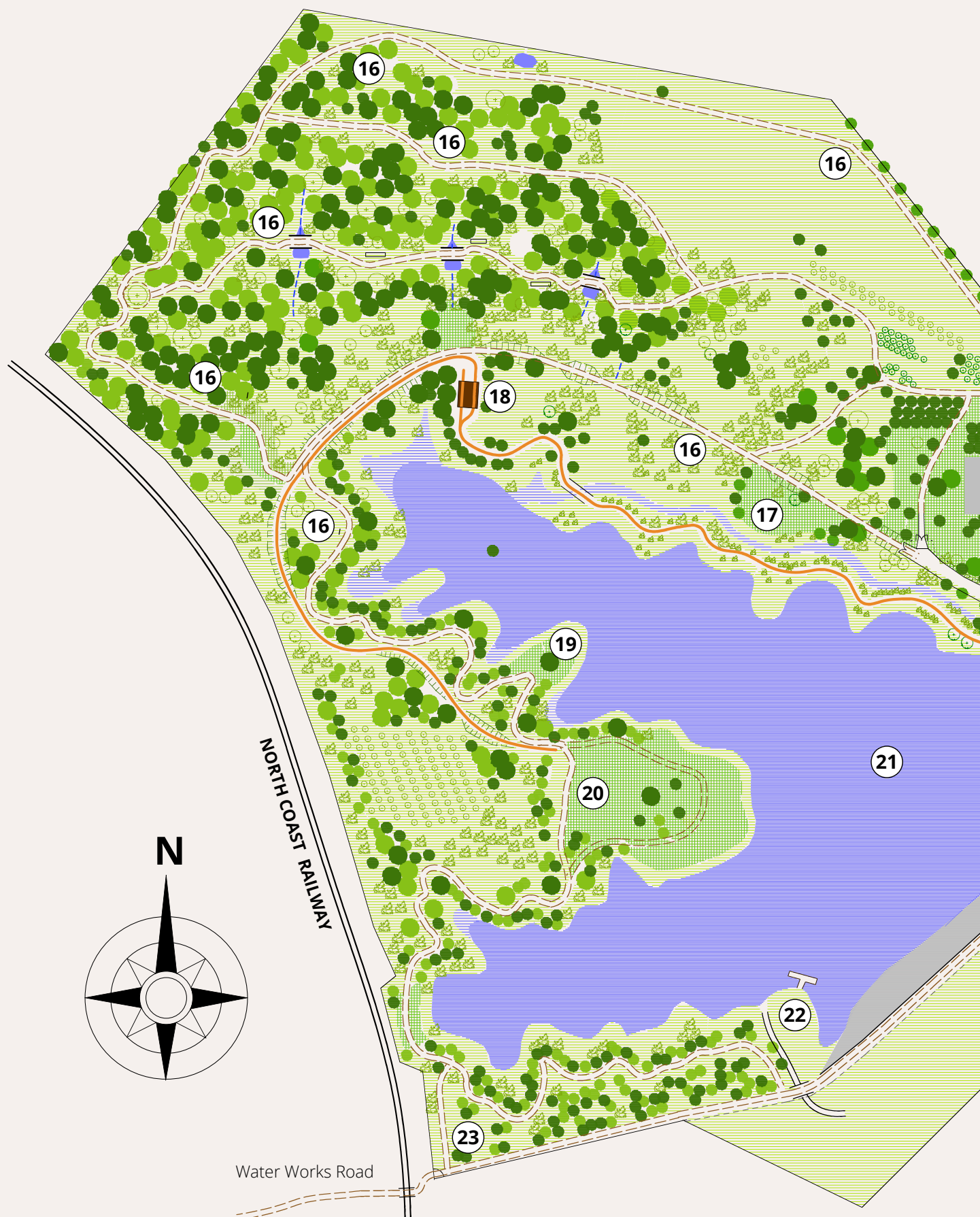
Until February 2022, the Walka Recreation and Wildlife Reserve was open to the public, largely for passive recreation and weddings, which were held in the Eastern Annexe of the Pumphouse Building (the only part of the building publicly accessible) and on the adjacent lawn.

In early 2022, contamination was discovered in a series of locations throughout the site, largely the result of poor environmental practices associated with the dismantling of the power station in the 1970s, forcing the closure of the site.

Maitland City Council has now entered into a partnership arrangement with Crown Lands and Reflections Holiday Parks to reimagine Walka Water Works and realise its potential to become one of the most iconic heritage and nature based tourism attractions in New South Wales.



