



**Raffertys Resort Redevelopment**  
**Cams Wharf, NSW**  
**Socioeconomic Impact Assessment**

**Iris Capital**

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## Abbreviations

ABS	Australian Bureau of Statistics
CMP	Construction Management Plan
CPTED	Crime Prevention Through Environmental Design
CTS	Community Title Scheme
DA	Development Application
DCP	Development Control Plan (LMCC)
DMP	Destination Management Plan (LMCC)
DNSW	Destination NSW
DPIE	Department of Planning, Industry and Environment (NSW)
EDS	Economic Development Strategy
EGM	Electronic Gaming Machine
ERP	Estimated Resident Population
FTE	Full Time Equivalent
GMT	Gaming Machine Threshold
GNMP	Greater Newcastle Metropolitan Plan
HIA	Housing Industry Association
HRP	Hunter Regional Plan
ILGA	Independent Liquor & Gaming Authority (NSW)
IRSD	Index of Relative Socioeconomic Advantage and Disadvantage
IRSD	Index of Relative Socioeconomic Disadvantage
LEP	Local Environmental Plan (LMCC)
LGA	Local Government Area
LMCC	Lake Macquarie City Council
LMEDC	Lake Macquarie Economic Development Company ('Dantia')
LSPS	Local Strategic Planning Statement (LMCC)
CN	City of Newcastle
NHFIC	National Housing Finance and Investment Corporation (Commonwealth)
PC	Productivity Commission
POA	Postal Area
RCG	Responsible Conduct of Gaming
RSA	Responsible Service of Alcohol
RSC	Review Subcommittee (of the Raffertys Community Association)
SA2	Statistical Area Level 2 (ABS)
SA3	Statistical Area Level 3
SA4	Statistical Area Level 4
SEIA	Socioeconomic Impact Assessment
SEIFA	Socioeconomic Indexes for Areas
SEPP	State Environmental Planning Policy
SES	Socioeconomic Status
SP3	Tourist development zoning (LMCC LEP)
TIA	Traffic Impact Assessment
TfNSW	Transport for NSW
TRA	Tourism Research Australia
TZ	Travel Zone



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## 1 Introductory material

### 1.1 Purpose of report

This Socioeconomic Impact Assessment (SEIA) has been prepared in relation to two (2) separate Development Applications (DAs) and a Planning Proposal in relation to the proposed Rafferty's Resort Redevelopment at Cams Wharf, NSW. The Applicant is Iris Capital. The two DAs and the Planning Proposal relate to:

- Consent for construction of a new licensed hotel<sup>1</sup> and function centre located within the existing Raffertys Resort footprint. This is referred to in the subsequent site and project descriptions as Site B, 'the resort redevelopment'.
- Consent for construction of eight (8) villa-style dwellings, in a multi dwelling housing development at Lot 14, DP 270043, Lorikeet Loop, Cams Wharf. This is referred to in the subsequent site and project descriptions as Site E, 'the dwellings development'.
- A Planning Proposal to request amendment to the Height of Buildings Maps within the *Lake Macquarie Local Environmental Plan 2014*, applicable to Lots 30 and 31 DP 270043 at Wild Duck Drive, Cams Wharf. This is referred to in the subsequent site and project descriptions as 'the planning proposal' encompassing Sites A, B, C, and D.

Diagrams of the site and the various elements of the DAs and planning proposal are presented in Annexure 1.

### 1.2 Approach

The SEIA has been prepared with reference to the Lake Macquarie City Council (LMCC) *Social Impact Assessment Guideline 2013*, to the extent practicable. As one of the DAs relates to the development of a licensed premises (pub), the SEIA also has regard to requirements associated with the liquor licence which has been determined by the Independent Liquor and Gaming Authority (ILGA) for this venue.

The report presents a range of secondary data generally drawn from relevant government and other public agencies. This material provides the regional context for each of the three (3) applications being presented to LMCC, to which this SEIA relates.

Primary information generated through direct engagement between the Applicant and representatives of the Community Title Scheme governing the immediate surrounds is also presented and addressed. This information is vital to the identification and assessment of the matters of interest to local stakeholders in respect of the current DAs, and the potential future development addressed in the planning proposal.

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<sup>1</sup> This is referred subsequently as 'pub' to distinguish it from the accommodation hotel that is planned as part of the ongoing development of the resort. The relevant licence for the pub is a full hotel licence.



### 1.3 Site and project descriptions

#### 1.3.1 Resort redevelopment (Site B. Temporary Function Space Site G)

The site is located at Wild Duck Drive, Cams Wharf, within the Raffertys Resort development, in the LMCC Local Government Area (LGA). It is situated on the eastern side of Lake Macquarie between the suburbs of Nords Wharf to the south, and Murrays Beach to the north. The development site is known as Lots 30 and 31 in Deposited Plan 270043, Wild Duck Drive, Cams Wharf. The site is part of a Community Title Scheme (CTS).

The current zoning, being SP3 Tourist, together with Clause 7.14 *Development on certain land near Raffertys Road, Cams Wharf, in the Lake Macquarie LEP 2014*, permits a range of uses including dwellings, tourist and visitor accommodation and food and drink premises.

Development proposed in this DA includes:

- Demolition of the existing function centre and removal of existing garden beds and vegetation.
- Construction of a new two storey building with architectural roof forms, two feature chimneys, and three levels of external tiered terraces.
- Construction of a temporary function centre for use during construction.
- Associated works, including the construction of pedestrian pathways, retaining walls, upgrades to infrastructure, services and utilities, and the installation of landscaping.

No change to the existing at-grade car park in front of the new pub and function centre is proposed. The existing 38 car parking spaces will remain.

The proposal also provides for the construction of a temporary function centre for use during construction of the new pub and function centre. The temporary facility will be located on Lot 31, and will be a marquee structure with a floor area of approximately 300m<sup>2</sup>, and capacity for a maximum of up to 200 people (185 guests, 15 staff).

Construction works will involve localised site levelling and temporary terracing, and the installation of:

- Temporary flooring;
- Temporary internal fit out, furniture, FFE etc.;
- Temporary water, temporary ablutions (serviced) Power via temporary generators;
- Temporary outdoor furnishings;
- Temporary kitchen facilities;
- Temporary Landscaping.

#### 1.3.2 Dwellings development (villas) (Site E)

The site is located at Cams Wharf, within the Raffertys Resort development, in the LMCC LGA. It is situated on the eastern side of Lake Macquarie between the suburbs of Nords Wharf and Murrays Beach. The site is known as Lot 14 in Deposited Plan 270043. The site is part of the CTS. Lot 14 has a site area of 1925m<sup>2</sup> with frontage to Lorikeet Loop.





The current zoning, being SP3 Tourist, together with Clause 7.14 -*Development on certain land near Raffertys Road, Cams Wharf*, in the Lake Macquarie LEP 2014, permits a range of uses including dwellings, tourist and visitor accommodation and food and drink premises.

Development proposed in the application includes the following:

- Demolition of the existing single level commercial buildings.
- Removal of existing garden beds and vegetation.
- Construction of 8 x 2 storey, 3 bedroom villas, with private open space, one single garage and one visitor car parking space.
- Strata or Community Title Subdivision.
- Associated works including landscaping, infrastructure services and upgrades to utility providers' requirements.

The building coverage is 1,335m<sup>2</sup>, which represents 69% of the site.

### 1.3.3 Planning proposal encompassing Sites A, B, C, and D.

The site is located at Wild Duck Drive, Cams Wharf, within the Raffertys Resort development, in the LMCC LGA. It is situated on the eastern side of Lake Macquarie between the suburbs of Nords Wharf and Murrays Beach. The subject site is Lot 30 and 31 in Deposited Plan 270043. The site is part of the CTS.

The current zoning, being SP3 Tourist, together with Clause 7.14 -*Development on certain land near Raffertys Road, Cams Wharf*, in the LEP, permits a range of uses including dwellings, tourist and visitor accommodation and food and drink premises. The current maximum Height of Buildings is 8.5 metres.

Several proposed buildings significantly exceed the 8.5 metre building height limit that currently applies to the site. Consequently, a Planning Proposal is required to amend the Height of Buildings Map within the LEP.

The development of a new eight (8) storey hotel is proposed on Lot 31, consisting of approximately 141 rooms, business centre, basement Car Parking (2 Levels) with 118 car parking spaces and hotel pool, with landscaped areas.

Also proposed as part of the Concept Master Plan are two (2) residential apartment buildings, described as follows:

- Construction of two (2) four storey residential flat buildings, containing 25 units with a shared basement carpark with 40 spaces, pool and pool terrace and landscaping.
- Construction of one (1) four (4) storey residential flat building containing 21 units with shared a basement carpark with 28 spaces, driveway and landscaping.



The Planning Proposal to amend the maximum height limit will facilitate the development of the increased height of the new hotel and apartment buildings, beyond the current 8.5 height limit.

## 2 Local and regional planning context

The proposed developments involve the construction of new tourism and hospitality, and residential infrastructure. Consequently, the following analyses place these two projects in the contexts of their potential to contribute to desirable planning and socioeconomic outcomes for the LMCC LGA. This process entails assessments of potential positive and negative effects, and conclusions in respect of the net effect of both of these considerations.

### 2.1 Resort redevelopment and hotel under planning proposal

The key contribution that the full resort redevelopment will provide is to visitation to the resort, and surrounding areas. Tourism is commonly acknowledged a substantial source of employment and economic activity for all regions, regardless of their metropolitan or regional status. The hierarchy of regional strategic plans presented below emphasises the importance of tourism, to which the proposed project would contribute.

#### 2.1.1 NSW Department of Planning, Industry and Environment (DPIE) planning strategies

##### 2.1.1.1 Hunter Regional Plan 2036 (HRP)

The regional plan is DPIE's overarching regional strategy for all LGAs in the Hunter Region. The plan addresses specific strategic objectives in relation to the various LGAs. However, there is also one broad strategic direction which acknowledges the general importance of tourism and hospitality to future regional economic growth.

**Table 1: Relationship of resort development to the HRP**

Plan Ref.	HRP element	Relevance of proposal to element
P.29	Direction 9: Grow tourism in the region	Although Rafferty's is a well-established tourist destination, the proposed project will expand its capacity to contribute to future growth in tourism, and the economic and employment effects it supports.

##### 2.1.1.2 Greater Newcastle Metropolitan Plan 2036 (GNMP)

**Table 2: Relationship of resort development to the GNMP**

Plan Ref.	GNMP element	Relevance of proposal to element
P.25	Existing iconic tourism destinations, such as Newcastle City Centre, the internationally renowned vineyards and wineries around Cessnock, Lake Macquarie and Nelson Bay to the north of Greater Newcastle are drawcards, with opportunities for additional tourism infrastructure like more diverse visitor accommodation, easier transport connections and packages of events and activities.	The project would contribute to increasing tourist accommodation and activity opportunities, which in turn contribute to enhancing Lake Macquarie's identified status as an iconic tourism destination.



P.25	New opportunities to develop tourism experiences include the recreational amenities of Lake Macquarie and the coastline.	The project will directly contribute to achievement of this aim.
P.33	Enhance nature based tourism through protection and promotion of natural assets such as Lake Macquarie and the Hexham Wetlands.	Raffertys is well located to provide a base for tourists wishing to enjoy the natural features of the Lake and its surrounds.

## 2.1.2 LMCC strategic planning instruments

### 2.1.2.1 Economic Development Strategy 2018-2038 (EDS)

**Table 3: Relationship of proposed resort development to LMCC EDS**

Plan Ref.	LMCC EDS element	Relevance of proposal to element
P.4	Tourism market is underdeveloped, with unlimited potential. Tourism has extraordinary potential to drive investment, jobs and build the City's profile.	The Raffertys redevelopment will rejuvenate certain existing offerings, and increase capacity, thus contributing to each of these aims.
P.11	Additionally, taking this mega-region approach will increase access to the largest Australian market, especially for tourism products and investment and development.	Re-establishing Raffertys as a prominent tourist destination will attract visitors from the 'mega-region' (Refer to Section 2.3)
P.15	Tourism market under-developed with unlimited potential Tourism has extraordinary potential to drive investment, jobs and build the City's profile. The City's tourism products and market are underdeveloped despite significant potential. Opportunities include: <ul style="list-style-type: none"> <li>• capitalising on the City's proximity to the Sydney market</li> <li>• encouraging and supporting major events to attract visitation</li> <li>• leveraging natural assets (mountain, lake and sea) to develop unique activity-based tourism and accommodation products</li> <li>• encouraging local tourism operators to become more sophisticated in the way they market their offer. For example, engaging with tourism wholesale marketing or aggregator services like TripAdvisor and Trivago to increase exposure and market reach.</li> </ul>	The proposed development has the potential to contribute to the achievement of the majority of LMCC's tourism industry objectives from the strategy, which are summarised in this excerpt.



### 2.1.2.2 Local Strategic Planning Statement (LSPS) 2019

**Table 4: Relationship of proposed resort development to LMCC LSPS 2019**

Plan Ref.	LMCC LSPS element	Relevance of proposal to element
P12	<p><b>South East Growth Area</b></p> <p>The South East Growth Area is where the lake meets the ocean, between Caves Beach and North Wallarah. Compared to other key areas, the South East already has a higher concentration of accommodation and active tourism operators, making this the prime position for leveraging existing economic and natural landscapes to become the City's tourism hub. Bordered by the lake and ocean, parts of this area will also experience change as we ensure it adapts to mitigate risks of flooding and sea level rise</p>	<p>The strategy further identifies <i>Caves Beach centre and tourism precinct, Swansea, and Catherine Hill Bay</i> as specific opportunities for tourism development. The Raffertys site is ideally located to contribute to increased tourism in these areas.</p>

### 2.1.2.3 Lake Macquarie Destination Management Plan 2018 – 2022 (DMP)

**Table 5: Relationship of proposed resort development to LMCC DM\_ 2018-2022**

Plan Ref.	LMCC DMP element	Relevance of proposal to element
P37	<p>Large scale branded hotel/resort accommodation (minimum four stars). This accommodation type has the potential to improve Lake Macquarie's branding as a visitor destination, while also appealing to a high-yielding visitor market, including the family market and short break visitors. Ideally, this hotel/resort would be located on the waterfront, either Lake or beachside, to maximise its attractiveness for visitors. The accommodation could also include; a conference facility to attract the business/conference tourism market and larger events, such as conventions and festivals, that are not currently held in the area due to lack of infrastructure; a spa/wellness centre, of regional significance, appealing to the short break market, particularly the Greater Sydney market, the positioning of which could be strengthened given the natural and environmental focus of the area</p>	<p>The proposed redevelopment of Raffertys Resort directly addresses the waterfront hotel/resort development and conference centre capabilities proposed in this strategy</p>



### 2.1.3 The ‘Sandstone Mega Region’

The conceptual ‘Sandstone Mega-region’ referred to in the LMCC EDS represents a broader ‘market’ from which visitors to Raffertys may potentially be drawn, on a regular basis<sup>2</sup>. The mega-region document produced by the Committee for Sydney (2018) is focused on development of transport, and in particular fast rail infrastructure, to support growth and connectivity across this region. However, conceptually the existing and potential functional and economic integration of the region may present a significant opportunity for the redeveloped Raffertys to increase visitation from across the mega region.

Figure 1 depicts this nominal conurbation, and the component populations as at the 2016 Australian Bureau of Statistics (ABS) Census. The total population (as presented) was 5,476,591, or 73.2% of the NSW population at 2016 Census. Most recent ABS Estimated Resident Population (ERP) data records the 2020 population as 6,413,588, or 78.5% of the state’s population. It should also be noted that Newcastle as defined in this diagram is the Newcastle – Lake Macquarie SA4; that is, other neighbouring LGAs are excluded (the DPIE regional and metropolitan plans include LGAs as far west as Upper Hunter, and as far north as Mid Coast); however these areas are also potential sources of visitation. For analytical purposes, these areas are captured in the broader NSW demographic data presented in Section 3.

The increased capacity created by this development would result in greater opportunities to attract visitation from these reasonably accessible areas, with positive flow on effects for the regional tourism economy. The Applicant also owns and operates a number of hospitality venues across the mega region, which provides management with insights and understanding of various regional markets, which may also contribute to maximising the opportunities afforded by the proposed redevelopment.

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<sup>2</sup> The DMP also identifies the Greater Sydney region as a market.



**Figure 1**



Source: Australian Census 2016 by Statistical Areas Level 4  
\*Excluding Central Coast

Image source: Committee for Sydney 2018

## 2.2 Dwellings development and residential apartments under planning proposal

Broadly, the statements relating to housing address the projected effects of population growth, and the future need for diversification of existing dwelling stock. Both of the proposals addressed in this section (villas for the dwellings development and apartments in the buildings subject of the planning proposal to increase permissible building heights for this purpose) have the potential to contribute to the aims of these strategies. On this basis, the objectives identified are interpreted as being addressed by both proposals.

### 2.2.1 DPIE planning strategies

#### 2.2.1.1 Hunter Regional Plan

**Table 6: Relationship of dwellings development and planning proposal to HRP**

Plan Ref.	HRP element	Relevance of proposal to element
P.51	70,000 more dwellings required by 2036.	Proposed addition of villas and apartments to regional housing stock/ accommodation options contributes to this objective.
P.54	21.6 Provide greater housing choice by delivering diverse housing, lot types and	The proposed dwellings are small lot, in a Community Title Scheme



	sizes, including small-lot housing in infill and greenfield locations.	development, with infill characteristics in the context of current use of this part of the broader development site
P.56	Trends that will shape housing demand in the Hunter region to 2036 include an increase in the ageing population.	The proposals will contribute to management of demand shaped by the ageing population.
P.56	22.1 Respond to the demand for housing and services for weekend visitors, students, seasonal workers, the ageing community and resource industry personnel.	The proposals may cater to weekend visitors, in particular.
P.65	Projected increase in required dwellings for Lake Macquarie LGA (2036): +13,700	The proposals directly contribute to addressing projected demand.

