



Notice of Ordinary Council Meeting and

Agenda

25 JANUARY 2016

To all Councillors

NOTICE OF MEETING

In accordance with the *Local Government (Meeting Procedures) Regulations 2015*, notice is given of the next ordinary meeting of the Central Coast Council which will be held in the Council Chamber at the Administration Centre, 19 King Edward Street, Ulverstone on Monday, 25 January 2016. The meeting will commence at 6.00pm.

An agenda and associated reports and documents are appended hereto.

A notice of meeting was published in The Advocate newspaper, a daily newspaper circulating in the municipal area, on 2 January 2016.

Dated at Ulverstone this 20th day of January 2016.

This notice of meeting and the agenda is given pursuant to delegation for and on behalf of the General Manager.



Lisa Mackrill
EXECUTIVE SERVICES OFFICER

CENTRAL COAST COUNCIL

CODE OF CONDUCT OF COUNCILLORS

This Code of Conduct should be read in conjunction with the *Local Government Act 1993*, the *Local Government (General) Regulations 2015* and the *Local Government (Meeting Procedures) Regulations 2015*.

A person may make a complaint to the Council in relation to an alleged failure of a Councillor to comply with any provision of this Code.

This Code does not sit in place of the Act and Regulations above-mentioned, or any other relevant legislation. A Code of Conduct panel or Standards Panel established to deal with complaints will accordingly only consider matters that are not otherwise subject to action for offences under relevant legislation.

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| <ol style="list-style-type: none">1 Councillors are expected to familiarise themselves with, and conduct themselves in accordance with, the principles and values outlined in the Code of Conduct. A Councillor has an obligation at all times to comply with the spirit, as well as the letter, of the law.2 A Councillor must not participate at any meeting of the Council, Council committee, special committee, controlling authority, single authority or joint authority in any discussion, nor vote on any matter, in respect of which the Councillor has an interest or is aware or ought to be aware that a close associate has an interest. A Councillor must, in all dealings, put the interests of the community to which the Council is accountable, foremost.3 A Councillor must not disclose, without consent, confidential information or any other information which has been acquired as a result of the office of Councillor. A Councillor must actively protect all confidential and other information of the Council which comes into the possession or knowledge of a Councillor.4 A Councillor must not give or receive, or seek to give or receive, a gift, benefit or advantage for the Councillor or for any other person for which they are not legally entitled or that could reasonably be perceived as intended or likely to influence a Councillor to act, or fail to act, in a particular way.5 A Councillor must not procure the doing or not doing of anything by the Council to gain, directly or indirectly, an advantage or to | <ol style="list-style-type: none">avoid, directly or indirectly, a disadvantage for the Councillor or a close associate of the Councillor or a member of the Councillor's family.6 A Councillor, Mayor or Deputy Mayor has a duty to use due care and diligence in fulfilling the functions of office and exercising the powers attached to their office.7 A Councillor has an obligation to ensure that he or she brings an impartial and unprejudiced mind to all matters decided upon in the course of Council duties.8 A Councillor must not direct or attempt to direct an employee of the Council in relation to the discharge of the employee's duties. A Councillor must show respect, courtesy, fairness and dignity when dealing with other Councillors, Council employees and the public.9 A Councillor must not use any resources of the Council in a manner other than provided by legislation or authorised by the Council.10 A Councillor should not engage in conduct likely to bring discredit upon the Council.11 Council resources, equipment, email and internet facilities are provided to assist Councillors in the performance of their functions and must only be used by the Councillors for purposes consistent with the carrying out of their functions of office and must not be used for accessing, downloading or distributing inappropriate material. |
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QUALIFIED PERSON'S ADVICE

The *Local Government Act 1993* provides (in part) as follows:

. A general manager must ensure that any advice, information or recommendation given to the council is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation.

. A council is not to decide on any matter which requires the advice of a qualified person without considering such advice unless the general manager certifies in writing that such advice was obtained and taken into account in providing general advice to the council.

I therefore certify that with respect to all advice, information or recommendations provided to the Council in or with the following agenda:

(i) the advice, information or recommendation is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and

(ii) where any advice is directly given by a person who did not have the required qualifications or experience that person has obtained and taken into account in that person's general advice the advice from an appropriately qualified or experienced person.



Sandra Ayton
GENERAL MANAGER

AGENDA

COUNCILLORS ATTENDANCE

COUNCILLORS APOLOGIES

EMPLOYEES ATTENDANCE

GUEST(S) OF THE COUNCIL

MEDIA ATTENDANCE

PUBLIC ATTENDANCE

OPENING PRAYER

May the words of our lips and the meditations of our hearts be always acceptable in Thy sight, O Lord.

BUSINESS

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1 CONFIRMATION OF MINUTES OF THE COUNCIL

1.1 Confirmation of minutes

The Executive Services Officer reports as follows:

“The minutes of the previous ordinary meeting of the Council held on 14 December 2015 have already been circulated. The minutes are required to be confirmed for their accuracy.

The *Local Government (Meeting Procedures) Regulations 2015* provide that in confirming the minutes of a meeting, debate is allowed only in respect of the accuracy of the minutes.

A suggested resolution is submitted for consideration.”

- “That the minutes of the previous ordinary meeting of the Council held on 14 December 2015 be confirmed.”
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2 COUNCIL WORKSHOPS

2.1 Council workshops

The Executive Services Officer reports as follows:

“The following council workshops have been held since the last ordinary meeting of the Council.

- . 21.12.2015 – Communications and engagement
- . 11.01.2016 – Quarterly update with the General Manager
- . 18.01.2016 – National Broadband Network.

This information is provided for the purpose of record only. A suggested resolution is submitted for consideration.”

- “That the Officer’s report be received.”

3 MAYOR'S COMMUNICATIONS

3.1 Mayor's communications

The Mayor to report:

3.2 Mayor's diary

The Mayor reports as follows:

"I have attended the following events and functions on behalf of the Council:

- . Central Coast Community Safety Partnership Committee – meeting
- . The Hon. Jeremy Rockliff MP – Dial Regional Sports Complex Development briefing
- . Cradle Coast Innovation – meetings
- . Cradle Coast Authority – meeting re shared services (Burnie)
- . Apex Club of Ulverstone Christmas Parade and Carols by Candlelight 2015 – Carol's Christmas message presentation
- . Council on the Ageing (COTA) Tasmania – meeting re age-friendly community
- . Coast FM/Radio 7AD – community reports
- . Cradle Coast Authority – briefing re shipping reforms (Burnie)
- . Penguin Uniting Church – 150 year anniversary service and luncheon
- . Senator the Hon. Richard Colbeck – Dial Regional Sports Complex Development briefing."

Cr Carpenter reports as follows:

“I have attended the following events and functions on behalf of the Council:

. Ulverstone High School – end-of-year assembly.”

The Executive Services Officer reports as follows:

“A suggested resolution is submitted for consideration.”

■ “That the Mayor’s and Cr Carpenter’s reports be received.”

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3.3 Pecuniary interest declarations

The Mayor reports as follows:

“Councillors are requested to indicate whether they have, or are likely to have, a pecuniary interest in any item on the agenda.”

The Executive Services Officer reports as follows:

“The *Local Government Act 1993* provides that a councillor must not participate at any meeting of a council in any discussion, nor vote on any matter, in respect of which the councillor has an interest or is aware or ought to be aware that a close associate has an interest.

Councillors are invited at this time to declare any interest they have on matters to be discussed at this meeting. If a declaration is impractical at this time, it is to be noted that a councillor must declare any interest in a matter before any discussion on that matter commences.

All interests declared will be recorded in the minutes at the commencement of the matter to which they relate.”

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3.4 Public question time

The Mayor reports as follows:

“At 6.40pm or as soon as practicable thereafter, a period of not more than 30 minutes is to be set aside for public question time during which any member of the public may ask questions relating to the activities of the Council.

Public question time will be conducted as provided by the *Local Government (Meeting Procedures) Regulations 2015* and the supporting procedures adopted by the Council on 20 June 2005 (Minute No. 166/2005).”

4 COUNCILLOR REPORTS

4.1 Councillor reports

The Executive Services Officer reports as follows:

“Councillors who have been appointed by the Council to community and other organisations are invited at this time to report on actions or provide information arising out of meetings of those organisations.

Any matters for decision by the Council which might arise out of these reports should be placed on a subsequent agenda and made the subject of a considered resolution.”

5 APPLICATIONS FOR LEAVE OF ABSENCE

5.1 Leave of absence

The Executive Services Officer reports as follows:

“The *Local Government Act 1993* provides that the office of a councillor becomes vacant if the councillor is absent without leave from three consecutive ordinary meetings of the council.

The Act also provides that applications by councillors for leave of absence may be discussed in a meeting or part of a meeting that is closed to the public.

There are no applications for consideration at this meeting.”

6 DEPUTATIONS

6.1 Deputations

The Executive Services Officer reports as follows:

“No requests for deputations to address the meeting or to make statements or deliver reports have been made.”

7 PETITIONS

7.1 Petitions

The Executive Services Officer reports as follows:

“No petitions under the provisions of the *Local Government Act 1993* have been presented.”

8 COUNCILLORS' QUESTIONS

8.1 Councillors' questions without notice

The Executive Services Officer reports as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide as follows:

'29 (1) A councillor at a meeting may ask a question without notice –

(a) of the chairperson; or

(b) through the chairperson, of –

(i) another councillor; or

(ii) the general manager.

(2) In putting a question without notice at a meeting, a councillor must not –

(a) offer an argument or opinion; or

(b) draw any inferences or make any imputations –

except so far as may be necessary to explain the question.

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- (3) The chairperson of a meeting must not permit any debate of a question without notice or its answer.
 - (4) The chairperson, councillor or general manager who is asked a question without notice at a meeting may decline to answer the question.
 - (5) The chairperson of a meeting may refuse to accept a question without notice if it does not relate to the activities of the council.
 - (6) Questions without notice, and any answers to those questions, are not required to be recorded in the minutes of the meeting.
 - (7) The chairperson may require a councillor to put a question without notice in writing.'

If a question gives rise to a proposed matter for discussion and that matter is not listed on the agenda, Councillors are reminded of the following requirements of the Regulations:

- '8 (5) Subject to subregulation (6), a matter may only be discussed at a meeting if it is specifically listed on the agenda of that meeting.
- (6) A council by absolute majority at an ordinary council meeting, ..., may decide to deal with a matter that is not on the agenda if –
 - (a) the general manager has reported the reason it was not possible to include the matter on the agenda; and
 - (b) the general manager has reported that the matter is urgent; and
 - (c) in a case where the matter requires the advice of a qualified person, the general manager has certified under section 65 of the Act that the advice has been obtained and taken into account in providing general advice to the council.'

Councillors who have questions without notice are requested at this time to give an indication of what their questions are about so that the questions can be allocated to their appropriate Departmental Business section of the agenda."

[illegible]

8.2 Councillors' questions on notice

The Executive Services Officer reports as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide as follows:

‘30 (1) A councillor, at least 7 days before an ordinary council meeting or a council committee meeting, may give written notice to the general manager of a question in respect of which the councillor seeks an answer at that meeting.

(2) An answer to a question on notice must be in writing.’

It is to be noted that any question on notice and the written answer to the question will be recorded in the minutes of the meeting as provided by the Regulations.

Any questions on notice are to be allocated to their appropriate Departmental Business section of the agenda.

No questions on notice have been received.”

9 DEPARTMENTAL BUSINESS

GENERAL MANAGEMENT

9.1 Minutes and notes of committees of the Council and other organisations

The General Manager reports as follows:

“The following (non-confidential) minutes and notes of committees of the Council and other organisations on which the Council has representation have been received:

- Central Coast Community Shed Management Committee – meeting held on 7 December 2015.

Copies of the minutes and notes having been circulated to all Councillors, a suggested resolution is submitted for consideration.”

- “That the (non-confidential) minutes and notes of committees of the Council be received.”

9.2 Shared services – Memorandum of Understanding (158/2015 – 22.06.2015)

The General Manager reports as follows:

“PURPOSE

The purpose of this report is to provide information to assist the Council in further considering its participation in a joint initiative by Cradle Coast councils to review opportunities for shared services.

A draft Memorandum of Understanding (MOU) has been developed between the Tasmanian Government and the Cradle Coast councils to formalise arrangements for the development of a feasibility study regarding a strategic shared services initiative.

BACKGROUND

In November 2014 the Minister for Planning and Local Government, the Hon. Peter Gutwein, wrote to all Tasmanian Mayors and advised them of the State Government's desire to develop a relationship with local government that will assist in making Tasmania the most competitive and attractive jurisdiction in the country to live, work and invest.

The Minister indicated that, 'A conversation around voluntary amalgamations and resource sharing is a good starting point in pursuing that objective.'

The Minister suggested that councils needed to take the initiative and seriously consider how they could improve their strategic capacity, financial sustainability and service delivery.

The Minister subsequently met with the Mayors, Deputy Mayors and General Managers of the nine Cradle Coast councils on 12 February 2015 to discuss and outline an approach for the councils to work with the State Government to pursue these reforms. The meeting examined the current issues confronting local government as well as reform initiatives in other States. It discussed the current level of shared services between councils and outlined the issues and potential around voluntary amalgamation of councils.

On 17 April 2015 the Cradle Coast Authority facilitated a Regional Issues Workshop to discuss local government reform with eight of the Mayors subsequently signing correspondence to the Minister outlining a commitment to undertake a feasibility study of broader shared service arrangements across member councils. A project steering committee was then established to work with the Director of Local Government to develop a MOU to formalise the arrangements for the development of a feasibility study regarding a strategic shared services initiative between all Cradle Coast councils. The steering committee comprised:

- . Mayor Anita Dow, Burnie City Council
- . Mayor Jan Bonde, Central Coast Council
- . Mayor Duncan McFie, King Island Council
- . Paul West, General Manager, Devonport City Council
- . Michael Stretton, General Manager, Waratah-Wynyard Council
- . Brett Smith, CEO, Cradle Coast Authority.

DISCUSSION

The steering committee has now completed a draft MOU (copy attached) which seeks the provision of a detailed report that critically examines the current status of resource sharing/shared services in the region and whether a broader and more

effective model can be developed and implemented which meets the State Government's and the Cradle Coast councils' agreed objectives of:

- . being in the interest of ratepayers;
- . improving the level of services for communities;
- . preserving and maintaining local representation; and
- . ensuring that the financial status of the entities is strengthened.

Under the terms of the MOU the councils will (in summary):

- . match dollar for dollar with the State Government funding for the feasibility study, with an upper limit of \$200,000. Therefore, the councils would need to provide \$100,000 (recommended to be contributed on a population basis as per the current Cradle Coast Authority funding model);
- . seek quotes for feasibility studies from the consultants listed in the Feasibility Study Panel based on the predetermined project brief provided by the councils;
- . review and provide detailed evaluation of the submissions received;
- . determine which, if any, of the submissions received is acceptable to the councils and finalise the consultant selection;
- . assist the selected consultant in undertaking the feasibility study with the provision of any necessary information and/or data in a timely manner; and
- . advise the Minister as soon as practicable following provision of the final report by the consultant, of the councils' consideration of the feasibility study.

The objective of the feasibility study is to review the current delivery of local government services in the region and to identify opportunities for the nine councils to work more collaboratively and cooperatively together through enhanced shared services and/or strategic resource sharing arrangements. Options may include a combination of:

- . regional;
- . sub-regional; and
- . neighbouring councils working together.

CONSULTATION

Consultation in the development and refinement of the MOU has occurred between the steering committee, the Director of Local Government and the General Managers of the Cradle Coast councils. No specific community consultation has been undertaken up to this time.

RESOURCE, FINANCIAL AND RISK IMPACTS

An upper limit of \$200,000 is being recommended for the feasibility study, therefore, the councils would need to provide \$100,000 which is recommended to be contributed on a population basis as per the current Cradle Coast Authority funding model. This equates to the following approximate financial contributions from the respective councils:

. Burnie City Council	\$17,461
. Central Coast Council	\$19,671
. Circular Head Council	\$7,286
. Devonport City Council	\$22,423
. Kentish Council	\$5,688
. King Island Council	\$1,413
. Latrobe Council	\$9,527
. Waratah-Wynyard Council	\$12,555
. West Coast Council	\$3,973

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

Council Sustainability and Governance

- . Improve service provision
- . Improve the Council's financial capacity to sustainably meet community expectations
- . Strengthen local–regional connections.

CONCLUSION

The majority of the councils in the Cradle Coast region are committed to retaining their current identities and have no appetite for amalgamations therefore this project is proposed to be focussed on improved/enhanced shared services/resource sharing opportunities. It is clearly understood that the councils are open to wide ranging local government service delivery reforms, providing their individual identities are maintained.

