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**Minutes of an ordinary meeting of the Central Coast Council held in the Council Chamber at the Administration Centre, 19 King Edward Street, Ulverstone on Monday, 25 January 2016 commencing at 6.00pm.**

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**Councillors attendance**

Cr Jan Bonde (Mayor)  
Cr John Bloomfield  
Cr Garry Carpenter  
Cr Philip Viney

Cr Kathleen Downie (Deputy Mayor)  
Cr Shane Broad  
Cr Gerry Howard  
Cr Tony van Rooyen

**Councillors apologies**

Cr Rowen Tongs

**Employees attendance**

General Manager (Ms Sandra Ayton)  
Director Community Services (Mr Cor Vander Vlist)  
Director Infrastructure Services (Mr John Kersnovski)  
Director Organisational Services (Mr Vernon Lawrence)  
Executive Services Officer (Miss Lisa Mackrill)

**Media attendance**

The media was not represented.

**Public attendance**

One member of the public attended during the course of the meeting.

**Prayer**

The meeting opened in prayer.

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## CONFIRMATION OF MINUTES OF THE COUNCIL

### 1/2016 Confirmation of minutes

The Executive Services Officer reported 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.

- Cr Viney moved and Cr Downie seconded, “That the minutes of the previous ordinary meeting of the Council held on 14 December 2015 be confirmed.”

Carried unanimously

## COUNCIL WORKSHOPS

### 2/2016 Council workshops

The Executive Services Officer reported 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.

- Cr Howard moved and Cr Broad seconded, “That the Officer’s report be received.”

Carried unanimously

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## MAYOR'S COMMUNICATIONS

### 3/2016 Mayor's communications

The Mayor reported:

"I have no communications at this time."

### 4/2016 Mayor's diary

The Mayor reported 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 reported
- . 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 reported as follows:

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

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

■ Cr Viney moved and Cr Carpenter seconded, "That the Mayor's and Cr Carpenter's reported be received."

Carried unanimously

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## **5/2016      Pecuniary interest declarations**

The Mayor reported 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 reported 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.

No interests were declared at this time.

## **6/2016      Public question time**

The Mayor reported 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).”

## **COUNCILLOR REPORTS**

## **7/2016      Councillor reports**

The Executive Services Officer reported 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.

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

Cr Downie reported that the State Surf Life Saving Championships will be hosted by the Penguin Surf Life Saving Club on 20–21 February 2016.

Cr Carpenter reported on a recent meeting of the Caves to Canyon Tourism Association.

Cr Broad reported on a recent meeting of the Central Coast Chamber of Commerce and Industry Inc.

#### **APPLICATIONS FOR LEAVE OF ABSENCE**

##### **8/2016      Leave of absence**

The Executive Services Officer reported 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.”

#### **DEPUTATIONS**

##### **9/2016      Deputations**

The Executive Services Officer reported as follows:

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

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## PETITIONS

### 10/2016      Petitions

The Executive Services Officer reported as follows:

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

## COUNCILLORS' QUESTIONS

### 11/2016      Councillors' questions without notice

The Executive Services Officer reported 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.

(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.

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- (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."

The allocation of topics ensued.

## **12/2016      Councillors' questions on notice**

The Executive Services Officer reported 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

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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."



**DEPARTMENTAL BUSINESS**

**GENERAL MANAGEMENT**

**13/2016      Minutes and notes of committees of the Council and other organisations**

The General Manager reported 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 have been circulated to all Councillors.”

■ Cr Broad moved and Cr Carpenter seconded, “That the (non-confidential) minutes and notes of committees of the Council be received.”

Carried unanimously

**14/2016      Shared services – Memorandum of Understanding (158/2015 – 22.06.2015)**

The General Manager reported 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 reported as follows:

"A copy of the Draft Memorandum of Understanding has been circulated to all Councillors."

■ Cr Howard moved and Cr Broad seconded, "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."

Carried unanimously

### **15/2016 Adoption of the Elected Members Professional Development Policy (102/2000 – 13.03.2000)**

The General Manager reported 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 reported as follows:

"A copy of the Elected Members Professional Development Policy January 2016 has been circulated to all Councillors."

■ Cr Broad moved and Cr Carpenter seconded, "That the Council adopt the Elected Members Professional Development Policy January 2016 (a copy being appended to and forming part of the minutes)."

Carried unanimously

**16/2016      Adoption of the Communications and Engagement Policy**

The General Manager reported 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 reported as follows:

"A copy of the Communications and Engagement Policy January 2016 has been circulated to all Councillors."

■ Cr Carpenter moved and Cr Howard seconded, "That the Council adopt the Communications and Engagement Policy January 2016 as amended (a copy being appended to and forming part of the minutes)."

Continued after Minute No. 18/2016...

**17/2016      Public question time**

The time being 6.42pm, the Mayor introduced public question time.

There were no questions from the public at this time.

Continued after Minute No. 31/2016...