#### 2.2.1.2 Greater Newcastle Metropolitan Plan

**Table 7: Relationship of dwellings development and planning proposal to GNMP**

Plan Ref.	GNMP element	Relevance of proposal to element
P.4	Prioritise the delivery of infill housing opportunities within existing urban areas	The dwellings have several characteristics of infill housing, particularly from the perspective of their location in the existing residential community, and repurposing in the context of current site usage.

#### 2.2.2 LMCC planning strategies

##### 2.2.2.1 Local Strategic Planning Statement

**Table 8: Relationship of dwellings development and planning proposal to LSPS**

Plan Ref.	LMCC LSPS element	Relevance of proposal to element
P11	In the future, there will be a greater variety of housing types across the city to accommodate a growing population and meet the needs of diverse demographics.	The dwellings are proposed as villas and apartments, in a broader area in which there is a predominance of separate houses.
P.11	A focus is to facilitate development of medium to high-density housing such as apartments, townhouses, and homes on small lots in and around our centres.	The proposals address this objective in the context of the identified South East Growth Area.

##### 2.2.2.2 Housing Strategy

**Table 9: Relationship of dwelling development and planning proposal to Housing Strategy**

Plan Ref.	LMCC Housing Strategy 2020 element	Relevance of proposal to element
P.16	Provide a diverse mix of housing types and choice.	The proposed developments will contribute to addressing this objective.
P.18	Demand is expected to increase for more diverse housing, such as smaller homes, and those that can be adapted to people's changing needs. In 2016, almost 85 per cent of dwellings in the city were detached homes. In the future, we will have a more diverse mix of single dwellings, semi-detached homes, small-lot houses, townhouses, and	The proposals will contribute to housing diversification.



	apartments in existing developed areas. There will also be a greater proportion of infill housing.	
P.19	The type of dwelling smaller households want to live in is changing. The type of dwellings that smaller households prefer (particularly the ageing population) are currently in low supply.	The proposals will increase supply of small-scale accommodation options. Some of these may be suitable to some part of the ageing population.

### 2.2.2.3 Economic Development Strategy 2018-2038 (EDS)

**Table 10: Relationship of DA and planning proposal to EDS**

Plan Ref.	LMCC EDS element	Relevance of proposal to element
<b>Tourism related content</b>		
P.4	Tourism market is underdeveloped with unlimited potential. Tourism has extraordinary potential to drive investment, jobs and build the City's profile.	The resort redevelopment would contribute to achieving these expansionary tourism objectives.
P.11	Being part of the Sydney mega-region is valuable to the City's economy because it provides an opportunity to grow the working population, especially within the high spending family market. However, it is critical for Lake Macquarie to strengthen infrastructure and transport links to Sydney as discussed below to allow ex-Sydney residents to retain employment in Sydney in advance of the City's jobs increasing. Additionally, taking this mega-region approach will increase access to the largest Australian market, especially for tourism products and investment and development.	As noted in Section 2.1.3, the resort is well positioned to contribute to the identified potential for intrastate tourism growth provided by the LGA's location within the mega region.
P.17	Lake, lake side and coastal tourism activation via wholesale buyer market	The resort is ideally located in this respect. The Applicant also controls a large portfolio of hospitality assets, that may provide marketing and networking opportunities, such as cross-promotion.
<b>Housing &amp; construction related content</b>		
P.3	With an increase in population comes a need for residential lots and new dwellings. Accelerating construction of a diverse range of housing stock will also increase housing affordability. Affordable house prices and increasing supply stimulates inbound migration, increases the overall size of the market and creates higher levels of disposable income all critical factors to enhancing economic prosperity.	The residential elements of the proposed development are consistent with these aims.
P.4	Supply of adequate dwellings underpins Lake Macquarie's ability to meet population, market and economic growth targets.	The residential development component of the DA, and residential elements projected in the planning





		proposal, would contribute to increased dwelling supply.
P.4	Construction is a high performer but risks running out of steam. The benefits of an uplift in the construction sector to the economy are significant and can be prolonged by increasing dwelling construction to meet demand	The various elements of the DAs and planning proposal will support short term increases in construction activity, with its significant ‘multiplier’ benefits.
P.10	LMEDC has stated new dwelling construction as a key performance target.	The proposed development will contribute to achievement of this target, if approved.

### 2.3 Site specific planning context – LMCC LEP

The LMCC LEP specifies the planning context for the resort area. The relevant content from the LEP (Section 7.14) is presented in Box 1. The corresponding map from the LEP is presented at Annexure 3.

#### Box 1: LMCC LEP 2014 excerpt (clause 7.14)

<p><b>7.14 Development on certain land near Rafferty’s Road, Cams Wharf</b></p> <p>(1) This clause applies to land identified as “Cams Wharf Area 1” on the <i>Additional Permitted Uses Map</i>.</p> <p>(2) Development consent may be granted to development for the purpose of an integrated tourist facility that may <u>contain a range of accommodation types (including dwellings)</u> and a combination of land uses including retailing, recreational and community activities appropriate to the community’s needs on land to which this clause applies.</p> <p>(3) In this clause, <b>an integrated tourist facility</b> means a facility that contains the following—</p> <p>(a) tourist facilities, including a range of accommodation types and dwellings, and</p> <p>(b) a combination of land uses including community facilities, recreation areas, recreation facilities and retail premises, appropriate to the needs of the community.</p>
--

The  
LEP

content demonstrates that all proposed elements of the project, under the two DAs and the planning proposal, are consistent with the intent of the LEP in respect of the development of an integrated tourist facility, as defined in the LEP. The redevelopment of the function centre, licensed premises and supporting infrastructure under the ‘resort development DA’ is consistent with the provision for tourist facilities on the site. To achieve the level of integration contemplated in the LEP in relation to providing a range of accommodation types and dwellings, the planning proposal to increase building height is necessary to permit development of hotel accommodation, and dwellings, on a financially and operationally sustainable scale. The objective of integrating a range of dwellings is met by the DA for development of the villa-style dwellings, which are clearly differentiated from the apartment style dwellings.



## 2.4 Summary – local and regional planning context

The three proposals address two different strategic priorities (tourism and housing) at state and local government levels. In both instances, the proposals are compatible with these priorities, and are likely to result in positive contributions to social and economic development in the LGA and the region more broadly in the contexts of these strategies. Importantly, the proposals would progress the development of the site as an integrated tourist facility as provided for in the LEP.

## 3 Demographic profile

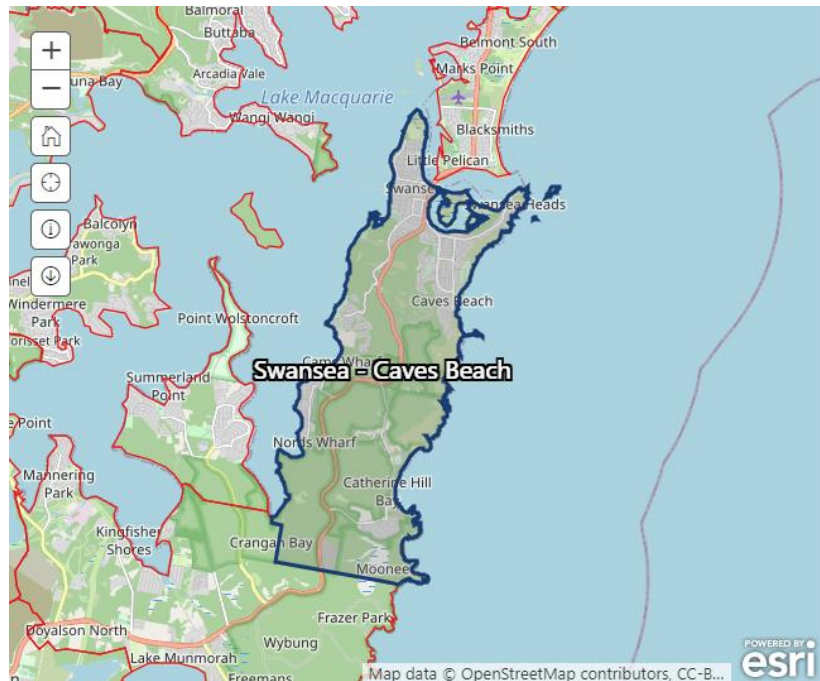
The underlying assumption for the demographic profile is that the nature of the proposed facility, as a prominent tourism destination, is such that it will create visitation from within the region and from NSW more broadly. There is also potential for visitation to the resort from other states and territories, and also potentially from overseas. The two latter groups are addressed in the subsequent analysis of tourism data for the LGA and broader region. In terms of the geographically-based populations observed, the Swansea - Caves Beach Statistical Area Level2 (SA2), Lake Macquarie -East SA3, LMCC LGA, Newcastle and Lake Macquarie SA4, and NSW are observed.

The demographic analysis focuses on broad population data, which are considered as relevant to a tourism-focused development. Consequently, more detailed analysis of population characteristics, such as, for example, marital status, are excluded, as these are submitted as being of limited relevance in the context of this project.

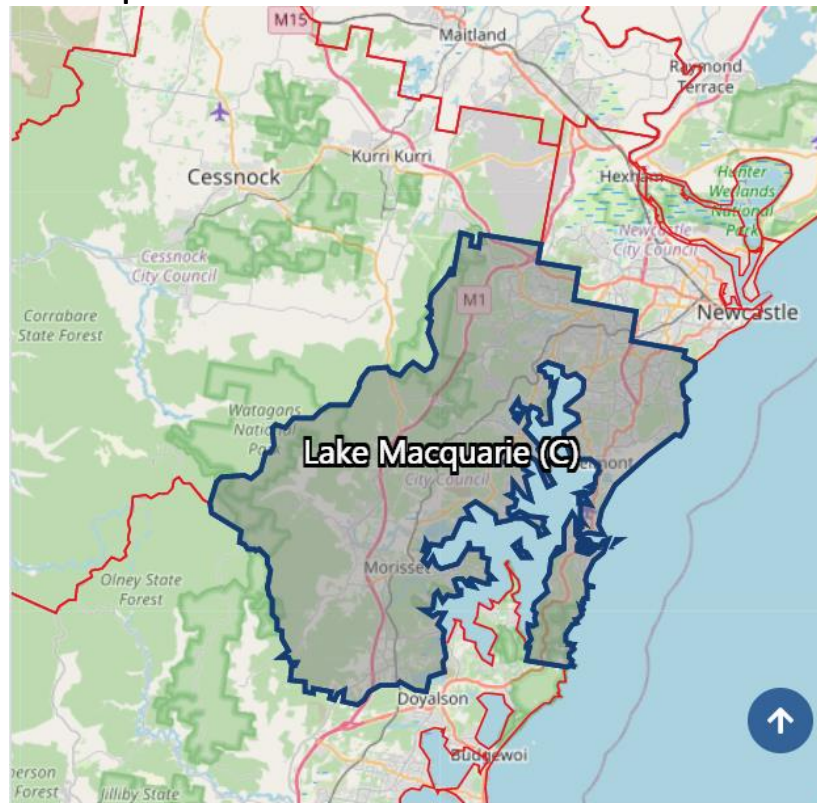
In relation to the elements of the proposal involving the construction of dwellings, DPIE projections material is presented, which quantifies the required increase in dwelling stock to meet the increase in demand relating to projected population increase and changes in projected household size and structure.



**Figure 2<sup>3</sup>: Swansea – Caves Beach SA2**



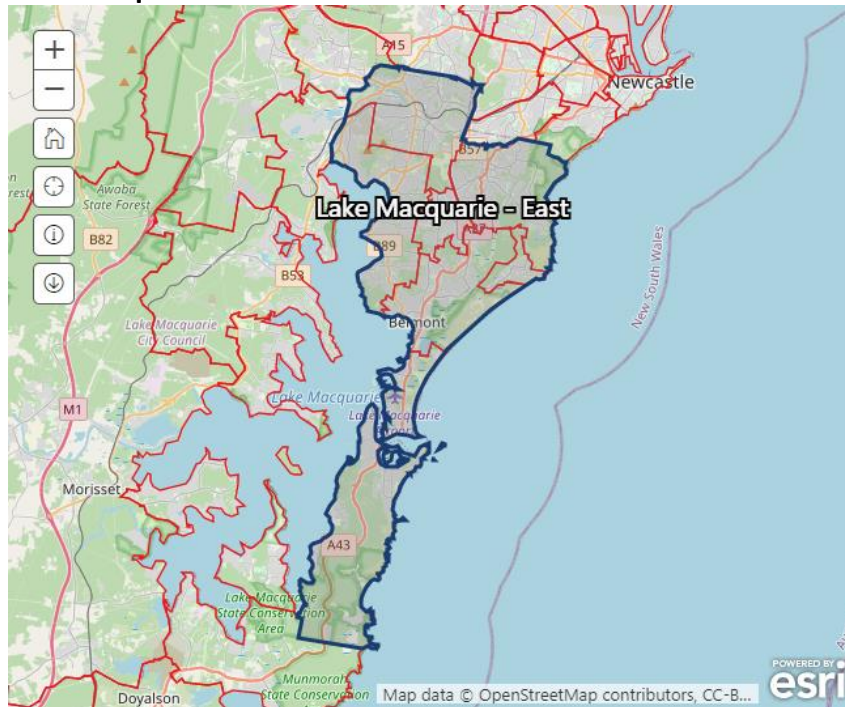
**Figure 3: Lake Macquarie LGA**



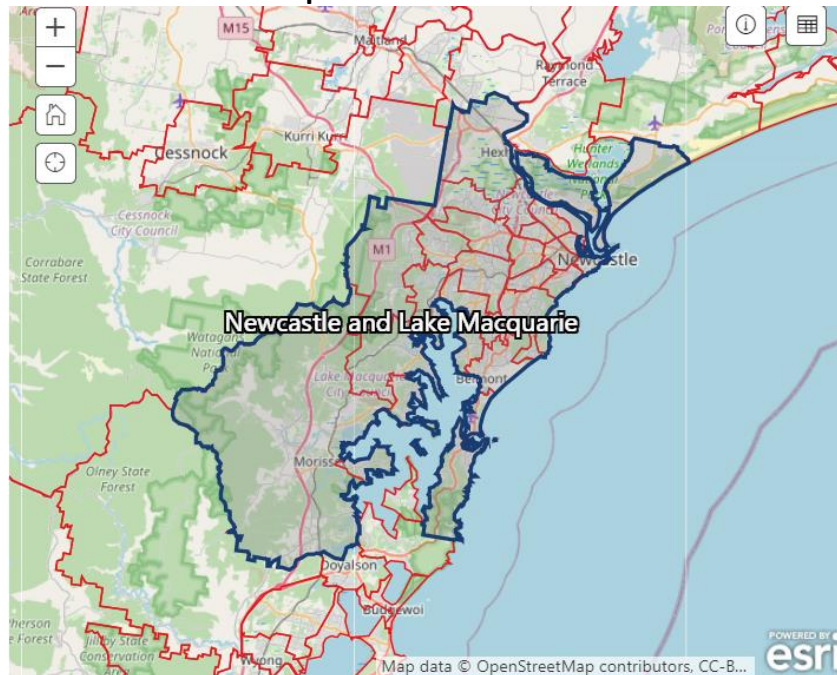
<sup>3</sup> Images source: ABS Data by Region 2022



**Figure 4: Lake Macquarie – East SA3**



**Figure 5: Newcastle & Lake Macquarie SA4**





### 3.1 Relevant demographic characteristics

Relevant summary demographic data for the areas identified in Figures 2 to 5 are presented in Table 11. The data are drawn from the ABS 2016 Census<sup>4</sup>, unless otherwise identified. Other data are the most recently published versions of the relevant series.

**Table 11: Demographic profile; population and personal characteristics**

	SA2	SA3	LGA	SA4	NSW
<b>Population (ABS ERP 2020)</b>	<b>12,359</b>	<b>124,622</b>	<b>207,775</b>	<b>382,537</b>	<b>8,167,532</b>
<b>Population (Census 2016)</b>	<b>11,551</b>	<b>120,014</b>	<b>197,371</b>	<b>359,106</b>	<b>7,480,228</b>
Male (%)	49.1	48.7	48.8	49.0	49.3
Female (%)	50.9	51.3	51.2	51.0	50.7
<b>Median Age</b>	<b>48 years</b>	<b>42 years</b>	<b>42 years</b>	<b>40 years</b>	<b>38 years</b>
	%	%	%	%	%
0-14 years	16.0	18.3	18.2	17.7	18.5
15-29 years	14.7	16.9	17.0	19.4	19.5
30- 44 years	14.9	17.9	17.8	18.8	20.6
45-64 years	28.8	26.8	26.4	25.6	25
≥ 65 years	25.8	20.0	20.6	18.7	16.2
<b>Country of Birth/Aboriginal &amp; Torres Strait Islander descent</b>					
Born in Australia	85.2	85.7	85.3	83.5	65.5
Aboriginal/Torres Strait Islander descent	3.7	3.6	4.1	3.9	2.9
Both parents born in Australia	71.4	71.6	71.1	68.7	45.5
<b>Language</b>					
English (only spoken at home)	92.9	91.3	91.3	88.5	68.5
Non-English language (spoken at home)	5.0	6.7	6.5	8.8	26.5

#### 3.1.1 Comments on relevant demographic characteristics

- The regional populations are older than the NSW population, as evidenced by the higher median ages, and differing age distributions. The immediate (SA2) population is markedly older, based on these measures.
- The data indicate that there are no apparent discrete communities within the region whose interests might be materially affected by the proposed development on the basis of cultural or related differences.