CONCEPT PLAN





LEGEND

1. Pumphouse Building
2. Eastern Lawn
3. Outdoor function or event space
4. Entry to accommodation, RV access
5. Temporary stage location for events
6. Amenities Block
7. Powered camping and RV sites x 40
8. Eco Cabins x 10
9. Glamping tents x 12
10. Miniature railway
11. Future Stage - Walka Beach area
12. Adventure play area
13. Future Stage - Water Play Area
14. Future Stage - Shared pathway entry point
15. New access road entry point
16. Walking trails
17. Education Centre
18. Snake Gully Junction
19. Future Stage - Eco Cabins
20. Future Stage - Eco Cabins
21. Future Stage - Water remediation
22. Pontoon
23. Shared pathway entry point

REDEVELOPMENT: STAGE ONE

The scope of works will see the existing site and structures of Walka Water Works shaped to create a nationally recognised 'must see' attraction and will include:

- Refurbishment of the 1887 Pumphouse Building allowing to allow for incorporation of an interpretative space for Council to call for Expressions of Interest from tourism and hospitality operators to develop restaurant, café and tourism tenancies and activations
- Improvements to the Eastern Lawn for boutique weddings, functions, festivals and events
- Eco cabins
- Glamping tents and glamping tent infrastructure
- Powered camping sites, kitchen and BBQ area
- Miniature railway station and walking trail upgrades
- Carpark improvements and new amenities as well as associated civil works and services

Each of the projects combine to a collaborate effect that perpetuates recognition, attraction and retention of potential visitors.









THE PUMPHOUSE

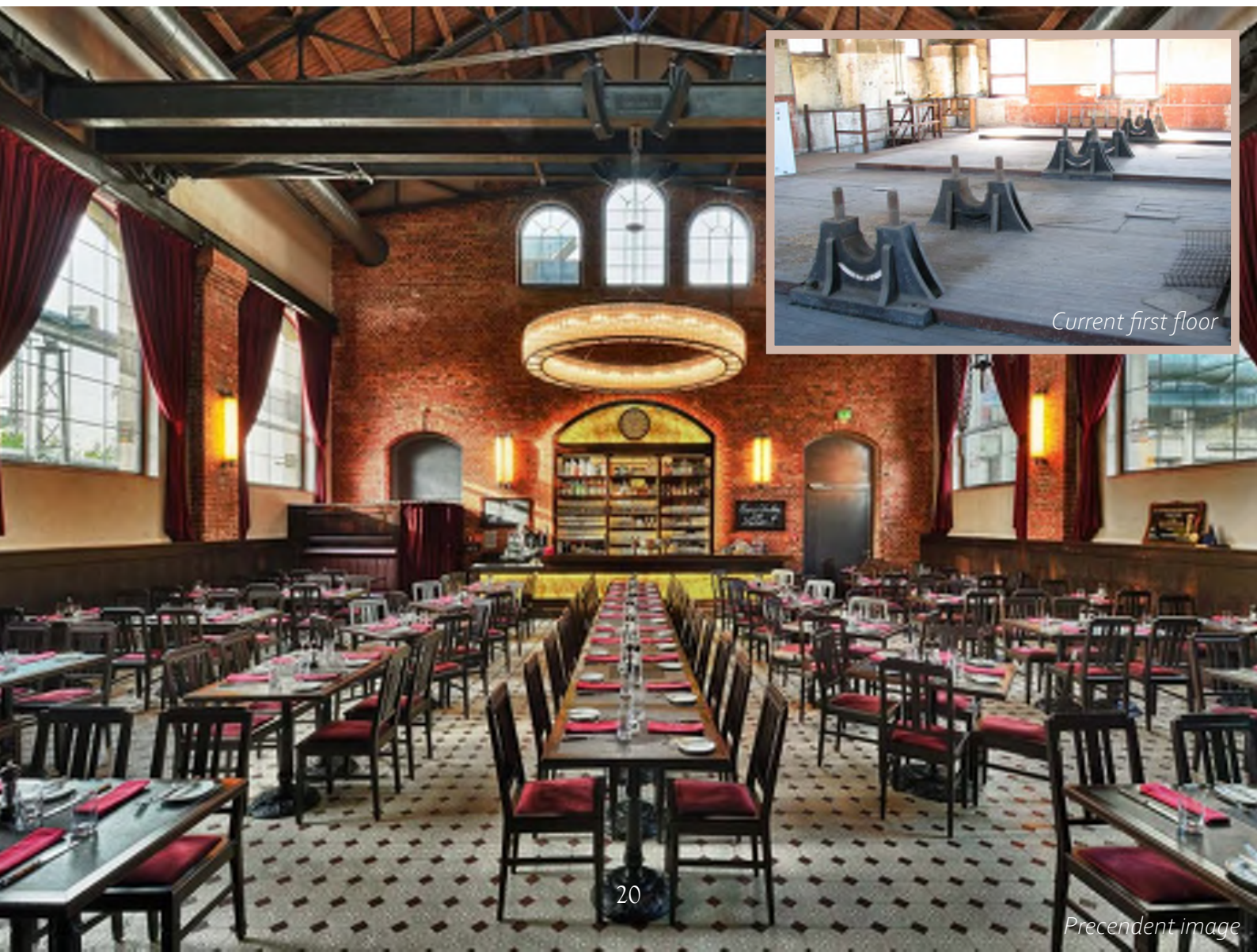
The 1887 Pumphouse Building comprises of two floors in the main building, the western annexe and eastern annexe, adjacent coal store and chimney. For a number of years', due to lack of funding for restoration and improvement works, the building has been closed to the public with the exception of the eastern annexe, which has been used for weddings and functions.