It is recommended that the Council:

- 1 Endorse the Memorandum of Understanding (MOU) between the Tasmanian Government and the nine Cradle Coast councils to formalise the arrangements for the development of a feasibility study regarding a strategic shared services initiative between all Cradle Coast councils;
- 2 Endorse the Project Steering Committee responsible for the management of the MOU, being –
 - . Mayor Anita Dow, Burnie City Council
 - . Mayor Jan Bonde, Central Coast Council
 - . Mayor Duncan McFie, King Island Council
 - . Paul West, General Manager, Devonport City Council
 - . Michael Stretton, General Manager, Waratah-Wynyard Council
 - . Brett Smith, CEO, Cradle Coast Authority;
- 3 Note that the estimated cost of the proposed feasibility study has been set at a maximum \$200,000 and is conditional upon a 50% State Government contribution; and
- 4 Agree to contribute Central Coast Council's share of the project cost on the same formula used to determine Cradle Coast Authority subscriptions."

The Executive Services Officer reports as follows:

"A copy of the Draft Memorandum of Understanding having been circulated to all Councillors, a suggested resolution is submitted for consideration."

■ "That the Council:

- 1 Endorse the Memorandum of Understanding (MOU) (a copy being appended to and forming part of the minutes) between the Tasmanian Government and the nine Cradle Coast councils to formalise the arrangements for the development of a feasibility study regarding a strategic shared services initiative between all Cradle Coast councils;
- 2 Endorse the Project Steering Committee responsible for the management of the MOU, being –
 - . Mayor Anita Dow, Burnie City Council
 - . Mayor Jan Bonde, Central Coast Council
 - . Mayor Duncan McFie, King Island Council
 - . Paul West, General Manager, Devonport City Council

- . Michael Stretton, General Manager, Waratah–Wynyard Council
 - . Brett Smith, CEO, Cradle Coast Authority;
- 3 Note that the estimated cost of the proposed feasibility study has been set at a maximum \$200,000 and is conditional upon a 50% State Government contribution; and
- 4 Agree to contribute Central Coast Council’s share of the project cost on the same formula used to determine Cradle Coast Authority subscriptions.”
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9.3 Adoption of the Elected Members Professional Development Policy (102/2000 – 13.03.2000)

The General Manager reports as follows:

“PURPOSE

The purpose of this report is to ask the Council to adopt the updated Elected Members Professional Development Policy.

BACKGROUND

The Council at its meeting on 13 March 2000 (Minute No. 102/2000) adopted a Councillors’ Professional Development Policy.

Good governance would suggest that the Policy should be reviewed and updated to reflect any changes over time.

DISCUSSION

The Policy (copy attached) provides a framework to provide for Councillors attendance at seminars, conferences and meetings; and professional development opportunities.

Professional development encompasses personal development, attendance at a conference, seminar, forum, delegation or similar event that will assist a Councillor in their broad civic leadership role.

The Policy outlines the scope of professional development provided for Councillors along with how it is funded, as well as a reporting mechanism back to the other Councillors so that they can also receive some benefit from the information received.

The Policy gives accountability to the community and ensures the sharing of new and innovative approaches being undertaken in local government.

CONSULTATION

Consultation was not required in relation to this Policy.

RESOURCE, FINANCIAL AND RISK IMPACTS

The Council's annual Estimates already include an amount for Councillors Conferences and Education so there are no additional resources required.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

Council Sustainability and Governance

- . Improve corporate governance
- . Effective communication and engagement.

CONCLUSION

It is recommended that the Council adopt the Elected Members Professional Development Policy January 2016."

The Executive Services Officer reports as follows:

"A copy of the Elected Members Professional Development Policy January 2016 having been circulated to all Councillors, a suggested resolution is submitted for consideration."

- "That the Council adopt the Elected Members Professional Development Policy January 2016 (a copy being appended to and forming part of the minutes)."

9.4 Adoption of the Communications and Engagement Policy

The General Manager reports as follows:

“The Strategy & Policy Officer has prepared the following report:

‘PURPOSE

The purpose of this report is to consider the adoption by the Council of the Communications and Engagement Policy.

BACKGROUND

The Policy recognises the evolving role of the Council and that the Council is communicating and engaging with the community in different ways and seeking input on community-based decisions.

Therefore, a Policy is required that reflects community expectations relating to communications and engagement.

DISCUSSION

The main purpose of the Communications and Engagement Policy is to provide guidance for the Council on internal and external communications and engagement. A copy of the Policy is provided as an annexure to this report.

The Policy demonstrates the Council’s commitment to continually improve the way it communicates and engages with people internally and in our communities.

There is an expectation that councils will engage with community members more thoroughly and regularly, addressing issues promptly, maintaining transparency and remaining openly accountable for community-based decisions.

The internationally recognised International Association of Participation (IAP2) Spectrum as a framework for best practice will provide the mechanism to engage effectively and consistently with the community.

CONSULTATION

Consultation in relation to this Policy has been undertaken with the Senior Leadership Team and at a Councillors’ Workshop held on Monday, 21 December 2015.

RESOURCE, FINANCIAL AND RISK IMPACTS

Risks associated with not implementing this Policy include ineffective communications and engagement with the community. The community offers a unique perspective that can inform the Council's decision making to improve infrastructure development and provision of services.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

Council Sustainability and Governance:

- Effective communication and engagement.

CONCLUSION

It is recommended that the Communications and Engagement Policy January 2016 be adopted.'

The report is supported."

The Executive Services Officer reports as follows:

"A copy of the Communications and Engagement Policy January 2016 having been circulated to all Councillors, a suggested resolution is submitted for consideration."

- "That the Council adopt the Communications and Engagement Policy January 2016 (a copy being appended to and forming part of the minutes)."

9.5 Adoption of the Communications and Engagement Strategy

The General Manager reports as follows:

"The Strategy & Policy Officer has prepared the following report:

PURPOSE

The purpose of this report is to consider the adoption by the Council of the Communications and Engagement Strategy.

BACKGROUND

The community is increasingly using and expecting contemporary forms of communications and engagement.

Implementing new platforms for the community to engage with the Council will create a perception of the Council as being progressive as well as broadening the reach of the Council's audience.

Therefore, a Strategy is required to improve the way the Council communicates and engages with the community.

DISCUSSION

The main purpose of the Communications and Engagement Strategy is to improve and support the Council's existing communications and engagement activities and provide the systems and support for new forms of communications and engagement. A copy of the Strategy is provided as an annexure to this report.

The Strategy provides systems and tools to create processes that will enable the Council to continuously improve communications and engagement activities.

There are benefits of effective and efficient internal and external communications and engagement including building trust, relationships and networks; fostering inclusiveness and transparency; improving organisational performance, decision making and internal cooperation; improving the public's perception of the Council; and informing, educating, empowering and building capability in the community.

CONSULTATION

Consultation in relation to this Strategy has been undertaken with the Senior Leadership Team and at a Councillors' Workshop held on Monday, 21 December 2015.

RESOURCE, FINANCIAL AND RISK IMPACTS

There will be costs associated with Strategy's Action Plan however these will be budgeted for.

Risks associated with not implementing this Strategy include ineffective communications and engagement with the community. Processes are required to ensure the Council is working collaboratively with interest groups within the community to make well informed decisions about major developments and strategic directions.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

Council Sustainability and Governance:

- Effective communication and engagement.

CONCLUSION

It is recommended that the Communications and Engagement Strategy January 2016 be adopted.'

The report is supported."

The Executive Services Officer reports as follows:

"A copy of the Communications and Engagement Strategy January 2016 having been circulated to all Councillors, a suggested resolution is submitted for consideration."

- "That the Council adopt the Communications and Engagement Strategy January 2016 (a copy being appended to and forming part of the minutes)."

NOTES

COMMUNITY SERVICES

9.6 Statutory determinations

The Director Community Services reports as follows:

“A Schedule of Statutory Determinations made during the month of December 2015 is submitted to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reports as follows:

“A copy of the Schedule having been circulated to all Councillors, a suggested resolution is submitted for consideration.”

- “That the Schedule of Statutory Determinations (a copy being appended to and forming part of the minutes) be received.”

NOTES

INFRASTRUCTURE SERVICES

9.7 Dial Regional Sports Complex development – Increase in scope and design fees (301/2015 – 19.10.2015)

The Director Infrastructure Services reports as follows:

“The Assets & Facilities Group Leader has prepared the following report:

‘PURPOSE

The purpose of this report is to provide information on the increase in scope and the subsequent requested increase in design fees following the community and stakeholder consultation for the Dial Regional Sports Complex and the development of the preliminary/concept plans adopted by the Council at its meeting held on 19 October 2015 (Minute No. 301/2015).

BACKGROUND

Design tenders for Stage 1 (preliminary design) and Stage 2 (detailed design) for the Dial Regional Sports Complex development were approved by the Council at its meeting held on 20 April 2015 (Minute No. 109/2015).

ARTAS Architects was the successful tenderer.

Stage 1 – The preliminary design phase was to define the location and levels of the two ovals, understand the cut and fill requirements of the site, landscape requirements, car park layouts and access roads concepts, and develop concept drawings (floor plans, elevations and perspectives) of the facilities to support and facilitate community consultation. The preliminary/concept plans allow for the submission of the development application.

Stage 2 – The detailed design phase includes the preparation of the detail design plans. This will result in detailed drawings and specifications of the ovals, facilities and all associated infrastructure to facilitate building approval and calling of tenders for construction.

Following extensive community and stakeholder consultation, the preliminary/concept designs have been developed based on the requirements of the AFL Preferred Facility Guidelines for State, Regional and Local Facilities and Cricket Australia Community Cricket Facility Guidelines.

In the case of football, State League requirements have been pursued and for cricket, Premier/Regional requirements have been pursued. Both these sets of requirements allow for a higher standard of facility to allow for the attraction of higher standard games and other community activities.

DISCUSSION

Following the community and stakeholder consultation and the requirements of the stakeholders, the scope of the project has increased. The original estimates were developed with limited knowledge of the development requirements and site issues, now the preliminary designs have been finalised there has been a significant increase in the requirements for car parking, additional access roads from the north and south, increased landscaping requirements, a nature-based play experience in the community hub area and an increase in the size of the community pavilion in relation to seating to provide capacity to hold higher level football, cricket and other social events at the facility.

The increase in scope has a corresponding increase in the cost of the development from the original estimate of \$6.7m. to now be in the order of \$10m.

ARTAS Architects was engaged to undertake the Stage 1 – preliminary and Stage 2 – detailed design process with the original contract price of \$331,900 (excluding GST).

Due to the increase in the scope of the project ARTAS Architects has requested an increase in the design fees of \$161,346 (excluding GST), totalling \$493,246 (excluding GST), which now represents a design fee of 4.93% of the revised estimated construction costs, this is well within industry standards.

CONSULTATION

There has been extensive community and stakeholder consultation undertaken to develop the project to this point.

The process followed in undertaking the consultation has been well received by the community and stakeholders alike and the overwhelming number of people attending the consultation/s have congratulated the Council on the process adopted and have provided their support for the project.

RESOURCE, FINANCIAL AND RISK IMPACTS

The total funds in the 2015–2016 Estimates for Stage 1 – preliminary design and Stage 2 – detailed designs is \$649,000 (excluding GST).

The increase in design fees can be accommodated within the 2015–2016 Estimates.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

The Shape of the Place

- Improve the value and use of open space
- Encourage a creative approach to new development

A Connected Central Coast

- Connect the people with services

Community Capacity and Creativity

- Facilitate entrepreneurship in the business community
- Cultivate a culture of creativity in the community

The Environment and Sustainable Infrastructure

- Develop and manage sustainable built infrastructure

Council Sustainability and Governance

- Improve service provision.

CONCLUSION

It is recommended that the Council accept the design fee increase from \$331,900 (excluding GST) [\$361,790 (including GST)] to \$493,246 (excluding GST) [\$542,570.60 (including GST)] from ARTAS Architects for the Stage 1 – preliminary and Stage 2 – detailed design process for the Dial Regional Sports Complex development project due to the identified increase in the project scope and revised (estimated) construction costs.’

The Assets & Facilities Group Leader’s report is supported.”

The Executive Services Officer reports as follows:

- “That the Council accept the design fee increase from \$361,790.00 (including GST) to \$542,570.60 (including GST) from ARTAS Architects for the Stage 1 – preliminary and

Stage 2 – detailed design process for the Dial Regional Sports Complex development project due to the identified increase in the project scope and revised (estimated) construction costs.”

9.8 Tenders – McDonald Street, Ulverstone rehabilitation

The Director Infrastructure Services reports as follows:

“The Engineering Group Leader has prepared the following report:

PURPOSE

The purpose of this report is to make recommendation on tenders received for the reconstruction of McDonald Street, Ulverstone between Leven Street and Dunning Street.

BACKGROUND

This project is part of an ongoing rehabilitation program for roads and streets in the Central Coast area. Sections of failed kerb and channel and pavement between Leven Street and Dunning Street will be replaced and the cross-section will be modified to improve driveway access on the eastern side.

DISCUSSION

Tenders were called on Saturday, 14 November 2015 and closed at 2.00pm on Wednesday, 2 December 2015.

Tender documents included designs prepared by the Council’s Infrastructure Services Department. The tender was advertised in The Advocate newspaper and also on the Council’s internet portal, Tenderlink, to ensure as wide a coverage as possible.

Four conforming tenders were received as follows (excluding GST):

TENDERER	PRICE \$
Civilscape Contracting Tasmania Pty Ltd	249,518.07
CBB Contracting Pty Ltd	273,140.91
Hardings Hotmix Pty Ltd	292,695.45
Treloar Transport	300,267.87
<i>ESTIMATE</i>	<i>321,000.00</i>

A check of documentation revealed calculation errors in the submissions from Hardings Hotmix and CBB Contracting. Correct prices were confirmed with the respective tenderers.

The corrected tender prices are shown as follows (excluding GST):

TENDERER	PRICE \$
Civilscape Contracting Tasmania Pty Ltd	249,518.07
Hardings Hotmix Pty Ltd	271,668.18
CBB Contracting Pty Ltd	271,804.55
Treloar Transport	300,267.87

All tenderers would be competent to perform the works.

The Council uses a weighted tender assessment method based on:

- . compliance with tender documents;
- . previous experience;
- . supervisory personnel;
- . construction period;
- . WHS policy and record;
- . methodology;
- . tender price.

Based on the detailed assessment undertaken by the Tender Evaluation Panel using the above criteria and weighting process (confidential copy attached), Civilscape Contracting Tasmania Pty Ltd achieved the highest rating based on this method.

They are a Burnie-based civil contracting company who have to date not completed any civil construction work for the Central Coast Council. They have provided a list of current and past work that includes subdivisions and kerb and channelling works.

The provided construction program provides for a completion date of six weeks from possession of site.

CONSULTATION

This item has followed a public tendering process.

Local consultation and public notice will be provided at the time of construction.

RESOURCE, FINANCIAL AND RISK IMPACTS

The tender from Civilscape Contracting Tasmania Pty Ltd can be accommodated within the budget which is funded under the Australian Government Roads to Recovery Program.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

The Shape of the Place

A Connected Central Coast

- . Provide for a diverse range of movement patterns
- . Connect the people with services

The Environment and Sustainable Infrastructure

- . Develop and manage sustainable built infrastructure

Council Sustainability and Governance

- . Improve service provision.

CONCLUSION

It is recommended that the tender from Civilscape Contracting Tasmania Pty Ltd for the sum of \$249,518.07 (excluding GST) [\$274,469.88 (including GST)] for the rehabilitation of McDonald Street, Ulverstone between Leven Street and Dunning Street be accepted and approved by the Council.'

The Engineering Group Leader's report is supported."

The Executive Services Officer reports as follows:

“A suggested resolution is submitted for consideration.”

- “That the tender from Civilscape Contracting Tasmania Pty Ltd for the sum of \$274,469.88 (including GST) for the rehabilitation of McDonald Street, Ulverstone between Leven Street and Dunning Street be accepted.”
-
-
-

9.9 Tenders – Nine Mile Road, Howth upgrade (235/2015 – 17.08.2015)

The Director Infrastructure Services reports as follows:

“The Engineering Group Leader has prepared the following report:

‘PURPOSE

The purpose of this report is to make recommendation on tenders received for the upgrade of Nine Mile Road, Howth between the Bass Highway and Zig Zag Road.

BACKGROUND

In March 2015, the Council was successful in gaining funding of \$400,000 from the Australian Government under the Heavy Vehicle Safety and Productivity Program (HVSPP). This is based on a 50/50 contribution by the Council. It was subsequently decided that additional sealing would be preferred and an additional \$200,000 was added for this purpose as reported at the Council meeting held on 17 August 2015 (Minute No. 235/2015).

The upgrade of this section of road will provide for the use of higher productivity vehicles serving primary industry and also improving road safety to all motorists.

The work entails widening of the existing road pavement to a 6.0m seal along with drainage improvements, relocation of power poles, telecommunication lines and fences, and line marking.

DISCUSSION

Tenders were called on Saturday, 5 December 2015 and closed at 2.00pm on Wednesday, 23 December 2015.

Tender documents included designs prepared by the Council's Infrastructure Services Department. The tender was advertised in The Advocate newspaper and also on the Council's website portal, Tenderlink, to ensure the widest coverage possible.