#### 3.1.2 Population projections - DPIE

Population growth has implications for both future demand for the hospitality element of the proposed project, from the perspective of catering to the recreational needs of the increasing population, and for the dwellings component in contributing to the increase in housing stock required to accommodate a larger, future population. These outcomes are apparent in the government strategy documents reviewed in Section 2.

<sup>4</sup> The time elapsed since the collection of these Census data is an acknowledged limitation. Data from the 2021 Census will be progressively released from June 2022. Where it is instructive to the analyses, ABS ERPs are presented to provide more current context.



DPIE population projections for the LMCC LGA, commencing 2016 (the most recent ABS Census year) to 2041, are presented in Figure 6 (total population and related projections). Proportional changes are reported in Table 12. Key points apparent in the data are:

- The LGA population is projected to grow at a significantly lower rate (15%) than that for NSW (36.7%). As has been noted, from the perspective of the redevelopment of the resort and its subsequent greater operational capacity, the state population can be interpreted as the most appropriate measure. This being the case, the higher projected growth is likely to support future demand for tourism and hospitality infrastructure and services, particularly within reasonable proximity to the concentration of the population in the 'mega region'.
- The increased requirement for additional dwelling stock is also projected. The proposed eight villas will provide a modest increase in dwellings, with the subsequent construction of apartments, subject to the outcome of the planning proposal, potentially resulting in an increase in that contribution.

**Figure 6**

Key Indicators: Projected Population, Households and Dwellings - all data at 30th June						
	2016	2021	2026	2031	2036	2041
Total Population	202,350	210,000	214,500	220,900	225,200	232,700
2016 Population Projection	202,350	208,850	214,800	220,500	226,800	
Total Households	79,250	83,200	85,800	89,250	91,900	95,650
Household Size*	2.52	2.49	2.46	2.43	2.40	2.38
Implied Dwelling Projection**	86,650	90,950	93,800	97,550	100,500	104,600

\*Average persons resident per occupied private dwelling  
\*\*Dwellings required if the population forms households in the same ways as in 2016

Data source: DPIE 2019

**Table 12: Cumulative increases – age group population projections 2016-2041 (%)**

Age group	% change	
	LGA	NSW
0-14 years	2.9	26.2
15-29 years	3.1	19.3
30-44 years	7.2	27.4
45-59 years	9.2	37.9
60-74 years	12.5	41.7
≥ 75 years	97.8	130.6
<b>Total population</b>	<b>15.0</b>	<b>36.7</b>

Data source: DPIE 2019

### 3.1.3 Population projections – TfNSW

Transport for NSW (TfNSW) population projections are summarised in Table 13. The TfNSW data are published as Travel Zone (TZ) base units. This allows progressive aggregation of TZs into statistical geography areas, such as the SA2, SA3 and SA4. The data indicate lower proportional population increases than for NSW for each of these areas, which is consistent



with the DPIE data for the LGA<sup>5</sup>. Nevertheless, population growth will support increased demand for housing, and for hospitality and recreational infrastructure and services within the region.

	2016	2041	% change
SA2	11,627	13,298	14.4
SA3	121,219	137,722	13.6
SA4	361,520	428,558	18.5

Data source: TfNSW 2019

## 3.2 Socioeconomic status

### 3.2.1 Income data

	Cams Wharf	Murrays Beach	SA2	LGA	NSW
<b>Income</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Median weekly personal income	675	933	545	609	664
Median weekly family income	1,724	2,137	1,473	1,610	1,780
Median weekly household income	1,524	2,070	1,169	1,313	1,486
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
% households < \$650 gross p.w.	21.2	8.3	25.0	21.4	19.7
% households > \$3000 gross p.w.	23.1	27.6	12.2	13.1	18.7

#### 3.2.1.1 Observations on income data

- Incomes in the immediate area, and particularly in Murrays Beach, are markedly higher than for the LGA, and the SA2 as a whole. The proportion of households with incomes in excess of \$3,000 gross per week are substantially higher than for the larger regional areas, and also in comparison to the NSW figures.

#### 3.2.2 SEIFA Indexes

The ABS Socioeconomic Indexes for Areas (SEIFA) are constructed to take into account a range of social and economic factors which in combination are indicative of the socioeconomic status (SES) of households in an area. Two indexes in particular, the Index of Relative Socioeconomic Disadvantage (IRSD) and the Index of Relative Socioeconomic Advantage and Disadvantage (IRSAD), provide broadly based guides to SES. These are presented in Table 15, for the relevant areas.

<sup>5</sup> This is to be expected, as both data sets are based on DPIE 'Common Planning Assumptions'.



**Table 15: SEIFA Indexes**

	IRSD		IRSAD	
	Score	Decile	Score	Decile
Cams Wharf	1079	9	1078	10
Murrays Beach	1079	9	1078	10
SA2	985	4	968	4
LGA	996	7	979	7

### 3.2.2.1 Observations on SEIFA Indexes

- IRSD is interpreted inversely. Therefore the higher scores reflect less disadvantage. IRSAD is interpreted positively, with the higher score indicating higher advantage and lower disadvantage relativities.
- The immediate suburbs of Cams Wharf and Murrays Beach score highly on both indexes, with both being in the top two deciles (i.e. in the top 20% to 10% of all suburbs in NSW). The indicated high SES is consistent with the high incomes reported in Table 14.
- The SA2 has the lowest scores and rankings, with these outcomes also consistent with income data. Explanatory factors in relation to the SA2 are; the markedly higher median age (48 years, compared with 38 years for NSW); the proportion of couple families in which neither partner is working (33.9% [NSW, 21.0%]); and the proportion of the population receiving the aged pension (17.6% [NSW, 9.8%]). The SA2 population clearly features a relatively high concentration of older, retired households, which influences its income and SEIFA data.

### 3.2.3 Summary comments on income and SES data

The relatively high SES scores indicate that the immediate local population is likely to have high levels of socioeconomic resilience. This is a relevant factor in consideration of the potential for impacts, particularly relating to the hospitality elements of the proposed redevelopment. The lower SES of the broader local area (SA2) may be indicative of a somewhat lower propensity of certain households for visiting the resort, which may in effect reduce exposure to risks such as those associated with gambling opportunities in the licensed premises within the resort. With respect to the broader region, the resort is a destination venue, and is purposively designed to attract visitation. However, in general terms, residents in other parts of the region who are regular patrons of licensed premises would be reasonably expected to do so closer to their places of residence.

## 3.3 Summary of demographic profile data

The proposed development is located within a large regional conurbation (SA4). From the ‘mega region’ perspective, the development is located in a broader, connected region that is home to 78.5% of the NSW population, which, as noted, excludes other reasonably accessible areas of the state, and particularly parts of the Hunter Region. This has positive implications for both the hospitality and residential aspects of the proposed project, in terms of access to the relevant markets for each. Additionally, projected population growth





in the regional areas, the state, and by association, the mega region, will notionally provide increased opportunities to draw tourists from these broader areas. These outcomes are consistent with LMCC's objectives with respect to expanding the LGA's tourist offerings.

The local population features relatively robust SES. This is generally a positive factor in terms of reduced vulnerability to potential negative effects relating to, for example, an increase in gambling opportunities in the immediate area. For example, the Productivity Commission [PC] (1999:3.1) identified that 'the profile of gaming machine players is slightly biased towards middle income earners and those aged between 18 and 24'. The immediate locality is characterised by relatively high income households. 2016 Census data reported that the proportion of residents aged between 15 and 24 years<sup>6</sup> for Cams Wharf was 7.2%, and Murrays Beach 3.8%, compared with NSW (12.5%). As a result, the population profile does not imply noticeably elevated risk levels in this respect.

## 4 Stakeholder engagement – neighbouring land users

It is acknowledged that the LMCC social impact assessment guidelines stipulate stakeholder engagement as an input to preparation of the SIA (SEIA). This permits the identification and consideration of matters of interest to relevant stakeholders, as the application and determination stages progress. As is noted in Section 4.1.2, the engagement reported below has resulted in the pre-emptive identification of a range of issues, which is consistent with the purpose of stakeholder engagement at the pre-lodgement stage.

### 4.1 Urban context – Cams Wharf & Murrays Beach

Raffertys Lake Macquarie is located within the suburb or locality of Cams Wharf. However the subject sites are in part of the locality that borders on the neighbouring suburb/locality of Murrays Beach. A brief summary of population characteristics for these two (2) state suburbs<sup>7</sup> is presented below. The geographical extent of the suburbs is identified in Figures 7 and 8.

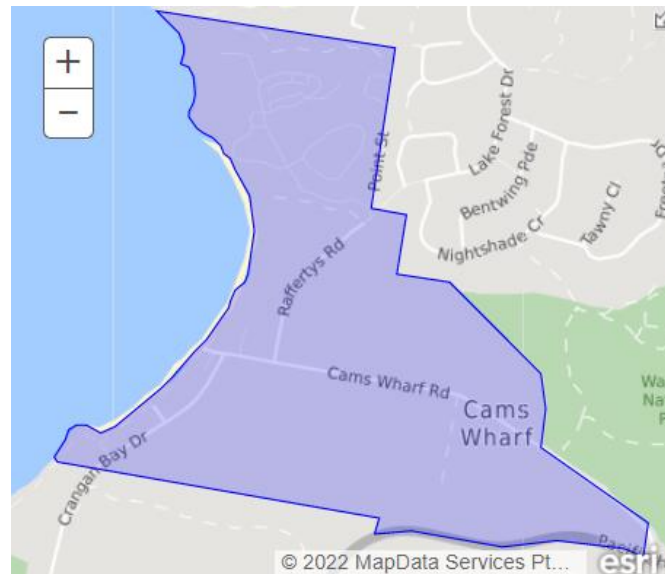
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<sup>6</sup> These ABS age groupings do not precisely align with the PC's observation, which is evidently predicated on the minimum legal age for access to licensed premises in which EGMs may be kept (18 years).

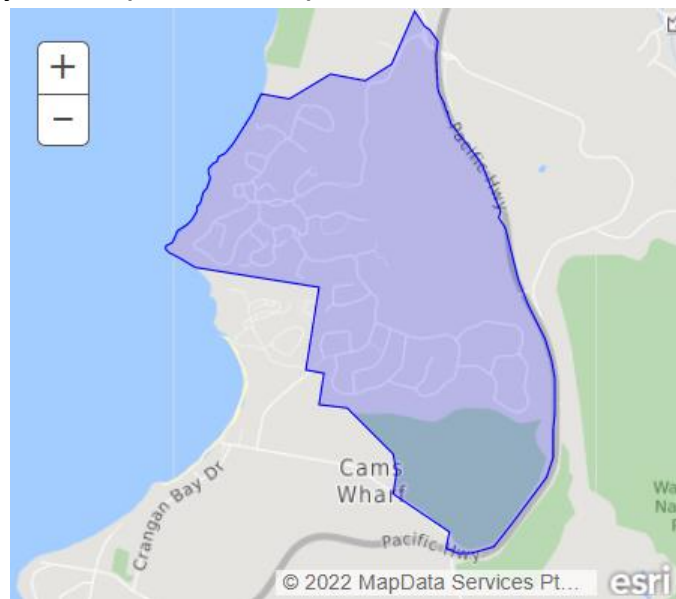
<sup>7</sup> As defined by ABS.



**Figure 7: Cams Wharf (State Suburb)**



**Figure 8: Murrays Beach (State Suburb)**



Images source: ABS Census webpages 2022



#### 4.1.1 Summary data – Cams Wharf & Murrays Beach<sup>8</sup>

**Table 16: Summary population characteristics – Cams Wharf & Murrays Beach**

Population characteristic	Cams Wharf	Murrays Beach
	Count	Count
Total population (count)	138	637
Total private dwellings	59	241
Median age (years)	47	38
	%	%
Born in Australia	90.7	81.7
Both parents born in Australia	72.3	62.2
Aboriginal/Torres Strait Islander descent	2.1	3.0
English (only spoken at home)	95.7	93.0
Non-English language (only spoken at home)	5.9	12.2

#### 4.1.2 Comments on population characteristics

- The population in the immediate surrounds of the proposed development is very small, in terms of both the number of residents, and the total number of dwellings.
- There are no population characteristics suggestive of discrete populations in the immediate area which might be materially impacted by the proposed development on the basis of cultural or related status.

Based on the population data, there are a relatively small number of parties who may be affected by the proposed development. The extent of any effects must be placed in the context that subsequent to the construction stage, the resort redevelopment elements will operate on similar principles as is currently the case. Although the proposed redevelopment will increase the intensity of use of the site, the LEP provision permitting development of the integrated tourist facilities on the relevant land, necessarily implies an associated increase in tourism activity. The continuity of use is considered as a mitigating factor in terms of the propensity for some novel effects to be experienced by existing residents.

## 4.2 Engagement approach

To date, a comprehensive process of consultation with occupants in Cams Wharf and the Raffertys Resort precinct in particular, has been undertaken by the Applicant and its representative advisers. This has involved several rounds of engagement, with such engagement continuing as the DAs/planning proposal preparation and lodgement processes progress.

The most potentially affected stakeholders are located within the area governed by the Community Title Scheme DP270043, which covers the immediate surrounds of Raffertys. The extent of this area is identified in the diagram in Annexure 2. The scheme has a representative body (Raffertys Community Association), and a delegated subcommittee, the

<sup>8</sup> In small population areas, ABS includes random data adjustments to protect privacy. Consequently, some percentages in particular may not sum to 100%.



Review Sub-Committee (RSC), which is consulting with the Applicant on the proposed project, on behalf of the committee and the community.

The Applicant has presented, explained and discussed iterations of planning for the development with the RSC. The RSC's views on the outcomes of this engagement are summarised in two emails from the RSC, which are included in this report (Annexure 4)<sup>9</sup>.

The RSC correspondence (of 8 September 2021) indicates that the community is '*generally supportive of . . . intentions to upgrade, improve and expand the Resort*'. However, the RSC also raised a number of issues with the proposal, are summarised as:

- The presented plans were not consistent with the Lake Macquarie LEP 2014.
- Proposed building heights are not compliant with the LEP.
- In addition to building heights, concerns were held over building context, integration, impact and appropriateness.
- RSC's view is that the proposal does not meet the Integrated Tourist Development zoning.
- Scale is inconsistent with the surrounding built and natural context.
- Use by visitors of community owned and maintained assets.
- Capacity of roads and parking to accommodate additional traffic.
- Management of effects on drainage, overshadowing, amenity and views.
- All visitors arriving by road.

It is noted that further community engagement was undertaken on 4 February 2022. The Applicant's representative's report of this meeting indicated that the matters raised were consistent with those summarised in the annexed correspondence. Key points were:

- The community members requested access to updated plans, which it was undertaken to provide at the appropriate time;
- Residents would seek to restrict access to the resort, and to the general public in respect of using community association property;
- Location of parking (diagrams provided to date were not sufficiently clear on this);
- Building heights and impacts on views;
- What is the development timeline (?);
- What is the expected duration of the construction stage (?);
- Who is responsible for road repairs after construction(?).

These matters are addressed in the following subsections. The potential for social impacts on these stakeholders is further discussed in Section 5.

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<sup>9</sup> With the exception of the Iris Capital representative to whom the correspondence (emails) were addressed, the names of all correspondents have been redacted to maintain privacy of those individuals.



#### 4.2.1 Future site improvement and redevelopment provisions

The current planning framework, including relevant regional and local planning strategies, the relevant State Environmental Planning Policies (SEPPs), the LEP 2014 and LMCC Development Control Plan (DCP) 2014. The site is zoned SP3 Tourist Zone, pursuant to the LMLEP 2014. The objectives of the zone are:

- To provide for a variety of tourist-oriented development and related uses.
- To encourage tourism development that is sensitively designed to enhance and complement its location and that avoids unacceptable adverse impacts on the environment.
- To preserve land for tourism by limiting and discouraging development and uses that are not tourist-related.

Development permitted with development consent within the SP3 zone includes food and drink premises, including pubs, function centres, and tourist and visitor accommodation, such as hotels.

LEP clause 7.14, ‘*Development on certain land near Rafferty’s Road, Cams Wharf*’, is an additional local provision that applies specifically to the site, identified as “Cams Wharf Area 1” on the Additional Permitted Uses Map, a copy of which is included in the SEIA at Annexure 3.

The clause specifies that development consent may be granted to development for the purpose of an integrated tourist facility that may contain a range of accommodation types (including dwellings) and a combination of land uses including retailing, recreational and community activities appropriate to the community’s needs on land to which this clause applies. In this clause, an integrated tourist facility means a facility that contains the following:

- (a) tourist facilities, including a range of accommodation types and dwellings, and*
- (b) a combination of land uses including community facilities, recreation areas, recreation facilities and retail premises, appropriate to the needs of the community.*

Given that the resort has had limited investment since it opened in 1993, it is reasonable to expect that opportunities to re-develop the site, pursuant to the current planning framework, would be explored.

The proposed villas will provide additional new housing stock within the precinct. The proposed tavern and function centre redevelopment will provide upgraded facilities for both tourists and residents.