The vision is to see this incredible Victorian Italianate building restored to its former glory, and life breathed back into its walls, through a series of tenancies that will drive visitation to the site and start to transform it into an iconic tourism attraction and community asset.

MAIN BUILDING (FIRST FLOOR)

This space will be converted into an upmarket restaurant and function centre, with a focus on local produce and capacity to host weddings and events for up to 250 people.

The Pumphouse will be restored to achieve BCA compliance including all accessibility requirements.



MAIN BUILDING (GROUND FLOOR) CAFÉ AND MUSEUM

Incorporating an interpretive space where visitors can discover the fascinating history of the site as well as being oriented for their experience, it will also include a café occupying both the internal space and the forecourt, commercial kitchen, stair and lift access to the first floor and centralised amenities.



WESTERN ANNEXE

This area will be transformed into a vibrant hub drawing in visitors with its new function of boutique brewery, distillery or wine cellar.





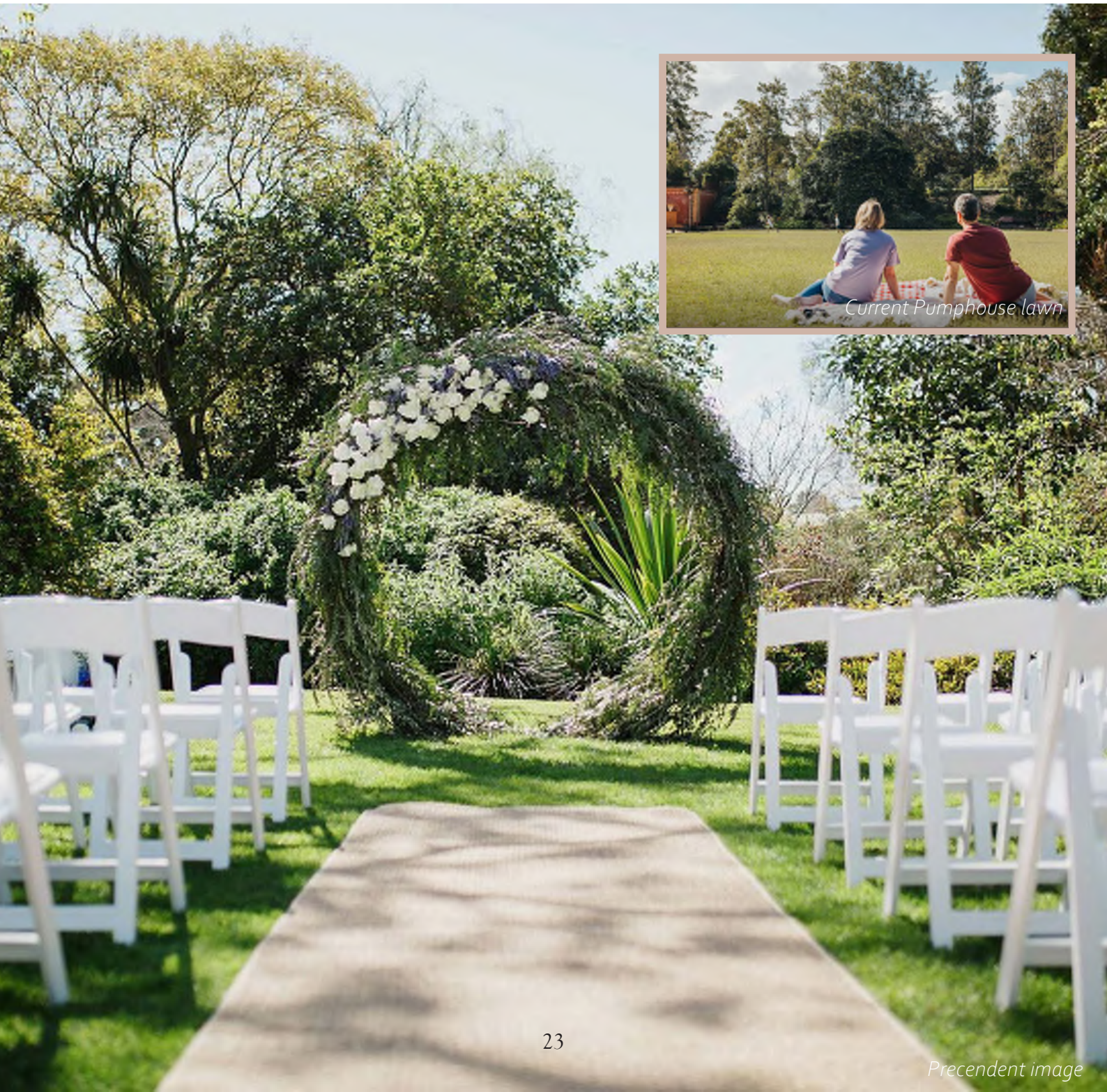
EASTERN ANNEXE

The Eastern Annexe will continue to host weddings, functions and events with upgrades to improve the amenity and functionality, whilst still retaining the beautiful architectural features of the spaces.



PUMPHOUSE LAWN