Seven tenders were received as follows (excluding GST):

TENDERER	PRICE \$
Gradco Pty Ltd	1,246,664.84
Wynyard Contracting Services	1,260,068.18
Civilscape Contracting Tasmania Pty Ltd	1,313,402.77
Hardings Hotmix Pty Ltd	1,348,310.00
Treloar Transport	1,354,781.55
Venarchie Contracting Pty Ltd – Alternative	1,408,706.94
Venarchie Contracting Pty Ltd – Conforming	1,582,111.03
<i>ESTIMATE</i>	<i>1,000,000.00</i>

Gradco Pty Ltd made contact after the closing time to inform that their submission had been lodged with the incorrect prices involving GST calculations.

The corrected tender prices are shown as follows (excluding GST):

TENDERER	PRICE \$
Wynyard Contracting Services	1,260,068.18
Civilscape Contracting Tasmania Pty Ltd	1,313,402.77
Hardings Hotmix Pty Ltd	1,348,310.00
Treloar Transport	1,354,781.55
Gradco Pty Ltd	1,371,303.82
Venarchie Contracting Pty Ltd – Alternative	1,408,706.94
Venarchie Contracting Pty Ltd – Conforming	1,582,111.03

The Council uses a weighted tender assessment method based on:

- . compliance with tender documents;
- . previous experience;
- . supervisory personnel;
- . construction period;
- . WHS policy and record;
- . methodology;
- . tender price.

Based on the detailed assessment undertaken by the Tender Evaluation Panel using the above criteria and weighting process (confidential copy attached), Hardings Hotmix Pty Ltd achieved the highest rating based on this method.

Works are proposed to commence in March 2016 with construction anticipated to extend into the 2016–2017 financial year.

CONSULTATION

This item has followed a public tendering process.

Local consultation and public notice has been undertaken with further confirmation to be made with property owners prior to construction.

RESOURCE, FINANCIAL AND RISK IMPACTS

All tenders received were above the budget allocation.

The preliminary estimate made allowances for various services including property entrances as well as being based on a standard cross-section with standard gravel quantities. Preliminary estimates are generally regarded as within the range of +/- 40%.

Detailed surveys/design works revealed a small number of additional requirements/quantities, e.g. gravel, property accesses and services, and this appears to have been reflected in the tenders. Many of the tendered rates across the project were also higher than anticipated.

The tender from Hardings Hotmix Pty Ltd is \$1,348,310 (excluding GST).

Funding for this project is currently made up of the following:

HVSPP	\$400,000 (excluding GST)
Council	\$600,000 (excluding GST).

An additional amount of up to \$300,000 (excluding GST) can be borrowed from the reseal reserve account this year, giving a total budget of up to \$1,300,000 (excluding GST).

The remaining shortfall of \$48,310 (excluding GST) plus approximately \$100,000 of other non-contract and overhead costs can be addressed through scope reduction of the project based on tendered rates.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

A Connected Central Coast

- Provide for a diverse range of movement patterns
- Connect the people with services

The Environment and Sustainable Infrastructure

- Develop and manage sustainable built infrastructure

Council Sustainability and Governance

- Improve service provision.

CONCLUSION

It is recommended that the tender from Hardings Hotmix Pty Ltd for the sum of \$1,348,310 (excluding GST) [\$1,483,141 (including GST)] for the upgrade of Nine Mile Road, Howth between the Bass Highway and Zig Zag Road be accepted and approved by the Council.'

The Engineering Group Leader's report is supported."

The Executive Services Officer reports as follows:

"A suggested resolution is submitted for consideration."

- "That the tender from Hardings Hotmix Pty Ltd for the sum of \$1,483,141 (including GST) for the upgrade of Nine Mile Road, Howth between the Bass Highway and Zig Zag Road be accepted."

ORGANISATIONAL SERVICES

9.10 Contracts and agreements

The Director Organisational Services reports as follows:

“A Schedule of Contracts and Agreements (other than those approved under the common seal) entered into during the month of December 2015 has been submitted by the General Manager to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reports as follows:

“A copy of the Schedule having been circulated to all Councillors, a suggested resolution is submitted for consideration.”

- “That the Schedule of Contracts and Agreements (a copy being appended to and forming part of the minutes) be received.”
-
-
-

9.11 Correspondence addressed to the Mayor and Councillors

The Director Organisational Services reports as follows:

“PURPOSE

This report is to inform the meeting of any correspondence received during the month of December 2015 and which was addressed to the ‘Mayor and Councillors’. Reporting of this correspondence is required in accordance with Council policy.

CORRESPONDENCE RECEIVED

The following correspondence has been received and circulated to all Councillors:

- . Letter regarding construction works at 964 Forth Road, Turners Beach.
- . Letter from Burnie City Council regarding a joint application for the Coastal Pathway Project.

Where a matter requires a Council decision based on a professionally developed report the matter will be referred to the Council. Matters other than those requiring a report will be administered on the same basis as other correspondence received by the Council and managed as part of the day-to-day operations.”

The Executive Services Officer reports as follows:

“A suggested resolution is submitted for consideration.”

- “That the Director’s report be received.”

9.12 Common seal

The Director Organisational Services reports as follows:

“A Schedule of Documents for Affixing of the Common Seal for the period 15 December 2015 to 25 January 2016 is submitted for the authority of the Council to be given. Use of the common seal must first be authorised by a resolution of the Council.

The Schedule also includes for information advice of final plans of subdivision sealed in accordance with approved delegation and responsibilities.”

The Executive Services Officer reports as follows:

“A copy of the Schedule having been circulated to all Councillors, a suggested resolution is submitted for consideration.”

- “That the common seal (a copy of the Schedule of Documents for Affixing of the Common Seal being appended to and forming part of the minutes) be affixed subject to compliance with all conditions of approval in respect of each document, and that the advice of final plans of subdivision sealed in accordance with approved delegation and responsibilities be received.”

9.13 Financial statements

The Director Organisational Services reports as follows:

“The following principal financial statements of the Council for the period ended 31 December 2015 are submitted for consideration:

- Summary of Rates and Fire Service Levies
- Operating and Capital Statement
- Cashflow Statement
- Capital Works Resource Schedule.”

The Executive Services Officer reports as follows:

“Copies of the financial statements having been circulated to all Councillors, a suggested resolution is submitted for consideration.”

- “That the financial statements (copies being appended to and forming part of the minutes) be received.”

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.....

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NOTES

10 CLOSURE OF MEETING TO THE PUBLIC

10.1 Meeting closed to the public

The Executive Services Officer reports as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide that a meeting of a council is to be open to the public unless the council, by absolute majority, decides to close part of the meeting because one or more of the following matters are being, or are to be, discussed at the meeting.

Moving into a closed meeting is to be by procedural motion. Once a meeting is closed, meeting procedures are not relaxed unless the council so decides.

It is considered desirable that the following matters be discussed in a closed meeting:

- . Confirmation of Closed session minutes; and
- . Minutes and notes of other organisations and committees of the Council.

These are matters relating to:

- . information of a personal and confidential nature or information provided to the council on the condition it is kept confidential.

A suggested resolution is submitted for consideration.”

■ “That the Council close the meeting to the public to consider the following matters, they being matters relating to:

- . information of a personal and confidential nature or information provided to the council on the condition it is kept confidential;

and the Council being of the opinion that it is lawful and proper to close the meeting to the public:

- . Confirmation of Closed session minutes; and
 - . Minutes and notes of other organisations and committees of the Council.”
-
-
-

The Executive Services Officer further reports as follows:

- “1 The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of any matter discussed at a closed meeting that the general manager is to record in the minutes of the open meeting, in a manner that protects confidentiality, the fact that the matter was discussed and a brief description of the matter so discussed, and is not to record in the minutes of the open meeting the details of the outcome unless the council determines otherwise.
- 2 While in a closed meeting, the council is to consider whether any discussions, decisions, reports or documents relating to that closed meeting are to be kept confidential or released to the public, taking into account privacy and confidentiality issues.
- 3 The *Local Government Act 1993* provides that a councillor must not disclose information seen or heard at a meeting or part of a meeting that is closed to the public that is not authorised by the council to be disclosed.

Similarly, an employee of a council must not disclose information acquired as such an employee on the condition that it be kept confidential.

- 4 In the event that additional business is required to be conducted by a council after the matter(s) for which the meeting has been closed to the public have been conducted, the Regulations provide that a council may, by simple majority, re-open a closed meeting to the public.”

Associated Reports And Documents



Central Coast Community Shed Management Committee

General Meeting - Minutes of Meeting held at the Community Shed

Monday, 7 December 2015 commencing at 1.05pm

Members Present

Greg Layton; Jack Eaton; Len Blair; David Dunn; Sam Caberica; Peter Evans; John Klop; Len Carr; Kevin Douglas, Keith Beavis, John Deacon, Merv Gee and Melissa Budgeon.

Apologies

Rob McKenzie, Norm Frampton, Colin Perry and Cr Phil Viney

Confirmation of Minutes

Minutes of the meeting held Monday, 5 October were confirmed as correct.

Resolved

Business Arising from Minutes

- . **Building Works/Shed expansion** – Permit to be issued in the coming days. John White is the volunteer/shed representative coordinating the project. Security of the outside of the building – Rotary Club of West Ulverstone have indicated that they will add the extension of wire to the area.
- . **Mentoring** - The Ulverstone Primary School boys – have one last session next week at the Shed. Four students keen to attend next year from Ulverstone and Forth Primary Schools. The young boys have been involved in the Christmas decorations.
- . **Shed projects** - have been extremely busy in the Shed with community projects:
 - Wednesday 9 December – Neighbourhood House Christmas function;
 - Saturday 12 December - Sprent Fair; and
 - 19 December – Christmas Wonderland up the main street.
- . **Funding** – Ian has forwarded letters to politicians seeking support for the Community Shed. TMSA grants should have notification by the end of the week.

Correspondence

- . Nil

Treasurer Report Moved Jack Eaton, seconded Len Blair **Accepted**

- . Income \$2102.90 (Fees/projects/donations);
- . Expenses \$3677.98; and
- . Visits for the month 350, averaged at 30 persons per open day.

General Business

- . Suggested that there may be grants to install solar power on the shed.
- . Community festive decorations are up on the round-a-bout at the Queens Gardens.
- . Wire on the top of the fence to be reinstalled by the Rotary Club. Permission has been granted from the Manager of the site.
- . Shed Plans are finalised. Sponsorship for the electrical component has been received. Two quotes from Dobson's and Cradle Coast Electrical. Lights from the Senior Citizens building have been donated/recycled.
- . John Klop resigned as the Shed Safety Officer – Len Blair was nominated and accepted by the membership to be the Safety Officer/Fire Warden for the Community Shed.
- . Len Blair asked that the meeting note the work of Len Carr and Ernie Arnold.

Meeting closed: 1.40pm.

Future Meetings: Tuesday, 9 February 2016.

MEMORANDUM OF UNDERSTANDING

between the

STATE GOVERNMENT OF TASMANIA

represented by the
Department of Premier and Cabinet

and the

CRADLE COAST COUNCILS

being the
Burnie City, Central Coast, Circular Head,
Devonport City, Kentish, King Island, Latrobe,
Waratah-Wynyard and West Coast Councils



Tasmania
Explore the possibilities

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1. BACKGROUND

The Minister for Planning and Local Government, the Hon Peter Gutwein (the Minister), is committed to Tasmania being the most competitive and attractive jurisdiction in the country to live, work, visit and invest.

Critical to achieving this vision is councils improving their strategic capacity, financial sustainability, and service delivery. This can be achieved through voluntary amalgamations and strategic resource sharing.

The State Government recognises the need for a careful and considered approach to developing options and have determined to work with local government to consider how this may best be achieved. The evidence in other states suggests that some of the successful factors include developing a comprehensive business case and building support within amalgamating councils and communities for change.

The Government is not advocating a wholesale reduction of councils in order to achieve a pre-determined number. The Minister has established principles that must be met before an amalgamation proposal will be considered. Amalgamations must:

- be in the interest of rate payers;
- improve the level of services for communities;
- preserve and maintain local representation; and
- ensure that the financial status of the entities is strengthened.

To assist with this process, the State Government is prepared to support Cradle Coast Councils in the development of a detailed feasibility study into strategic resource sharing opportunities.

2. PARTIES

This MOU is between:

THE STATE GOVERNMENT OF TASMANIA as represented by the Department of Premier and Cabinet

and

CRADLE COAST COUNCILS being the Burnie City, Central Coast, Circular Head, Devonport City, Kentish, King Island, Latrobe, Waratah-Wynyard and West Coast Councils.

3. PURPOSE

The purpose of this MOU is to formalise the arrangements for the development of a feasibility study regarding a strategic shared services initiative between ALL Cradle Coast Councils.

A project brief has been prepared by the councils and is attached to this MOU.

4. PROCESS AND COMMUNICATION

4.1 Process

As soon as practicable after the signing of this MOU, the State Government and the Cradle Coast Councils will:

- seek quotes for feasibility studies from the consultants listed in Feasibility Study Panel (Schedule 2) based on the predetermined project brief provided by the councils;
- review and provide detailed evaluation of the submissions received;
- determine which, if any, submission received is acceptable to the councils and finalise the consultant selection;
- assist the selected consultant in undertaking the feasibility study; and
- consider the outcomes of the feasibility study and advise the Minister of the councils' views of the feasibility study.

4.2 Communication

The parties agree that there will be a joint media release between the Minister and the Mayors of the Cradle Coast Councils when this MOU is signed.

The parties agree that discussions on the development of the feasibility study are confidential and it is agreed that any public release of information during the development and finalisation of the feasibility study will require authorisation from the Minister for Local Government and the Project Steering Group appointed by the councils' to manage and coordinate the shared services study.

The parties agree that there will be a joint media release between the Minister and the Mayors of the Cradle Coast Councils when the feasibility study is completed and released.

5. ROLES AND RESPONSIBILITIES

5.1 State Government roles and responsibilities

Under this MOU the State Government is responsible for the following activities:

- provide an appropriate level of funding towards the feasibility study, to be determined depending on quotes;
- jointly agree with the Cradle Coast Councils on the consultant to be appointed to undertake the feasibility study;
- undertake the procurement process for consultant engagement; and
- assist the consultants responsible for undertaking the feasibility study with the provision of any necessary information and/or data in a timely manner.

5.2 Cradle Coast Councils roles and responsibilities

Under this MOU the Cradle Coast Councils are responsible for the following activities, to:

- match dollar for dollar with the State Government funding for the feasibility study;
- jointly agree with the State Government a consultant to undertake the feasibility study.
- assist the consultants responsible for undertaking the feasibility study with the provision of any necessary information and/or data in a timely manner; and
- advise the Minister as soon as practicable following the provision of the final report by the consultant of the councils' consideration of the feasibility study.

6. ADMINISTRATION

6.1 Commencement

This MOU commences on the date it is signed by the parties.

6.2 Term

This MOU will remain in place until advice is provided to the Minister on the outcome of the councils' consideration of the feasibility study unless it is terminated under clause 6.7.

6.3 Variation

The parties will agree any variation to the MOU in writing.

6.4 Responsible officers and notices

The officers responsible for the management of this MOU and any notice, request or other communication are:

Local Government Division			
Primary contact	Phillip Hoysted Director Local Government Division	6232 7014	Phillip.Hoysted@dpac.tas.gov.au
Cradle Coast Councils – Project Steering Committee			
Project Coordinator and primary contact	Brett Smith Chief Executive Officer Cradle Coast Authority	6433 8400	bsmith@cradlecoast.com
Member	Councillor Jan Bonde Mayor Central Coast Council	6429 8900	jan.bonde@centralcoast.tas.gov.au
Member	Alderman Anita Dow Mayor Burnie City Council	6430 5700	adow@burnie.net
Member	Councillor Duncan McFie Mayor King Island Council	6462 9000	cloud.juice@bigpond.com
Member	Michael Stretton General Manager Waratah-Wynyard Council	6443 8333	mstretton@warwyn.tas.gov.au
Member	Paul West General Manager Devonport City Council	6424 0511	pwest@devonport.tas.gov.au

Each party will advise the other, if there are changes to the contacts in the table above.

6.5 Limitation of liability

The parties will not assume liability for each other's losses, consequential or otherwise, in the provision of services or resources related to this MOU.

6.6 Dispute resolution and arbitration

The parties agree to adopt a flexible approach and make reasonable efforts to resolve issues as they arise without recourse to unnecessary escalation. If any issue or dispute arises, all parties will endeavour in good faith to resolve the dispute expeditiously and amicably.

Should a dispute arise that cannot be resolved through negotiation between the parties, the dispute shall be subject to conciliation and

arbitration by a mutually agreed person who is a servant of the Government of Tasmania. The LGD and the councils will assist the process to ensure conciliation and arbitration provides resolution within 40 calendar days.

6.7 Early termination

Any party may terminate this MOU at any time with 60 days' notification in writing to the other parties.

Early termination would either be by mutual agreement or on the understanding that, where appropriate, dispute resolution and arbitration (See Clause 6.6) between the parties would occur prior to the giving of notice under this clause with a view to resolving any issues and so avoiding termination.