The development assessment process carried out in accordance with the provisions of the Environmental Planning and Assessment Act 1979, will allow for the consideration of the proposed developments in terms of the orderly and economic use and development of land,



the design and amenity of the built environment, the proper construction and maintenance of buildings, including the protection of the health and safety of their occupants, and providing increased opportunity for community participation in environmental planning and assessment.

As detailed in Section 1.3.3, the planning proposal seeks an amendment to the current maximum Height of Buildings, of 8.5 metres for the site, in the LEP. The LEP amendment process is a formal process undertaken pursuant to Part 3 of the EP&A Act. This process includes provisions for community consultation such as the public exhibition of a draft LEP amendment.

It should also be noted that before a development application for a proposal that exceeds the current maximum height of buildings can be approved, the LEP amendment permitting the additional height must be published.

The subsequent comments on matters raised by the RSC should be interpreted in the context of the provision in the LEP for the eventual development of the site as an integrated tourist facility, as presented in Section 2.4 and Section 4.2.1 of this SEIA. The pre-existing provision for the forms of development proposed under the DAs and the planning proposal necessarily involves an implicit recognition that development would involve some changes to the area identified in the LEP (viz. the further development of tourist facilities will inevitably result in increased visitation and the related effects of this) .

The prospect of further development of the resort, and the various permitted elements of such development, have been matters of public record since the promulgation of the LEP in 2014. As historical use of the resort between 1993 and 2014 predates the LEP, it follows that any increase in effects consequent to development provided for in the LEP must be interpreted as additional to the effects of previous use.

#### 4.2.2 Design and related issues

The date of the correspondence summarised in Section 4.1 indicates that matters requiring further consideration were identified relatively early in the iterative process entailed in preparing a development application for a project of this scale. As such, a number of these matters will be addressed more fully when the DAs and planning proposal are finalised, and stakeholders have access to the full suite of technical reports and information forming parts of that documentation.

Inputs from specialist consultants will inform the overall design lodged with LMCC, and the detailed architectural and engineering work required for this purpose. It is noted that the following specialist analyses have been commissioned<sup>10</sup>:

- Acoustic assessment;
- Arborist report;

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<sup>10</sup> In addition to this Socioeconomic Impact Assessment.



- Architectural and landscape design;
- Bushfire assessment;
- Civil engineering design (including erosion and sediment control, and stormwater management plans);
- Crime risk assessment;
- Disability access plan;
- Flood risk assessment;
- Geotechnical report (including subsidence, and acid sulphate soils, assessments);
- Traffic impact assessment/ Transport and accessibility plan;
- Visual impact assessment;
- Waste management plan.

As noted, the Applicant continues to engage with the RSC in relation to the project, and as such is endeavouring to keep the committee informed of progress on the applications generally, and on matters of specific interest. The issue which was interpreted as being of greatest interest to the RSC was the height exceedances of some proposed buildings, in the context of the LEP. As is addressed in Section 1.3.3, this matter is being addressed through the lodgement of the planning proposal, which this report in part addresses, and which will be considered by the consent authority in due course, as part of the assessment and determination processes.

#### 4.2.3 Community property - access issues

As the existing resort is a long-established element of the community, both physically and operationally, its effects in terms of visitors and guests accessing various parts of the community area are also presumed to have occurred over some time. As noted previously, the expansion of the resort is likely to increase the number of visitors and guests to the resort and its surrounds. This may result in increases in access to the CTS property. The recommendations presented in Section 9 of this SEIA address these matters, however, in summary, the implementation of a Plan of Management (PoM) for the resort, with certain specific provisions addressing these matters, may contribute to controlling the level of access.

#### 4.2.4 Community property – repairs and maintenance issues

Given the operation of Raffertys Resort at its location since its nominal commencement of operation in 1993, it is presumed that the successive owners of the resort have had responsibility for maintaining directly controlled assets, and for contributing to ensuring that shared community assets are also maintained by successive owners of residences in the CTS. A particular, and potentially valid, matter was raised in relation to responsibility for any damage to roads occurring during the construction stage. Any attempt to address this potential issue must recognise that there may be some uncertainty over causation. It may be advisable to conduct an audit (via an independent dilapidation survey) of the conditions of internal roads with the community association, prior to commencement of the various stages of works. Protocols for identifying and rectifying any damage can be addressed in the Construction Management Plans (CMPs) for the various project stages.



#### 4.2.5 Amenity issues

Several of the matters identified by the RSC can be broadly summarised as potential effects on amenity. These include, for example, impacts on views, and effects of additional traffic in the vicinity of the resort, and, by association, on residents. The potential for such effects is likely to vary for different residents, dependent on, for example, proximity to proposed buildings, and constraints relating to existing built and natural features.

The relevant specialist assessments identified in Section 4.2.1 are being prepared to address the technical aspects of the proposed development, as they relate to these potential effects. However, the potential impact of effects on community members and other parties are addressed in Section 6.

#### 4.3 Engagement with other relevant stakeholders in relation to the project.

The following statutory and advisory stakeholders have been consulted in the development of the DAs and the planning proposal.

- **Dantia**
  - Preliminary consultation to present Master Plan concept.
  
- **Lake Macquarie Senior Council Officers**
  - Meeting held on 21 June 2021 and attended by Senior Council Officers, Iris Capital, EJE Architecture and Barr Planning. An overview of the proposed Master Plan and vision was presented. Matters discussed included land ownership, relevant development controls and the potential planning approval pathways.
  - Meeting held on 25 August 2021 and attended by Senior Council Offices and Barr Planning. A revised concept was presented including the potential increase in height for the proposed hotel. Matters discussed included potential visual impacts, economic assessment requirements and community consultation processes.
  - Meeting held on 15 June 2022 and attended by Senior Council Offices and Barr Planning. Matters discussed included proposed permanent and visitor populations, traffic, event management and public open space requirements and flood impact.
  
- **Department of Planning, Industry & Environment (DPIE)**
  - Preliminary consultation with Manager Integrated Planning regarding potential Planning Proposal to amend the maximum building height and development assessment pathway for State Significant Development.
  
- **Hunter Water**
  - Consultation via accredited services coordinator culminating in Hunter Water issuing preliminary servicing advice for both sewer and water.





- **Ausgrid**
  - Preliminary Enquiry lodged with Ausgrid and preliminary advice regarding servicing arrangements provided.
  
- **ILGA**
  - Approved Gaming License Application and Liquor License for proposed Building B.
  
- **Raffertys Community Association Design Subcommittee**
  - Meeting held 18 August 2021 to discuss project. Represented were:
    - EJE Architects
    - Barr Planning
    - Iris Capital
    - Raffertys Resort Community Association Design Subcommittee.

As identified, planning advice in respect of the project has been received from these stakeholders. The advice is being integrated into the respective Development Applications and Planning Proposal and factored into the development of the relevant technical reports forming parts of the various applications. These bodies will either be involved in the assessment and determination process, or be statutorily notified of the full DAs/planning proposal, as is appropriate to each body. Consequently, engagement with such stakeholders should be considered as ongoing.

## 5 Assessments of the scale of change for the project

Noting that the LEP permits redevelopment of the site as identified in Sections 2.4 and 4.2.1 of this SEIA, an important metric in assessing potential impacts is the scale of the proposed changes, in the context of the existing communities. With regard to the proposed development, the residential elements will produce an increase in population. As the RSC identified, the resulting effects of this increase are matters of interest. The following material places these changes in the local and regional context.

### 5.1 Assumptions

The material presented in Section 1.3 described the various elements of the project. The resort and hotel elements of the project once operational will naturally involve short term flows of visitors, of varying intensity, depending on, for example, seasonality. The following analyses focus on the potential for permanent changes, which relate to the residential elements of the project. Accordingly, the basic assumptions are as follows:

- **Population increase:** 2016 Census recorded an average 2.5 people per household for the LGA and SA3. Under the dwelling development, the proposed 8 residential villas are therefore assumed to accommodate 20 permanent residents. Under the planning proposal, the 46 residential apartments are assumed to accommodate 115 permanent residents.



- Increase in permanently garaged vehicles: 2016 Census estimated an average 1.9 vehicles per dwelling for the LGA (SA3 and Cams Wharf = 1.8, Murrays Beach = 1.9). Adopting the LGA average, 15 vehicles are assumed to be permanently kept on site for the villas. There are 68 resident parking spaces provided for in the planning proposal for the residential apartments. These are assumed to be totally occupied by residents. A potential increase of up to 83 vehicles permanently garaged in the residential elements of the resort area is therefore assessed.

## 5.2 Population increase

The proportional changes in populations created by the increase in permanent residents are summarised in Table 17. For the purposes of this analysis, the locality is assumed as Cams Wharf and Murrays Beach combined (as noted in Section 4.1.1, Raffertys Resort effectively borders onto Murrays Beach, although being nominally part of Cams Wharf). 2016 Census data must be relied on for the locality, as DPIE/TfNSW projections are not published at the corresponding small area level. However it is noted that the SA2 population was projected to increase by 4.1% between 2016 and 2021 (TfNSW). If this was replicated at local level, the population may have increased to 807 residents.

**Table 17: Projected population change resulting from proposed development (% Δ)**

	Locality	SA2		SA3		LGA	
	2016	2021	2041	2021	2041	2021	2041
Projected population	775	12,106	13,298	125,997	137,722	210,000	232,700
Villas (+20 residents)	2.6	0.17	0.15	<0.02	<0.02	<0.01	<0.01
Apartments (+115 residents)	14.8	0.95	0.86	0.09	0.08	0.05	<0.05
Total (+135 residents)	17.4	1.1	1.0	0.11	0.1	0.06	<0.06

The indicative change in population for the villas subject of the dwellings development DA are modest even at the locality level, and would therefore be unlikely to materially affect the amenity, lifestyles or access to infrastructure and services of other residents. The total indicative population change, assuming later development of all proposed residential capacity, would result in a 17.4% increase in local residents. A change of this magnitude would likely result in perceptible change in the local area, in particular. Technical assessments of, for example, road and traffic capacity, are vital to an assessment of the scale of change, which may provide further evidence in assessing the prospects of these changes to create social impacts for local residents. As is observed in Section 6, the extent of any impacts is dependent on a range of factors, including the actual changes from the project, proximity of other residents to redeveloped or newly developed parts of the site, and the perceptions of individual residents.

From the broader, regional perspective the population change associated with all residential aspects of the DAs and planning proposal cannot be considered as being material, based on relative scale. Furthermore in this respect, there is some likelihood that potential new

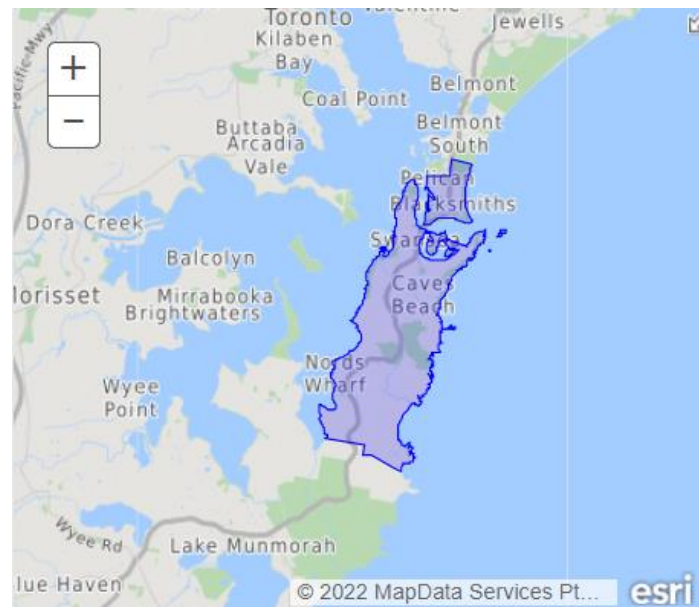


residents may relocate from other parts of the regional areas assessed. In such instances, the net change in regional population and the potential for effects would both be lower.

### 5.3 Increase in the number of vehicles permanently kept in the locality

As per the assumptions stated in Section 5.1, an indicative 15 additional vehicles may be garaged onsite in association with the proposed villas, and an additional 68 vehicles, contingent on the outcome of the planning proposal, and subsequent development of the residential apartment buildings. The proportional increase in the number of vehicles in the area is assessed in Table 18. Most recent TfNSW data for the local postal area (POA) 2281, and for the LGA, are presented. For the locality, 2016 Census data identified 204 garaged vehicles for Murrays Beach, and 46 for Cams Wharf (i.e. 250 in total). The extent of the 2281 POA is represented in Figure 9.

**Figure 9: POA 2281**



<b>Table 18: TfNSW Passenger vehicle registrations Quarter 3, 2021, maximum % Δ</b>			
<b>Area</b>	<b>Total passenger vehicles</b>	<b>+15 vehicles</b>	<b>+83 vehicles</b>
Locality (2016 data)	250	6.0	33.2
POA (2281)	5,969	0.25	1.4
LGA	84,913	<0.02	≈1.0

A one-third increase in the number of vehicles kept in the local area is a material change. This should also be considered in the context of the expansion of the resort itself, with the intensification of activity also likely to increase vehicular (and pedestrian) traffic activity. As was noted by the RSC, the road network internal to the CTS is relatively constrained. The Traffic Impact Assessment (TIA) analysis forming part of the DAs/planning proposal will quantify the potential change to some extent. This will be a critical input in determining how the technical (e.g. capacity) effects may translate into potential social effects. As this issue is



of particular interest to the RSC, its views on the TIA and on possible effects will require consideration as the assessment and determination processes continue, in order to ensure that any effects can be mitigated to the extent practicable.

#### 5.4 Contribution to housing stock

As has been observed in relation to a number of issues, the development is of modest scale in the regional context. Table 19 presents the proportional increases in housing stock for the local and regional areas, based on 2016 Census data. During the time elapsed, it is considered as likely that the stock of housing will have increased in some areas, which would decrease the proportional share of housing attributable to the proposed dwellings. However, as is the case for the proposed dwellings, these changes would likely be marginal in the broader context.

**Table 19: Increase in dwellings within regional areas (2016 Census) % Δ**

Geographic area	Existing occupied dwellings	+ 8 dwellings (villas)	+54 dwellings
Locality <sup>11</sup>	262	3.1	20.6
SA2	4,466	<0.2	1.2
SA3	45,143	<0.02	0.12
LGA	73,075	≈0.01	≈0.07
SA4	135,501	≈0.006	≈0.04

As is the case with other measures of relative change, the local area is the only area that is likely to experience material increases in the number of dwellings. It is reasonable to conclude that the residential elements of the project addressed in the planning proposal are those which would elevate these changes in terms of materiality. However, the LEP includes provision for the inclusion of dwellings as part of an integrated tourist facility, and the planning proposal would facilitate this projected development.

Given the scale of this stage of development, the construction of the residential apartment buildings may take place over a period of time, which would allow the neighbouring community to gradually absorb the increased population, to some extent. This may result in the effects being of lesser perceived or experienced impact, as opposed to a 'step change' that would be entailed in simultaneous development of all residential buildings.

## 6 Assessments of potential social impacts – local area

### 6.1 Preliminary comments

The impact assessments presented in the following sections address the separate aspects of the three approvals being sought (the two DAs and the planning proposal). It is noted that some impacts of the separate project elements may also relate to other element/s. It is also advised that construction stage effects, which will eventuate from each of the development elements, are addressed separately in Section 6.5.

<sup>11</sup> Cams Wharf & Murrays Beach.



As is indicated in Section 4.2.1, some potential impacts identified by stakeholders relate to engineering and design matters, which are subject of technical reports identifying the appropriate design responses to addressing these matters, as appropriate. Design, engineering and technical elements of the DAs and planning proposal have each been prepared to address compliance with the pre-existing provision allowing for development of the integrated tourist facility in the LEP (Sections 2.4 and 4.2.1), and the forms of development that this would require.

Other aspects of stakeholder concerns are more subjective. These relate to individual or collective stakeholder perceptions and apprehensions of how certain elements of the development may be experienced by such stakeholders. For example, a particular impact that may be perceived as material by one resident, may be immaterial to another, neighbouring resident. A further aspect of subjectivity in relation to this proposal is the representation of the community by a committee. In this instance, the committee evidently represents the interests of some proportion of the owners in the CTS, and perhaps all owners. The committee has been proactive in engaging with the Applicant and its advisors with respect to achieving a mutually beneficial project outcome. However, there may be some community members who are not engaged with the association and its participation in the development process, and who may hold different views on the proposed development. As the assessment and determination process progresses, there will be opportunity for all parties to consider the applications, and address these if and as they see fit.

It is acknowledged that in the context of the subjective views of individuals, there may remain some level of dissatisfaction with the project on the part of some stakeholders. This may be the case despite the provision for such development in the LEP since 2014; the recognition of expressed stakeholder concerns in this SIA; genuine attempts by the Applicant and its advisors to consider and address these in the DA more generally; and despite the mitigatory effects of planning and design initiatives, and sound operations policies and practices.

As was observed in Section 4.2, the Applicant has clearly demonstrated a preparedness to directly engage with community representatives, in attempts to foster ongoing collaborative engagement with these parties. It is recommended that the Applicant continue to adopt this approach, to facilitate management of any issues that may arise in respect of the development and subsequent operation of the facilities on the site.

## 6.2 Resort redevelopment

### 6.2.1 Potential effects on local residents

#### 6.2.1.1 *Function centre and related facilities*

Subsequent to construction, the function centre will operate on similar bases to existing facilities on the site. The intent of the investment in the resort is that the redeveloped facility and the development of the adjacent hotel will increase its frequency and intensity of use. In this regard, the effects will be incremental, but consistent with prior use and with the



longstanding provision in the LEP for tourism development on the site. Given the broad experience of the Applicant in the hospitality industry, it is expected that the development and implementation of effective management plans and policies will be successfully undertaken, which will reduce the likelihood of residents being unduly affected.