The Pumphouse Lawn has been a popular location for weddings, with weekends being booked three years in advance. The Lawn will be upgraded to incorporate event infrastructure including power and water as well as landscaping for general amenity, photo opportunities and privacy for wedding parties. This space will be designed to be suitable for a range of functions, weddings and events.



ACCOMMODATION

Accommodation will be developed and operated by Reflections Holiday Parks.

Reflections 2030 Strategic Plan presents a vision not just for growth, but to ensure the Crown Lands they have been entrusted to manage on behalf of the people of NSW are enjoyed for generations to come.

STRONG FOUNDATIONS FOR GROWTH

KEY STATS



37

Holiday parks



43

Community
Crown Reserves



1.7M

Day visitors and
park guests



\$98M

Economic value added
to Regional NSW



315

Employees and
contractors



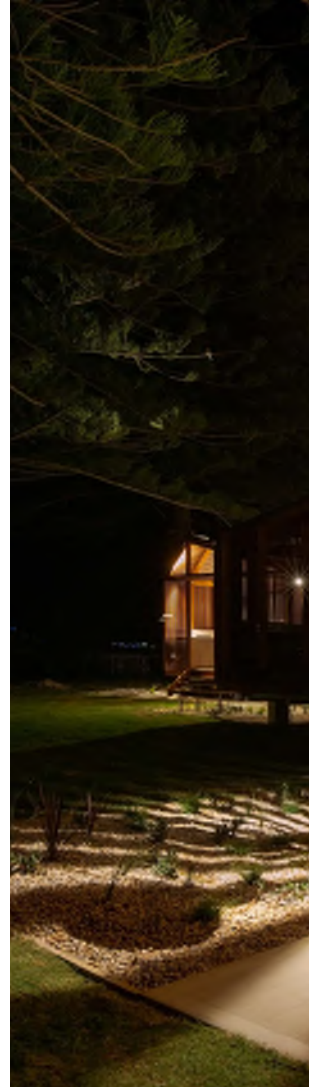
30+

New positions
post Covid

WALKA WATER WORKS STAGE 1:

- 10 eco cabins including a fully accessible option
- 12 glamping tents
- Glamping tent infrastructure
- 40 powered sites
- Camp kitchen, BBQs and centralised amenities
- Managers residence and linen store
- New access road, and enabling infrastructure

The first of its kind in Maitland, it will provide the opportunity to capitalise on this lucrative market providing a unique nature based setting, with accommodation enjoying water views and picturesque mountain backdrop. This first stage can cater for approximately 50,000 overnight visitors per year.