6.8 General

The parties agree that this MOU is not intended to be legally binding but the terms of this MOU are subject to the statutory obligations of all parties.

DRAFT

7. SIGNING PAGES

Signed for and on behalf of The Crown in Right of Tasmania by the Minister for Planning and Local Government, the Hon Peter Gutwein, being a duly authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the Burnie Council, by the Mayor, Ald Anita Dow, being a duly authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the Central Coast Council, by the Mayor, Cr Jan Bonde, being a duly authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the Circular
Head Council, by the Mayor, Cr Daryl
Quilliam, being a duly authorised person
in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the
Devonport City Council, by the Mayor,
Ald Steve Martin, being a duly
authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the Kentish Council, by the Mayor, Cr Don Thwaites, being a duly authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the King
Island Council, by the Mayor, Cr Duncan
McFie, being a duly authorised person in
the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the Latrobe Council, by the Mayor, Cr Peter Freshney, being a duly authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

Signed for and on behalf of the Waratah Wynyard Council, by the Mayor, Cr Robert Walsh, being a duly authorised person in the presence of:

Signature of witness

Name of witness (block letters)

Address of witness

Occupation

Signature

____/____/2015
Date

DRAFT

<p>Signed for and on behalf of the West Coast Council, by the Mayor, Cr Phil Vickers, being a duly authorised person in the presence of:</p> <p>_____</p> <p>Signature of witness</p> <p>_____</p> <p>Name of witness (block letters)</p> <p>_____</p> <p>Address of witness</p> <p>_____</p> <p>Occupation</p>	<p>_____</p> <p>Signature</p> <p>____/____/2015</p> <p>Date</p>
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DRAFT

8. SCHEDULE 1 – PROJECT BRIEF

The following project brief outlines the proposed study into strategic resource sharing initiatives and/or shared services models for Cradle Coast Councils.

DRAFT

PROJECT BRIEF

SHARED SERVICES OPPORTUNITIES IN THE CRADLE COAST REGION

Quotes from Consultants listed on the 'Feasibility Study Panel' (as pre-qualified by the Tasmanian Government) are invited to undertake a project in the Cradle Coast Region to assess and provide recommendations on improved resource sharing arrangements and/or shared services.

1. PROJECT INTRODUCTION

1.1 Background:	<p>The Tasmanian State Government, through the Minister for Planning and Local Government, and the Cradle Coast Councils (Burnie City, Central Coast, Circular Head, Devonport City, Kentish, King Island, Latrobe, Waratah/Wynyard and West Coast Councils) have agreed to commission a consultant's report on opportunities that exist for strategic resource sharing/shared service within the Region.</p> <p>Both the State Government and the Cradle Coast Councils have jointly agreed that any proposal put forward must consider the following four primary principles:</p> <ul style="list-style-type: none"> • be in the best interest of ratepayers; • improve the level of services for communities; • preserve and maintain local representation; and • ensure the financial status of the entities is strengthened. <p>The following table outlines the current status of the councils relating to population, rateable assessments, size, annual budget and employee numbers.</p>
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Council	Burnie	Central Coast	Circular Head	Devonport	Kentish	King Island	Latrobe	Waratah/Wynyard	West Coast	Total
Population										
Area Size in Square Kilometres										
Annual Budget										
Rateable assessments										
General Rate Income										
FTE Employees										
<p>The councils are presently collating relevant information relating to their respective and combined operating activities to assist the consultants in gaining an appreciation of the current situation including services and programs provided and delivered to the various communities. This information will be made available to the selected consultant to assist them in undertaking this project.</p> <p>The Cradle Coast Authority is a joint authority created by the nine councils to facilitate the sustainable development of the region, resolve regional issues and coordinate regional-scale activity. The Authority's purpose is to represent all councils and their communities as a region.</p>										



The Authority is currently engaged in a wide range of regional initiatives including:

- Tourism
- Natural Resource Management (NRM)
- Health and Wellbeing
- Healthy Communities Toolkit
- Education, Training and Workforce Development
- Industry Development
- Local Government services
- Facilitating the Regional Planning Initiative and Land Use Strategy
- Other issues identified by the Board or Councils, and agreed to by the Representatives

These initiatives contribute to the Cradle Coast Region's vision of being a strong region of councils known for its positive people, sustainable economy, strategic thinking and the wellbeing of its communities.

In addition, on the eastern end of the Coast the Central Coast, Devonport, Kentish and Latrobe established a Joint Authority for the purposes of developing and operating a regional waste landfill site.

A number of reports and papers will be provided to the appointed consultant including:

- Coordinated Governance and Management of Waste Infrastructure and Services in the Cradle Coast Region Part 1 Report – A Review (MRA Consulting Group)
- Coordinated Governance and Management of Waste Infrastructure and Services in the Cradle Coast Region Part 2 & 3 Report – Alternative Models & Business Case Analysis (MRA Consulting Group)
- ACELG – review of Resource Sharing Activities (Latrobe/Kentish & Waratah-Wynyard/Circular Head)
- Preliminary Review Shared Services Opportunities (Cradle Coast Authority) 2008



1.2 Desired Outcomes:	<p>Provision of a detailed report that critically examines the current status of resource sharing / shared services in the Region and whether a broader and more effective model can be developed and implemented which meets the State Government's and the Cradle Coast Councils' agreed objectives of:</p> <ul style="list-style-type: none"> • being in the best interest of ratepayers; • improving the level of services for communities; • preserving and maintaining local representation; and • ensuring the financial status of the entities is strengthened.
1.3 Objectives:	<p>To review the current delivery of local government services in the Cradle Coast Region and to identify opportunities for the nine councils to work more collaboratively and cooperatively together through enhanced shared services and/or strategic resource sharing arrangements. Options may include a combination of:</p> <ul style="list-style-type: none"> • regional; • sub-regional; and • neighbouring councils working together. <p>The majority of the councils in the Cradle Coast Region are committed to retaining their current identities and have no appetite for amalgamation/s, therefore this project is to be focussed on improved/enhanced shared services/resource sharing opportunities. It is clearly understood that the councils are very open to wide ranging local government service delivery reforms, providing their individual identities are maintained.</p>

2. PROJECT DELIVERABLES AND ASSESSMENT

2.1 Deliverables

The Consultant must provide the following:

Draft Report – provided to the State Government and the Project Steering Group identifying option/s for enhanced resource sharing / shared service model/s in the Cradle Coast region including:

- (i) comparison of advantages and/or disadvantages of the various options considered;
- (ii) clear recommendations of the preferred option/s and/or combination of options, which will best address the primary principles outlined in the Project Outcomes;
- (iii) any likely impacts on the councils both collectively and individually;
- (iv) cost benefit analysis on each of the options considered;
- (v) a risk analysis for the councils both collectively and individually;
- (vi) appropriate governance structures for major resource sharing options;
- (vii) an evaluation framework to monitor performance; and
- (viii) high level implementation plan/s for the preferred option including transitional action plans if appropriate.

Final Report – the final report will consider all of the items listed above under the Draft Report and outline how the State Government's and Cradle Coast Councils' four prime objectives can be achieved. The report will also include:

- (i) a standalone Executive Summary;
- (ii) detailed recommendations; and
- (iii) detailed transitional action plan/s.

Presentation of the Final Report – is to be provided to a joint meeting of the State Government and all Cradle Coast Councils at an appropriate time.



2.2 Assessment Criteria:

All proposals submitted will be assessed by the Project Steering Committee and a representative of the Local Government Division. The following weighting will be used in assessing the proposals:

- Methodology proposed 40%
- Cost 20%
- Experience 20%
- Project Plan 10%
- Timeframe 10%

3. PROJECT DEFINITION

In responding to this Request for Quote it is expected that Consultants will provide at a minimum the following information:

ITEM	ELEMENTS
3.1 Methodology:	Provide the methods and standards to be used.
3.2 Scope:	Define the scope and any boundaries/limitations of the project.
3.3 Deliverables:	What is proposed to be produced and delivered?
3.4 Consultation Process	Provide an outline of the process that will be undertaken to obtain from councils (individually or collectively) information on current practices and service delivery models in place.
3.5 Constraints:	Outline any constraints and considerations to be taken into account in assessing your quote. For example:
Financial	•
Resources	•
Technical	•
Time	•
Other:	•

4. PROJECT PLANS

4.1 Project Overview

Provide a project overview to assist us in assessing your quote.

Major Phases:	Milestones	Tasks	Responsibility	Timeframe	Costs

Notes:

Time frame: Outline dates and phases of project. Please ensure that sufficient information for the various components of your proposal.

Costs (Budget/Project): Consider the following:

- What will your proposal cost?
- What are the potential variables that may be encountered and likely impact on cost estimate?
- What expectations will you have for the provision of information from councils?
- Outline timeframe for delivery of your work including the various phases proposed by you to undertake the project?

6 PROJECT BUDGET

An indicative budget to undertake the full scope of this project has been set at an upper limit of \$200,000.

Please provide your complete project budget to allow your proposal to be assessed against the established deliverables proposed.

Budget Item (example)	\$ (000s)	Explanatory Notes
Consultation		
Planning		
Design		
Materials		
Consultants/contractors		
Communication		
Administration		
Total	\$	

7. PROJECT MANAGEMENT

Please detail the people who will undertake the project including their experience and the components of work they will complete?

Name	Role in this Project	Experience

This project will be overseen by the “Project Steering Group” established by the Cradle Coast Authority Representatives.

A contact person will be assigned assist the consultant with all enquiries and requests for council data. Councils will endeavour to provide reasonable access in a timely manner to data sought by the appointed consultant.

The Consultant will provide regular updates to the Project Steering Committee during the project.

Expressions of Interest are to be lodged with _____ by 5:00 pm on _____.

Further information on any aspect of the project brief can be referred to _____ in the first instance.



9. SCHEDULE 2 – FEASIBILITY STUDY PANEL OF CONSULTANTS

Primary contact Position Company Contact details	Mr Paul Green Partner KPMG 03 6230 4000 pjgreen@kpmg.com.au
Primary contact Position Company Contact details	Mr Simon Tarte Engagement Partner – Hobart Deloitte Touche Tohmatsu 03 6237 7030 starte@deloitte.com.au
Primary contact Position Company Contact details	Ellen Witte Associate SGS SGS Economic and Planning 0421 372 940 ellen.witte@sgsep.com.au
Primary contact Position Company Contact details	Larni De Courtenay Partner, Operational Transaction Services Ernst & Young 02 9248 5178 larni.de.courtenay@au.ey.com

Elected Members Professional Development Policy

January 2016

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1 Policy

Professional development of Councillors is strongly encouraged together with the selection of training or attendance at conferences or seminars based on demonstrable benefit to the enhancement and development of the Councillor's skills and abilities with regard to effective community representation.

2 Purpose

The purpose of this Policy is to provide a framework to provide for Councillors attendance at seminars, conferences and meetings; and professional development opportunities for Councillors.

The broad framework within which Councillor professional development will be delivered encompasses:

- . Identification of the knowledge, skills and competencies needed by a Councillor/Council as a whole having regard to the strategic directions and performance of the Council, as well as developments within the local government industry.
- . Analysis of the professional development needs of Councillors and the Council as a whole against the identified needs.
- . Attendance at professional development activities by individual Councillors and the Council as a whole.

3 Scope

This Policy applies to the Mayor and all Councillors.

4 Definitions

Professional Development – includes personal development, attendance at a conference, seminar, forum, delegation or similar event that will assist a Councillor in their broad civic leadership role.

5 Principles

5.1 Commitment to Professional Development

As community representatives and the public face of the Council, Councillors play an integral leadership role in the processes for the development, communication and representation of the Council's Strategic Plan, Council policies, strategies and programs.

Professional development for Councillors contributes towards a positive presentation of the Council.

The Council will allocate funds via its budget process to meet approved professional development needs of Councillors.

5.2 *Personal Development*

Councillors are encouraged to identify individual and group personal development needs to enhance their effectiveness.

Assessment of needs should focus on the skills and knowledge required to enhance and improve the skills necessary to perform the role of Mayor and/or Councillor.

The General Manager is able to provide guidance and assistance to a Councillor by locating and sourcing personal development opportunities.

5.3 *Conferences, Seminars, Forums or Delegations*

A Councillor who is funded by the Council to attend a conference, seminar, forum, delegation or similar event, shall participate as a representative of Council, not as an individual.

The Mayor, Councillors and the General Manager are encouraged to regularly attend the following Local Government events:

- Australian Local Government Association National General Assembly;
- LGAT annual general meeting and conference;
- LGAT general meetings;
- LGAT professional development, training and elected members courses.

Participation in other conferences, seminars, forums, delegations or similar events by Councillors is encouraged where it can be demonstrated that attendance will:

- provide information on a contemporary issue, so that the Council can contribute to discussion or debate;
- put forward the Council's viewpoint during formation of a collaborative policy, or stance on an issue;
- meet community expectations that Council representation is necessary for the benefit of the community;
- deliver economic development opportunities; or
- provide improvements to the wellbeing of our community.

Following participation in an event covered by this section the Mayor, or the Councillor, should submit a written report for inclusion in the *GM's Desk* within 28 days of attendance.

5.4 Professional Development Funding

To maximise the effectiveness of allocated resources, the Council will only meet the cost of professional development outlined in this Policy, subject to approval by the General Manager, in consultation with the Mayor.

If a request for professional development cannot be accommodated within the budget allocation, the General Manager, in consultation with the Mayor, will determine if additional funding may be available from another area of the budget.

5.5 Expenses

All booking arrangements, including air fares, registration fees and accommodation (including meals in the hotel where registered) will be coordinated through the General Manager's Office. These will be paid direct by the Council.

Where a Councillor is accompanied at a conference or training, all costs for or incurred by an accompanying person are to be borne by the Councillor or accompanying person, not by the Council. The exception to the above being the cost of attending any official event dinner where partners would normally attend.

6 Review

This Policy will be reviewed every four years.

Communications and Engagement

Policy

January 2016

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PURPOSE

The purpose of this Policy is to provide guidance for the Central Coast Council (the Council) on internal and external communications and engagement. This includes the way the Council communicates and engages with people in our communities and involves them in dealing with the challenges and opportunities that matter most. It is the process of working collaboratively with interest groups within the community to make well informed decisions about major developments and strategic directions for Central Coast.

This Policy aims to:

- . Demonstrate the Council's commitment to continually improve the way it communicates and engages with people internally and in our communities;
- . Provide direction to the Council's staff and elected members; and
- . Demonstrate the Council's commitment to good governance.

SCOPE

This Policy applies to Councillors, employees and volunteers, as well as contractors who provide services to the Central Coast Council.

CONTEXT

The Council's communications and engagement:

- . Is fundamental to effective decision-making, service provision and good governance;
- . Is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process;
- . Includes the promise that the public's contribution will be considered in the decision making process;
- . Promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers;
- . Seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- . Seeks input from participants in designing how they participate;
- . Provides participants with the information they need to participate in a meaningful way; and
- . Communicates to participants how their input affected their decision.

MEDIA RELATIONS

The Council's Office of the General Manager is responsible for coordinating, approving and dispatching all media releases, photo opportunities and media briefings following authorisation by the General Manager.

The Mayor is the official spokesperson on behalf of the Council and the General Manager is the official spokesperson for all operational matters.

While it is recognised that Councillors are able to speak to the media as a function of their role, it is also recommended that they advise the Office of the General Manager of any media interactions in order to brief the Mayor and create a Council-wide perspective.

It is suggested that on issues where there is a significant and ongoing involvement by a Councillor, with the agreement of the Mayor, the Office of the General Manager will contact the relevant Councillor(s) to appear in media photographs in relation to issues, programs or services pertaining to the Councillor.

The General Manager may authorise Directors or Group Leaders to make public statements to the media.

The following categories shall apply in relation to the determination of spokespeople:

Category	Type of Issue	Spokesperson
1	<ul style="list-style-type: none"> • Council Policy; • Issues of a political nature; and • Highly significant and/or sensitive matters or projects affecting the Council or the entire municipal area. 	Mayor
2	Local matters.	Mayor or Delegate
3	Operational matters.	General Manager or Delegate
4	Technical matters.	General Manager or Delegate

The Mayor is responsible for allocating public speaking roles at Council-organised events requiring Councillor participation.

EXTERNAL COMMUNICATIONS

The Council will use a mix of electronic, mail, print, radio and television media to ensure that the community and other relevant stakeholders are offered:

- . Timely and clear information about matters of broad community significance that are being considered by the Council; and
- . An appropriate opportunity for input.

INTERNAL COMMUNICATIONS

The General Manager will ensure that employees receive timely and accurate information about matters that may broadly affect the community and/or their employment.

SOCIAL MEDIA

There is an expectation that councils will engage with community members more thoroughly and regularly, addressing issues promptly, maintaining transparency and remaining openly accountable for community-based decisions.

Communicating with the community through social media platforms is an effective communication channel to meet these expectations. This Policy should be read in conjunction with the Council's Social Media Acceptable Use Policy – January 2016.