#### 6.2.1.2 *Licensed premises ('pub')*

There are several potential impacts that may result from operation of the 'pub'. The relevant liquor licence issued by the ILGA is a full hotel licence, which permits the sale of liquor for consumption on the premises, among other services, such as dining. The Applicant also has ILGA approval for the operation of 20 Electronic Gaming Machines (EGMs) on the premises. It is noted that the Gaming Machine Threshold (GMT) may be increased to allow for up to 30 EGMs. There is the potential for negative effects on patrons and in some instances, their associates, relating to certain of these service offerings in respect of EGMs in either of these scenarios.

ILGA governs and conducts comprehensive due diligence processes in respect of all liquor licences, to ensure that licensees are suitable parties for holding such licences. Clearly, there are statutory requirements governing compliant operation of a hotel licence. From the practical management perspective, compliance with licence conditions, Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RCG) obligations are the foundations of ensuring that operations are conducted in a manner that safeguards the interests and welfare of patrons

As has been discussed in other parts of the SEIA, the Applicant controls a large portfolio of hotels across NSW<sup>12</sup>, and has accumulated the significant experience in management of these assets that would be expected of a large hospitality group. This being the case, the Applicant has demonstrated experience in successfully applying structures such as RSA and RCG. It is expected that of particular interest to local residents, and presumably the community association, will be the movement and behaviour of patrons in the vicinity of the pub. Once again, the experience of the Applicant in hotel management places it in a sound position to ensure that management has in place policies and procedures to effectively mitigate potential effects.

There is also a likelihood that some proportion of local residents will derive benefit from access to a conveniently located pub, given that access to the nearest alternative, similar licensed premises would require travel (e.g. to Swansea, Caves Beach, or Catherine Hill Bay).

#### 6.2.1.3 *Potential effects of resort operations on other parties*

Patrons of the resort may be reasonably assumed, *ipso facto*, to attend the function centre, pub, or accommodation hotel for their enjoyment, to be undertaken within the confines of the resort area. It is therefore assumed that the majority of patrons will enjoy beneficial

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<sup>12</sup> These include three (3) hotels in the LMCC LGA: The Argenton Hotel, The Edgeworth Tavern, and the Gunyah Hotel (Belmont).



outcomes resulting from their visit/s to the resort, without creating any material risk of affecting other parties, including residents.

The management experience of the Applicant, applied to the operation of the pub, is also likely to ensure that other third parties are not materially affected by its operations. For example implementation of proven management initiatives and structures should significantly reduce the need for enforcement interventions, such as by NSW Police.

### 6.3 Residential villas

The occupation of the residential villas is unlikely to materially affect any other residents in the community area. The villas are to be constructed on a site that is already occupied by commercial buildings, which will be demolished. Although the built form will differ from that currently on the site in terms of external appearance and scale, no other aesthetic values should therefore be affected. Once occupied, more frequent, if not permanent, daily use can be anticipated, relative to the current commercial use of the site. However, this more frequent use will be entirely compatible with residential uses of existing residents, and those in Cams Wharf and Murrays Beach, more generally, and with the inclusion for dwellings in the LEP, as part of the integrated tourist facility (clause 7.14[2]).

Assuming that the eventual acquisition of the villas is undertaken on an informed basis by their purchasers, it is reasonable to expect that the outcomes for these parties would be positive.

## 6.4 Planning proposal - hotel and residential apartment buildings

### 6.4.1 Potential effects on local residents

#### 6.4.1.1 Hotel

The accommodation hotel element addressed in the planning proposal is clearly aimed at providing short-term accommodation to visitors to Raffertys Resort and is therefore consistent with the broader aim of developing the resort into an integrated tourism development. The increase in tourist accommodation will purposefully increase visitation to the area, in terms of intensity and frequency of visitation. This will result in, for example increased vehicular and pedestrian movements in relation to the hotel, as identified in the Applicant's correspondence with the RSC. There may be periods of less intense use (for example some weekdays), and there may also be some seasonal effects that result in more or less intensive use. However, as the operation of the hotel is essentially a complementary offering to the resort redevelopment generally, this level of use should generally be acceptable to the community, given its stated in-principle support for redevelopment of the resort.

The main element of the hotel that may result in impacts is the proposed height of the building, should the planning proposal be determined as permissible. As identified in the RSC correspondence, potential effects may include impacts on visual amenity (views) and/or overshadowing for certain residents. It is self-evident that the extent of any impacts may



vary based on the relative location of individual residences and on the perceptions of individual residents. The Applicant has, and continues to, actively engage with resident representatives in relation to the development process. On the basis of the correspondence between the parties, it appears that the community will receive appropriate notification and opportunity to address the planning proposal, for the consideration of LMCC and/or other consent authorities or statutory bodies.

Should the planning proposal be approved, and the hotel is subsequently constructed and operated by the Applicant, there may be beneficial effects for local residents. For example, access to visitor accommodation in very close proximity, with complementary hospitality infrastructure and services available, may facilitate visits to resident households from friends or relatives from other areas.

#### *6.4.1.2 Residential apartment buildings*

The approval of the planning proposal permitting buildings of heights identified as necessary to construct the apartment buildings may have several effects on residents. As is the case with the hotel, amenity effects such as visual impacts and overshadowing may occur in relation to some residences, although the locations of all buildings are relatively removed from existing dwellings in terms of, for example, overshadowing. The observations stated above in relation to the Applicant's efforts to consult with stakeholders, and the inherent engagement opportunities available to these stakeholders in the consent assessment and determination processes, offer the most effective means for potentially affected parties to express their concerns.

The development of higher-density residential dwellings will, by definition, increase the resident population in the immediate area (nominally Cams Wharf). This will also create more intensive use of public areas and infrastructure, including permanent increases in vehicular and pedestrian traffic. The relative changes in population locally and regionally are discussed in Section 5. As was identified in Section 4.2.1, a specialist TIA is being prepared in relation to the several elements of the project. The TIA will establish likely additional use, and the capacity of infrastructure to accommodate that use.

A further potential effect on residents, which is stipulated in the LMCC guidelines as a matter for consideration, is the sense of place, which is essentially the manner in which people perceive their environs. This is an example of an issue that is particularly subjective. The Applicant and its advisers acknowledge that the proposed development will have material changes on the immediate area. The Applicant remains engaged with the RSC in relation to relevant matters, such as public use of association property. Should mutually-agreed resolutions be identified, these should be formalised and implemented to the extent practicable.

The Applicant is encouraged to continue engagement with the RSC and other community members who may wish to engage directly, with a view to keeping these parties informed as to the planning proposal element of the project, which may be more contentious than other





project elements. Furthermore, should the planning proposal be successful, Council may consider imposing appropriate conditions on the development to ensure that infrastructure is adequate, and maintained in serviceable condition.

As is the case with the residential villas, should the planning proposal be approved and the apartment buildings are subsequently constructed and occupied, it is considered as likely that the occupants would be beneficially affected by such occupancy.

### 6.5 Construction stage effects – all project elements

The construction stage for each element covered by the three applications will each result in the range of impacts ordinarily attributable to construction activity. Effects will include, for example, increased movements of heavy vehicles and light vehicles (e.g. workforce transport), noise, potential air quality effects relating to dust generation and the operation of plant and equipment, and visual effects, such as those relating to scaffolding and temporary fencing. Clearly, these effects are not enduring. However, given the relative scale of the project, and the likelihood that it will be progressively staged, the entire development process as proposed would extend over a period of approximately 2-3 years.

The Construction Management Plans (CMP) for each stage of the development works will be the principle mechanisms for the avoidance, management and/or mitigation of construction related impacts. This is standard industry practice, and the Applicant will ensure that its contractors have CMPs which are appropriately structured in terms of industry practice, and in the context of the local community and environs. It is recommended that CMPs for all stages include accessible community engagement mechanisms, to ensure timely notification and resolution of issues, if and when this should be required.

### 6.6 Potential general impacts on local residents

In relation to the eventual occupation of the villas proposed under the residential redevelopment, the increase in population locally is considered as not being of sufficient scale to impact on the ability of other residents to access services necessary for maintaining their current lifestyles. For example, access to hospitals, medical practitioners, emergency services, educational infrastructure and providers, public transport, recreational infrastructure and retail shopping centres will remain largely as they currently are.

The addition of the residential apartments under the planning proposal would clearly entail a larger potential increase in the local population. However, given that the locality is situated in a large metropolitan conurbation, with generally unimpeded access to numerous opportunities in terms of infrastructure and services, it remains unlikely that material negative effects of this nature would be imposed on existing residents by the increase in population.

As is noted in the records of engagement with the RSC, there is some apprehension among engaged residents in relation to the increased use of community assets, based on the



increase in population. It is highly likely that increased use would result from the proposed residential and resort developments. The Applicant continues to engage with residents in relation to the project, and the management of such outcomes is evidently a matter that is being addressed in those engagements. It must also be recognised that a purchaser of one of the new villas or apartments would by definition become a part-owner in the CTS and thus be bound by the same obligations as existing members. Procedurally, it is recommended that the Applicant consider negotiating reasonable initiatives that will prospectively mitigate or resolve residents' concerns.

Road access and egress to the locality is relatively constrained, which may present issues in the circumstances of a large scale evacuation relating to a bushfire emergency, for example. As identified, in Section 4.2.1, there is a range of technical reports being prepared as part of the DAs/planning proposal materials for the resort redevelopment. In respect of the example above, the Bushfire Risk Assessment and TIA may include relevant assessments and recommendations in respect of managing such situations.

Increasing residential and tourist visitation capacity will bring more people to the locality. This may notionally increase the potential for criminal or other undesirable activity to occur. As noted in Section 4.2.1, a crime assessment has been commissioned for the various aspects of the project. Accordingly, a Crime Prevention Through Environmental Design (CPTED)<sup>13</sup> report, has been prepared, which sets out planning principles intended to reduce opportunities for, and the likelihood of, criminal activity in the locality. The CPTED report reviews incidence data for a range of offences, which are determined in the report as having generally low incidence rates. Assuming adoption of the CPTED recommendations in the design of built features and landscaping, the conclusion of the CPTED is that the risk of crime relating to the project is low (JMC 2022:32).

It is noted that liquor licence conditions (Annexure 6) mandate that the licensed elements of the resort will feature current specification security infrastructure to monitor activity in and around the premises, and by association, the resort area generally. The deployment of security personnel is a further form of discouraging undesirable behaviour or activities. The immediate surrounds will also be more activated in terms of the number of people in the area, providing greater opportunity for casual surveillance. These matters are discussed in detail in the CPTED report. The relatively isolated location of the locality may also be considered as a deterrent to such activity, with limited routes into and out of both Cams Wharf and Murrays Beach.

## 7 Potential effects on the populations of regional areas

In the regional context, the development proposed under the two DAs and the planning proposal are of very minor scale in terms of the potential for creating material negative impacts. Conversely, there is a potential for dispersed beneficial effects to be experienced by residents from the extended region who either visit and patronise the hospitality areas of

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<sup>13</sup> James Marshall & Co. [JMC] (2022).



the resort, or who relocate to reside in the villas or apartments proposed for the sites. Material on tourism presented in Section 8.2 is relevant to addressing this potential for visitation of the resort.

As the development includes a licensed premises, which holds a full hotel licence, the Applicant is obliged to have in place structures to ensure that patrons and other parties are not negatively affected by its operations. These were discussed in the local context in Section 6.2.1.2. Those observations also apply in respect of the broader communities.

## 8 Economic impact assessment

The approach to assessment of potential economic effects of the project proposal is similar to that adopted for the social impacts. The most apparent economic effects of the resort redevelopment DA, residential development DA, and planning proposal are assessed. Similarly again, construction related effects are addressed separately, as these will relate to each of the various project components.

### 8.1 Potential for economic effects

#### 8.1.1 Construction stage effects - indicative estimate of project economic effects

The development will require onsite works involving preparation of the site, and demolition of the existing buildings and related structures, earthworks and other site preparation works, and construction of the commercial and residential buildings and supporting infrastructure, for each stage of the project, under the three planning instruments.

Construction activity involves several 'rounds' of economic activity, some of which is likely to take place within the LGA. The initial round involves firms directly engaged on project works. Such works require procurement of goods and services, which stimulates further activity in the production of these inputs, and which comprises subsequent first and 'industrial support' rounds. Ultimately, the employment supported by these rounds of activity supports the consumption activity of employees and business proprietors in some instances<sup>14</sup>, and their households (the consumption round).

A means of permitting an indicative assessment of these economic stimuli is the application of multipliers that capture the cumulative effect of these successive rounds of activity. It is necessary to observe that the ABS (2002), in describing the construction industry broadly, acknowledged certain limitations on reliance on multipliers, as follows: *'Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual outputs in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy'*.

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<sup>14</sup> Such activity is typical of the construction industry, based on the ABS construction industry data presented.



It is noted that many local government authorities in particular, assess the economic effects of projects using proprietary programs that produce multiplier-based assessments<sup>15</sup>. In accordance with ABS’s guidance, the application of multipliers must be considered as providing an indicative and potentially ‘somewhat overstated’ assessment of the effects of the proposed development.

The Australian Government National Housing Finance and Investment Corporation (NHFIC) published its research report ‘*Building Jobs: How residential construction drives the economy*’, in June 2020. In summary the report determined the following multipliers for residential construction.

Output: 2.9  
Employment: 9

These multipliers are consistent with those produced by the Housing Industry Association (HIA) in 2010. This indicates that the multipliers have remained generally stable over time, which is indicative of the relatively stable structure of construction industry supply chains (i.e. many similar inputs are required for many building projects over time). As noted above, application of the multipliers is based on the effects of each \$1 million of output (i.e. additional activity), such as in relation to a specific project.

The works required in relation to redevelopment of the resort function centre, hotel and apartment buildings are considered to be commercial, or non-residential construction. Aigis Group (2016) has generated multipliers comparable to those described above, based on 2012 - 2013 I/O tables, for both the residential and non-residential construction sectors. These are:

<b>Multiplier</b>	<b>Residential</b>	<b>Non-residential</b>
Output	3.43	3.26
Employment	10.35	9.06

Generally, the multipliers are relatively comparable, including as between the two relevant construction sectors<sup>16</sup>. Taking this into account, and given their more recent estimation, and their provenance, the NHFIC multipliers are applied to the following analyses. Estimates based on these multipliers and the nominal capital investment for works under the DAs and the planning proposal addressed in this SEIA are presented in Table 20.

<sup>15</sup> It is noted that LMCC uses resources/modelling tools sourced from REMPLAN.

<sup>16</sup> There is a third construction sector, ‘Heavy and Civil Engineering Construction’.



**Table 20: Indicative economic effects of proposed development (\$ million)**

	Residential DA (villas) (≈ \$3.5 million)	Resort DA <sup>17</sup> (≈ \$12.5 million)	Planning proposal works <sup>18</sup> (≈ \$55.75 million)
Output (2.9)	10.2	36.3	161.7
Employment (9)	32	113	502

Each element of the proposed project entails greater activity than is apparent in the direct construction process, as the subsequent rounds of economic activity occur. This is clearly proportionate to the scale of each element of the proposed project.

### 8.1.2 Local employment effects – development and operational stages

#### 8.1.2.1 Construction and related trades

As noted above, some contractor firms employed on the site may be locally or regionally based and these customarily tend to operate within the regions in which they are based<sup>19</sup>. In this event, the relevant derived economic and employment effects may have particularly localised benefit. The development will also provide an ongoing source of employment and supporting economic activity, subsequent to the construction stage. These works include, for example, occasional and ongoing maintenance, repairs, and related works required in respect of individual dwellings, commercial buildings and infrastructure within the resort, and the maintenance of common property and assets across the development site. These services are ordinarily concentrated among local providers and as previously observed, entail positive localised outcomes for directly employed people and their households, and indirectly through supply chain activity.

#### 8.1.2.2 Hospitality operations

In the operational stage, the hospitality elements of the resort will support the following, indicative direct employment positions, on a full time equivalent (FTE) basis:

- Operation of temporary function centre: 10 FTE
- Operation of function centre: 20 FTE
- Operation of hotel<sup>20</sup>: 21 FTE

As these positions are reported as FTEs, the number of individual employees ultimately engaged may be larger than this number, as some positions may be shared. This would result in a greater dispersal of the social and economic benefits associated with employment.

<sup>17</sup> Comprises function centre and pub, temporary function centre, and infrastructure and public realm.

<sup>18</sup> Comprises residential apartment buildings and hotel.

<sup>19</sup> E.g. Mills, Smith and Love (2002) discussed the geographic aspect of construction firms’ contracting activity.

<sup>20</sup> This may vary from time to time, dependent on occupancy rates.



The operational stages will also generate additional, derived employment and economic activity in relation to, for example, operation of the function centre/pub, and hotel elements of the project. Assumptions in relation to the expected financial performance of the resort are not presented here, as such information is commercial in confidence. However the multipliers generated by Aigis Group (2016) for the hospitality sectors are presented below. It is reiterated that the application of these multipliers is such that, for example, \$1 million in output in the accommodation sector would support \$2.74 million of additional economic activity, and approximately 11 jobs, in addition to direct employment and output.

