

Port Kembla

Regionally Significant Employment Precinct Profile

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Port Kembla, Regionally Significant Employment Precinct Profile

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Introduction

Port Kembla has been identified as a regionally significant employment precinct in the *Illawarra Shoalhaven Regional Plan 2041* (ISRP). Objective 4 in the ISRP is to activate regionally significant employment precincts to support new and innovative economic enterprise. The action in response (Action 3) is to develop precinct profiles for the regionally significant employment lands and where required, establish precinct collaboration team or teams to activate land for economic growth.

Regionally significant employment precincts will support jobs growth and development and generate significant economic benefits for the community.

Retaining and managing employment land and creating flexible planning and development controls will respond to new opportunities and technologies, including catalytic investments. While traditional industrial and manufacturing will remain an important part of Port Kembla, advanced and smart manufacturing will play an increasingly significant role within the precinct.

Collaboration on regionally significant employment land will assist in developing precinct profiles that identify each industrial area's:

- Future role
- Land requirements to support targeted industries
- Infrastructure servicing and water requirements
- Existing land constraints
- Enabling and simplified planning controls
- Potential planning approvals pathways to support simplification.

What is the precinct profile about?

The profile provides a summary of the planning and economic context of Port Kembla, as well as its current role/s and functions.

This profile also outlines future opportunities and options for the precinct to realise its potential for employment and growth. These have been drawn from what we heard in the agency and landowner/operator workshops and further explored through follow-up stakeholder survey responses with agency contacts and targeted individual engagement.

The profile recognises that these opportunities and the resolution of constraints can only be realised with coordination and collaboration between all levels of government, inter-governmental agencies, industry and industry organisations.

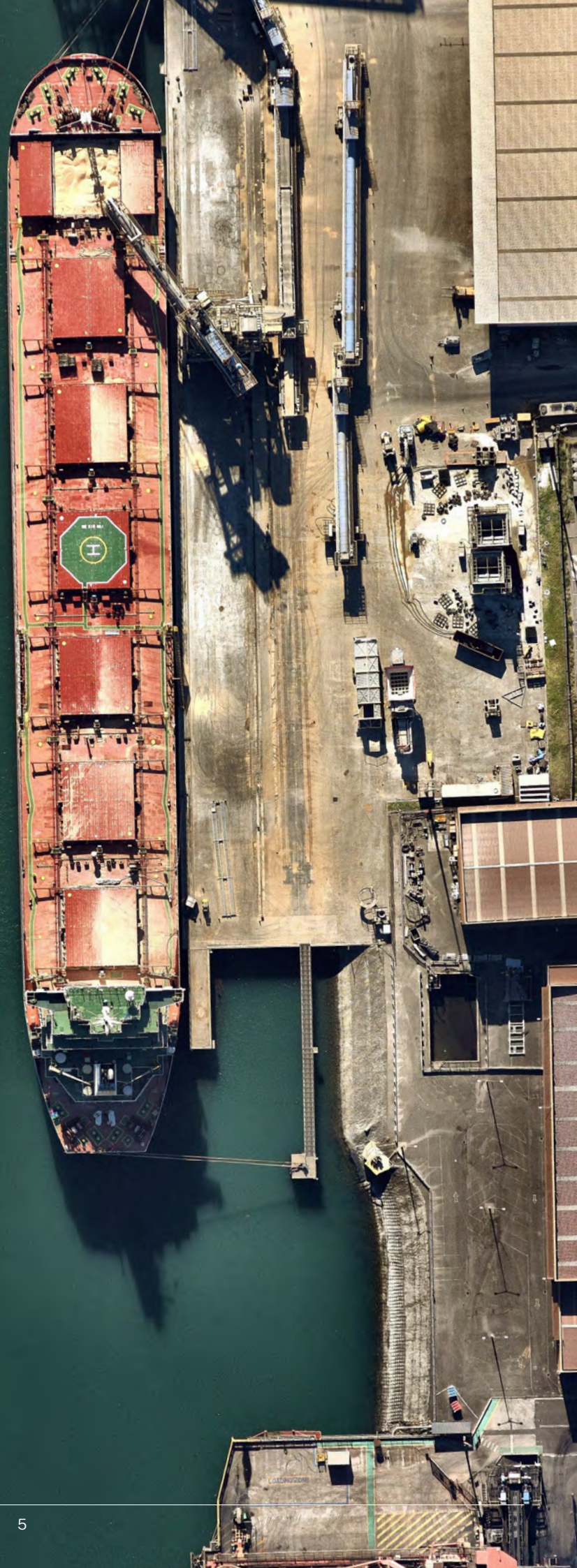
It is important to note that the options identified are not an action plan. Rather, they are potential options that were identified by stakeholders during the consultation process. These options could be further explored by establishing a collaboration team/s or through other existing stakeholder forums. A potential role for a concierge service has also been identified to provide an interface between government and private entities, such as potential investors, developers and landowners, in order to support growth.

The '**precinct**', for the purpose of this profile and project, refers to the **Port of Port Kembla** (the Transport and Infrastructure SEPP – Chapter 5 Three Ports area). However, it is acknowledged that the Port is also supported by other industrial areas such as Unanderra and Kembla Grange (Wollongong LEP 2009).

Planning Context

Port Kembla is recognised as a state significant precinct due to its importance to the NSW and Australian economies.

State Environmental Planning Policy (Transport and Infrastructure SEPP – Chapter 5 Three Ports) 2021 is the principal environmental planning instrument that sets the land use planning and assessment framework for appropriate development at Port Kembla.



Planning Context

The Transport and Infrastructure SEPP – Chapter 5 Three Ports in general identifies the land zoning within the Port Area as either 'IN3 Heavy Industrial' or 'SP1 Special Activities'. The SEPP largely relates to port related activities and:

- Provides a consistent planning regime for the development and delivery of infrastructure within the ports
- Identifies certain development as State Significant Development or State Significant Infrastructure
- Seeks to ensure that the land around the lease area of the port is maintained for port related and industrial uses.

The *Wollongong Local Environmental Plan 2009* (Wollongong LEP 2009) provides local planning provisions to the majority area in the city of Wollongong, except for areas covered by the Transport and Infrastructure SEPP.

The various planning pathways are illustrated in Figure 2.

Figure 1: Map showing showing extent of Transport and Infrastructure SEPP – Chapter 5 Three Ports Area

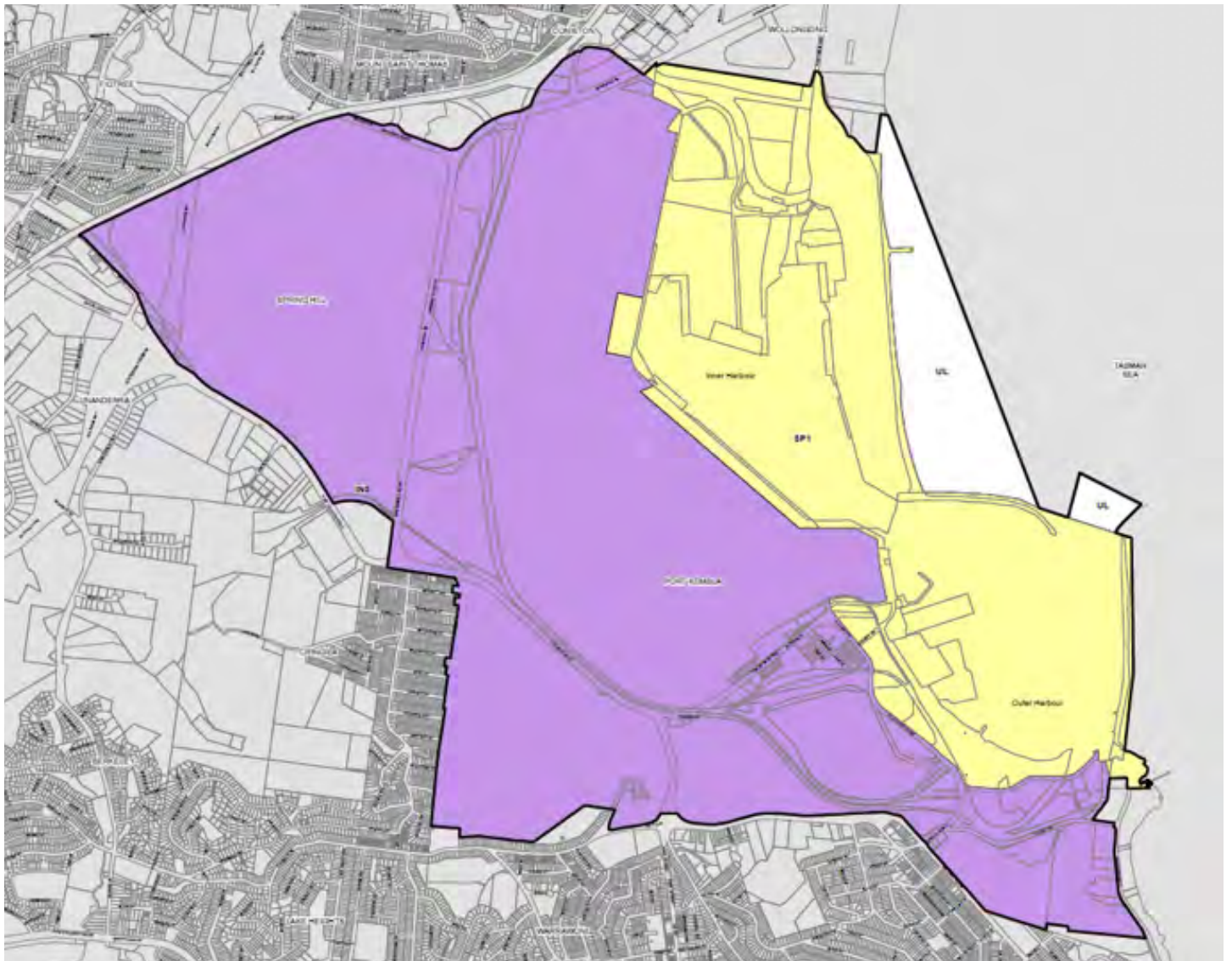
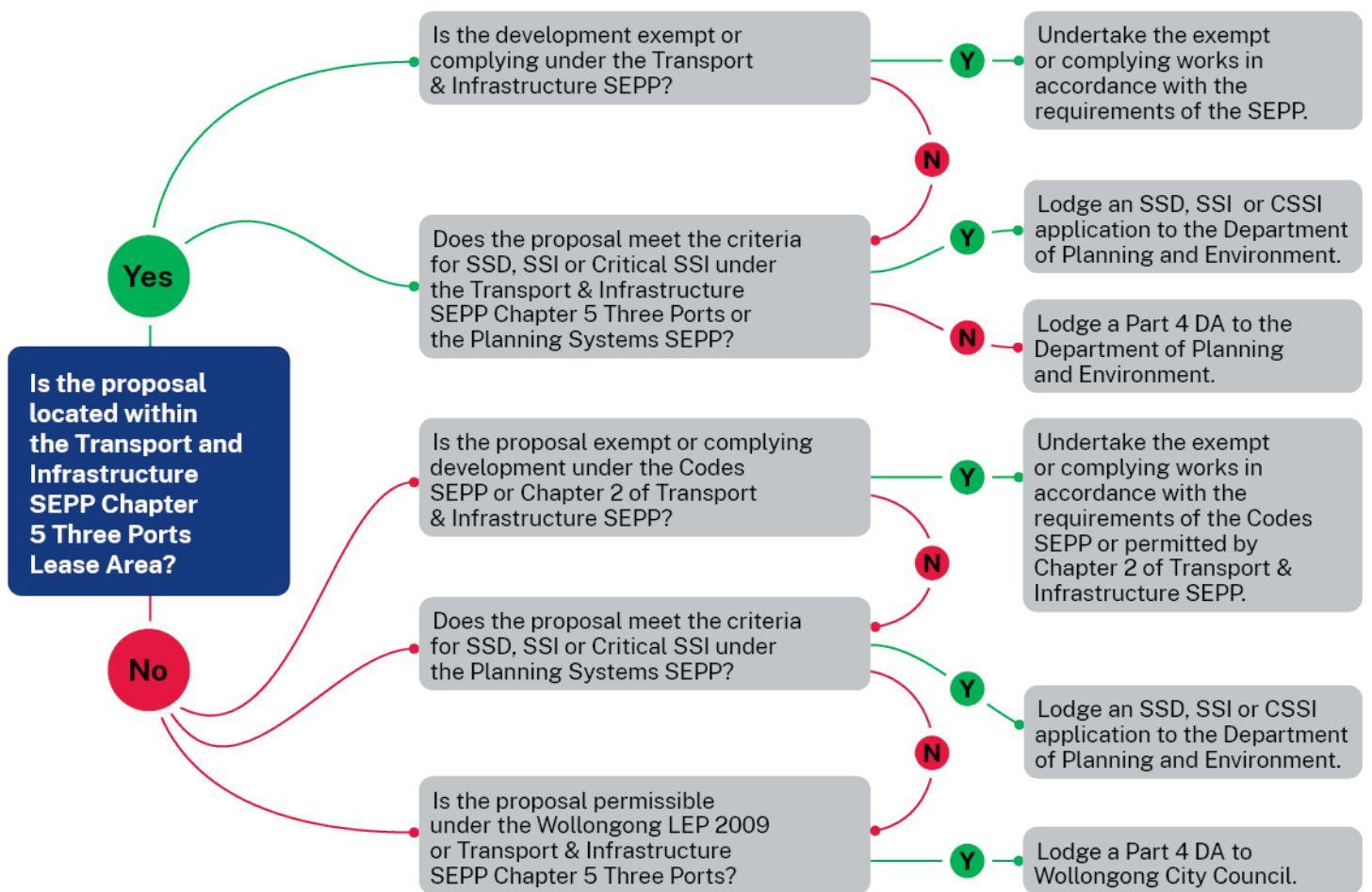