COMMUNITY ENGAGEMENT

The Council will work collaboratively with groups of people linked by the community they live in, special interest or similar situations to address issues affecting their wellbeing. Effective engagement is central to understanding the aspirations, needs and priorities of the local community and integrating community input into how related local public services are planned and delivered.

Engagement also goes beyond consultation. It extends to the way we communicate and engage with people in our communities and involve them in dealing with the challenges and opportunities that matter most.

KEY GUIDING PRINCIPLES

The principles that underpin the Council's approach to engagement:

- **Inclusive Planning** – The planning and design of engagement processes will include input from appropriate local officials as well as from members of intended participant communities.
- **Transparency** – There will be a clarity and transparency about the engagement sponsorship, purpose, design and how decision-makers will use the process results.
- **Authentic Intent** – A primary purpose of engagement is to generate public views and ideas to help shape local government action or Policy, rather than persuade residents to accept a decision that has already been made.
- **International Association for Public Participation (IAP2)** – The Council commits to adapting the [IAP2 Public Participation Spectrum](#) as a best practice framework for community engagement processes.
- **Collaboration** – Cooperative arrangements will be created to enable engagement participants to come together to achieve shared goals.
- **Capability Building** – Council staff and the community will develop skills and 'know how' to achieve social and economic goals.
- **Empowerment** – The community will be supported to create partners, networks and/or a voice, in order to manage community-driven project outcomes.

IAP2'S PUBLIC PARTICIPATION SPECTRUM



RELATED POLICIES, LEGISLATION AND TOOLS

This Policy should be read in conjunction with existing corporate policies including:

- . Customer Service Policy;
- . Information and Communication Technology Acceptable Use Policy – April 2014;
- . Social Media Acceptable Use Policy – January 2016;
- . Social Media Systems Management Policy – January 2016;
- . Employees Code of Conduct – November 2012;
- . Communications and Engagement Toolkit; and
- . *Local Government Act 1993*.

EVALUATION PROCESS

This Policy is reviewed when any of the following occur:

- . The related information is amended or replaced;
- . Evidence that the Policy no longer meets the needs of the Council; or
- . Other circumstances as determined from time to time by the General Manager.

Notwithstanding the above, this Policy is to be reviewed at intervals of no more than two years.

RESPONSIBILITIES

Policy Owner	General Manager
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CHANGES TO POLICY

This Policy is to remain in force until otherwise determined by the General Manager.

Sandra Ayton
GENERAL MANAGER

Communications and Engagement

Strategy

January 2016

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PURPOSE

The purpose of the Communications and Engagement Strategy (the Strategy) is to:

- Identify and address the key challenges and opportunities and to support the Council in continuing to improve its communications and engagement processes consistent with the intent of the Communications and Engagement Policy – January 2016 and the Social Media Acceptable Use Policy – January 2016¹; and
- To build internal capability in the Council's broad communications and engagement activities. Community engagement is the process of communicating, cooperating and working with communities to gather information, build relationships and inform the Council's decision making.

The Communications and Engagement Policy – January 2016 provides guidance to improve the way the Central Coast Council (the Council) communicates internally and externally. This includes the way the Council communicates and engages with people in our communities and involves them in dealing with the challenges and opportunities that matter most. It is the process of working collaboratively with interest groups within the community to make well-informed decisions about major developments and strategic directions for the Central Coast.

The Social Media Acceptable Use Policy – January 2016 has been developed to ensure the effective service delivery of Council business through the use of social media whilst mitigating risk and establishing the proper use of the Council's social media services.

Whilst the Policies reflect an increased willingness by the Council to improve the way that it communicates and engages internally with the community and other key stakeholders, there will be a number of related internal and external constraints, challenges and opportunities involved including²:

- Having appropriate support systems and processes;
- Having resources including funds available for effective community-oriented engagement activities;
- Having staff adequately skilled in new and improved forms of community engagement;
- Balancing risk versus the benefit of effective use of social media;
- Striking the right balance between the benefits and effectiveness of technological advances; and
- Identifying different ways to engage the especially hard-to-engage community members.

¹ Central Coast Council, (January 2016), '*Communications and Engagement Policy*'; Central Coast Council, (January 2016), '*Social Media Acceptable Use Policy*'.

² COMMUNITY ENGAGEMENT In Rural-Remote and Indigenous Local Government; Dr Robyn Morris; Report for Australian Centre of Excellence for Local Government; October 2012

INTRODUCTION

Effective communication is the glue that holds organisations together. Everyone within the Council is responsible for ensuring effective and appropriate internal and external communications. Accurate, transparent, two-way communication is fundamental to good governance. It underpins how we work, improves services to and engages with people within and beyond our community.

Engagement goes beyond informing and consulting. It extends to:

- Having open conversations and dialogue;
- Building communications and working relationships and developing partnerships with business and community sectors;
- Integrating local community participation into important strategic policy-making and directions; and
- Developing and supporting effective communications and working relationships, between the Council and other agencies and tiers of government that deliver local public services.

The evolving role of local government is increasingly focusing on place and people, in addition to the more traditional roles. Whilst the Council continues to play an important role, communities are increasingly becoming more willing and capable of taking responsibility for their own growth trajectories. This means reviewing and continuing to improve the ways that the Council communicates and engages with all of its stakeholders³ in terms of:

- The changing expectations communities have of local government;
- The changing roles and responsibilities of local government;
- New ways of thinking about community governance;
- The principles and frameworks of effective engagement; and
- The associated resources and capability required for effective engagement.

The Strategy is linked and contributes to the Council's Strategic Plan 2014–2024⁴. The Strategic Plan recognises that those who are affected by a decision have a right to be involved related decision-making processes. This implies improved community engagement and coordination between the Council's efforts and community-led approaches to development.

The greater the public impact of decisions and related actions, the more participatory and inclusive the related communications and engagement processes should be. This suggests

³ LOCAL GOVERNMENT AND COMMUNITY ENGAGEMENT IN AUSTRALIA Working Paper No. 5 November 2011; Jade Herriman; ACELG

⁴ Central Coast Council (2014), '*Central Coast Strategic Plan 2014-2024*'. Aus.

that different capabilities, management practices, resources and approaches are required depending on the point of contact and the purpose of the need to engage.

The benefits of good internal and external communications and engagement include:

- Fostering inclusiveness and transparency by actively engaging the community and other key stakeholders in decision making and public processes;
- Improving trust and understanding and minimising the chances of conflict due to miscommunication;
- Improving organisational performance, including Council decision making and service delivery;
- Increasing cooperation across business units leading to improved efficiency and effectiveness and reduced duplication;
- Better-informed grant applications – grant eligibility criteria are increasingly requiring demonstrable and effective community engagement as part of the development of funding applications;
- Providing an opportunity to promote what the Council and the community stand for;
- Managing community expectation;
- Building networks, relationships, cooperation and partnerships amongst stakeholders to act collectively on things that matter most; and
- Informing/educating, empowering and building capability in our community.

The Council has adopted and commenced training staff in the use of the International Association of Public Participation (IAP2) Spectrum as the framework for its communications and engagement⁵.

Effective communications and engagement is more about a process than a plan. This Strategy provides a roadmap to address key identified challenges and opportunities, build capability and develop the resources to support the Council in continuing to improve its communications and engagement processes.

⁵ IAP2 (International Association for Public Participation) is an international member association which seeks to promote and improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world. IAP2 Australasia is the leading public participation Association in Australasia. See attachment 1 for more information.

The Strategy includes:

- A set of values and key guiding principles;
- An Action Plan;
- Initial Council Communications and Engagement Capability Mapping and Gap Analysis; and
- A Communications and Engagement tool and suite of related templates and resources – a user-friendly, web-based navigation tool and toolbox to provide guidance and resources to help Council staff develop and conduct effective communications and engagement processes.

KEY VALUES

- Giving people a voice;
- Those who are affected by a decision have a right to be involved in the decision-making process; and
- Tapping into community spirit – engaging with our local communities in new ways that reflect their concerns and aspirations.

KEY GUIDING PRINCIPLES

The key to building consistency in the practice of communications and engagement is the use of a principle-based approach. The Council's Communications and Engagement Policy identifies the following principles.

Inclusive planning

The planning and design of engagement processes will include appropriate input from relevant stakeholders:

- We will seek out and facilitate the involvement of those potentially affected by or interested in a decision;
- We will provide participants with the information they need to participate in a meaningful way; and
- We will communicate to participants how their input affected the decision.

Transparency

There will be a clarity and transparency about the engagement purpose, design and how decision-makers will use the process results.

Authentic intent

A primary purpose of engagement is to generate public views and ideas to help shape local government action or policy, rather than persuade residents to accept a decision that has already been made.

Collaboration

This includes cooperative arrangements where individuals and groups can work together towards a common purpose. Collaboration is an effective method of transferring 'know how', breaking down silos and reducing inefficiency and waste. This should include more adaptive and agile partnership approaches between the Council and key not-for-profit and government service providers. Such arrangements can include memoranda of intent; public-private partnerships and service agreements. Rather than being a direct service provider in these contexts, the Council is well positioned to fulfil the role of enabler, coordinator, facilitator and supporter of such arrangements.

Capability building

This includes enhancing the capabilities of staff and the community to communicate and engage around matters of mutual interest – this is particularly important when developing/ supporting more community-led and/or collaborative forms of development.

Empowerment

This involves enabling communities to increase control over their lives. It is the process where they increase their knowledge and build capacities to create partners, networks and/or a voice, in order to gain control. Empowerment involves community ownership and actions that aim for social change or community-driven project outcomes.

International Association for Public Participation (IAP2)

The Council commits to adapting the IAP2 Public Participation Spectrum as a best practice framework for community engagement processes.

SYSTEM CRITICAL SUCCESS FACTORS

Leadership

Internally, this means senior management leading by example and being role models for staff.

Externally, the Council has a leadership role to play in improving the connections, relationships and trust within the community to work together to deal with things that matter most. This requires a more collective and inclusive leadership style.

Communication and engagement from a corporate governance perspective:

- The Mayor is the Council's spokesperson for the Council; and
- The General Manager is the Council's spokesperson for the Council's operational matters.

Improving organisational culture

This means embedding effective communications and engagement in everything we do.

Effective resourcing

Ensuring appropriate staffing levels, access to training, budgets and tools for effective communications.

Internal capability

The Council needs to continuously review/improve communications and engagement capability and processes.

Managing risk

This means striking a balance between inclusive and effective engagement and managing the Council's risk.

Inclusive participation

Engagement needs to be broadly accessible in terms of location, time, and language, and support the engagement of participants.

Appropriate process/channels

Engagement needs to utilise one or more discussion formats/communications channels that reflect the needs of identified participant groups, and encourages full, authentic, effective and equitable participation consistent with process purposes.

Authentic use of information received

The ideas, preferences, and/or recommendations contributed by stakeholders should be documented and seriously considered by decision makers.

Feedback to participants

The Council should communicate ultimate decisions back to process participants and the broader public, with a description of how the public input was considered and used.

Evaluation

Evaluation should take place relating to engagement processes with the collected feedback and learning shared broadly and applied to future engagement efforts.

INTEGRATED/SYSTEMS APPROACH

Effective communications and engagement involves more than content development and management. It also includes effective, integrated development and management of the associated communication systems and processes/channels through which the content is conveyed. The key elements include:

1. System tools and resources (the website and intranet/intraweb);
2. Communications and engagement channels (social media, e-newsletters, community surveys, meetings, workshops and forums);
3. Capability and resources (availability of appropriate written and oral communications, engagement and facilitation skills and support guides and resources); and
4. Content development and management (objective of communications, content, format, target audience and timing/frequency).

A required improvement in one element of the system may have implications for other elements. Adopting an integrated systems approach can help:

- Identify inter-dependent/prerequisite actions across the elements;
- As a basis for cross-functional responsibilities and coordination (e.g. cross-organisation process teams); and
- Monitor/evaluate performance of the support systems/processes as well as content development and management.

CURRENT CAPABILITY MAPPING AND GAP ANALYSIS

With the support of the Senior Leadership Team, a communications and engagement capability and gap analysis was conducted across the Council's Business Units. The process identified initiators and recipients, purpose and communications/engagement types. The output of the process informed this Strategy and will also continue to inform the Council's internal continuous improvement and staff professional development/training process.

Key Findings of the Process⁶:

Several key findings resulted from the capability mapping and gap analysis. It would be fair to make the point that the review tended to focus on traditional thinking and approaches. As the Council continues to embrace new, agile and more collaborative forms of communications and engagement, then there will be new demands on capability, systems and process. As a result, a more detailed review/analysis is proposed in 2016–2017.

The findings reinforce the importance of a policy context to mitigate risk for the Council, relevant training and Information Technology purchasing. The key findings include:

- Reviewing all internal standard sheets and forms;
- Providing access to digital platforms including Skype, Made Open; Linked-in, Facebook and other forms of social media;
- Contemporary recruitment processes including expos and street stalls; and
- A responsive, interactive and instant community engagement tool, such as 'Bang the Table'⁷, or a similar more affordable alternative.

⁶ See attachment 2 for a more detailed analysis of the process.

⁷ Bang the Table provides an online platform where people can discuss public policy at a grassroots, community level. <http://bangthetable.com/>.

COMMUNICATIONS AND ENGAGEMENT ACTION PLAN

Key Action	Related Tasks	Responsibility	Resources	Timing
1. Redesign of the Council's websites and intranet (intra web)	<ul style="list-style-type: none"> Tender for three quotations to redesign the website and intranet 	GM		Complete
	<ul style="list-style-type: none"> Investigate redevelopment of the Coast to Canyon website 	GM		Complete
2. Implement the redesign the Council's website and intranet (intra web)	<ul style="list-style-type: none"> Create a change management process to manage internal resistance to change 	GM/Directors	\$25,000 Dependent on factors including the number of intra webs developed	June 2016
	<ul style="list-style-type: none"> Audit content through a participatory approach to identifying information gaps and inaccurate information across Departments 			
	<ul style="list-style-type: none"> Create interactive forms of communications and engagement for the website 			
	<ul style="list-style-type: none"> Create procedures to ensure the ongoing accuracy of content 			
3. Continue to develop Made Open Tasmania	<ul style="list-style-type: none"> Establish long-term governance arrangements 	GM	TBC	2016-17
	<ul style="list-style-type: none"> Investigate a business case for a Made Open Tasmania Community Foundation 	GM		2016-17
4. E-newsletter	<ul style="list-style-type: none"> Outsource design and distribution to a professional e-newsletter designer company to produce quarterly e-newsletter 	GM	\$550.00	Complete
5. Council Facebook page	<ul style="list-style-type: none"> Develop and implement a Council Facebook page 	GM		2015-16
6. Twitter	<ul style="list-style-type: none"> Investigate the Council's use of Twitter 	GM		2016-17

Key Action	Related Tasks	Responsibility	Resources	Timing
7. New methods of communications and engagement	<ul style="list-style-type: none"> Investigate new internal and external communications and engagement methods, including digital platforms 	GM		June 2016
	<ul style="list-style-type: none"> Implement new internal/external communications and engagement methods as agreed 	GM		2016–17
8. Become a corporate member of, and participate in the IAP2 network in Australia and Tasmania	<ul style="list-style-type: none"> Link to IAP2 resources via the Council's intranet (inraweb) 	GM	Annual fee is approx. \$1,600 pa	Complete
9. Process reviews/gap analysis	<ul style="list-style-type: none"> Develop Departmental/process improvement plans 	GM/Directors/Group Leaders		2016–17
	<ul style="list-style-type: none"> Develop business cases for plans that involve cost 	GM/Directors/Group Leaders		2016–17
	<ul style="list-style-type: none"> Develop Policy context for plans that involve risk 	GM/Directors/Group Leaders		2016–17
	<ul style="list-style-type: none"> Develop staff PD/training plans 	GM/Directors		2016–17
	<ul style="list-style-type: none"> Detailed review/analysis 	GM/Directors		2016–17
10. Navigation tool and toolkit	<ul style="list-style-type: none"> Develop/implement appropriate integrated communications and engagement tools to create an online toolkit available on the intranet (inraweb) 	GM/Directors		June 2016
11. Key staff training on different community engagement approaches	<ul style="list-style-type: none"> Review the need for specialist front line communications, engagement and facilitation training (such as community engagement, marketing and communications and social/digital media) 		IAP2 offers a variety of in-house and attendance workshops	2016–17

Key Action	Related Tasks	Responsibility	Resources	Timing
12. Key staff training and in the use of digital platforms/social media	<ul style="list-style-type: none"> Create the Policy context around social media use and systems management 	GM/Directors		Complete
	<ul style="list-style-type: none"> Implement the application of Facebook to engage with the community around Council activities 	GM/Directors		In progress
	<ul style="list-style-type: none"> Implement application of social media platforms to inform the community 	GM/Directors	Local training can be sourced in the use of digital marketing/ social media	In progress
	<ul style="list-style-type: none"> Use of digital platforms to collaborate and engage with the community, such as Made Open, Bang the Table, Twitter, Blogs (for internal communication) 	GM/Directors	Local training can be sourced in the use of specific digital platforms	In progress
13. Councillor training on participation in different community engagement approaches		GM		2016–17
14. Community training on different community engagement approaches and community-led forms of development		GM		2016–17
15. Develop/trial a range of standard service agreement templates to support collaborative forms of engagement		GM		2015–16
16. Media engagement	<ul style="list-style-type: none"> Media training for Mayor, Councillors and key staff in areas of television appearances and radio interviews 	GM/Directors	TBC	2016–17
	<ul style="list-style-type: none"> Training key staff in the preparation of routine and non-routine press releases 	GM/Directors	TBC	2016–17

Key Action	Related Tasks	Responsibility	Resources	Timing
17. Develop and implement an annual media and communications plan		GM/Directors		2015–16
18. Develop an online civic consultation/engagement tool that gives people a voice on civic matters		GM		2016–17
19. Develop Place Marketing Strategy	• Develop a combined Council/community online place marketing presence	GM/Community Services Dept		2016–17
	• Establish photo/video library	GM/Community Services Dept	Estimate \$10,000	2016–17
	• Review/update the Coast to Canyon Brand including style guide, interpretation and communications plan	GM/Community Services Dept	Estimate \$20,000	2017–18
	• Collect and collate Central Coast's key connection to place stories	GM/Community Services Dept		2016–17
	• Review the relevance/benefits of the Devonport and Cradle Country cooperative approach to marketing	GM/Community Services Dept		2017–18
	• Partner with key community groups (e.g. Regional Tourism Authority) to provide free/subsidised relevant place marketing/story telling training to key community groups	GM/Community Services Dept		2016–17
20. Review/refine the current corporate brand and style guide		GM/Directors	TBC	2017–18

ATTACHMENT 1 – THE IAP2 PUBLIC PARTICIPATION SPECTRUM

The Communications and Engagement Policy 2016 identifies the Council’s commitment to adapting the IAP2 Public Participation Spectrum (the Spectrum)⁸ as a best practice framework for community engagement processes. The Spectrum was designed to assist with selecting the appropriate level of community participation, which then defines the community’s role in the communications and engagement process. The Spectrum shows that levels of participation are varied, depending on the goals, time frames, resources, and levels of concern in the decision to be made, refer Figure 1, IAP2’s Public Participation Spectrum.