Precident image



Precident image



Precident image



Precident image



Precident image



Precident image

ENABLING INFRASTRUCTURE

Incorporated within Stage 1 of the redevelopment is a range of enabling infrastructure and civil works that will allow both the current and future stages to proceed. This includes:

- Walking trail upgrades
- New car parking with space for around 100 vehicles
- New centralised modular amenities
- Fire protection infrastructure
- Dual transformer power substation
- Water mains upgrade

1.3km sewer line, pump station, emergency holding tank and development connections

In parallel with this, Maitland City Council will be looking to develop a new access road into Walka Water Works to replace the current Scobies Lane entry.

Work will also continue on the development of the Morpeth to Walka Water Works shared pathway with works currently underway on a number of stages.





REDEVELOPMENT: FUTURE STAGES

WALKA BEACH AND RESERVOIR

This area will be remediated to include a sandy beach space and the reservoir water quality improved to allow for secondary contact activities including kayaking and SUPs, which will be available for hire at the site.

This may include aeration fountain, which could also be a sculptural piece.

MORPETH TO WALKA SHARED PATHWAY

Commencing or ending at Walka, visitors will be able to walk, ride or scoot the 14km pathway that will link Walka with three other priority destination hubs including Central Maitland, Maitland Gaol and the historic township of Morpeth. Travelling through urban areas, picturesque farmlands and riverside scenes, this will become a destination pathway in its own right. This will also include internal pathways connecting Walka to Rutherford.

EDUCATION CENTRE

Future stages will include the development of an education centre where school and special interest groups can come to learn about the Aboriginal and European history, the ecology, flora and fauna of Walka. This will link in with the nature trails and bird watching facilities and also offer a space for workshops, seminars and broader opportunities to learn about the environment, water conservation, climate change, and sustainability.

WATER PLAY SPACE

A real drawcard and key feature for the site will be the custom designed water play space. Suitable for all ages, this large scale area on the Pumphouse Lawn, will draw its inspiration from the water and industrial heritage of the site providing a unique, educational and fun way to engage with Walka.

POWER STATION LAWN

This open lawn area will include areas for free play as well as incorporating picnic tables and BBQ facilities for day usage. It will also include an adventure play space in proximity to the Walka Beach area.

Doubling as a location for smaller scale events of up to 300 people, this could be used for street eats food truck events, smaller scale productions and performances, as well as community events and fairs.

TANK LAWN

The Tank Lawn will be developed over the old holding tanks on the site, which will be interpreted at ground level. Over two terraced spaces, the upper Tank Lawn will be a space where temporary event infrastructure can be brought in and hold up to 2,000 people for festivals and events. It will also be a space that could be used for markets, consumer and trade shows as well as provide functions.

The lower tank lawn will be a more intimate space for smaller functions, events and weddings with a more formalised setting and stage area.



Precident image: Walka Beach



Precident image: Education Centre



Precident image: Water play



Precident image: Water sculpture fountain

MEMORANDUM

The Walka Water Works Redevelopment will see the formation of a strategic partnership between Maitland City Council as Crown Land Manager, Crown Lands and Reflections Holiday Parks to commence the transformation of the site into an iconic tourism destination known for its heritage, nature based tourism, accommodation options and wedding, function and events infrastructure.

In September 2022, the three parties agreed to entering into a Memorandum of Understanding in order to pursue opportunities to obtain funding for the rehabilitation and development of Walka Water Works in accordance with the vision articulated in the Maitland Destination Management Plan 2020-2030.



Crown Lands







Crown Lands



Document prepared by Maitland City Council in conjunction with Reflections Holiday Parks and Crown Lands



Schedule of Documents - Released

Item 14 – MCC Risk Management Policy



DATE ADOPTED: 28 APRIL 2015

VERSION: 1.0

POLICY OBJECTIVES

The objectives of this policy are to:-

1. Promote a holistic approach to risk management and to develop an Integrated Risk Management System that addresses enterprise risk management being all risks that could affect the achievement of objectives.
2. Integrate risk management into our decision making to assist in making informed choices for the benefit of Council, our community and our stakeholders.
3. Promote an atmosphere of risk awareness and willingness to manage risk at all levels of the organisation

POLICY STATEMENT

Risk exists in all aspects of Council's business. Risk can be described as any threat or occurrence that can potentially prevent Council from meeting its planned objectives.

Risk management plays a key role in ensuring that Council achieves those objectives.