Figure 2: Planning Pathway Navigation



Note: This diagram seeks to illustrate key planning approval pathways only. For example, other exempt and complying development pathways (e.g. under the Codes SEPP, Chapter 2 of the Transport and Infrastructure SEPP and other environmental planning instruments) and the Port 5 pathway may also apply in some circumstances not identified in this diagram.

Port Governance, Committees and Working Groups

As a strategic economic asset, the port is supported by an established governance framework that includes:

- NSW Ports who are responsible for management of landside port operations including tenant leases and port infrastructure.
- Port Authority of NSW who are responsible for Port navigation, waterside security, operational safety of commercial shipping.
- DPE who are responsible for land use planning in the Transport and Infrastructure SEPP–Chapter 5 Three Ports area and Wollongong City Council all other areas.
- Transport for NSW who are responsible for managing freight corridors that service the Port.

Further, committees and working groups provide a mechanism for government, key investors and landowners to collaborate on issues and opportunities pertaining to the Port such as (though not limited to) the following:

- NSW Ports chairs Port Kembla Harbour Environment Group which involves stakeholder and community engagement that is an important part of NSW Ports' strategic thinking, operations, and decision-making process. Includes representatives from the EPA, community, operators, landowners, University of Wollongong, Council, BlueScope etc.
- Department of Regional NSW chairs the Port Kembla Hydrogen Hub which seeks to facilitate investment into Hydrogen Hub development, including at Port Kembla. There is significant work being done by this working group, which seeks to facilitate the investment pipeline for existing and emerging hydrogen initiatives in the precinct.
- Council chairs the Port Round Table which provides a round table discussion for resolution and planning related to Port Kembla. Includes representatives from DPE, Council, BlueScope, DRNSW, NSW Ports etc.

As per the Premier's announcement at the end of 2021, the Greater Sydney Commission is an emerging stakeholder that is likely to play a role in strategic planning for the region. There is potential for the Greater Sydney Commission to play a role in the future governance of the Port, as it prepares to become the Greater Cities Commission. This remit would include Newcastle, the Central Coast and Wollongong, in addition to Greater Sydney. Exact details of the Greater Cities Commission's remit are still being finalised.

Land Ownership

The Port area (Inner and Outer Harbour) is leased by the NSW Government to NSW Ports on a long-term lease. Most of these lands are then tenanted through leasing arrangements to port operators. Most of the industrial lands surrounding the Port lease area are owned by BlueScope Steel, with other landowners, such as Port Kembla Copper and other metal manufacturers, owning smaller parcels.

Economic Context

The Port of Port Kembla and surrounding industrial areas have been the base for a long industrial history within the region. Nestled between the sea and the Escarpment, the area's natural beauty is a deep-rooted attractor of skilled workers to the area.

The precinct leverages off a strong transport network comprising ports, rail and road, for access to domestic and international markets and an established service infrastructure network, including high voltage power and recycled water.

The precinct has access to a large and growing pool of skilled graduates, research capabilities and partnership opportunities. The region is home to the University of Wollongong, ranked 10th in Australia by the QS Top Universities rankings in 2021.

The precinct's significant investment pipeline, comprising hydrogen and other renewable energy projects, bulk liquids storage projects and the Outer Harbour development, will underpin the strong employment growth anticipated for the precinct.

Government policy and funding will help to underwrite its future success through initiatives such as the State Government's *NSW Hydrogen Strategy*. The Strategy notes a \$70 million investment to establish hydrogen hubs in the Illawarra and Hunter, the \$750 million in funds under the Net Zero Industry and Innovation Program, and potential location as a renewable energy zone (REZ). The *NSW Hydrogen Strategy* notes \$3 billion of incentives to commercialise hydrogen supply chains. The Strategy identifies Port Kembla as a potential hydrogen hub, as the catalyst for government funding and future success of the precinct.

In response to the closure of the Eraring Power Station, the NSW Government has announced an additional \$300 million to expand the Net Zero Industry and Innovation Program (NZIIP). This includes investments to help build new clean manufacturing capacity and capabilities and also includes additional funds towards the hydrogen strategy. The NZIIP is now worth \$1.05 billion.



The investment, economic and employment outlook

Based on Transport for NSW projections, over the next 20 years, an additional 2,369 direct jobs are forecasted to support a further 2,128 indirect jobs through flow-on economic multiplier effects at Port Kembla and surrounds. Actual jobs are likely to be higher considering the scale of future projects. The ongoing additional jobs forecasted has the potential to deliver an average **\$21.1 million in direct and \$18.8 million in indirect GVA** to the economy per annum.

Why Invest in the Port?



Transport – proximity to regional road network, city and private rail networks, deepest seaport on the eastern seaboard, access to Sydney International Airport in approximately 1 hour, Shellharbour Regional Airport accessible in 20 minutes



Service infrastructure – high voltage power, gas, recycled water



Human capital – access to a large and growing pool of graduates, research capabilities and partnership opportunities through University of Wollongong, BlueScope's innovation and research capability



Favourable government policies – recent policies are supporting new investment opportunities



Place attributes – nestled between the sea and the escarpment the area has natural beauty, an attractor for workers to move there.

Employment projections analysis by industry sector show that, across the Port Kembla, Unanderra and Kembla Grange industrial areas:

Employment growth will be driven by **ongoing development of the region's port-related and manufacturing uses**. This will see the largest quantum of additional jobs attributed to Manufacturing, Construction and Transport, Postal and Warehousing.

There are **34 projects** in the future pipeline within the Port Kembla precinct with a combined estimated value of almost **\$7.12 billion**. A summary of all projects is provided in the map and table, overleaf.

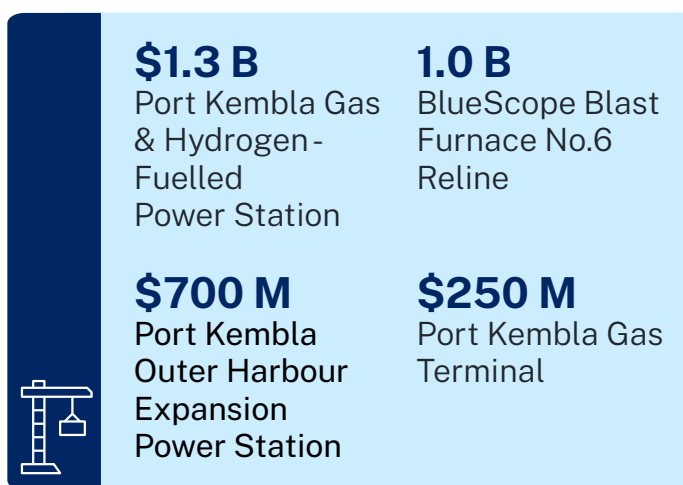


Figure 3: Projects with estimated values of \$250 million or more

Figure 4 shows the future projects planned within the precinct, as at November 2021.