Multiplier	Accommodation	Food & Beverage Services
Output	2.74	2.94
Employment	11.22	14.74

## 8.2 Tourism effects

### 8.2.1 Destination NSW data

Destination NSW (DNSW) data for the year ending (YE) December 2019 are referred to in this assessment, as subsequent data are affected by the impacts of COVID-19 restrictions on travel. For reference, the most recent DNSW data are presented at Annexure 5, which demonstrate the extent of those effects.

Key data points extracted from the YE2019 data are summarised in Table 21. The data indicate that despite the acknowledgement of LMCC that the LGA's tourism sector is underdeveloped, the broader regional market is highly ranked among regional areas in the state. An interpretation is that there may be opportunities to capture some level of activity in the LGA that is presently being directed to other parts of the Hunter Region.

**Table 21: Summary tourism data, Hunter Region YE December 2019**

	Domestic overnight	International
NSW regional rank visitation	2	2
NSW regional rank nights	3	3
NSW regional rank expenditure	3	3
Total visitors	4,600,000	195,000
Average length of stay (nights)	2.7	13.0
Average expenditure per night	\$131	\$84

### 8.2.2 LMCC data

Summary data and contextual commentary on Lake Macquarie's tourism industry are presented in Figure 10. The material is reproduced from the LMCC/REMPAN Economic Profile<sup>21</sup>. It is noted that the data are the same as those produced by Tourism Research Australia (TRA) at LGA level. The TRA data are included in the report at Annexure 5, for reference.

<sup>21</sup> < <https://app.rempplan.com.au/lakemacquarie/economy/summary?state=ApM1fmv9aumlieEC7xeNyWHMS2SYmg> >



The LMCC data indicate that tourism in the LGA is a comparatively modest contributor in terms of employment and economic performance measures. However, this must be placed in the contexts of tourism being one sector in a comparatively large and diversified economy, and the location of Lake Macquarie in competitive regional and broader tourism markets. Clearly, the redevelopment of Raffertys, including its expansionary elements, will create more employment and economic activity. Importantly, the operation of the resort will require a wide range of inputs from various providers of goods and services. Given the size of the LGA and the immediate region, it is likely that a substantial proportion of these inputs will be procured from within the region, thus supporting further indirect employment and economic activity.

**Figure 10**



## EMPLOYMENT

In Lake Macquarie, tourism supports an estimated 3,019 jobs, which is 4.9% of total employment. The largest sub-sector in Lake Macquarie is Accommodation & Food Services with 1,179 jobs supported by tourists expenditure.

By comparison:

- 17,097 jobs are supported by tourism in Hunter Region from a total of 280,855 jobs (6.1%).
- 204,972 jobs are supported by tourism in New South Wales from a total of 3,358,119 jobs (6.1%).
- 676,554 jobs are supported by tourism in Australia from a total of 10,683,322 jobs (6.3%).

## WAGES & SALARIES

In Lake Macquarie, tourism supports the payment of wages & salaries to local workers with a total value estimated at \$169.880 million. This represents 3.4% of total wages & salaries.

By comparison:

- \$948.489 million in wages & salaries is supported by tourism in Hunter Region from a total of \$24.581 billion (3.9%).
- \$12.169 billion in wages & salaries is supported by tourism in New South Wales from a total of \$292.952 billion (4.2%).
- \$38.689 billion in wages & salaries is supported by tourism in Australia from a total of \$906.416 billion (4.3%).

## OUTPUT

In Lake Macquarie, tourism output is estimated at \$550.242 million, which is 2.5% of total output. The largest sub-sector in Lake Macquarie is Accommodation & Food Services with tourists expenditure supporting \$155.639 million

By comparison:

- \$3.253 billion is generated by tourism in Hunter Region from a total output of \$117.735 billion (2.8%).
- \$42.468 billion is generated by tourism in New South Wales from a total output of \$1.263 trillion (3.4%).
- \$136.504 billion is generated by tourism in Australia from a total output of \$4.018 trillion (3.4%).

## VALUE ADDED

In Lake Macquarie, the value added by tourism is estimated at \$263.840 million. This represents 2.5% of total value added by all industries.

By comparison:

- \$1.536 billion in value is contributed by tourism in Hunter Region from a total of \$56.529 billion (2.7%).
- \$19.840 billion in value is contributed by tourism in New South Wales from a total of \$589.956 billion (3.4%).
- \$63.379 billion in value is contributed by tourism in Australia from a total of \$1.861 trillion (3.4%).

## VISITOR EXPENDITURE

Rows	Domestic Day	Domestic Overnight	International
Average Stay (Nights)	-	3	12
Average Spend Per Trip	\$88	\$289	\$783
Average Spend Per Night	-	\$115	\$67

### 8.3 Summary of potential for tourism related economic impacts

As is identified in the review of government strategic plans (Section 2), LMCC recognises that the LGA tourism sector is underdeveloped. Council has also targeted growth in tourism as an important element of expanding the LGA economy more generally. The EDS in particular





emphasises the need for investment in tourism as a key driver of increased capacity and performance. The proposed development is clearly aligned with these strategic objectives.

#### 8.4 Summary of economic impact assessment

The proposed development, and its various stages, will produce a range of positive economic effects, which should be distributed across the LGA and surrounding regions (e.g. SA4), in particular. Economic benefit will be experienced by direct employees, and suppliers to the hospitality elements of the project. These effects will notionally be enduring, across the operational life of the resort. In addition to these enduring direct effects, there will also be long-term indirect effects, as business flows through to other entities in the supply chains providing goods and services to these directly involved parties.

The development and construction stages will also result in regional economic stimulus. As is the case with the operational stage, this will involve direct and indirect benefit across the LGA and regional economies in particular. The majority of this stimulus is short term, but as is generally recognised, the depth and breadth of construction supply chains support significant additional economic activity.

It is assessed as unlikely that material negative economic impacts of any substantial scale would be imposed on third parties. Should negative effects eventuate, this would be likely to be in limited instances, such as, for example, a commercial dispute. As has been observed throughout the SEIA, the Applicant is a highly experienced hospitality industry operative. This implies that the Applicant has the corporate knowledge, skills and experience to resolve such matters, should they eventuate.



## 9 Conclusions and recommendations

### 9.1 Conclusions

The proposed development is consistent with the objectives of state and local governments with respect to investment in tourism infrastructure to support the expansion of the sector. It also addresses the provision of more diversified housing stock, which is consistent with objectives in respect of dwelling size and infill development. The resort elements of the proposals also represent a continuation of current use, which is advantageous in terms of managing potential effects.

The Applicant is continuing to engage with the local residents, with a view to informing them on progress of the proposals. It is acknowledged that some elements, particularly those relating to the planning proposal, are likely to remain of concern to some residents, and are likely to result in some level of social impact. The process to date has permitted residents to identify these matters, and as such these can be fully considered by the consent authority, and can be further addressed by residents as the assessment and determination processes progress.

Given the scale of the project in the context of its broader local and regional communities, it is unlikely that material social impacts will be more broadly distributed.

The economic effects of the project will be generally positive. These will be most apparent in short term stimulus associated with the development and construction stages, and subsequently during resort operations, on an enduring basis. These effects include both direct and indirect benefit, for relevant parties. It is unlikely that materially negative economic impacts will result from the project.

The proposals are consistent with various key strategic aims of LMCC. In particular, the proposals are consistent with the provisions of the LMCC LEP (Clause 7.14) which specifically addresses tourist facilities development on the resort site. As such, from the broader perspective of the LGA's population, the proposals will result in positive outcomes. Assuming that the interests of local residents can be satisfactorily addressed, it is concluded that on balance, the proposed developments will be beneficial to the City of Lake Macquarie.

### 9.2 Recommendations for mitigation of potential effects

#### 9.2.1 Compliance with technical specialist recommendations

It is assumed that certain technical specialists' reports, such as the TIA and the Bushfire Risk Assessment, may include recommendations for managing or mitigating the relevant effects of the project, in each instance. It is recommended that these be adopted where practicable, and that the adoption of these measures is made known to the community, via the RSC in the first instance.



### 9.2.2 Ongoing community engagement

In all stages of the proposed development, all project management policies should include well-structured provisions for communication with third parties, and in particular, neighbouring stakeholders. The Applicant has established a collaborative consultation process with local resident representatives in the early stages of the development process. Continuation of this engagement activity is encouraged.

Ongoing consultation is also likely to be necessary in relation to certain government and statutory bodies, and such engagement should also be used to inform community engagement where appropriate.

### 9.2.3 Site works/construction stage

As is recommended throughout the SEIA, CMPs for the various stages of the project should be developed and implemented, to manage the effects of work on the development sites. The terms of a CMP are assumed to be based on relatively standardised industry practice, with relevant specifics in relation to the project. It is understood that, as the Applicant has significant experience in similar projects, it is in a position to ensure that CMPs are appropriately structured and implemented by contractors, on its behalf.

### 9.2.4 CPTED compliance

All new structures and associated works such as buildings and landscaping, should be designed to be consistent with CPTED principles. These principles are set out in the CPTED report which has been prepared as part of the DAs/ planning proposal documentation.

### 9.2.5 Operations management

Once completed, operation of the resort and the hotel should be subject of separate Plans of Management (PoMs). The Applicant controls a large portfolio of licensed premises, and hospitality and accommodation assets. As such, it has significant experience, resources and capacity to produce and implement proven management policies and plans for each part of the redeveloped resort.

With respect to concerns expressed by community association members in relation to access control for certain community property, should mutually-agreed resolutions be identified, these should be formalised by incorporation into the PoM, and implemented to the extent practicable. The Applicant may also adopt initiatives of its own volition. For example, the resort PoM may include house rules for guests that identify access constraints. Advisory signage may also be installed for the information of visitors and guests.

### 9.2.6 Statutory liquor licensing obligations

ILGA has placed certain conditions on grant of the liquor licence for the 'pub' to be operated within the resort. These conditions are reproduced at Annexure 6. Compliance with, and enforcement of the relevant provisions stipulated in the conditions, or those stipulated in subsequent licence determinations, will contribute significantly to ensuring that the risk of impacts on patrons and other parties are avoided, managed or mitigated to the extent



practicable, in a given circumstance. Clearly, these are statutory obligations imposed on the licensee, and as such, it is presumed that these will be fully implemented and obeyed.

#### 9.2.7 Management policies with respect to liquor licensing obligations

As noted in Section 9.2.6 and elsewhere in the SEIA, the Applicant is well positioned to ensure compliance with both statutory obligations, and the Applicant’s own standards and policies with respect to operation of the premises, that provide amenity to patrons. For example, the Gaming Plan of Management referenced in the conditions was prepared by the Applicant. A copy of the plan is included at Annexure 7. All personnel employed in the licensed areas of the resort should be appropriately qualified, and fully apprised of house management requirements and their enforcement.



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## Annexure 1: Site imagery

Aerial image including project areas



**RAFFERTYS RESORT**  
A03 AERIAL - LOT DEFINITION



1:1000  
2:1000  
3:1000  
4:1000  
5:1000  
6:1000  
7:1000  
8:1000  
9:1000  
10:1000

**iris**

IRIS ARCHITECTURE

100/100  
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100/100

**EJE** architecture



Site concept plan







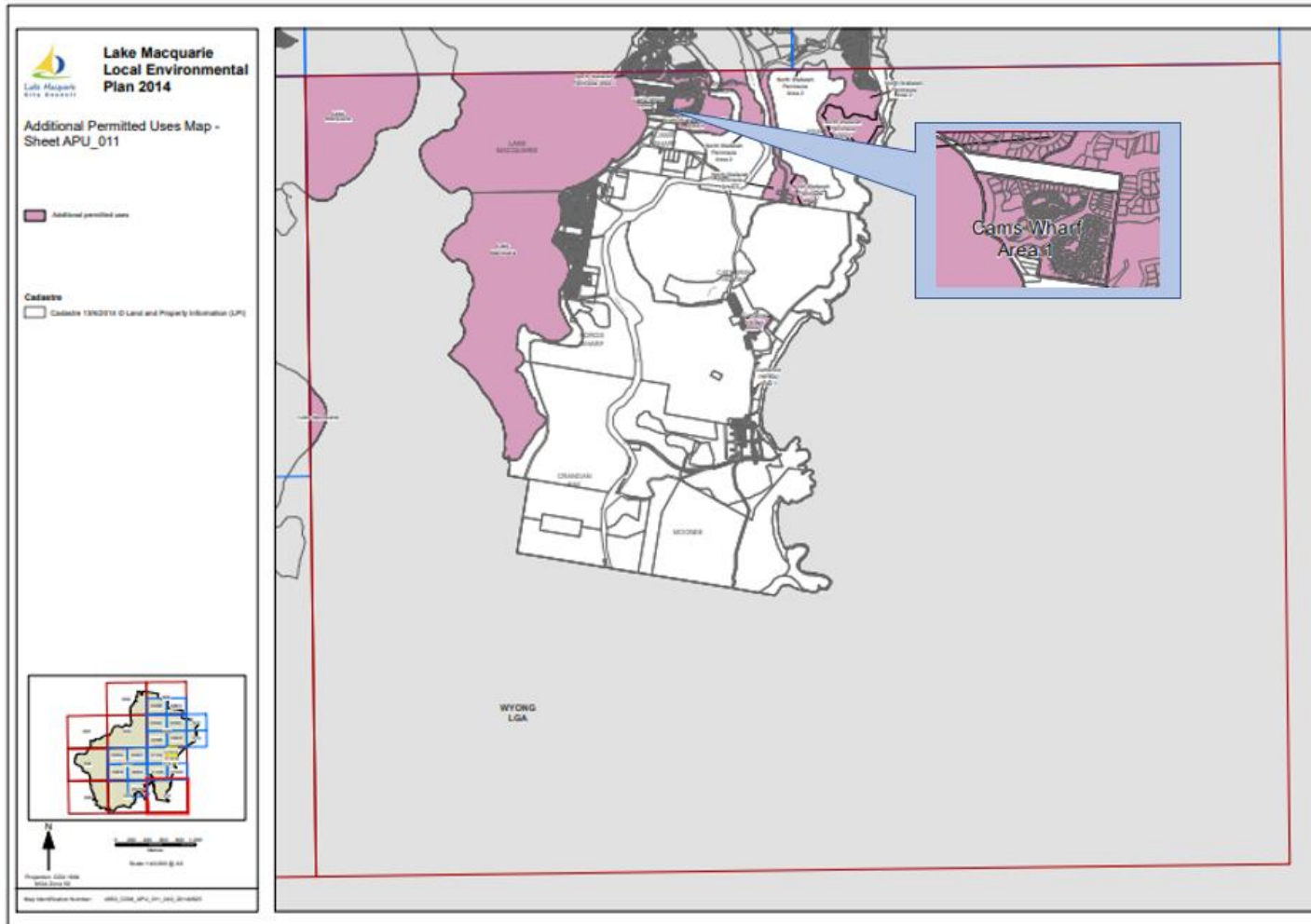
## Annexure 2: Extent of Community Title Scheme area DP270043



Source: NSW Government Spatial Information Exchange (SIX) < <https://maps.six.nsw.gov.au/> >



### Annexure 3: LMCC LEP 2014 Map APU011





## Annexure 4: Stakeholder correspondence – Raffertys Community Association Review Subcommittee

### Communication 1

**From:** [REDACTED]  
**Sent:** Wednesday, 8 September 2021 4:23 PM  
**To:** Jamie Boswell <[Jamie@iriscapital.com.au](mailto:Jamie@iriscapital.com.au)>  
**Cc:** [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED] **Subject:** Iris  
Concept Masterplan Q&A - Rafferty's Resort Design Review Sub-Committee Comments

Jamie,

Thank you for the recent presentation of Iris Capital's Masterplan (Revision C) for Rafferty's Resort.

Firstly, the Community Association (CA) would like to take this opportunity to welcome Iris' involvement and investment in Rafferty's Resort and to confirm that we are generally supportive of your intentions to upgrade, improve and expand the Resort. We appreciate that these are challenging times and that just surviving in the hospitality and accommodation space is difficult enough, so Iris' commitment to growing the Resort and its future is pleasing. Investment in tourism and hospitality, and the resultant economic growth and job opportunities are most welcome by not only by the Rafferty's community, but also by Lake Macquarie City Council (LMCC) and the wider community.

It was with this enthusiasm, and with the offer to consider how the Community might support the project, that we entered into early discussions with Iris. At that stage, Iris' then General Manager Craig Hibbard assured us that the development, other than perhaps the proposed Hotel, would largely comply with LMCC's guidelines and would build on and reflect the character of the Resort as a family holiday and short breaks destination.

It was therefore with considerable surprise that the updated Masterplan (Revision C) presented to us didn't appear to be within Council's guidelines/regulations, including the Local Environment Plan (LEP) for this location. It was also felt that there was little dialogue on how the entire nature of the development had changed or on what grounds or justification such a departure from the original concepts were based. From our perspective:

- the plans as proposed are not consistent with the provisions, objectives or maps with the Lake Macquarie LEP 2014 for the site.
- a particular divergence is in respect to height, with buildings up to 36m being proposed in areas where the existing maximum is 8.5m.
- these are not insignificant or minor variations, and we believe would require enormous consideration, assessment, justification as provided for in the LEP Gateway process.
- it is not just building height but as importantly context, integration, impact and appropriateness.