The level of risk that Council faces at any one time is the combination of the likelihood of an event happening and the consequences if it happened. Risk for Council is likely to occur in two areas:-

Strategic risk – risks that relate to doing the wrong things in pursuit of Council's objectives. These risks are mainly directly related to Council functions and objectives and include the following risk areas:-

- impact on reputation;
- managing stakeholder expectations;
- customer service delivery; and
- asset and resource management

Operational risk – risks that relate to doing the right things the wrong way. These risks arise directly from activities undertaken by Council and include but are not limited to the following:-

- Corporate governance
- Financial management
- Legal and regulatory compliance
- Community consultation
- Employee education, training and competency testing

- Managing and maintaining physical assets
- Managing community services
- Managing human resources
- Information management and technology
- Contracting and purchasing
- Regulatory enforcement

Objectives and Scope

Through the application of this Policy, Council will ensure:

- the Council, Councillors, General Manager and senior management will be in a position to confidently make informed strategic, business and operational decisions based on risk assessment;
- all reasonably foreseeable risks will be systematically identified, assessed, analysed, prioritised and considered for appropriate treatment;
- better identification and exploitation of opportunities;
- compliance with relevant legislation;
- reduction of costs and improved use of resources through more targeted and effective controls;
- improved protection of the public, our employees, volunteers, our assets and our financial integrity.

Responsibilities

The Council, Councillors, the General Manager, Group and Executive Managers, Managers, Coordinators and Employees are to be familiar with, and competent in, the application of the Risk Management Policy, and are respectively accountable for the delivery of the Policy within their areas of influence and responsibility.

In specific terms the responsibility for the management of risk can be described as follows:

- the Council, Councillors, General Manager, Group and Executive Managers are responsible for ensuring that the Risk Management Policy is introduced across the whole of Council, and that the General Manager, Group and Executive Managers, regularly report on its implementation, improvement and operational effectiveness.
- the General Manager is responsible for the co-ordination of the Risk Management Policy, and ensuring appropriate key personnel within the organization are kept up to date with developments, and that each respective Group and Executive Managers, Manager and Supervisor is responsible for the implementation of risk management processes throughout the organisation.
- the General Manager is responsible to ensure that risk management is integrated into all policies, procedures, instructions, and education and training course modules and like documents.
- Managers and Coordinators at all levels, are required to create, promote and maintain an environment where managing risk is accepted as the personal responsibility of each employee in the achievement of their organizational and operational responsibilities;
- all employees are responsible for promoting and maintaining sound risk management practices within their job specification and particular area of responsibility; and
- an internal audit program to ensure compliance against the Policy and provide regular reports to the General Manager through the respective Group and Executive Managers.

POLICY ADMINISTRATION

BUSINESS EXECUTIVE:	Administration and Governance
RESPONSIBLE OFFICER:	Group Manager Administration and Governance
COUNCIL REFERENCE:	Ordinary Council Meeting 28 April 2015 – Item 10.1
POLICY REVIEW DATE:	Three (3) years from date of adoption
FILE NUMBER:	81/17
RELEVANT LEGISLATION	<ul style="list-style-type: none"> Australian/International Standard on Risk - ISO 31000:2009, <i>Risk Management – Principles and Guidelines</i>
RELATED POLICIES / PROCEDURES / PROTOCOLS	<ul style="list-style-type: none"> Best Practice Manuals

POLICY HISTORY

VERSION	DATE APPROVED	DESCRIPTION OF CHANGES
1	28.04.15	New policy adopted

Notice of Decision

Schedule of Documents - Released

Item 15 – Certificate of Currency – Public Liability Insurance

26 April 2022

Attention: Ms Donna Morris

The General Manager
PO Box 220
MAITLAND NSW 2320

Dear Ms Donna Morris

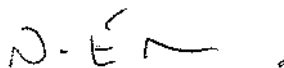
Certificate of Currency

This is to certify that membership is current, as at the date stated above. This certificate provides a summary of the cover and is not intended to amend, extend, replace or override the terms and conditions provided by the Statewide Mutual Liability Scheme.

CLASS	Public Liability/Professional Indemnity
MEMBER	Maitland City Council
BUSINESS OF MEMBER:	Local Government Authority, as defined in wording
EXPIRY DATE	30 June 2023
GEOGRAPHICAL SCOPE	Anywhere in the World, excluding the Dominion of Canada and the United States of America.
LIMITS OF PROTECTION	Public Liability \$20,000,000 any one occurrence Products Liability \$20,000,000 any one occurrence and in the aggregate any one Period of Protection Professional Indemnity \$20,000,000 any one claim and in the aggregate any one Period of Protection
STATEWIDE CERTIFICATE NUMBER	000123

This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder.

Yours sincerely,

Naamon Eurell
Executive Officer