There are nine projects that feature industrial units, factories or storage facilities. These projects **build upon the established manufacturing and warehousing functions that exist** south of Five Islands Road.

Waste-related uses are an emerging cluster within the precinct, with four waste-related projects. These include a liquid waste treatment facility, two waste resource recovery facilities and a recycling centre.

Mix of energy, warehouse, port and waste projects proposed

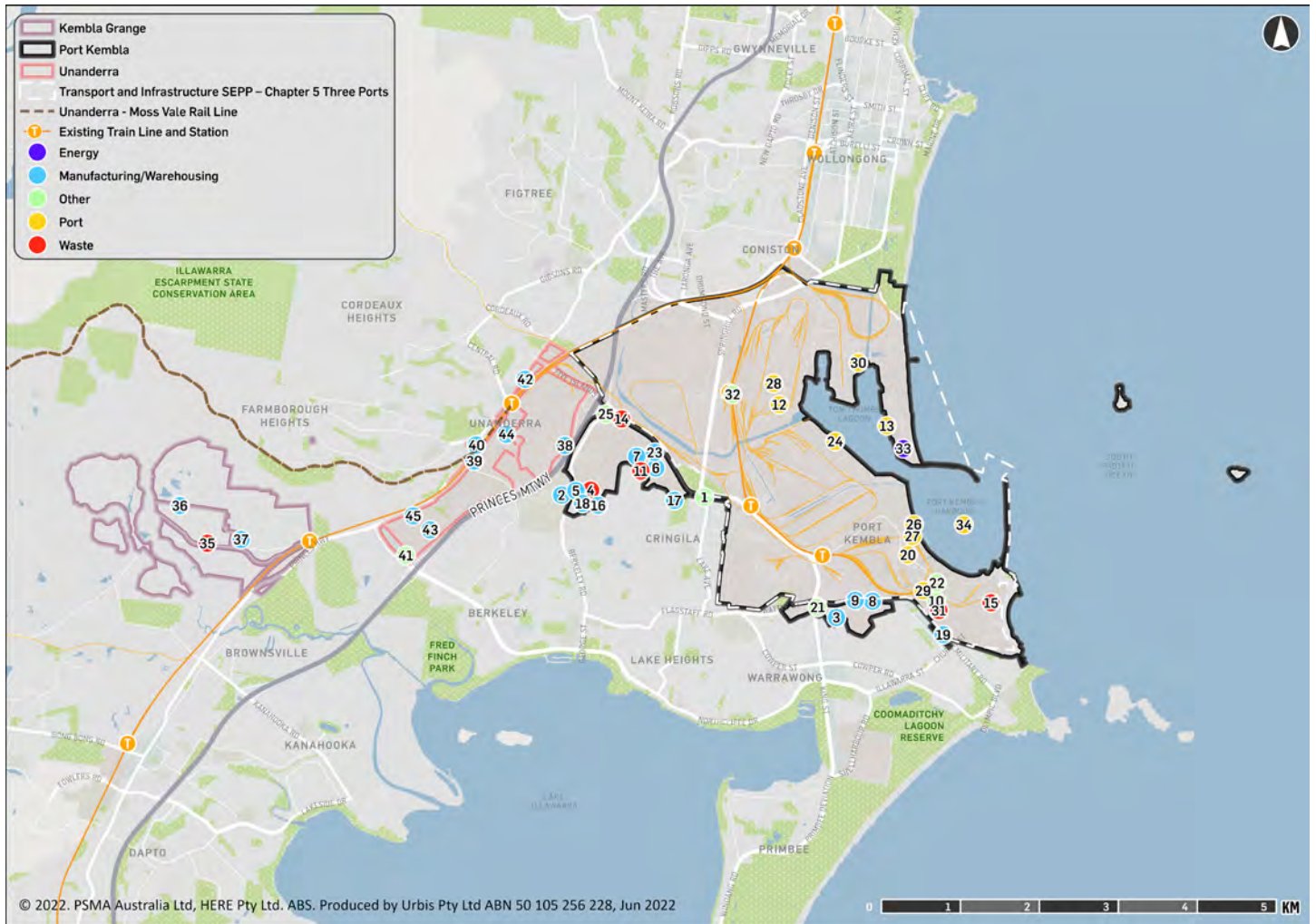


Figure 4: Future projects planned within the precinct

Investment Pipeline

Table 1: Investment pipeline

Map #	Project	Project Type	Suburb	Estimated Value (\$)	Development Stage	Estimated Completion
1	Westside Petroleum Service Station Upgrade	Other	Cringila	\$500,000	Development Approval	2022
2	Berkeley Road Industrial Units	Manufacturing/Warehousing	Berkeley	\$800,000	Development Approval	2022
3	Shellharbour Road Self Storage Units	Manufacturing/Warehousing	Port Kembla	\$800,000	Development Approval	2022
4	Warehouse Place Resource Recovery Facility	Waste	Berkeley	\$500,000	Development Approval	2022
5	Berkeley Road Warehouse	Manufacturing/Warehousing	Berkeley	\$500,000	Development Approval	2022
6	Waynote Place Industrial Building	Manufacturing/Warehousing	Unanderra	\$500,000	Development Approval	2022
7	Waynote Place Industrial Building	Manufacturing/Warehousing	Port Kembla	\$400,000	Development Approval	2022
8	Five Islands Road Industrial Building	Manufacturing/Warehousing	Port Kembla	\$200,000	Development Approval	2022
9	Five Islands Workshop	Manufacturing/Warehousing	Port Kembla	\$200,000	Development Approval	2022
10	Old Port Road Commercial Building	Other	Port Kembla	\$200,000	Development Approval	2022
11	Waynote Resource Recovery Facility	Waste	Port Kembla	\$200,000	Development Approval	2022
12	Coregas Hydrogen Refuelling Station	Port	Port Kembla	+\$500,000	Construction	2022
13	Port Kembla Gas Terminal	Port	Port Kembla	\$250,000,000	Construction	2023
14	Liquid Waste Treatment Facility Unanderra	Waste	Unanderra	\$6,430,000	Development Application	2023
15	Darcy Road Recycling Centre	Waste	Port Kembla	\$3,028,000	Development Application	2023
16	Warehouse Place Warehouse	Manufacturing/Warehousing	Berkeley	\$2,000,000	Construction	2023
17	Five Islands Road Light Industrial Units	Manufacturing/Warehousing	Cringila	\$2,000,000	Development Approval	2023
18	Brady Street Industrial & Commercial Development	Manufacturing/Warehousing	Berkeley	\$1,500,000	Development Approval	2023
19	79-83 Military Road Warehouse Units	Manufacturing/Warehousing	Port Kembla	\$600,000	Development Application	2023
20	Old Port Road Warehouse Units	Port	Port Kembla	\$500,000	Development Application	2023

Map #	Project	Project Type	Suburb	Estimated Value (\$)	Development Stage	Estimated Completion
21	Shellharbour Road Church	Other	Port Kembla	\$200,000	Development Application	2023
22	5 Old Port Road Service Station Park	Other	Port Kembla	\$200,000	Development Application	2023
23	35, 7 Waynote Place Industrial Unit	Manufacturing/ Warehousing	Port Kembla	\$200,000	Development Approval	2023
24	Port Kembla Steel Works Commodity Logistics & Import Project	Port	Port Kembla	\$150,000,000	Early Planning	2024
25	Glastonbury Avenue Service Station	Other	Unanderra	\$1,200,000	Development Approval	2024
26	Manildra -Port Kembla Bulk Liquid Terminal	Port	Port Kembla	\$110,000,000	Early Planning	2025
27	Port Kembla Bitumen Import & Dispatch Facility	Port	Port Kembla	\$110,000,000	Early Planning	2025
28	BlueScope No. 6 Blast Furnace Reline	Port	Port Kembla	\$1,000,000,000	Development Application	2026
29	Port Kembla Freight Rail	Port	Port Kembla	\$100,000,000	Early Planning	2027
30	Port Kembla Bulk Liquids Terminal	Port	Port Kembla	\$172,640,000	Development Approval	2030
31	Port Kembla Resource Recovery Facility	Port	Port Kembla	\$1,500,000	Early Planning	2030
32	South West Illawarra Rail Link	Other	N/A	\$3,200,000,000	Early Planning (status not confirmed)	2036
33	Port Kembla Gas & Hydrogen-Fuelled Power Station	Energy	Port Kembla	\$1,300,000,000	Early Planning	2030
34	Port Kembla Outer Harbour Expansion (Stage 1-3)	Port	Port Kembla	\$700,000,000	Development Approval	2037
Total 34 Projects				\$7,117,298,000		

Current Role and Function

Numerical and spatial data were analysed and checked using fieldwork observations to analyse the precinct's current characteristics, the types of businesses currently operating within the precinct and the role the precinct serves for the local economy.

The current role and function is centred around:

- Port functions, particularly bulk materials, liquids and vehicles (imports/exports);
- The steelmaking/manufacturing activities of BlueScope;
- Other steelmaking-related, general manufacturing and energy-related activities in the Port Kembla precinct.

As shown in the map below, the precinct does not operate in isolation, but rather, in synergy with the surrounding industrial areas. Kembla Grange's waste and resource recovery facilities and automotive logistics provide a supporting role to the Port's functions. Unanderra also plays a supporting role to the precinct, through warehousing, manufacturing and freight storage.