Figure 1: IAP2 Public Participation Spectrum

In addition, the Council recently adopted its 2014–2024 Strategic Plan and Local Economic Development Framework (2014). Both strategies also emphasise the importance of improving the way that the Council communicates and engages with its community. Engagement is broad ranging and varies, depending on the objective, context and community impact, refer Figure 2, IAP2’s Hub and Spoke model of the various uses of engagement.

⁸ Follow the link for more details on the IAP2 Spectrum - <https://www.iap2.org.au/resources/iap2s-public-participation-spectrum>



Figure 2: IAP2's Hub and Spoke model of the various uses of engagement

The Spectrum recognises that the Council's engagement activities can extend well beyond traditional consultation. Levels of engagement such as collaboration and empowerment reinforce the fact that councils do not exist in isolation, and emphasises the importance of engaging and building relationships and trust with the community and other key players to better achieve common outcomes. Access to IAP2 resources assists the Council to fulfil this emerging role for local government.

ATTACHMENT 2 – THE ONLINE TOOLKIT

The Council is a Corporate Member of IAP2⁹. Professional Development in the form of staff training delivered by an accredited IAP2 Trainer provides staff three months access to IAP2's Member Centre webpage. The IAP2's Methods Matrices document is available on the IAP2 Members Centre webpage. The Methods Matrices document contains 67 methods of community engagement, including a description of the method and the scale, purpose and context for each. Additionally, IAP2 training provides access to the Design, Plan, Manage (DPM) model, refer Figure 3. Each segment of the DPM model is explained within the training manual.

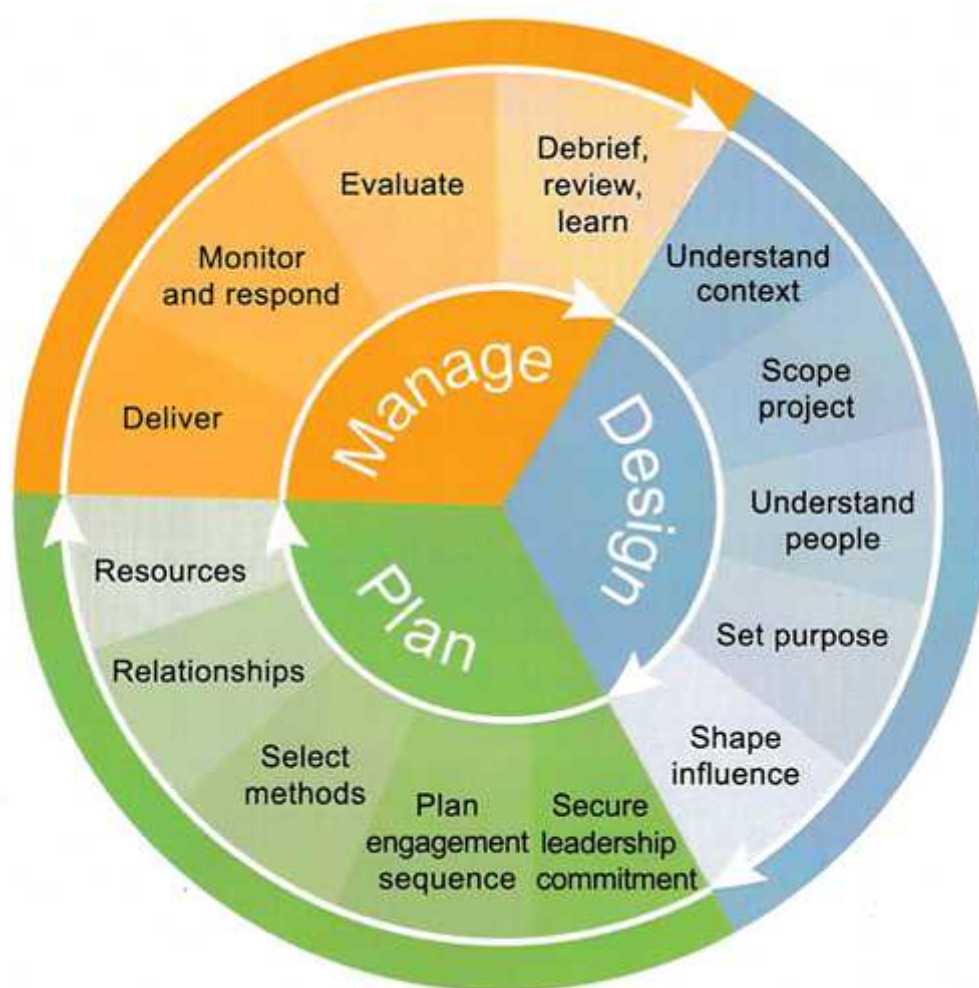


Figure 3: IAP2 Design, Plan, Manage Model

⁹ The Council became a Corporate Member of IAP2 in August 2014. Unlimited Council staff can now be registered, with individual IAP2 Corporate Membership logon details.

IAP2 Corporate Membership combined with staff training builds the Council's internal capability for communications and engagement processes. Access to IAP2's Members Centre provides the Council with resource materials that are produced and reviewed by IAP2; an internationally recognised best practice framework for community engagement.

Periodical access to the IAP2 Members Centre enables the development of a Guiding Document, a 'how to guide' for communications and engagement processes. Additionally, an online resource page, conceptually based on the Local Government Centre of Excellence 'Online Toolkit'¹⁰ for Regional and Remote Community Engagement', refer Figure 4, creates the foundation for the Council to conduct consistent and planned communications and community engagement activities.



Figure 4: Intraweb concept design: Communications and Community Engagement Toolkit

¹⁰ Australian Centre of Excellence for Local Government, (2015). 'Online Community Engagement Toolkit for Rural, Remote and Indigenous Councils'. <http://www.acelg.org.au/online-community-engagement-toolkit-rural-remote-and-indigenous-councils>. Accessed August 27, 2015

Central Coast Council

List of Development Applications Determined

Period From: 01-Dec-2015 To 31-Dec-2015

Application Number	Property Address	Development Application Type	Description of Proposed Use	Application Date	Decision Date	Day Determined
DA215061	51 Sice Avenue Heybridge 7316	Discretionary Development Application	Residential (additions and alterations to dwelling) - variation to frontage, side, Utilities Zone, Bass Highway and rail line setbacks	18-Sep-2015	02-Dec-2015	13
DA215072	19 Leven Street Ulverstone 7315	Discretionary Development Application	Residential (dwelling)	07-Oct-2015	03-Dec-2015	41
DA215073	Bannons Bridge Road Gunns Plains 7316	Discretionary Development Application	Residential dwelling	08-Oct-2015	23-Dec-2015	32
DA215075	7 Helen Street Ulverstone 7315	Discretionary Development Application	Residential and visitor accommodation	09-Oct-2015	18-Dec-2015	28
DA215018	43 Reibey Street Ulverstone 7315	Discretionary Development Application	Food services (canopy) - variation to canopy requirements	12-Oct-2015	21-Dec-2015	36
DA215081	87 Beach Road Leith 7315	Discretionary Development Application	Residential (visitor accomodation)	20-Oct-2015	04-Dec-2015	33
DA215082	48 Alice Street Ulverstone 7315	Discretionary Development Application	Residential (outbuilding)	21-Oct-2015	14-Dec-2015	39
DA215089	18 Water Street Ulverstone 7315	Discretionary Development Application	Residential (dwelling additions and alterations)	03-Nov-2015	14-Dec-2015	38
DA215087	1150 Pine Road Riana 7316	Discretionary Development Application	Subdivision (house excision and consolidation)	05-Nov-2015	23-Dec-2015	39
DA215090	1 Cann Street Penguin 7316	Discretionary Development Application	Residential (dwelling and outbuilding - shed) - variation to side and rear setbacks	09-Nov-2015	21-Dec-2015	31
DA215093	10 Helen Street Ulverstone 7315	Discretionary Development Application	Residential (outbuilding - shed)	12-Nov-2015	21-Dec-2015	39
DA215080	66 George Street Forth 7310	Permitted Development Application	Residential extensions	13-Nov-2015	09-Dec-2015	25
DA215096	5 Starlight Court Ulverstone 7315	Discretionary Development Application	Residential (dwelling) - variation to dwelling density standard, setback to Rural Resource zone and rear boundary setback	18-Nov-2015	23-Dec-2015	34

Application Number	Property Address	Development Application Type	Description of Proposed Use	Application Date	Decision Date	Day Determined
DA215097	19 Chuggs Road Forth 7310	Permitted Development Application	Residential (extension)	18-Nov-2015	17-Dec-2015	26
DA215099	3052 Castra Road Nietta 7315	Discretionary Development Application	Residential (dwelling extension)	20-Nov-2015	22-Dec-2015	31
DA215100	80 Bienefelts Road Turners Beach 7315	Discretionary Development Application	Residential (outbuilding)	23-Nov-2015	23-Dec-2015	28
DA215118	14 Arcadia Avenue Turners Beach 7315	Permitted Development Application	Residential Single	21-Dec-2015	23-Dec-2015	1

**SCHEDULE OF STATUTORY DETERMINATIONS
MADE UNDER DELEGATION**

Period: 1 December 2015 to 31 December 2015

Building Approvals - 17

<i>Type</i>	<i>No.</i>	<i>Total Value (\$)</i>
Dwellings	2	567,190
Flats/Units	0	0
Additions/Alterations	6	125,900
Outbuildings	8	612,400
Other	1	7,500,000
The estimated cost of building works totalled		8,805,490

Amended Building Permits - 2

Minor Works Applications - 1

Plumbing Permits - 14

Special Plumbing Permits - 1

Special Plumbing Permits (on-site wastewater management systems) - 1

Amended Special Plumbing Permits (on-site wastewater management systems) - 1

Food Business registrations (renewals) - 16

Food Business registrations - 2

Temporary Food Business registrations - 4

Abatement notices issued - 50

<i>Address</i>	<i>Property ID</i>
988 Cuprona Road, Cuprona	504460.1600
2 Gilbert Street, Forth	302420.0040
39 George Street, Forth	302410.0045
Gawler Road, Gawler	100530.0650
River Avenue, Heybridge	403520.0020
16 Braddons Lookout Road, Leith	302330.0030
44 Braddons Lookout Road, Leith	302330.0120
54 Braddons Lookout Road, Leith	302330.0200
64 Braddons Lookout Road, Leith	302330.0240
Beach Road, Leith	Crown land
Railway line, Leith	Railway land
575 Preston Road, North Motton	505350.0480
1 Southwood Avenue, Penguin	403580.0020
136 South Road, Penguin	403570.2460
15 Ashwater Crescent, Penguin	403030.0160

24 Berkshire Parade, Penguin	403054.0740
29 Hales Street, Penguin	403230.0280
3 South Road, Penguin	403570.0400
53 South Road, Penguin	403570.0380
84 Ironcliffe Road, Penguin	403280.1520
Ashwater Crescent – walkway between	
48–50 Ashwater Crescent, Penguin	403030.0870
Hayward Street, Penguin	403260.0100
1 Oceanside Boulevard, Sulphur Creek	403448.0020
12 Waterford Drive, Sulphur Creek	403640.0360
20 Waterford Drive, Sulphur Creek	403640.0440
22 Waterford Drive, Sulphur Creek	403640.0460
24 Waterford Drive, Sulphur Creek	403640.0480
3 Oceanside Boulevard, Sulphur Creek	403448.0040
4 Waterford Drive, Sulphur Creek	403640.0290
8 Sandhaven Crescent, Sulphur Creek	403541.0320
Bass Highway, Sulphur Creek	Crown land
Hogarth Road, Sulphur Creek	403265.0100
Blackburn Drive, Turners Beach	202009.0100
Forth Road, Turners Beach	202070.0020
20 Leighlands Avenue, Ulverstone	100990.1060
22 Alexandra Road, Ulverstone	100020.0760
38 Henslowes Road, Ulverstone	100680.0820
4 Industrial Drive, Ulverstone	100770.0010
80 Gawler Road, Ulverstone	100530.0590
Railway line, Alexandra Road, Ulverstone	Railway land
Von Bibras Road east behind Coral Avenue, Ulverstone	505750.0060
10A Josephine Street, West Ulverstone	100850.0749
22A South Road, West Ulverstone	101560.1480
29 Amherst Street, West Ulverstone	100070.0340
46 Amy Street, West Ulverstone	100080.0820
5 Amy Street, West Ulverstone	100080.0060
5 Cheryl Court, West Ulverstone	100255.0100
53A Westland Drive, West Ulverstone	101850.0510
6 River Road, West Ulverstone	101470.0080
Breheny Place, West Ulverstone	100190.0000



Cor Vander Vlist
DIRECTOR COMMUNITY SERVICES

SCHEDULE OF CONTRACTS AND AGREEMENTS

(Other than those approved under the Common Seal)

Period: 1 to 31 December 2015

Contracts

- Contract No. 7/2015-16
Retail Security Services
Provision of security services
Net Price \$69,883.00 (incl. GST)

Agreements

- Lease Agreement – Burnie Little Athletics Club of Penguin
Burnie Little Athletics Office
Penguin Athletics Centre
145 Ironcliffe Road, Penguin
- Lease Agreement – North West Athletics Club of Penguin
North West Athletics Office
Penguin Athletics Centre
145 Ironcliffe Road, Penguin
- Software Licence Agreement
Fleet management software
Trisoft Corporation Pty Ltd



Sandra Ayton
GENERAL MANAGER

**SCHEDULE OF DOCUMENTS FOR AFFIXING OF
THE COMMON SEAL**

Period: 15 December 2015 to 25 January 2016

Documents for affixing of the common seal

. TBA

Final plans of subdivision sealed under delegation

. TBA



Sandra Ayton
GENERAL MANAGER

**A SUMMARY OF RATES & FIRE SERVICE LEVIES
FOR THE PERIOD ENDED 31 DECEMBER 2015**

	2014/2015		2015/2016	
	\$	%	\$	%
Rates paid in Advance	- 743,602.69	-5.35	- 837,326.01	-5.97
Rates Receivable	500,471.99	3.60	295,911.64	2.11
Rates Demanded	14,074,395.59	101.24	14,561,987.40	103.74
Supplementary Rates	70,317.61	0.51	16,009.79	0.11
	13,901,582.50	100.00	14,036,582.82	99.99
Collected	11,179,329.85	80.40	11,641,450.03	82.94
Add Pensioners – Government	798,610.74	5.74	806,857.98	5.75
Pensioners – Council	30,450.00	0.22	31,080.00	0.22
	12,008,390.59	86.37	12,479,388.01	88.91
Remitted	1,492.78	0.01	1,492.86	0.01
Discount Allowed	554,673.67	3.99	546,717.29	3.89
Paid in advance	- 436,334.52	-3.14	- 453,164.56	-3.23
Outstanding	1,775,626.76	12.77	1,462,149.22	10.42
	13,903,849.28	100.00	14,036,582.82	100.00