Whilst we don't wish to get to any level of detail at this point in time, especially as the plans in many ways pre-empt the proposed and necessary changes to the LEP, we raise the following preliminary issues for consideration/discussion moving forward:



- the site is zoned for an Integrated Tourist Development, but the plans we have been shown do not demonstrate any attempts to achieve integration.
- the scale of development seems inconsistent with the surrounding built and natural context.
- there is no demonstration of integration in terms of building style, materials treatments, landscaping, uses, pedestrian and vehicular movements, functionality or management.
- we have not been advised or consulted on how, or if indeed design has taken into account, issues such as run off, drainage, overshadowing, amenity, views, etc.
- the existing road network (owned and maintained by the Community) appears inadequate to cater for any increase in traffic.
- other Community owned and maintained assets such as tennis courts, pools, lake front park land and internal site open spaces will be available for use by all Resort Owners and Guests, reducing amenity and access.
- issues such as adequate car parking, access from Wild Duck Drive, circulation, commercial vehicle movements, provision for coaches, etc will need to be considered, modelled, addressed and approved.
- the provision of a Marina, although aspirational and positive in many ways, has no demonstrated likelihood of approval or capacity.
- issues such as access via water, air and road are not identified and will need consideration. Given the existing transport framework, 100% of visitors would be arriving by motor vehicle.
- we would expect that the process of LEP Gateways would require substantial Community engagement and in particular social, environment and economic impact assessments.

While we have raised a number of issues here, we are not saying that some or many can't be addressed and resolved with proper discussion and consideration. However based on the current Masterplan, the CA is unable to offer it's support at this time.

As mentioned at our meeting, we would be keen to be engaged in any future discussions or meetings between Iris and LMCC. However, separate to this, we sought a meeting with LMCC Officers, with our aim being not to get into the detail of the proposal, but to share a common understanding with LMCC of the process, the obligations and rights of each stakeholder and to overview the matters that should be considered in the approvals path moving forward through Gateway, LEP amendment, and submission and assessment of a DA or indeed multiple DA's.

LMCC have agreed to a meeting and we have indicated to them that we'd be very happy (indeed it is our preference) to have Iris and any of their Consultants represented at this meeting. At this stage, it is proposed that this meeting (by Zoom) be on either the late afternoon of Wednesday 15<sup>th</sup> or Thursday 16<sup>th</sup> of September, with the possibility Friday 17<sup>th</sup> if necessary. Let us know if you are happy to participate and we will continue to liaise with you to finalise these arrangements.

Yours sincerely

[Redacted Signature]

Chairperson Rafferty's Community Association Review Sub-Committee



Cc: [Redacted]  
Cc: [Redacted]  
Cc: [Redacted]  
Cc: [Redacted]  
Cc: [Redacted]  
Cc: [Redacted]



## Communication 2

**From:** Rafferty's Resort CA - DP 270043

**Sent:** Friday, 15 October 2021 5:50 PM

**To:** Jamie Boswell <[Jamie@iriscapital.com.au](mailto:Jamie@iriscapital.com.au)>

**Subject:** Rafferty's Resort - Iris Capital Redevelopment - Community Report

Dear Owners,

The following is an update on the dialogue between Iris Capital (Iris) and the Review Sub-Committee (RSC) regarding Iris' current thinking on the future development at Rafferty's Resort.

- following their acquisition of an interest in Rafferty's Resort in February 2021, Iris have been looking to redevelop their assets in the Resort to optimise their potential. Understandably, they have driven this process on a "commercial-in-confidence" basis.
- in June 2021, Craig Hibbard (previously Iris' General Manager who has subsequently resigned from the company) provided the Executive Committee (EC) a general overview of their initial Masterplan, which was generally supported and consistent with expectations.
- Iris then held meetings with Lake Macquarie City Council (LMCC). Following this, and after further consultation with their Town Planners and Architects, Iris met with the RSC in August 2021 to present an updated Masterplan, which proved to be very different from what was originally discussed with Craig Hibbard. A written response to those plans was sought by Iris.
- the latest Masterplan appears ambitious and indicates much more significant density, scale and nature of development than the initial discussion revealed. Images can be seen on Iris Capital's website under Developments.
- initial investigations by the RSC indicated that Iris' plans could not be achieved under the existing legislative land use/development controls that apply to the site. A legislated height limit of 8.5m applies across the entire site (consistent with existing development) and the change in height limits proposed by Iris would require a change to the Local Environment Plan (LEP), commonly referred to as a rezoning.
- on 16/09/21, Jenny Hawes facilitated a meeting between RSC members and two Senior Council Officers who have responsibility for these matters. Jenny is a member of our Owners' Liaison Sub-Committee and is assisting the RSC given her qualifications, experience and network. Her ability to get us high level meetings with LMCC and her knowledge of these matters has greatly assisted the team so far.
- Senior Council staff have advised that a rezoning of this nature would require assessment and approval by both LMCC and the NSW Government through



the Department of Planning. The process is detailed and rigorous and it was indicated that it commonly takes in the order of 24 months. Separate to this, a Development Application would need to be made, assessed and approved under State Significant Legislation.

- further, the Senior Council Officers advised that while Council supported increased tourism development in Lake Macquarie, they would rely on the legal, planning and consultation processes to determine whether a rezoning was appropriate.
- the process will require at a minimum Environmental, Social, Economic, Traffic, Parking, Drainage and Visual Amenity to be assessed and considered.
- the RSC have written to Iris (see attached) expressing both its support for growth and development, but also its concerns with the development proposal as presented. Iris have not yet responded.
- there is provision within the CMS for independent consultants (with EC approval) to be engaged should the need arise. Whilst this may well be necessary in due course, the RSC feels that this is not necessary at this stage of proceedings.

The matters being dealt with are complex, detailed and evolving. Iris have had a change of Senior Management directing this project; the Covid 19 pandemic has interrupted plans and disrupted business; Trinity Point Marina has also announced significant redevelopment plans and the need for a rezoning; Accor have come on board as on-site Accommodation Managers; and the face and future of tourism has substantially changed. Progress to redevelopment on site is not expected to be quick or easy.

The RSC will continue to update the Community, as appropriate.

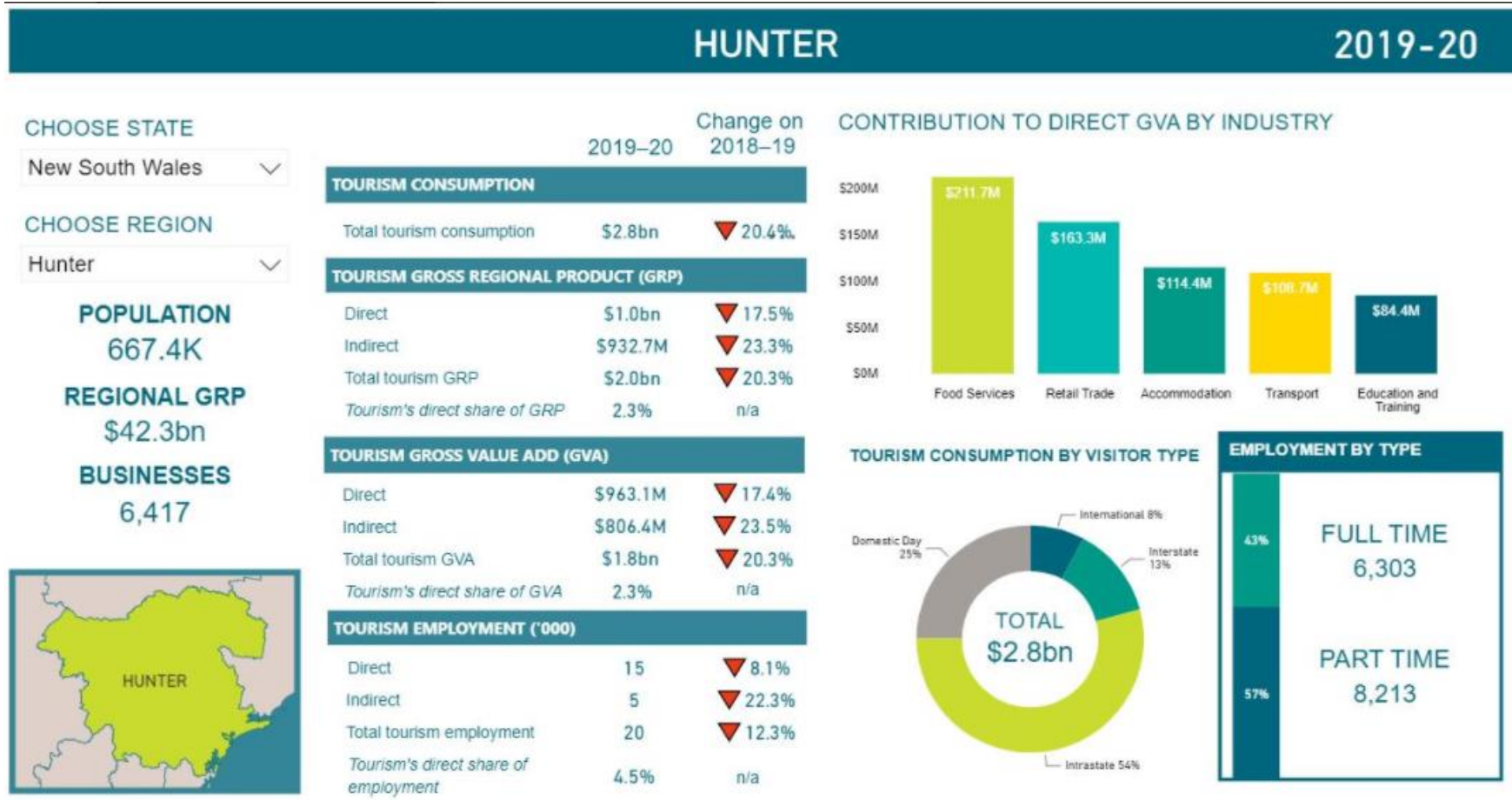


RSC Chairperson



## Annexure 5: Government agency tourism data

### Destination NSW Economic Value of Tourism – Hunter Region 2019-2020

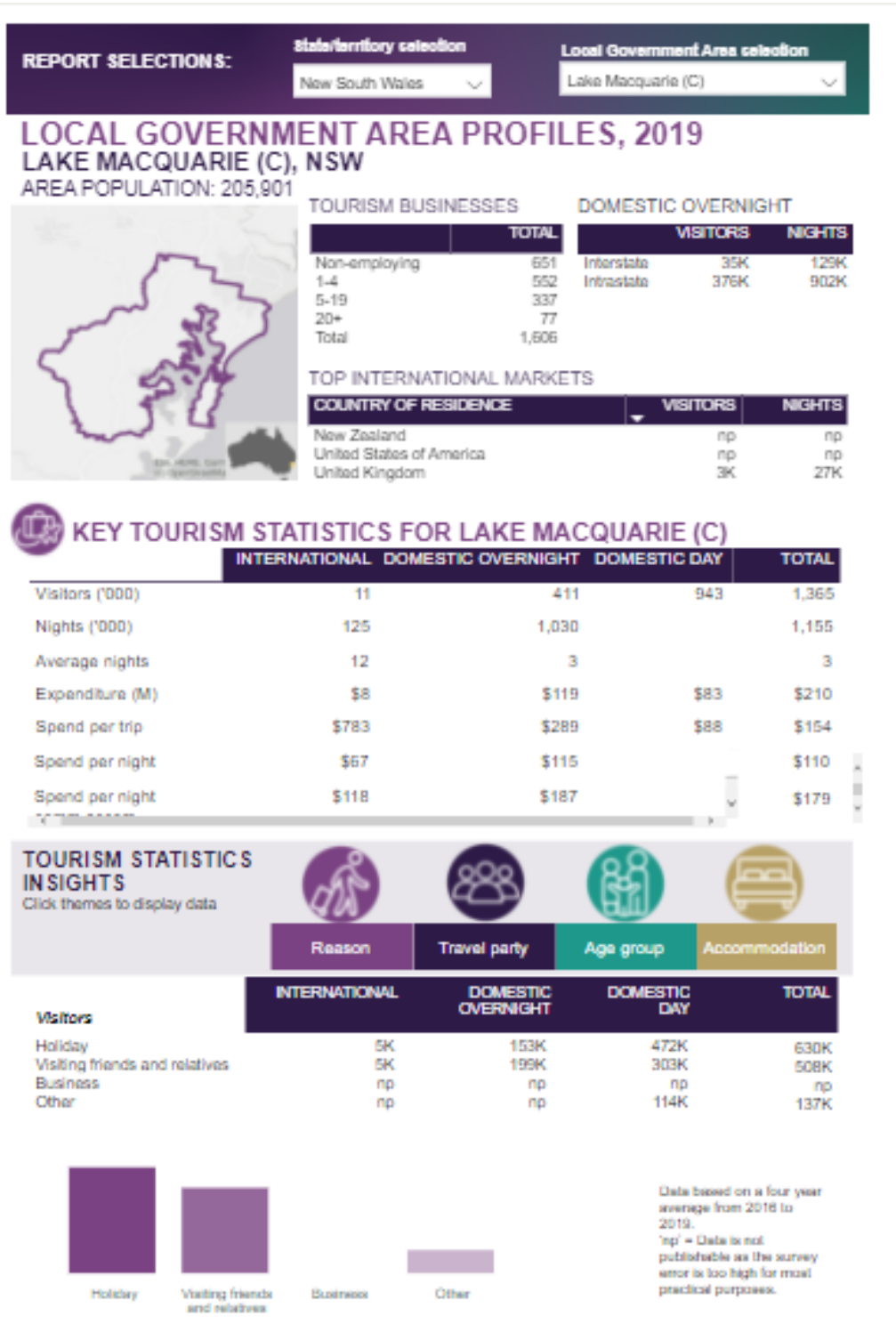


Source: Destination NSW < <https://www.destinationnsw.com.au/tourism/facts-and-figures/economic-value#tourismregion> >





Tourism Research Australia data – Lake Macquarie LGA





## Annexure 6: Liquor licence LIQH424012497 conditions imposed by ILGA

### Conditions

Licence conditions imposed by the Liquor Act and Regulation apply. To view a copy of these conditions, go to [www.liquorandgaming.nsw.gov.au](http://www.liquorandgaming.nsw.gov.au).

Additional licence conditions.

<b>Condition type:</b>	Condition	<b>Condition source:</b>	Authority
<b>Applies to:</b>	Minors area authorisation		
<b>Reference:</b>	330		
<b>Condition:</b>	Whole of the licensed premises.		
<b>Start date:</b>	01/07/2008		
<b>Condition type:</b>	Condition	<b>Condition source:</b>	Authority
<b>Reference:</b>	3010		
<b>Condition:</b>	<p>1) The licensee must maintain a closed-circuit television (CCTV) system on the premises in accordance with the following requirements:</p> <p>(a) the system must record continuously from opening time until one hour after the premises is required to close (or, in the case of a premises that is not required to cease trading, continuously at all times),</p> <p>(b) recordings must be in digital format and at a minimum of ten (10) frames per second,</p> <p>(c) any recorded image must specify the time and date of the recorded image,</p> <p>(d) the system's cameras must cover the following areas:</p> <p>(i) all entry and exit points on the premises,</p> <p>(ii) the footpath immediately adjacent to the premises, and</p> <p>(iii) all publicly accessible areas (other than toilets) within the premises.</p> <p>2) The licensee must also:</p> <p>(a) keep all recordings made by the CCTV system for at least 30 days,</p> <p>(b) ensure that the CCTV system is accessible at all times the system is required to operate pursuant to clause 1(a), by at least one person able to access and fully operate the system, including downloading and producing recordings of CCTV footage, and</p> <p>(c) provide any recordings made by the system to a police officer or Liquor and Gaming NSW inspector within 24 hours of any request by the police officer or Liquor and Gaming NSW inspector to provide such recordings.</p>		
<b>Start date:</b>	15/12/2021		
<b>Condition type:</b>	Condition	<b>Condition source:</b>	Authority
<b>Reference:</b>	6010		
<b>Condition:</b>	<p>The venue is to make a financial contribution of \$1,239,505.50 to the Responsible Gambling Fund (RGF) by way of five payments, the first due within 28 days of the licence commencing trade then annually thereafter. The first payment is to be 10% of the total financial contribution amount, the second 15%, the third 20%, the fourth 25% and the fifth the remaining 30%.</p> <p>After two years of operating gaming machines, the applicant's total contribution may be recalculated as 15% of the average annual profit per gaming machine operated by the venue, multiplied by the GMT increase granted, multiplied by five, LESS any payments made in years 1 and 2, with any remaining balance then to be paid annually, in equal instalments over the remaining 3 years.</p>		
<b>Start date:</b>	15/12/2021		
<b>Condition type:</b>	Condition	<b>Condition source:</b>	Authority
<b>Reference:</b>	6020		
<b>Condition:</b>	<p>The premises is to be operated at all times in accordance with the Gaming Plan of Management dated July 2021 as may be varied from time to time after consultation with the Authority. A copy of the Plan of Management is to be kept on the premises and made available for inspection on the request of a police officer, council officer, Liquor and Gaming NSW inspector, or any other person authorised by the Independent Liquor and Gaming Authority.</p>		
<b>Start date:</b>	15/12/2021		



<b>Condition type:</b>	Condition	<b>Condition source:</b>	Authority
<b>Reference:</b>	6030		
<b>Condition:</b>	<ol style="list-style-type: none"><li>1) The licensee must keep and maintain a gambling incident register.</li><li>2) The gambling incident register must record:<ol style="list-style-type: none"><li>(a) any incident in which a patron of the venue displays or engages in problematic gambling behaviour of the kind specified in the 'Signs of risky and problem gambling behaviour: Know the signs and how to act' factsheet published on the L&amp;GNSW website as amended from time to time.</li><li>(b) the time, location and machine number(s) and brief description (or identity, if known) of any gaming machine player identified displaying or engaging in that behaviour</li><li>(c) any proposed or implemented self or third-party exclusions of gaming machine players (specifying the player's name (where provided or known), membership number (if applicable) and duration of any exclusion) and the patron's response to the same.</li><li>(d) Any breach or attempted breach of a self or third party exclusion</li></ol></li><li>3) The gambling incident register must also record details of the action taken in response to the incidents, applications and other matters recorded in the register.</li><li>4) The licensee must review the gambling incident register at least on a monthly basis and must consider whether an exclusion order is appropriate for any person who has been asked to self-exclude but has declined to do so.</li><li>5) The information recorded in a gambling incident register must be retained for at least 3 years from when the record was made.</li></ol> <p>The licensee must, at the request of a police officer or L&amp;GNSW inspector, make any gambling incident register available for inspection.</p>		
<b>Start date:</b>	15/12/2021		

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## Annexure 7: Gaming Plan of Management

### **RAFFERTY'S BY THE LAKE**



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### **GAMING PLAN OF MANAGEMENT**

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Updated: July 2021





# GAMING PLAN OF MANAGEMENT

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## **A. Site and Locality Details**

### **1. Location**

- 1.1 The Rafferty's by the Lake is located at 1 Wild Duck Drive Cams Wharf NSW 2281.
- 1.2 The Hotel is situated within the SA2 Band 2 area of Swansea – Caves Beach, within the Lake Macquarie Local Government Area.