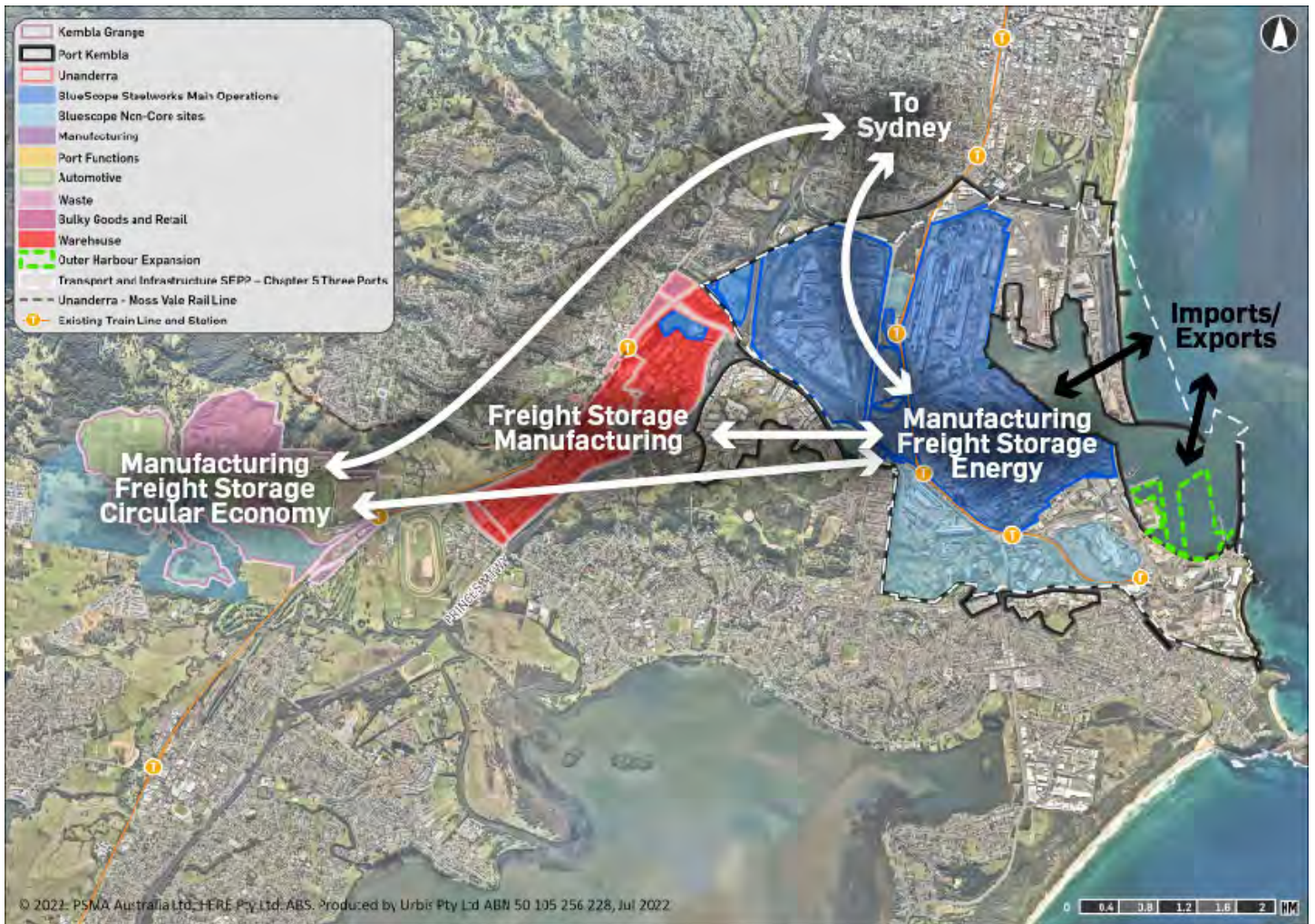


Figure 5: Map showing multiple industrial sites with manufacturing, freight storage and energy functions adjacent to Port Kembla

Overview of Port Kembla

The Port Kembla precinct is located around 3.5 kilometres south of the Wollongong CBD. As at October 2021, the Port Kembla precinct covered an area of approximately 1,114.7 hectares, of which 162.9 hectares was non-operational.

The precinct's major access route connections are Springhill Road, for connections to the Wollongong CBD, as well as Five Islands and Masters Roads, for connections to the Princes Motorway and Princes Highway. The precinct is well connected to the Sydney CBD, Nowra and Southern Highlands by rail, via the Illawarra Rail Line, South Coast Rail Line and Moss Vale – Unanderra Rail Line.

A summary of the locational characteristics of the precinct is provided in the following table.

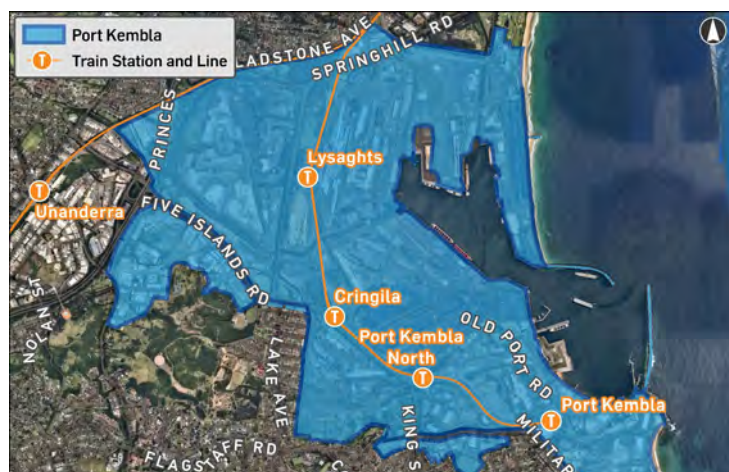


Figure 6: Map showing four train stations within Port Kembla

Location Characteristics

Characteristic	Detail
Distance to nearest train station	Directly north (Coniston Station) Within the precinct (Lysaghts Station) Directly south (Cringila Station)
Distance to nearest motorway	Two entrance/exit points directly east (Princes Motorway)
B-Double truck access	Yes
Surrounding land uses	<ul style="list-style-type: none"> • Low density residential dwellings and recreational open space to the north • Wollongong City Beach, Port Kembla Outer Harbour and Port Kembla Beach to the east • Low density residential dwellings to the south and west
Strengths	Weaknesses
Proximity to Wollongong CBD	Potential for conflicting land uses with surrounding residential uses, given that the precinct is dominated by heavy industrial uses and operates 24/7. This includes hazards/risks, noise and contamination.
Existing road and rail infrastructure accessibility	
Proximity to Western Sydney	Capacity constraints of existing road and rail networks.
Proximity to deep, open water for access to international markets	Lack of direct rail connectivity to Western Sydney.
Relatively cheap land	
Large, contiguous sites, some of which are vacant or underutilised	
24/7 operation	
Synergies between existing industries	

Sub Precincts

The current tenants within the precinct are consistent with the permitted uses for IN2 Light Industrial and IN3 Heavy Industrial. Figure 7 shows the major land uses within the precinct.

The Inner and Outer Harbour areas are leased to NSW Ports by the NSW Government on a long-term lease. Most of these lands are then tenanted by NSW Ports through leasing arrangements to port operators. Most of the industrial lands surrounding the port lease area are owned by BlueScope Steel, while other landowners (e.g. Port Kembla Copper) own small parcels to the south.

Inner Harbour Sub-Precinct

The Inner Harbour is flanked by several berths that enable the import and export of bulky goods from the Port. The key operations that occur within and surrounding the Inner Harbour include:

- To the east of Berth 102 lies Port Kembla Coal Terminal, used to load valuable coal and bulk product resources
- To the north of Berth 103 lies large grain handling and bulk liquids facilities, denoted by several large silos for grain and bulk liquid storage.
- To the northwest of Berth 104 are large automotive storage yards (both mesh covered and open) and terminals for the movement of general cargo and containers.

To the west and south of the Inner Harbour lie BlueScope Steelworks' main operations, separated into several smaller precincts, namely:

- Recycling operations to the west of Springhill Road;
- Large mills and product packaging warehouses to the east of Springhill Road;
- Slab-making, iron-making and coke-making to the north of Five Islands Road; and
- Steelhaven and CRM precincts, comprising large warehouses and ancillary office/workshops to the south of Five Islands Road.

Outer Harbour Sub-Precinct

- Berth 201 and 206 are bulk liquid berths that handle liquids such as refined fuels, chemicals and sulfuric acid gas.
- To the west lies a cement manufacturing plant and Berths 202-205, used for the export of copper concentrates and imports of general cargo.
- To the northwest of Berth 204 lies harbour and terminal towage provider, Svitzer.
- To the south of Foreshore Road lie several large silos and warehouses for the manufacture of sulfuric acid and cement.

- To the west of Gloucester Boulevard lies a manufacturing precinct, denoted by large warehouses and engineering services, including Vesuvius and Metal Manufacturers. The Port Kembla Copper site (Currently non-operational) is located further beyond to the west.
- To the north of Foreshore Road lies a large parcel of non-operational land.

Surrounding Port Sub-Precincts

While not identified within the Transport and Infrastructure SEPP – Chapter 5 Three Ports boundary, the Port Kembla precinct contains two supporting sub-precincts to the south of Five Islands Road. These precincts feature key heavy industrial users and functions that align with uses within the Port.

IN2 Light Industrial Sub-Precinct

To the southeast of the precinct, along Five Islands Road, lies a 1-kilometre strip of IN2 Light Industrial zoned land. The sub-precinct mainly comprises older style warehouses but also features two relatively modern strata unit warehouse complexes with ancillary office uses. These buildings benefit from high exposure to passing traffic along Five Islands Road.

IN3 Heavy Industrial Sub-Precinct

To the southwest of the precinct (east of the Princes Motorway), lies a large pocket of IN3 Heavy Industrial zoned land. Along Waynote Place, there is a mix of modern strata warehouse units with ancillary office and older-style standalone warehouses. These buildings feature several metal fabrication, machine shops and other metal service industries. To the southeast of the sub-precinct lies a large gas distribution operation.

To the northwest is a large Endeavour Energy site, mainly comprising substation, call centre and field service centre functions. Glastonbury Road mainly comprises smaller, older-style standalone warehouses. Over the past decade, much of the sub-precinct's development activity has occurred to the southwest, along Industrial Road, Warehouse Place and Brady Street. This area features several modern warehouses, including a recently completed data centre, and also features a few small, non-operational land parcels.