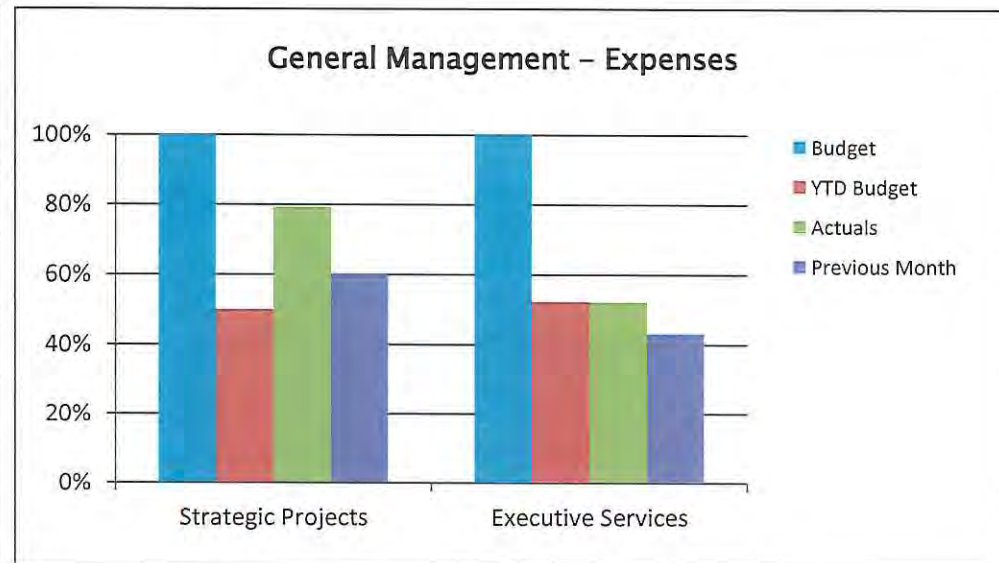
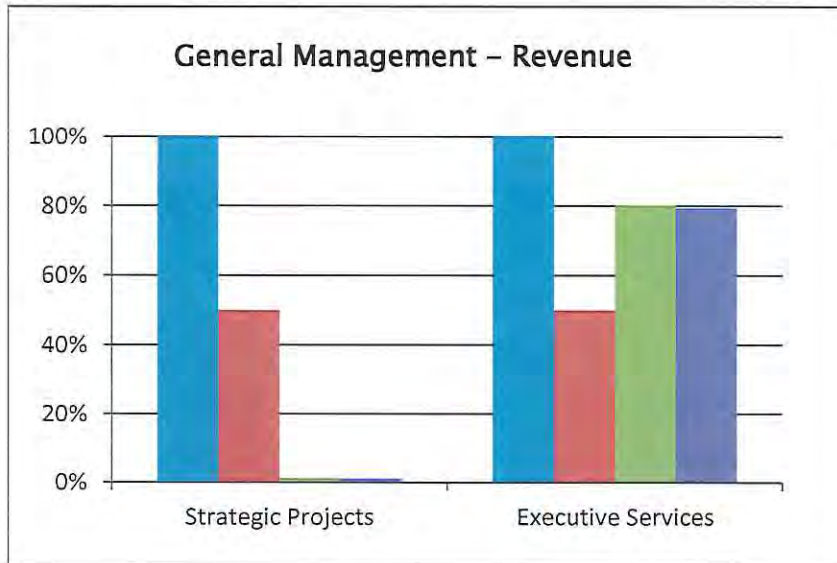


Andrea O'Rourke
ASSISTANT ACCOUNTANT

4-Jan-2016

Finance Report – December 2015

GENERAL MANAGEMENT	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
Revenue							
Strategic Projects	(2,061,000)	(1,030,578)	(23,263)	(21,179)	(1,007,315)	(2,037,737)	1%
Executive Services	(36,000)	(18,018)	(28,890)	(28,632)	10,872	(7,110)	80%
	\$ (2,097,000)	\$ (1,048,596)	\$ (52,153)	\$ (49,811)	\$ (996,443)	\$ (2,044,847)	
Expenses							
Strategic Projects	189,000	94,476	149,961	113,610	(55,485)	39,039	79%
Executive Services	1,512,000	790,078	788,212	649,306	1,866	723,788	52%
	\$ 1,701,000	\$ 884,554	\$ 938,173	\$ 762,916	\$ (53,619)	\$ 762,827	



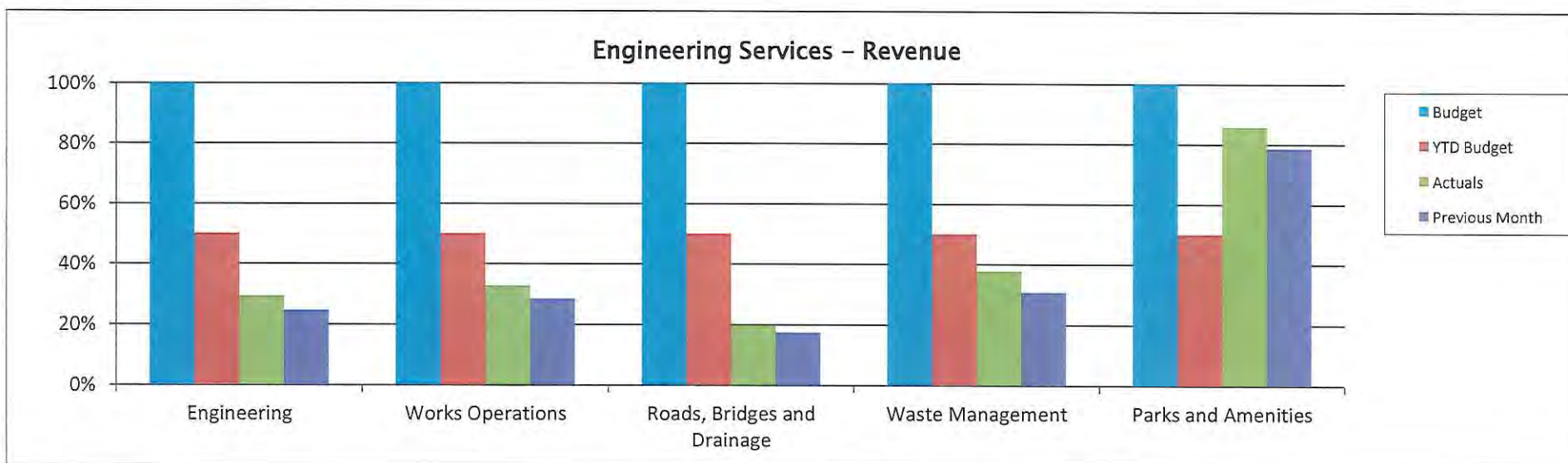
Variance

Strategic Projects
 Strategic Projects
 Executive Services
 Executive Services

Revenue less than YTD budget – Budget timing – sale of property and capital contributions.
 Expenditure more than YTD budget – Made Open expenses ahead of budget.
 Revenue more than YTD budget – Reimbursement of staff costs from Cradle Coast Authority.
 Expenditure less than YTD budget – Budget timing in general.

Finance Report – December 2015

ENGINEERING SERVICES	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
Revenue							
Engineering	(1,406,000)	(702,980)	(412,485)	(346,652)	(290,495)	(993,515)	29%
Works Operations	(1,200,000)	(600,042)	(395,001)	(342,281)	(205,041)	(804,999)	33%
Roads, Bridges and Drainage	(3,260,000)	(1,630,040)	(645,924)	(569,761)	(984,116)	(2,614,076)	20%
Waste Management	(652,000)	(326,020)	(246,149)	(201,223)	(79,871)	(405,851)	38%
Parks and Amenities	(412,885)	(206,443)	(353,965)	(325,027)	147,522	(58,920)	86%
	\$ (6,930,885)	\$ (3,465,525)	\$ (2,053,525)	\$ (1,784,945)	\$ (1,412,000)	\$ (4,877,360)	

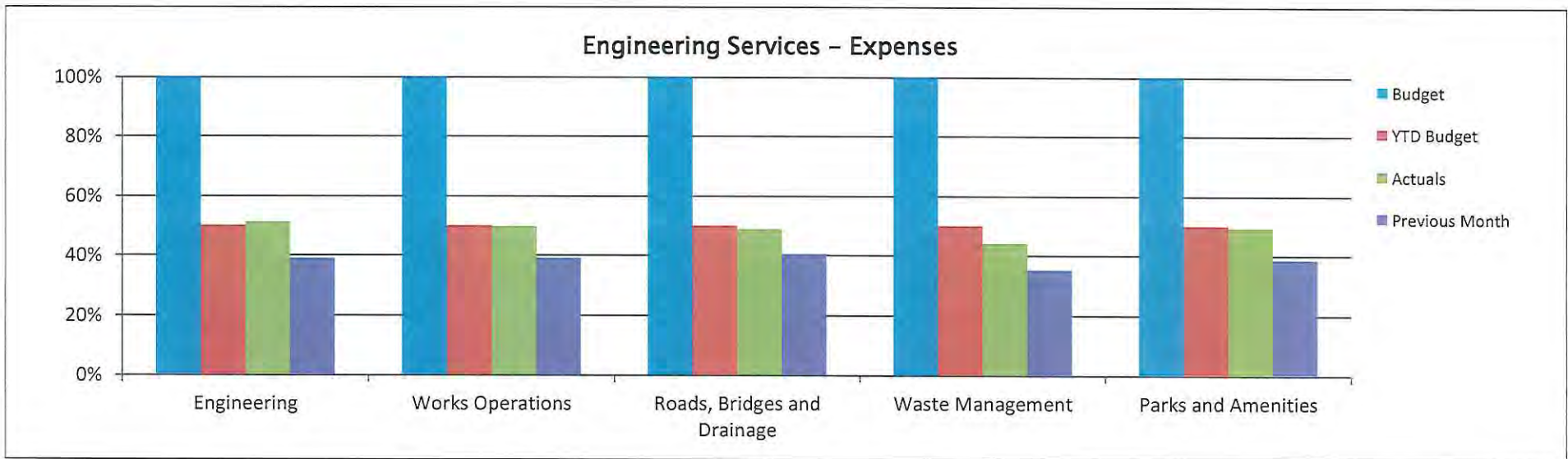


Variance

Engineering	Revenue under YTD budget – Timing – Engineering capital allocations and plant allocations behind budget.
Works Operations	Revenue under YTD budget – Timing – Works capital allocations and Private Works revenue behind budget.
Roads, Bridges and Drainage	Revenue under YTD budget – Timing – Capital grants and contributions not yet received.
Waste Management	Revenue under YTD budget – Mainly Resource Recovery Centre – entry fees and scrap metal sales behind budget.
Parks and Amenities	Revenue over YTD budget – Proceeds on sale of property ahead of budget.

Finance Report – December 2015

ENGINEERING SERVICES	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
Expenses							
Engineering	1,406,000	703,080	716,963	546,650	(13,883)	689,037	51%
Works Operations	1,238,000	618,974	614,378	484,089	4,596	623,622	50%
Roads, Bridges and Drainage	6,900,000	3,449,964	3,369,991	2,791,500	79,973	3,530,009	49%
Waste Management	3,565,000	1,782,610	1,570,906	1,258,504	211,704	1,994,094	44%
Parks and Amenities	2,528,885	1,264,343	1,244,763	977,700	19,580	1,284,122	49%
	\$ 15,637,885	\$ 7,818,971	\$ 7,517,002	\$ 6,058,443	\$ 301,969	\$ 8,120,883	



Variance

Engineering	Expenditure over YTD budget – Timing – mainly staff costs.
Works Operations	Expenditure under YTD budget – Timing of costs in general
Roads, Bridges and Drainage	Expenditure under YTD budget – Timing of costs in general.
Waste Management	Expenditure under YTD budget – Garbage and recycling collection costs for November not received.
Parks and amenities	Expenditure under YTD budget – Timing of expenses mainly in Parks.

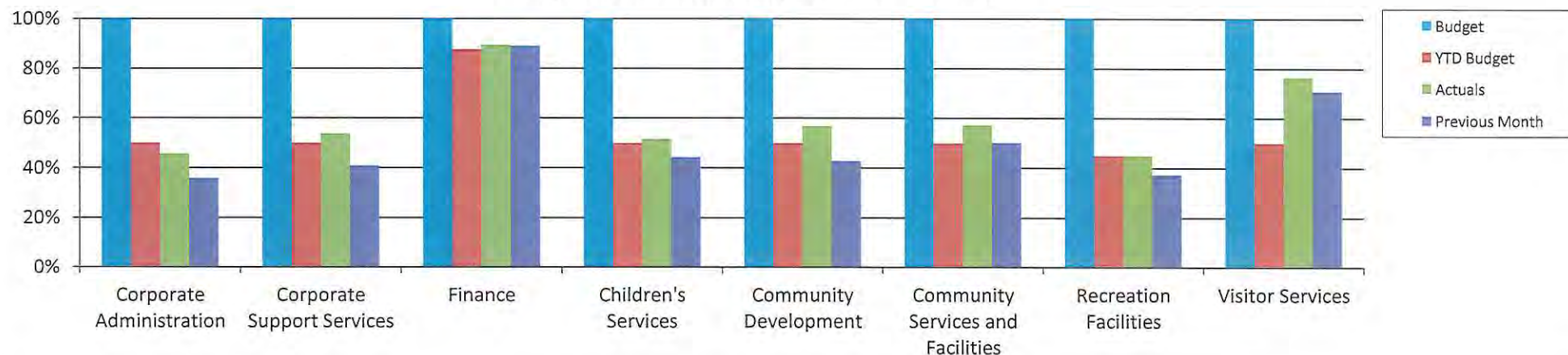
Finance Report – December 2015

CORPORATE & COMMUNITY SERVICES

Revenue

	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
Corporate Administration	(36,200)	(18,080)	(16,508)	(12,937)	(1,572)	(19,692)	46%
Corporate Support Services	(3,281,300)	(1,640,654)	(1,762,279)	(1,341,402)	121,625	(1,519,021)	54%
Finance	(18,378,000)	(16,069,900)	(16,391,571)	(16,342,864)	321,671	(1,986,429)	89%
Children's Services	(1,323,300)	(661,560)	(682,743)	(586,663)	21,183	(640,557)	52%
Community Development	(43,420)	(21,716)	(24,701)	(18,613)	2,985	(18,719)	57%
Community Services and Facilities	(1,090,950)	(545,352)	(624,762)	(547,529)	79,410	(466,188)	57%
Recreation Facilities	(500,500)	(225,165)	(225,081)	(186,498)	(84)	(275,419)	45%
Visitor Services	(134,200)	(67,120)	(102,350)	(94,863)	35,230	(31,850)	76%
	\$ (24,787,870)	\$ (19,249,547)	\$ (19,829,994)	\$ (19,131,369)	\$ 580,447	\$ (4,957,876)	

Corporate & Community Services – Revenue



Variance

Corporate Support Services

Revenue greater than YTD budget – Timing differences – labour on-costs ahead of budget.

Finance

Revenue greater than YTD budget – Rates received reflected as gross receipt.

Children's Services

Revenue greater than YTD budget – Revenue ahead of budget.

Community Services and Facilities

Revenue greater than YTD budget – APHU change over receipts (offset by change over expenses).

Visitor Services

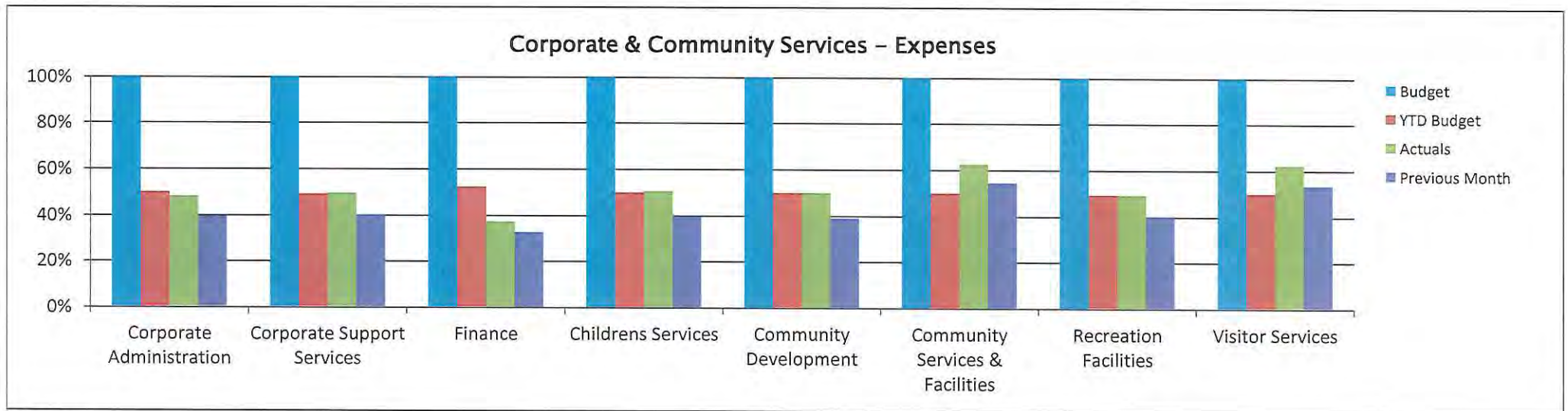
Revenue greater than YTD budget – Income from ticket sales greater than budget (offset by expenses).