### **2. Venue Particulars**

- 2.1 The public areas of the hotel are comprised over a single level.
- 2.2 The hotel provides a full-serviced bar, Restaurant / Café and accommodation.
- 2.3 The hotel is best characterised as a modern dine, drink and accommodation venue which caters to the residential occupiers of the suburb of Cams Wharf and visitors alike.
- 2.4 Gaming machines are only located within the confines of the gaming room.

### **3. Land Use**

- 3.1 Having regard to its location within the suburb of Cams Wharf, there is a significant mix of residential, accommodation and holidays let uses in the vicinity of the hotel.
- 3.2 The hotel is situated in an area with a low degree of vehicle thoroughfare.

## **B. Operational Details**

### **1. Structure, Staffing and Operating Environment**

- 1.1 The operator will incorporate existing group practices and policies in order to ensure the effective management and operation of the hotel.
- 1.2 The operator will employ a full-time licensee to exercise control over the operation of the premises and to ensure compliance with the responsibilities of the hotel under the relevant licensing laws.
- 1.3 The hotel also employs duty managers and casual staff including bar attendants, gaming room attendants and a Responsible Gambling Officer.
- 1.4 The Licensee is responsible for ensuring compliance with regulatory controls and staff matters. At any time that the Licensee is absent from the premises, a manager who is appropriately qualified to perform that role is required to be present on the premises to perform the functions of the licensee.



- 1.5 The duty managers are responsible for the general operation of the hotel and report to the licensee. Some of the specific responsibilities of the duty managers are as follows:
- (a) Provide support to management in an operational capacity;
  - (b) Ensure that a copy of the hotel licence and conditions are correctly displayed and enforced;
  - (c) Monitor intoxication and responsible service of alcohol;
  - (d) Monitor patron behaviour and responsible conduct of gambling;
  - (e) Instruct and direct staff members and security to perform duties;
  - (f) Handle complaints from customers and any other person in accordance with the procedures of the hotel;
  - (g) Reinforce hotel policies to staff members in relation to procedures such as responsible service of alcohol, checking of identification and evacuation;
  - (h) Customer relations;
  - (i) Monetary control;
  - (j) Evaluate performance of staff and security on a weekly basis; and
  - (k) Conduct regular staff meetings and training to ensure that staff members are up to date on house / gaming policies and procedures.
- 1.6 Bar attendants are engaged at the hotel in numbers necessary to meet the customer demand from time to time. The primary role of bar attendants is customer service. Bar attendants are responsible to ensure that alcohol is served responsibly and intoxication is prevented.
- 1.7 Gaming attendants and TAB operators are engaged to service patrons using gaming machines or the TAB facilities including providing payouts of jackpots, facilitating wagering transactions, and maintaining race/sport information and broadcasts.
- 1.8 The Hotel will employ a Responsible Gambling Officer to work all hours when gaming machines are being operated so as to monitor patrons using gaming machines for signs of problem gambling, namely Monday to Saturday 10:00am – 12 Midnight and Sunday 10:00am – 10:00pm.
- 1.9 The hotel will operate pursuant to a hotelier's licence in accordance with the requirements of the Liquor Act 2007 and Liquor Regulation 2018.





1.10 The hotel will be a member of the Local Licensing Accord and the Licensee, manager or supervisors will attend Accord meetings, when available.

## **2. Hotel Gaming Room**

2.1 The Hotel will operate 20 Gaming Machines.

2.2 All gaming machines are to be located within a gaming room as prescribed by Clause 8 of the Gaming Machines Regulation 2019, in that:

- (a) The gaming room is located in a bar area of the Hotel;
- (b) The gaming room is physically separated from the general bar area by walls and doors;
- (c) Patrons are not compelled to pass through the gaming room in order to enter or leave the Hotel or in order to gain access to another part of the Hotel;
- (d) Entry to the gaming room is free of charge;
- (e) The machines cannot be seen from any place outside the Hotel that is used by the public or to which the public has access;
- (f) All gaming machines are suitably spaced in order to facilitate access;
- (g) The gaming room is supervised at all times by way of electronic means and physical present of the licensee or an employee; and
- (h) The gaming room has a doorway(s) that provide reasonable access to and from the gaming room to at least one operating bar and at least one toilet for each gender without the need for patrons to go on a public street, or to any area not forming part of the Hotel when moving from the gaming room to the other facilities.

2.3 The gaming room will be under CCTV supervision at all times.

2.4 No ATM or cash dispensing facilities are to be permitted and/or installed in the gaming room.

2.5 Credit Cards are to be prohibited from being accepted by any ATM or cash dispensing facilities installed within the hotel.



### **3. Hotel Trading Hours and Gaming Machine Shutdown Hours**

- 3.1 The hotel will operate between the following hours subject to the limitations imposed by Division 3 of Part 6 of the Liquor Act 2007:

#### **Consumption on Premises:**

Monday	05.00am to 12.00am
Tuesday	05.00am to 12.00am
Wednesday	05.00am to 12.00am
Thursday	05.00am to 12.00am
Friday	05.00am to 12.00am
Saturday	05.00am to 12.00am
Sunday	10.00am to 10.00pm

#### **Take away sales**

Monday to Saturday	05.00am to 11.00pm
Sunday	10.00am to 10.00pm

- 3.2 The gaming room will operate at all times that the hotel is open to trade in accordance with the requirements of the Gaming Machines Act and Regulations.
- 3.3 The hotel will also be subject to following 6 – hour gaming machine shutdown in accordance with Division 2 of Part 4 of the Gaming Machines Act 2001.

#### **Gaming Machine Shutdown**

Monday	04.00am to 10.00am
Tuesday	04.00am to 10.00am
Wednesday	04.00am to 10.00am
Thursday	04.00am to 10.00am
Friday	04.00am to 10.00am
Saturday	04.00am to 10.00am
Sunday	04.00am to 10.00am

### **C. Harm Minimisation Measures and Strategies**

#### **1. Responsible Conduct of Gambling**

- 1.1 The hotel's management and staff are supportive of and encourage responsible gaming practices. All staff engaged in the operation of gaming machines must have completed the prescribed Responsible Conduct of Gambling Course. A copy of each responsible gambling certificate / competency card for all staff is maintained in a register at the Hotel.



- 1.2 The hotel shall maintain a Gaming Incident Register, which is to note compliance with harm minimisation measures and include brief reports of any gaming incidents should they occur within the hotel.
- 1.1 In the event of the occurrence of an incident which is deemed by the Responsible Gambling Officer or manager to be a serious incident, reports are to be taken from each staff member and any patron witnesses, and a copy of the reports kept with the gaming incident register.
- 1.2 All reports in the Incident Register are to contain a reference to the time and location of the incident and the name of the author of the report.
- 1.3 The Hotel will not offer prizes associated with the use of its gaming machines and the Hotel has a policy of not cashing cheques.
- 1.4 The gaming room is to have a strong presence of staff so as to enable staff to identify and assist patrons who need help.
- 1.5 Staff are to receive monthly in-house training and refreshers on the responsible conduct of gambling and how to identify problem gambling behaviour. Signs that staff members are trained to be aware of in patrons include:
  - (a) persistent or unduly frequent gambling such as gambling every day
  - (b) gambling for extended periods without a break;
  - (c) avoiding contact with other persons while gambling;
  - (d) communicating very little with anyone else;
  - (e) engaging in rituals or superstitions when gambling;
  - (f) barely reacting to events going on around them;
  - (g) displaying aggressive, antisocial or emotional behaviour while gambling;
  - (h) making requests to borrow money from staff or other customers continuing to gamble with the proceeds of large wins; and
  - (i) displaying faulty cognitions to justify gambling (e.g. believing that there are certain ways of playing poker machines that give you a better chance of winning money, refusing to play on machines that have recently paid out and believing that winning or losing tends to occur in cycles).
- 1.6 Staff are also to receive monthly communication training so as to be able to offer assistance to patrons when observations of the above behaviors are made, and staff members hold a reasonable belief that the patron is or may



be developing into a problem gambler. Any approaches by staff members are to be tactful and respectful and can include:

- (a) simple interaction with the customer to divert attention from gambling;
- (b) encouraging the patron to take advantage of other facilities of the hotel, such as the bistro and lounge areas; and
- (c) offering the patron non-alcoholic refreshments to be consumed outside of the gaming room.

1.7 Any time a staff member makes an intervention on the basis that they consider that a patron may be exhibiting signs of problem gambling, they must record the intervention in the gaming incident register.

1.8 Irrespective of whether staff identify problem gambling behaviours or not, staff are to conduct regular welfare checks patron interactions after midnight to encourage break in play.

1.9 Further responsible gambling initiatives implemented by the business owners in addition to compliance with the legal requirements include:

- (a) A Responsible Gambling Officer is to be appointed to provide specialist support to staff and patrons;
- (b) no free or discounted alcohol provided to gaming patrons as an inducement to gamble;
- (c) no free credits are to be provided to gaming patrons;
- (d) every machine is to be located in a gaming room, with no machines to be placed in the general bar area or in a position where they are visible from a public place;
- (e) no promotion or marketing of the gaming room;
- (f) \$1,000.00 limit on the amount of cash that can be withdrawn from the ATMs within the venue;
- (g) display information about local support services in strategic locations, like the bathroom and on digital displays.
- (h) Promote local support services in direct marketing to patrons;
- (i) Promote gambling awareness campaigns in the hotel and marketing;
- (j) Include responsible gambling messages on the hotel's website and in newsletters and loyalty program marketing;
- (k) Promote responsible gambling messages on electronic displays;



- (l) Initiate self-exclusion when requested, regardless of the day or time;
- (m) Have staff familiarise themselves (on a weekly basis) with photos of people who have been self-excluded;
- (n) Make information available to patrons on how to make a complaint about Responsible Conduct of Gambling; and
- (o) Have a complaint register in place with specific arrangements for Responsible Conduct of Gambling complaints. Complaints are to be addressed by the Duty Manager and feedback is to be provided to all staff regarding the action taken by the Duty Manager.

## 2. Signage and Advertising

2.1 The Hotel will comply with advertising requirements in respect of gaming:

- (a) The Hotel will not use the word "casino" in any description or promotion of the Hotel;
- (b) The Hotel will not permit gaming related advertising material to be displayed on the exterior or interior of the premises;
- (c) The Hotel will not promote irresponsible gaming or gaming practices;
- (d) The Hotel will display a clock, that is set to, or within 10 minutes of, the correct time and is in view of patrons in the gaming room;
- (e) The Hotel will not publish the details of any person who has won a prize in excess of \$1,000; and
- (f) The Hotel will display the prescribed signage with the gaming room, on all gaming machines, on the ATM any EFTPOS facilities.

2.2 Patrons shall be made aware of the problems associated with excessive gambling and help available through the prescribed signage required to be located on each gaming machine and throughout the gaming room as follows:

- (a) One each gaming machine, so as to be clearly visible whilst playing:

*Help is close at hand GAMBLEAWARE [gambleaware.nsw.gov.au](http://gambleaware.nsw.gov.au)  
1800 858 858*

- (b) At the entry and throughout the gaming room, so as to be conspicuous:

*A million to one. That's your chance of hitting the jackpot on a gaming machine.*

*What's gambling really costing you? More than you think.*



*Help is close at hand. Here for you 24/7.*

- 2.3 Each gaming machine shall also have the following prescribed problem gambling notice affixed to it, so as to be clearly visible whilst playing:

*Call Gambling Help. 1800 858 858 [www.gamblinghelp.nsw.gov.au](http://www.gamblinghelp.nsw.gov.au)*

- 2.4 Each bank of gaming machines shall also have the following prescribed self-exclusion contact cards securely attached to it, so that they can be clearly seen when playing a gaming machine or approaching it:

*Help is close at hand. To find out what support is available for you, visit [gambleaware.nsw.gov.au](http://gambleaware.nsw.gov.au) or call 1800 858 858.*

- 2.5 The ATMs located within the Hotel shall also display the following appropriate signage to notify patrons of the problems associated with gambling:

*Help is close at hand  
GambleAware  
[Gambleaware.nsw.gov.au](http://Gambleaware.nsw.gov.au)  
1800 858 858*

- 2.6 A counselling signage notice is to be erected at the entrance to the gaming room. The notice must contain the following message:

*Need a break from gambling? You can ban yourself from gambling here. Talk to the Gaming Manager or call GambleAware 1800 858 858.*

- 2.7 The hotel must ensure that player information brochures, as approved by Liquor & Gaming NSW, are available:

- (a) In a gaming room;
- (b) Displayed in a conspicuous place at the entrance of the hotel; and
- (c) Provide to patrons in a foreign language, if requested.

- 2.8 A notice advising patrons of the availability of problem gambling counselling services and the self-exclusion scheme to be erected in the gaming room. The notice must state the following:

- (a) The name and contact details of the local problem gambling counselling service providers;
- (b) That a self-exclusion scheme is available to prevent patrons from entering or remaining in any nominated area of the hotel to assist in controlling their gambling; and



- (c) Advise that the Responsible Gambling Officer is available to assist patrons with becoming participants in a self-exclusion scheme.
- 2.9 The following local problem gambling counselling service providers are to be promoted within the hotel:
- (a) Mission Australia – Hunter – 21 Mary Street, Singleton NSW 2330;
  - (b) Samaritans Foundation – Hunter – 1240 Vincent Street, Cessnock NSW 2325
  - (c) Wesley Community Services – Hunter – 15 Denison Street, Newcastle NSW 2302
  - (d) Woodrising Neighbourhood Centre – Haydenbrook Road, Woodrising NSW 2284
- 2.10 Gambling contact cards are also to be attached to each bank of gaming machines and in a position that enables patrons to clearly see the gambling contact cards while playing the machines or when approaching the bank of machines.
- 2.11 Within the gaming room and at the entrance to the gaming room, a sign prohibiting minors shall be displayed as follows:

*Persons under the aged of 18 are not permitted in this area by law.*

#### **E. Self-Exclusion Scheme**

1. **Gamecare**
- 1.1 The hotel will operate the AHA's Gamecare self-exclusion scheme which prevents patrons, at their request, from entering or remaining in specific areas or the entirety of the hotel.
- 1.2 In order to effectively operate the self-exclusion scheme the hotel shall:
- (a) Initiate self-exclusion when requested, regardless of the day or time;
  - (b) Require the patron to be give a written and signed undertaking not to gamble in the hotel for the specified time. The undertaking is to be made immediately available to any patron upon request;
  - (c) Provide the patron with the opportunity to obtain independent legal advice as to the meaning of the undertaking;
  - (d) Provide the patrons with the contact details of the hotels and/or local problem gambling counselling services;



- (e) Obtain a photograph of the patron to assist in their identification by staff; and
- (f) Prohibit any patron from withdrawing from the scheme within the first 6 months.

#### **F. Gambling Help and Counselling Services**

- 1.1 Patrons of the Hotel are to be made aware of the AHA's counselling services and of the government funded "gambling HELP" counselling service.
- 1.2 The name and contact details of the following problem gambling counselling services are to be provided to patrons upon request:
  - (a) Mission Australia – Hunter – 21 Mary Street, Singleton NSW 2330;
  - (b) Samaritans Foundation – Hunter – 1240 Vincent Street, Cessnock NSW 2325
  - (c) Wesley Community Services – Hunter – 15 Denison Street, Newcastle NSW 2302
  - (d) Woodrising Neighbourhood Centre – Haydenbrook Road, Woodrising NSW 2284

#### **D. Handling of Cheques and Winnings**

- 1.1 The Hotel must not cash cheques unless they are made out to the hotelier or the hotel owner.
- 1.2 Any cheques presented must not be cashed if:
  - (a) The cheque is for more than \$400;
  - (b) The same person seeks to cash more than one cheque in the same day; or
  - (c) The same person has previously presented a dishonoured cheque.
- 1.3 In the event that a patron wins in excess of \$5,000, the hotel must pay any prize money that exceeds \$5,000 or the entire amount if requested by the patrons, by either:
  - (a) A crossed cheque with the words "Prize winning cheque – cashing rules apply" payable to the person; or
  - (b) An electronic funds transfer to an account nominated by the patron.