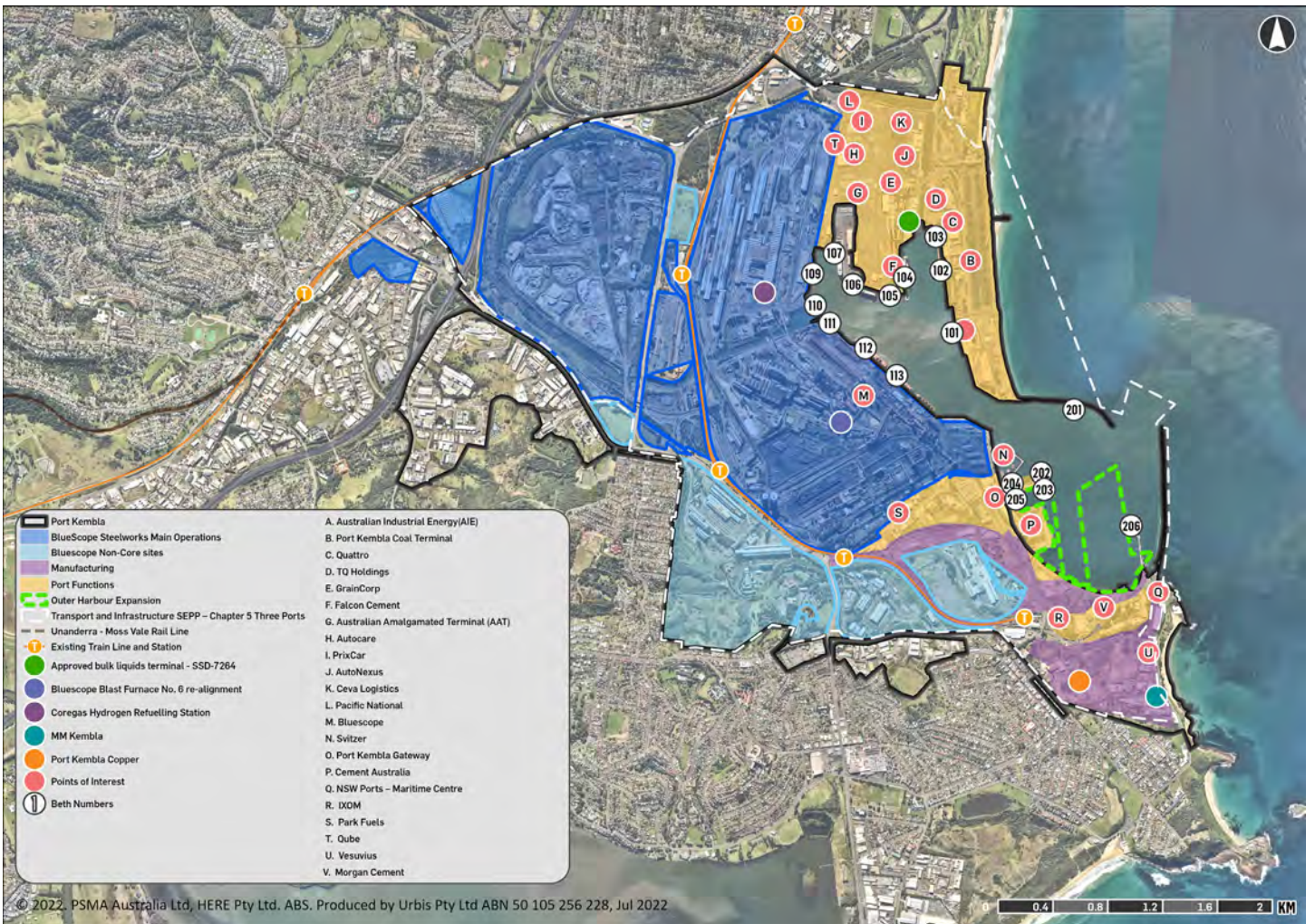


Figure 7: Map shows steelmaking, port functions and manufacturing land use predominates Port Kembla



Figure 8: BlueScope's coke-making operations along Flinders Street



Figure 9: Ixom's sulfuric acid storage tanks along Foreshore Road



Figure 10: BlueScope's coke-making operations along Flinders Street



Figure 11: Modern two-storey strata warehouses along Warehouse Place, south of Five Island Road

Nature of land uses

The following chart illustrates the type of uses (determined by land use type and business function) that currently occupy the Port Kembla precinct. The data was collected by Urbis in October 2021 and included a combination of:

- Physical inspection of properties within the Port Kembla
- Geographic information system analysis.

As at October 2021, Urbis estimates that Port Kembla has around 1,114.7 hectares of operational land area and 162.9 hectares of non-operational land area.

The most prevalent use within the precinct is Primary Resource Processing and Large-Scale Manufacturing, accounting for around 75% of total operational land area. These uses can be found in a variety of structures, including large warehouses, for the manufacture and distribution of steel or the manufacturing and storage of bulk liquids.

Together, 3PL / Distribution Warehouses and Automotive uses account for around 15% of operational land area. These uses are predominantly attributed to the import and export of vehicles, coal and grain from within the Port's Inner Harbour. Automotive uses are found in large mesh-covered yards, used to store and process imported vehicles.

Other uses present within the precinct include Logistics and Warehouse (Other), Metropolitan Infrastructure and Other uses. This category includes uses such as equipment repairers, a substation and an animal shelter.



Figure 12: Operational Land Area by Typology, Port Kembla



75%, 836.0 hectares
Primary Resource Procession and Large Scale Manufacturing

8%, 89.2 hectares
3PL / Distribution Warehouse

7%, 78.0 hectares
Automotive

5%, 55.7 hectares
Logistics and Warehouse (Other)

3%, 33.4 hectares
Other

2%, 22.3 hectares
Metropolitan Infrastructure

Businesses Operating in Port Kembla

A breakdown of the typology of current developed land area in the Port Kembla precinct and examples of tenants are detailed in Table 2.

Primary Resource Processing and Large-Scale Manufacturing uses dominate the industrial land typology within the precinct. There are a variety of manufacturing operations, including the production of steel, cement, fertiliser and bulk liquids.

Synergies exist between these manufacturers and 3PL / Distribution Warehouse businesses, which can import the raw materials required for manufacturing and export the finished products.

There is a small proportion of Logistics and Warehouse (Other) uses, which includes mining and engineering machinery suppliers, bulk materials handling and rail repairs and maintenance. These are uses that support the Port's core manufacturing functions.

Other types of businesses that operate within the precinct include data centres, vehicle repairs and a disability services provider.



Table 2: Operational Land Area Distribution by Typology

Operating business	Distribution	Example Tenants
3PL / Distribution Warehouses	8%	Port Kembla Coal Terminal (coal exports), GrainCorp (grain handling and exports), BlueScope Steel (materials imports/exports), Australian Amalgamated Terminals (import/export of motor vehicles, general cargo and containers), Quattro Ports (bulk grain handling facility), Koch Fertiliser (fertiliser exports), Bis (raw material resources logistics), Braileys Transport (3PL), Ixom (import/export of sulfuric acid)
Logistics and Warehouse (Other)	5%	PPK Mining Equipment (repairs and support centre), Progress Rail (heavy haul rail repairs and maintenance), Beverages Plus (beverage distributor), All States Medical Supplies (medical equipment supplier), InfraBuild Steel Centre (steel supplier), CRAM (engineering machinery and services), ENZED (hydraulic hose and connectors supplier), Bellforce Carton Meats (meat wholesaler), NEPEAN Conveyors (bulk materials handling), Complete Hydraulics Services (sales and servicing)
Mining and Extraction		
Primary Resource Processing and Large Scale Manufacturing	75%	BlueScope Steel (steel manufacturing), Cement Australia (cement milling), SurePipe (steel pipe processing), Morgan Cement (cement manufacturing), MM Kembla (copper manufacturing), Vesuvius Australia (engineering products manufacturing), Ixom (sulfuric acid manufacturing), CSR Inclose Manufacturing Plant (facade systems fabrication), Benedict Recycling (construction and metals waste), Cleanaway Industrial Services (liquid waste), Holcim (cement grinding), Architectural Designer Products (bathroom and laundry furniture manufacturer), QE Innovations (engineered mining products manufacturing)
Office (Professional Services)	<1%	Flagstaff Group (disability services provider), Cleary Bros (construction management), Tecside (recruitment and contract staffing), Clearsafe Environmental Solutions (consulting and laboratory services)
Metropolitan Infrastructure	2%	Endeavour Energy Spring Hill Depot (substation, call centre, field service centre), Equinix SY7 (data centre)
Self Storage	<1%	Warrawong Self Storage
Bulky Goods and Retail	<1%	Kayaks2Fish (boating store), PRO Tools (tools store), Solver/Wattyl Paint Centre (paint store)
Automotive	7%	Prixcar Services (vehicle storage/logistics), AutoNexus (vehicle storage/logistics), Kembla Auto Repairs (vehicle repairs), Bearepairs (vehicle repairs), MTP Multi Truck Parts (truck parts and accessories), Bridgestone Service Centre (vehicle repairs)
Recreation and Lifestyle		
Other	3%	Svitzer (towage provider), PremiAir Hire (equipment hire), Water Walkies Hydrotherapy (pet services), WesTrac (machinery dealership), RSPCA Shelter (animal shelter)
Total	100%	



The precinct covers approximately 1,277 hectares and is largely defined by steelmaking and port operations

Building footprint data was used to classify every land parcel within the precinct as either:

- **Operational site:** at least 20% of the site is covered by building structures. If there are no building structures, the land is still actively being used for employment-generating purposes.
- **Non-operational site:** less than 20% of the site is covered by buildings structures. If there are no building structures, the land is not actively being used for employment-generating purposes.

To note, the analysis does not suggest that any lands (most of which is privately owned) should be made available for alternative uses. The analysis aims to identify potentially underutilised lands. Additionally, any alternative use would be subject to other constraints, including planning considerations and site constraints.

The table below summarises the quantum of zoned industrial land within the precinct, its future investment pipeline and employment density.

Table 3: Nature of Employment and Land

Factor	Value
Total Employment, 2021 projection	11,265 jobs
Total Operational Land Area, 2021	1,114.7 ha
Total Non-Operational Land Area, 2021	162.9 ha
Future Pipeline and Estimated Value	34 projects, ~\$7.12b
Average Land Area per Employee	989.5 sq.m

Source: Cordell Connect, DPE, Transport for NSW, LiDAR, Urbis

Note: Total numerical values and the categorisation of operational or non-operational lands are estimates only and may not reflect changes in land use, operations and ownership.

Steelmaking activities are a dominant feature of the precinct. Other characteristics are:

- **The precinct has a low employment density of 989.5 sq.m of land per employee.** This reflects the large proportion of operational land that occupies the precinct. Such land, which does not contain typical building structures, is still able to generate employment, albeit at a lower density than typical buildings.
- **Investment activity is occurring within the precinct,** both at a large scale and small scale. These developments build on existing port functions, such as the approved Bulk Liquids Terminal. While the role and function has not changed, uses related to decarbonising the economy are becoming more common. This includes large investment in energy projects within and outside of the precinct such as the Port Kembla Power Station.
- **Approximately 87% of the precinct is operational land, largely attributed to the precinct's port function.** Much of the land is actively used for employment-generating activities that do not occur within a building structure, such as coke making (for the production of steel) or recycling.