Finance Report – December 2015

CORPORATE & COMMUNITY SERVICES

Expenses

	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
Corporate Administration	693,200	346,508	333,922	276,669	12,586	359,278	48%
Corporate Support Services	4,095,300	2,013,770	2,028,637	1,651,116	(14,867)	2,066,663	50%
Finance	1,713,000	896,446	640,650	560,331	255,796	1,072,350	37%
Children's Services	1,319,300	659,668	668,231	521,899	(8,563)	651,069	51%
Community Development	714,420	357,218	357,919	280,039	(701)	356,501	50%
Community Services and Facilities	1,541,950	770,654	965,965	840,645	(195,311)	575,985	63%
Recreation Facilities	1,907,500	941,506	942,069	768,212	(563)	965,431	49%
Visitor Services	334,200	167,010	208,194	178,442	(41,184)	126,006	62%
	\$ 12,318,870	\$ 6,152,780	\$ 6,145,588	\$ 5,077,353	\$ 7,192	\$ 6,173,282	

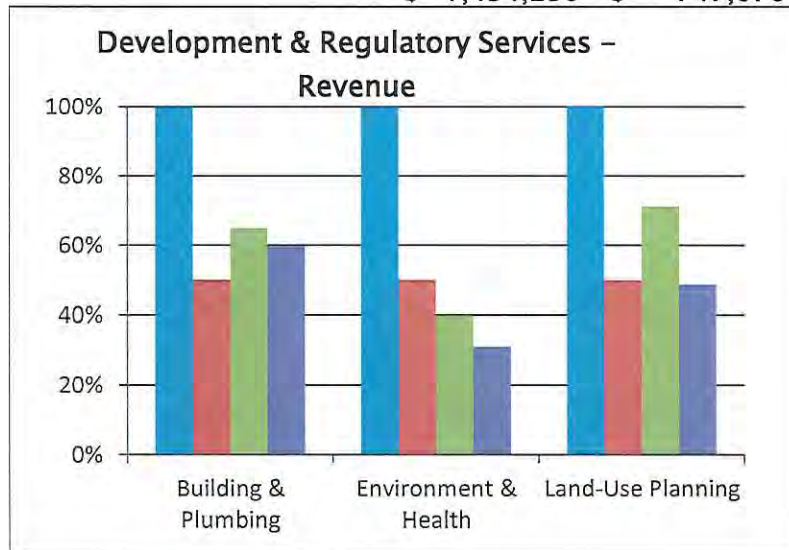


Variance

Finance	Actuals less than YTD budget – Timing of expenses mainly Fire Service Contribution and Land Tax.
Community Services and Facilities	Actuals greater than YTD budget – Aged Persons Home Units Change.
Visitor Services	Actuals greater than YTD budget – Payment for Aladdin & Vicar of Dibley productions ticket sales.

Finance Report – December 2015

DEVELOPMENT & REGULATORY SERVICES	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
Revenue							
Building and Plumbing	(294,000)	(147,060)	(190,201)	(175,073)	43,141	(103,799)	65%
Environment and Health	(70,000)	(35,020)	(27,952)	(21,606)	(7,068)	(42,048)	40%
Land-Use Planning	(157,250)	(78,644)	(111,904)	(76,572)	33,260	(45,346)	71%
	\$ (521,250)	\$ (260,724)	\$ (330,058)	\$ (273,250)	\$ 69,334	\$ (191,192)	
Expenses							
Building and Plumbing	578,000	288,990	324,256	235,048	(35,266)	253,744	56%
Environment and Health	355,000	177,540	185,662	150,473	(8,122)	169,338	52%
Land-Use Planning	561,250	280,546	264,870	219,227	15,676	296,380	47%
	\$ 1,494,250	\$ 747,076	\$ 774,788	\$ 604,748	\$ (27,712)	\$ 719,462	



Variance

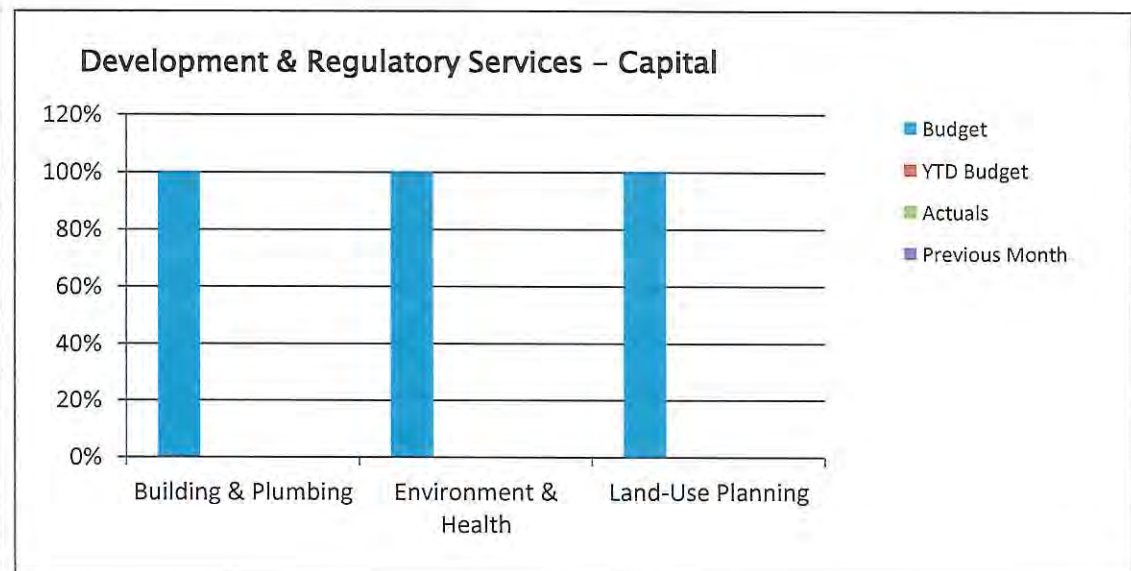
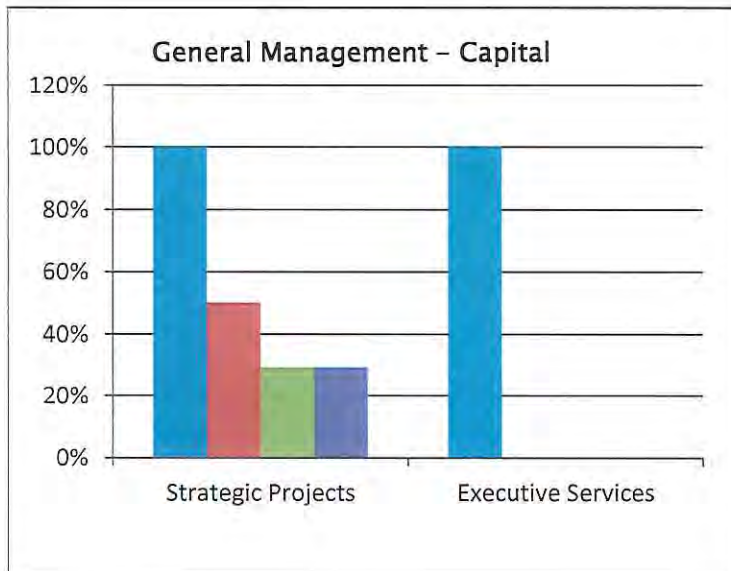
Building and Plumbing	Revenue greater than YTD Budget – Mainly inspection and connection fees and building related fees.
Building and Plumbing	Expenses greater than YTD Budget – Building Levies and timing of staff costs.
Environment and Health	Revenue less than YTD Budget – Mainly licence fees and contributions not received as yet.
Environment and Health	Expenses greater than YTD Budget – Aerated water treatment system costs and timing relating to staff costs.
Land-Use Planning	Revenue greater than YTD Budget – Mainly valuation and subdivision fees.
Land-Use Planning	Expenses less than YTD Budget – Timing mainly related to Rural Strategy.

Finance Report – December 2015

	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
GENERAL MANAGEMENT							
Strategic Projects	3,138,600	1,569,276	915,611	915,469	653,665	2,222,989	29%
Executive Services	-	-	-	-	-	-	0%
	\$ 3,138,600	\$ 1,569,276	\$ 915,611	\$ 915,469	\$ 653,665	\$ 2,222,989	

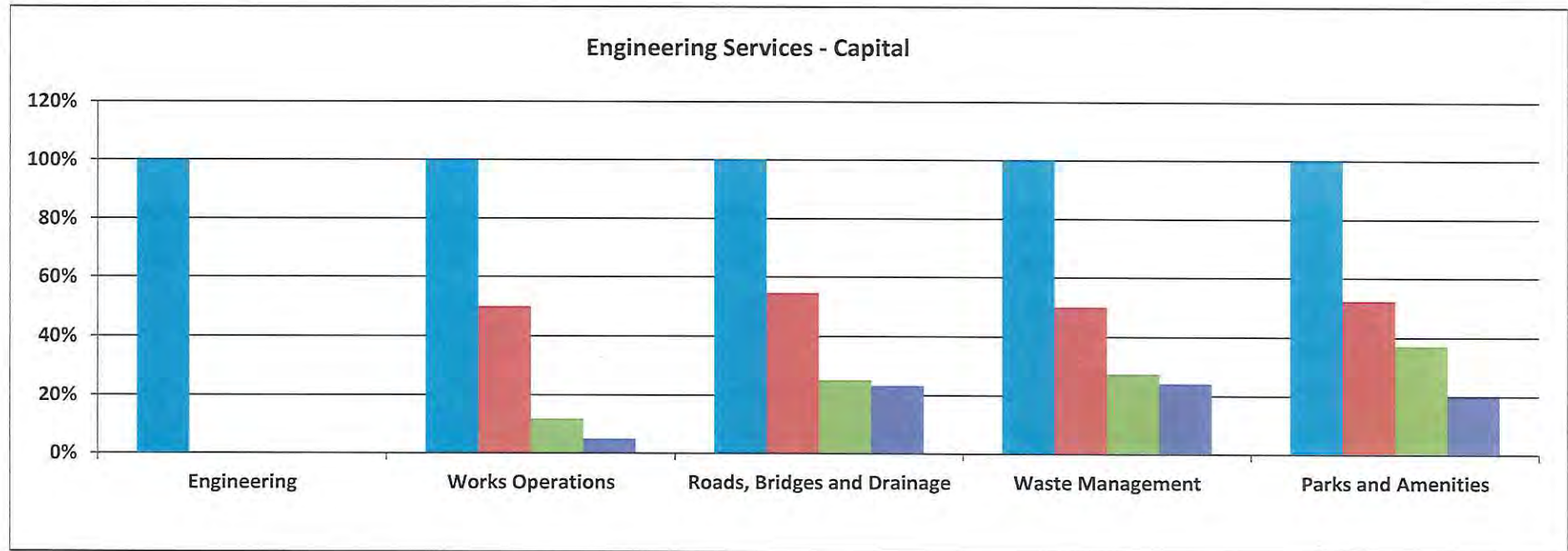
DEVELOPMENT & REGULATORY SERVICES

Building & Plumbing	-	-	-	-	-	-	0%
Environment & Health	30,000	-	-	-	-	30,000	0%
Land-Use Planning	-	-	-	-	-	-	0%
	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	



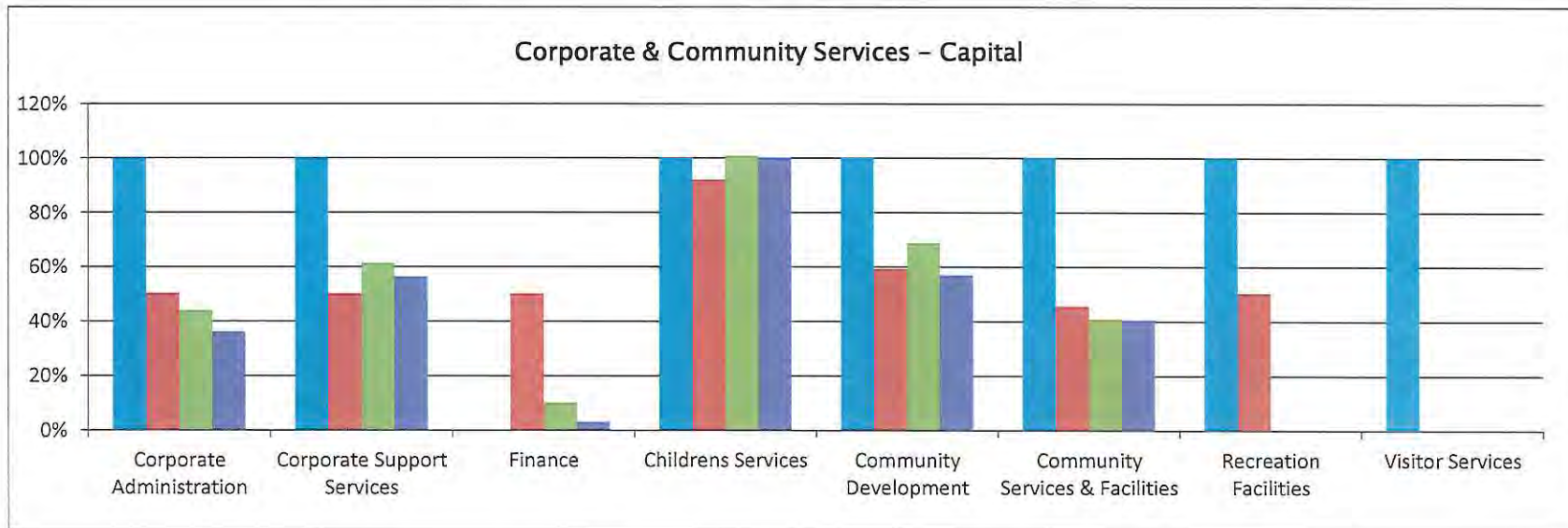
Finance Report – December 2015

	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
ENGINEERING SERVICES							
Engineering	90,000	–	–	–	–	90,000	0%
Works Operations	201,650	100,784	23,638	10,046	77,146	178,012	12%
Roads, Bridges and Drainage	7,161,000	3,915,378	1,804,578	1,670,776	2,110,800	5,356,422	25%
Waste Management	393,000	196,380	107,802	95,041	88,578	285,198	27%
Parks and Amenities	670,000	350,020	248,396	133,858	101,624	421,604	37%
	\$ 8,515,650	\$ 4,562,562	\$ 2,184,414	\$ 1,909,721	\$ 2,378,148	\$ 6,331,236	



Finance Report – December 2015

	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
CORPORATE & COMMUNITY SERVICES							
Corporate Administration	102,000	51,036	44,724	36,921	6,312	57,276	44%
Corporate Support Services	123,500	61,748	75,791	69,516	(14,043)	47,709	61%
Finance	–	–	–	–	–	–	0%
Childrens Services	35,000	17,480	3,592	–	13,888	31,408	0%
Community Development	258,000	237,516	260,243	258,429	(22,727)	(2,243)	101%
Community Services & Facilities	453,400	269,074	311,808	258,411	(42,734)	141,592	69%
Recreation Facilities	273,350	124,204	111,702	110,953	12,502	161,648	41%
Visitor Services	10,000	5,020	–	–	5,020	10,000	0%
	\$ 1,255,250	\$ 766,078	\$ 807,859	\$ 734,229	\$ (41,781)	\$ 447,391	



Strategic Projects	Expenses less than budget – Timing of projects relating to the receipt of grant income.
Works Operations	Expenses less than budget – Timing of projects relating to plant replacement and washdown bay.
Roads, Bridges and Drainage	Expenses less than budget – Timing of projects – bigger road projects not commenced.
Waste Management	Expenses less than budget – Timing of projects at Resource Recovery Centre.
Parks and Amenities	Expenses less than budget – Timing of projects – mainly Cemeteries and Public Amenities.
Community Services & Facilities	Expenses greater than budget – Timing of projects mainly APHU.

BANK RECONCILIATION

FOR THE PERIOD 1 DECEMBER TO 31 DECEMBER 2015

Balance Brought Forward (30/11/2015)	12,952,210.64
Add, Revenue for month	808,194.97
	13,760,405.61

Less, Payments for month	1,938,476.62

Balance as at 31 December 2015	11,821,928.99

Balance as at Bank Account as at 31 December 2015	419,481.37
Less, Unpresented Payments	- 6,691.73

	412,789.64
Cash on Hand	- 41,301.08

Operating Account	371,488.56
Interest Bearing Term Deposits	11,450,440.43

	11,821,928.99



Andrea O'Rourke
ASSISTANT ACCOUNTANT

05-January-2016

Works Program 2015-2016

(Schedule indicates site construction only)

[illegible]

Works Program 2015-2016

(Schedule indicates site construction only)

[illegible]

(Schedule indicates site construction only)

Date: Mon 11/01/16 + Task Progress