There are several non-operational sites adjoining the Outer Harbour. However, it is understood that these sites form part of the approved Outer Harbour Development. The old Port Kembla Copper site to the precinct's southeast is a known, underutilised site with significant potential for redevelopment.

The supporting industrial lands to the south of the Transport and Infrastructure SEPP–Chapter 5 Three Ports boundary also contain small parcels of non-operational land. Given their proximity to the Port, these sites have potential to provide supporting roles to port activities.

The concentration of land ownership and operations is illustrated previously in Figure 7.

Distribution of Sites and Site Coverage

As shown in Table 4, the Port Kembla precinct comprises of 446 lots, 137 of which are non-operational sites. The majority (62%) of non-operational sites are small at 2,000 sq.m or less in size, and tend to be located within the IN3 Heavy Industrial and IN2 Light Industrial zones surrounding the Port SEPP boundary. A further 25% are more than 4,000 sq.m. These sites are predominantly to the north and south extremes of the main Port Precinct.

There are 309 operational sites, predominantly located within the main Port Precinct. Large lots over 4,000 sq.m account for 42% of operational sites. A further 38% of these sites are 2,000 sq.m or less, which are largely within the industrial areas surrounding the Transport and Infrastructure SEPP – Chapter 5 Three Ports area.

Average site coverage of operational sites within the precinct is relatively moderate for smaller lots and decreases as lot size increases. Lots of less than 1,000 sq.m achieved average site coverage of over 60% and this falls to 36% for lots over 4,000 sq.m.

Table 4: Distribution of Sites by Lot Size, Port Kembla

Size of Sites	Number of Non-Operational Sites	Distribution of Non-Operational Sites	Number of Operational Sites	Distribution of Operational Sites	Average Site Coverage	Total number of Sites	Distribution of Total Sites
500 sq.m or less	15	11%	35	11%	63%	50	11%
501 - 1,000 sq.m	44	32%	46	15%	66%	90	20%
1,001 - 2,000 sq.m	26	19%	37	12%	54%	63	14%
2,001 - 3,000 sq.m	12	9%	43	14%	49%	55	12%
3,001 - 4,000 sq.m	5	4%	17	6%	39%	22	5%
4,001 - 5,000 sq.m	2	1%	6	2%	36%	8	2%
More than 5,000 sq.m	33	24%	125	40%	36%	158	35%
Total	137	100%	309	100%	38%	446	100%

Average site coverage of developed sites. Source: Urbis

Non-Operational or Potentially Underutilised Sites Analysis

Figure 13 shows the estimated distribution and site coverage of non-operational land or potentially underutilised sites across the Port Kembla precinct, resulting from analysis undertaken by Urbis. The darker shades represent lots with low site coverage, indicating sites with a large quantum of potentially underutilised land.

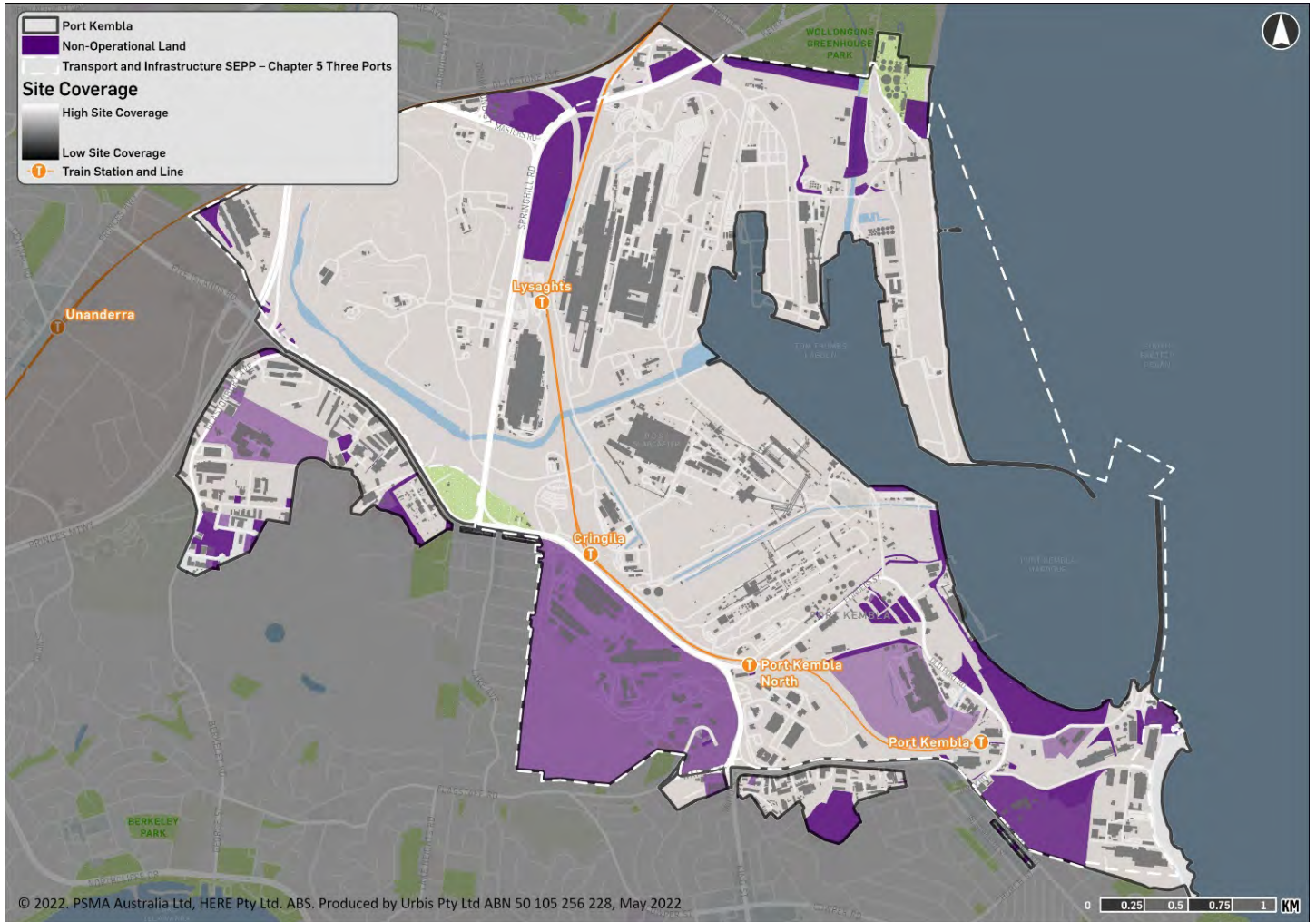
Port Kembla features 1,277.6 hectares of zoned employment lands, of which 1,114.7 hectares is operational. This is largely attributed to the precinct's port and steel-making functions, whereby much of the land is actively used for employment-generating activities that do not occur within a building, such as coke-making (for the production of steel) or recycling.

The precinct features pockets of non-operational land to the north, particularly along the intersection of Springhill Road and Masters Road. Currently, these sites predominantly feature dense vegetation.

There are several non-operational sites adjoining the Outer Harbour. However, it is understood that these sites form part of the approved Outer Harbour Development. The old Port Kembla Copper site to the precinct's southeast is a known, underutilised site with significant potential for redevelopment.

Much of the precinct's non-operational land is situated to the southeast, around Port Kembla station. The supporting industrial lands to the south of the Port Kembla SEPP boundary also contain small parcels of non-operational land. Given their proximity to the Port, these sites have potential to provide supporting roles to port activities.

Figure 13: Non-Operational or Potentially Underutilised Sites –Port Kembla Precinct



It is noted that BlueScope's CRM and No. 1 Works sites are considered non-core to their operations but buildings on these sites remain operational

Future Role and Opportunities

The future role and growth opportunities identified in this section are drawn from what was heard in the workshops and further explored through the stakeholder survey responses, the inputs obtained as part of the workshop follow up with agency contacts and targeted individual engagement.

The options and ideas identified in this report/ section are not a Government-endorsed or committed action plan and there is no expectation that these opportunities will be progressed. These options are ideas that were identified by stakeholders during the consultation process to support the growth of the Port. These may or may not be further explored via existing committees and working groups or by a new collaboration group if there is a role and support for one.





Decarbonisation, port expansion and new technologies will likely drive growth

The opportunities identified can be categorised into three groups, namely:

- Those that are created by global climate change and policy responses as governments and industry globally set carbon emissions reduction targets including net zero targets
- Those that relate to the Port, including expansion to receive container freight, increasing the volume of materials throughput and other uses
- Industry that will be developed using new technologies.

Securing the Port's operations long term is a priority and that means appropriate infrastructure is required to be in place to support it. This includes a direct rail and road connection for freight to Western Sydney. Further there will be requirements for land access both at the Port for direct operations and in the surrounding areas to support the freight industry.

BlueScope is planning for long term diversification on its land as well as maintaining operations for the core steel business. Collaboration with government and relevant agencies will be important as BlueScope attempts to unlock sites and develop new industries.

Energy will be an important element of the precinct, given the advanced plans for the Port Kembla Power Station proposed to use gas initially and green hydrogen when production occurs.

Port Kembla is emerging as a hydrogen hub with \$70 million of investment going into establishing hydrogen hubs in major ports in the Illawarra and Hunter regions funded by the NSW Government through the *NSW Hydrogen Strategy*. Port Kembla is also identified as a potential hydrogen hub in the *National Hydrogen Strategy* and is well placed to create a hydrogen ecosystem helping to ensure its future success as a 'green/hydrogen precinct'.

Hydrogen-related opportunities and investments are being facilitated by the Department of Regional NSW and the work of the [Port Kembla Hydrogen Hub](#). The Hydrogen Hub seeks to facilitate the investment pipeline for existing and emerging hydrogen initiatives in the precinct.

Port Kembla is implementing Australia's first hydrogen truck project and NSW's second hydrogen refuelling station. The *NSW Hydrogen Strategy* includes a hydrogen refuelling network initiative with Port Kembla having the potential to be a major clean mobility precinct/hub with hydrogen at its centre.

Advanced and clean manufacturing opportunities, such as wind tower fabrication and battery materials manufacturing, were also identified as potential emerging opportunities. The NSW Government (DPE Net Zero Industry and Innovation Program) has identified 'Clean Manufacturing Precincts' (CMP) for which there is support for developing one in the Illawarra region. CMP strive towards innovation (e.g. green steel) and pursuing other net zero initiatives. The Department of Regional NSW is well placed to investigate these opportunities with potential investors and the relevant government agencies.

The CMP initiative seeks to provide a platform to foster collaboration and coordination around investment opportunities for shared, low-carbon infrastructure. The CMP initiative is focused on creating a practical industrial decarbonisation pathway that can be used as a blueprint to inform short to long-term co-funding decisions sourced from the various NZIIP funding streams.

With so many different ideas about future possibilities, there is concern about not having a clear set of priorities and the reality that constraints, particularly land availability, will limit what can be accommodated. This indicates a strong call for collaboration across government, industry and landowners.

A list of specific mentioned opportunities is provided in the table, overleaf.

Table 5: Opportunities by category

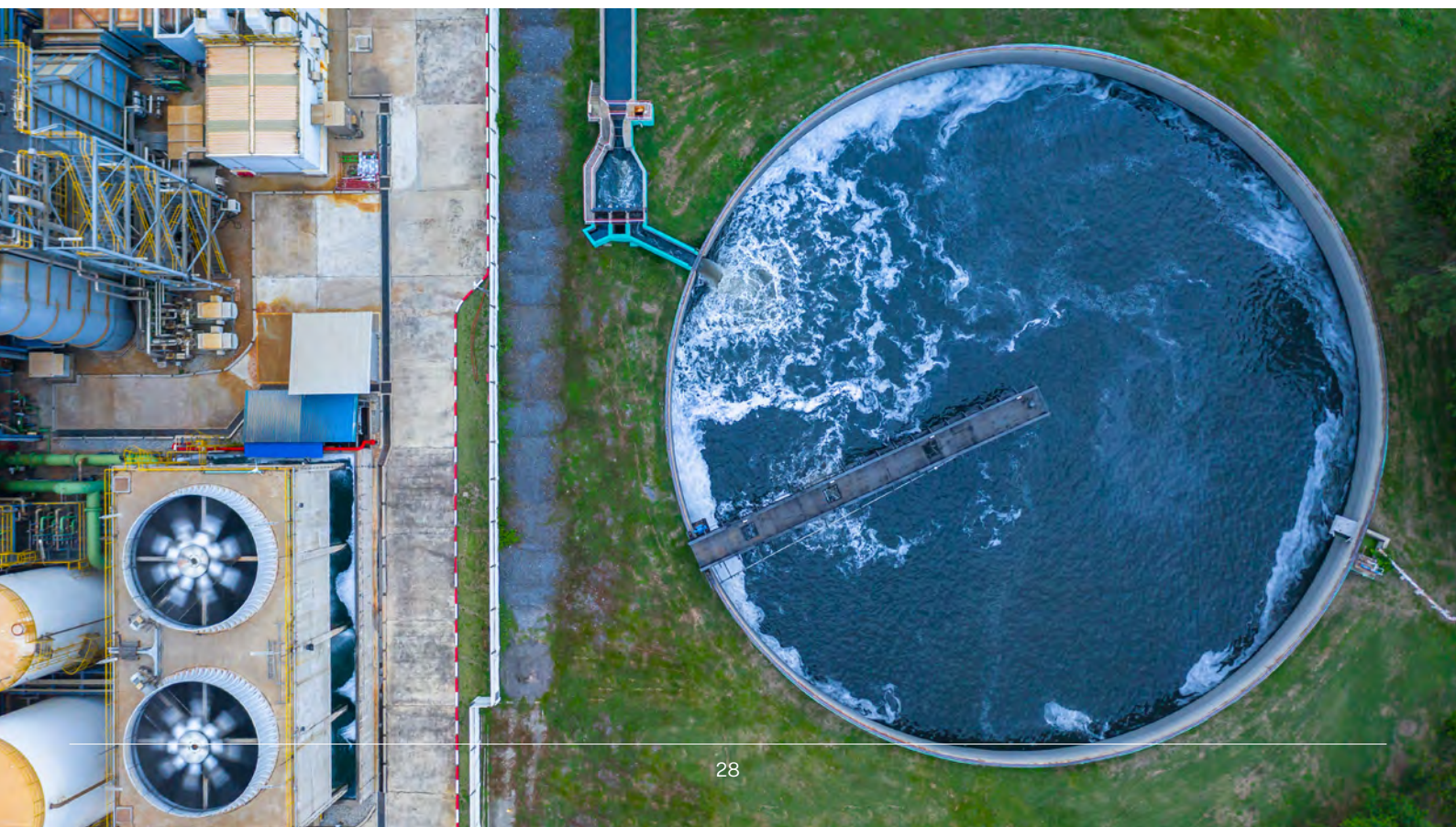
Energy	Port Related	BlueScope	Advanced / Clean Manufacturing	Circularity
<ul style="list-style-type: none"> • Port Kembla Gas Terminal • Port Kembla Power Station • Port Kembla Hydrogen Export Terminal • The hydrogen electrolyser • Hydrogen Hub ecosystem • Coregas Port Kembla heavy road transport trial • Illawarra Offshore Wind Farm • Centre of Excellence (heavy vehicles) • Renewable energy components manufacturing (general) • Renewable Energy Zone 	<ul style="list-style-type: none"> • Port Kembla Container Terminal • Fuel storage tanks • Construction materials increase • Materials and manufacturing agglomeration • Cruise ships • Defence maintenance base • Warehouses to support future container terminal 	<ul style="list-style-type: none"> • Galvanised steel production • Green steel • Wind tower fabrication • Diversification of non-core sites • Steelmaking (Blast Furnace No. 6 realign) • Hydrogen electrolyzers/ green steelmaking initiatives (Shell, Rio) 	<ul style="list-style-type: none"> • Battery materials manufacturing • Centre of excellence for zero emissions heavy vehicle technologies • Clean manufacturing (general) 	<ul style="list-style-type: none"> • Food waste to energy (general) • Co-digestion of food waste • Use of biosolids in production of materials • Wind farm component recycling • Recycled water reuse (e.g. desalination plant)



Potential for the establishment of a ‘renewable zone’ or ‘green precinct’ in Port Kembla, leveraging off the emerging Hydrogen Hub focus within the precinct

Table 6: Challenges and opportunities for a potential renewable energy zone or green precinct

Considerations and Challenges	Options to Realise Opportunities
<ul style="list-style-type: none">• Access to investment – high start-up and scaling costs for investment in hydrogen production.• Appropriate infrastructure – requires water, power and distribution network.• Conflicts and constraints – potential hazard and safety issues and impacts on adjacent lands.• Access to sites – hydrogen ecosystem will require sites for various activities including production, storage, gas blending and terminal for export.• Access to customers – access to large scale industrial and transport users is key to generate demand for hydrogen fuel and a driver for electrolyser investment.• Access to skills – development will generate need for specialist skills in the construction and operation of projects.• Potential environmental impacts of new development (e.g. air quality, water quality, contamination and flora and fauna).	<ul style="list-style-type: none">• Tap into the work of the Port Kembla Hydrogen hub to support hydrogen and renewables and resolve barriers to growth.• Tap into the NSW Hydrogen Strategy hydrogen hub initiative grants, ensure industry/investors are aware of these programs and the NZIIP funding streams.• Exploring potential role for Concierge to help investors navigate their way by understand planning pathways and relevant policies.• Potentially investigating collaborating to prepare a Land Use Safety Risk Assessment Port Kembla.• Collaborating and communicating with Transport Service Planning and Future Rail teams from Transport for NSW to support long term freight planning requirements and corridor preservation.• Collaborating with the DPE NZIIP team on its Clean Manufacturing Precincts initiative to coordinate investment opportunities for shared, low-carbon infrastructure within the Port Kembla precinct. Exploring collaboration opportunity between Government agencies and Energy Corporation of NSW as part of the Renewable Energy Zone (REZ) Regional Reference Group to advocate for Port Kembla to be included as part of an Illawarra REZ targeting green energy supply for industry.





Masterplan collaboration with BlueScope and Ports NSW will be a key success factor when it comes to future growth

BlueScope is a key stakeholder in future growth with the drive and potential to be at the forefront of diversification as it investigates repurposing existing buildings, unlocking approximately 200 ha of surplus/under-utilised land through its Masterplan and exploring its role in the hydrogen story.

BlueScope is investigating green steel production (e.g. Shell/Rio hydrogen electrolyzers/low emissions steel-making initiatives), the establishment of an advanced steelmaking precinct and other clean/innovative technologies. BlueScope will continue traditional steelmaking through its proposed blast furnace no. 6 realign, an expansion of galvanised steel production. Potential opportunities could also present for the manufacturing of offshore windfarm components.

Table 7: Challenges and opportunities for BlueScope

Considerations and Challenges	Options to Realise Opportunities
<ul style="list-style-type: none"> • Access to investment – funding from government would enable BlueScope to commit to new capital-intensive industries. • Conflicts and impacts – potential for neighbouring land use conflict and current permissible uses within the IN3 zone means the ability for transformation of the non-core BlueScope holdings is impacted. • Access to sites – ability to utilise the existing sites for development is a challenge as well as the ability for greater utilization of sites. 	<p>Collaborating with BlueScope to prepare its Masterplan for the port to support growth (e.g. steel operations, potential wind tower and solar farm metal fabrication 'Advanced Manufacturing Centre in Unanderra, green steel R&D etc), and investigating simplified and/or more flexible planning controls to better utilise surplus lands.</p>

The outer harbour of Port Kembla is likely to house NSW's second container port, as identified in the *Navigating the Future: NSW Ports' 30 Year Master Plan*, via the approved Outer Harbour Expansion. The future container terminal at Port Kembla will be a catalyst for growth throughout the precinct. Opportunities around gas infrastructure, expansion of the bulk liquids terminal and increasing the throughput of construction materials were identified.

Table 8: Challenges and opportunities for NSW Ports

Considerations and Challenges	Options to Realise Opportunities
<ul style="list-style-type: none"> • Access to investment – transport investment to support increased freight movement. • Appropriate infrastructure – approved Outer Harbour expansion and development of container terminal are critical, and freight corridors to western Sydney. • Conflicts and impacts – potential for conflict from port operations is high and thus preservation of appropriate buffers are important. • Access to sites – availability of appropriate-sized sites to support expansion of the Port for container freight is essential. 	<p>Collaborating with NSW Ports to prepare its new Masterplan for the port in consultation with other relevant stakeholders (e.g. the Port Authority of NSW) to support its growth plans and ensure vessel traffic is effectively managed.</p>



There is significant interest in understanding what the circular economy opportunities in and around the Port could be

We heard through the workshops there is an expectation that circular economy businesses will be part of the future landscape. An opportunity for a designated circular economy hub or precinct could be investigated as part of recommended collaborative options identified in this profile.

What is the Circular Economy?

Referencing the *NSW Waste and Sustainable Materials Strategy 2041*, the Circular Economy is based on these principles:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems.

Table 9: Challenges and opportunities for a circular economy

Considerations and Challenges	Options to Realise Opportunities
<ul style="list-style-type: none"> • Access to investment – high capital start-up costs. • Appropriate infrastructure – role for strategic planning to understand the need for critical waste infrastructure. • Conflicts and impacts – risks and impacts of proposed opportunities need to be assessed with rigor. 	<ul style="list-style-type: none"> • Collaborating with government agencies, industry, landowners and investors to understand future investment opportunities in the circular economy, requirements and develop solutions to address the barriers. • Collaborating with Sydney Water and other agencies, landowners and operators within the precinct to explore new circular economy opportunities, helping develop the <i>Sydney Water Illawarra Regional Master Plan</i> and the potential for the use of recycled water reuse for industry at Port Kembla. • Collaborating with the DPE Net Zero Industry and Innovation Program team on its Clean Manufacturing Precincts initiative to investigate and coordinate investment opportunities for potential circular opportunity projects within the precinct. • Update strategic plans to reflect circular economy principles to promote development of opportunities in the circular economy where appropriate. • Precinct profile to inform the development of the Illawarra Shoalhaven Sustainability Roadmap innovation and sustainability frameworks, as outlined in Actions 6 and 7 of the <i>Illawarra Shoalhaven Regional Plan 2041</i>.



Implications for Future Land Availability and Infrastructure

There are likely to be challenges arising in terms of future land availability and adequate supporting infrastructure to accommodate some of the potential future uses identified by stakeholders.

Key Existing and Approved Uses

The *NSW Ports 30 Year Masterplan* identifies that the approved Outer Harbour development will provide a container and multipurpose facility at Port Kembla's Outer Harbour (on approximately 42 hectares of land reclaimed for port activity), which envisages new wharves, berths and terminal facilities for NSW's second container terminal (refer to Figures 5 and 7). The final stage (Stage 3) is expected to be completed by around 2037.

The rail infrastructure requirements for an Outer Harbour container terminal would involve reconfiguration and upgrades of the internal port rail network. The potential Maldon–Dombarton rail line and corridor (status and timing yet to be confirmed) has been identified as important for the efficient movement of containers between the Port and the growth areas of Western Sydney. This rail line would help to attract additional trade and growth opportunities to the Outer Harbour area, and the Port more broadly, and would assist with managing the growth of truck movements.

The *NSW Ports 30 Year Masterplan* also indicates that generally, Port Kembla can support forecast trade demands (to 2045) through optimised use of existing infrastructure and ensuring timely maintenance and upgrades infrastructure life and functionality. The multi-functional character of facilities at the Port is a strong feature of the Port's flexibility to grow and adapt to fluctuation and diversification of trade.

In relation to cruise ships, the *NSW Ports 30 Year Masterplan* identifies infrequent port-related uses such as cruise ship visits can be accommodated at Port Kembla subject to availability of berths and landside facilities at the time of the visit. Typical infrastructure required for cruise ship day visits/transit calls include:

- Available berth and fenced off area large enough to allow for disembark activities and for security purposes;
- Marquee on the wharf; and
- Set down area on the wharf for buses to pick up/drop off passengers to/from their day trips.

Requirements for Emerging and Conceptual Future Uses

Other key potential future uses for the precinct identified by stakeholders are emerging and/or more conceptual at this stage such as hydrogen electrolyser/uses, offshore wind farm/s, a desalination plant, Clean Manufacturing Precinct, power station and the like.

The exact details of land and infrastructure requirements (particularly land size requirements) for most of these emerging and conceptual uses are unknown at this early stage and typically will depend on the size and capacity of development/facility proposed.

Key pieces of infrastructure such as the potential Maldon–Dombarton rail line and corridor (status and timing yet to be confirmed) are likely to be pivotal in helping both attract and support emerging growth opportunities at the precinct.

Use of underutilised and non-operational sites and key emerging strategic processes such as the *BlueScope Masterplan/Lands Strategy* or the new *NSW Ports Master Plan* may also provide some answers about additional future/surplus land availability for emerging port uses and the potential for co-location opportunities. It should be noted however that as the port land is privately owned there must also be a desire for port landowners to develop the land for these purposes.

Of fundamental importance is the careful consideration required to assess the feasibility of whether all these uses can practically and safely fit within the port. Effective coordination and early collaboration between key government agencies, landowners and operators will be required to ensure that the land and infrastructure requirements of future uses in the port can be met where possible (as projects become more certain) and that they can coexist in harmony.

Implications for Transport, Servicing and the Environment

There is capacity to meet the increased demand on transport, water and electricity. Further advocacy on the transport and collaboration between investors, agencies and service providers will be key. A summary of the implications is provided.

Future Growth Implications for Transport Planning

While there are strong existing road and rail connections surrounding Port Kembla, connectivity to Western Sydney is poor. There are future rail freight capacity limitations the Port and Western Sydney, which will increase demand pressures on key road corridors between the two regions. Strengthening this connection would open up opportunities to connect the Port to growth areas around the future Western Sydney International Airport, such as South Western Sydney.

The transport needs of the precinct should be considered in detail, in order to drive growth and attract investment to the precinct. This could include:

- Delivering additional rail freight between the Port and Western Sydney
- Investigating the future and timing of the Maldon to Dombarton rail for freight movements
- Road upgrades (e.g. Mount Ousely Interchange and Picton Road) to improve HPV access to the Port from the Hume Motorway.

Implications for Water Servicing and Electricity

Sydney Water are currently developing the Illawarra Regional Masterplan, which will map opportunities and identify high level servicing concepts.

Collaboration opportunities exist for NSW Government agencies and landowner/operators to work with Sydney Water on the development of its Illawarra Regional Masterplan. This will ensure the future water servicing demands of the precinct are met and allow the exploration of new ideas, such as desalination and circular economy-type options. This will also ensure greater understanding of strategic planning requirements, associated utilities servicing issues and the availability of surplus lands that may become available in the future to build additional water-related infrastructure.

The production of green hydrogen relies on high quality waste-water treatment effluent and Sydney Water plants can facilitate the purification process required.

In order to provide accurate and timely, water-related services that may potentially be required in the precinct it is crucial that Sydney Water receives early and upfront, detailed information. This includes:

- Water-related system information and servicing input for specific sites
- Employment/job forecasts within the target development area to inform their delivery of water-related services

The advice from Endeavour Energy is consistently:

- Consider the reticulation requirements and lead times for augmentation and construction of lead-in works
- Consult to understand on the configuration of electrical infrastructure
- Co-ordinate planning with water and gas utility providers to minimize the digging up of roads multiple times.

Implications for the Environment

It is recognised that there are key environmental and land use considerations that need to be carefully considered and managed to minimise potential land use conflicts and realise potential development opportunities identified in this report. These include, but are not necessarily limited to, potential air quality, water quality, contamination and flora and fauna.

It is recognised that collaboration between NSW Government agencies, including the Environment Protection Authority, will be key to ensuring identified growth opportunities in Port Kembla can be realised without having significant adverse impacts on the local environment. New developments should aim to maintain, restore or improve the environment and comply with relevant regulatory requirements.

It is important to note that new developments (e.g. hydrogen-related developments) would be subject to rigorous merit assessment prior to determination. This will help to minimise environmental impacts and ensure safe operation and compatibility with surrounding land uses.

Potential Roles of Collaboration Teams and Concierge

Potential Role of Collaboration

There is a potential role for a 'precinct collaboration team or teams' to work together on solutions to address the challenges faced by current landowners and investors who are new to the precinct.

The hydrogen, renewables and circular economy opportunities are complex and, given they are at very early stages of development, not enough is yet known about the challenges. The issues will emerge as proposals are developed and barriers arise. Therefore, a collaborative team that brings together a whole of government approach with industry, investors and developers, would benefit potential investors by providing a collective approach to solving the challenge.

The collaboration team/s could tap into existing and emerging stakeholder forums, which include, but are not limited to, the Port Kembla Hydrogen Hub, Ports Lands Round Table, potential REZ Regional Reference Group, potential NSW Ports Master Plan Working Group, potential Sydney Water Illawarra Regional Servicing Masterplan Working Group, DPE NZIIP Clean Manufacturing Precincts initiative and the emerging BlueScope Masterplan Working Group.

The expertise of these existing and emerging collaboration teams/groups should be leveraged where possible, to explore and realise identified planning and collaborative options/opportunities (where relevant), reduce duplication and maximise resource efficiencies.

Key roles for the precinct collaboration team/s could include:

- Advocating for greater communication between landowners to work together towards precinct outcomes
- Working with relevant state and local agencies to understand freight capacity requirements of specific opportunities
- Understand utilities servicing issues and opportunities through early and ongoing engagement with the stakeholders and University
- Co-ordination with government agencies to support innovation and reduce market, regulatory and governance barriers to the private sector
- Advocating for skill mapping to identify required skills for firm and proposed projects, to understand shortages and explore programs and partnerships to address gaps.

Potential Role of Concierge

A concierge was identified as an option to provide an interface between government and private entities, such as potential investors, developers and landowners.

The service lines could include, but are not limited to, the following:

- Assistance with navigating the relevant agencies within government and providing contacts
- Explanation of the planning approvals pathway
- Explanation of the availability of programs and grants and how to apply

The Concierge and collaboration options in this report are proposed ideas emanating from this research. The potential mechanics and resourcing would need to be explored and discussed among the relevant stakeholders to determine the suitability of each for implementation. The Concierge could be set up by the NSW government led by DRNSW in collaboration with the DPE Regional Team.

The future collaboration opportunities will need to consider the expanded role of the Greater Sydney Commission as it prepares to become the Greater Cities Commission, with a remit including Newcastle, the Central Coast and Wollongong, in addition to Greater Sydney.

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