Minute No. 16/2016 continued after Minute No. 18/2016...

**18/2016      Adjournment of meeting**

The Mayor advised as follows:

"This meeting is adjourned for five minutes to take advice on wording contained in the Communications and Engagement Policy at Minute No. 16/2016."

The meeting adjourned from 6.53pm to 6.57pm.

**Minute No. 16/2016 continued...**

Motion

Carried unanimously

**19/2016      Adoption of the Communications and Engagement Strategy**

The General Manager reported 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 reported as follows:

"A copy of the Communications and Engagement Strategy January 2016 has been circulated to all Councillors."

■ Cr Broad moved and Cr Downie seconded, "That the Council adopt the Communications and Engagement Strategy January 2016 (a copy being appended to and forming part of the minutes)."

Carried unanimously

COMMUNITY SERVICES

**20/2016      Statutory determinations**

The Director Community Services reported 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 reported as follows:

“A copy of the Schedule has been circulated to all Councillors.”

■ Cr Downie moved and Cr Carpenter seconded, “That the Schedule of Statutory Determinations (a copy being appended to and forming part of the minutes) be received.”

Carried unanimously

INFRASTRUCTURE SERVICES

**21/2016      Dial Regional Sports Complex development – Increase in scope and design fees (301/2015 – 19.10.2015)**

The Director Infrastructure Services reported 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."

- Cr Howard moved and Cr Viney seconded, "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.”

Voting for the motion

(6)

Cr Bonde

Cr Broad

Cr Carpenter

Cr Downie

Cr Howard

Cr Viney

Voting against the motion

(2)

Cr Bloomfield

Cr van Rooyen

Motion

Carried

### **22/2016      Tenders – McDonald Street, Ulverstone rehabilitation**

The Director Infrastructure Services reported 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."

- Cr Viney moved and Cr Downie seconded, “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.”

Carried unanimously

## **23/2016      Tenders – Nine Mile Road, Howth upgrade (235/2015 – 17.08.2015)**

The Director Infrastructure Services reported 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."

- Cr van Rooyen moved and Cr Carpenter seconded, "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."

Carried unanimously

ORGANISATIONAL SERVICES

**24/2016      Contracts and agreements**

The Director Organisational Services reported 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 reported as follows:

“A copy of the Schedule has been circulated to all Councillors.”

■ Cr Downie moved and Cr Viney seconded, “That the Schedule of Contracts and Agreements (a copy being appended to and forming part of the minutes) be received.”

Carried unanimously

**25/2016      Correspondence addressed to the Mayor and Councillors**

The Director Organisational Services reported 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.”

- Cr Howard moved and Cr Downie seconded, “That the Director’s report be received.”

Carried unanimously

## **26/2016      Common seal**

The Director Organisational Services reported 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 reported as follows:

“A copy of the Schedule has been circulated to all Councillors.”

- Cr Viney moved and Cr Downie seconded, “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.”

Carried unanimously

## **27/2016      Financial statements**

The Director Organisational Services reported 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 reported as follows:

“Copies of the financial statements have been circulated to all Councillors.”



- Cr Howard moved and Cr Downie seconded, “That the financial statements (copies being appended to and forming part of the minutes) be received.”

Carried unanimously

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## CLOSURE OF MEETING TO THE PUBLIC

### 28/2016 Meeting closed to the public

The Executive Services Officer reported 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.”

■ Cr Downie moved and Cr Carpenter seconded, “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.”

Carried unanimously and by absolute majority

The Executive Services Officer further reported as follows:

“1 The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of any matter discussed at a closed meeting that the general

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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, reported 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.”

The meeting moved into Closed session at 7.54pm.

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## 29/2016      Confirmation of Closed session minutes

The Executive Services Officer reported (reproduced in part) as follows:

“The Closed session 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 in respect of a matter discussed at a closed meeting –

‘34(1)(b)    in relation to a matter discussed at the closed meeting –

(i)        the fact that the matter was discussed at the closed meeting; and

(ii)       a brief description of the matter so discussed –

are to be recorded in the minutes of that part of the meeting that is open to the public, but are to be recorded in a manner that does not disclose any confidential information and protects confidentiality; and

(c) in relation to a matter discussed at the closed meeting, the details of the discussion of the matter, and the outcome of the discussion, are not to be recorded in the minutes of that part of the meeting that is open to the public unless the council, or council committee, determines otherwise.’

The details of this matter are accordingly to be recorded in the minutes of the closed part of the meeting.”

GENERAL MANAGEMENT

**30/2016      Minutes and notes of other organisations and committees of the Council**

The General Manager reported (reproduced in part) as follows:

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

...

The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of a matter discussed at a closed meeting –

‘34(1)(b) in relation to a matter discussed at the closed meeting –

- (i) the fact that the matter was discussed at the closed meeting; and
- (ii) a brief description of the matter so discussed –

are to be recorded in the minutes of that part of the meeting that is open to the public, but are to be recorded in a manner that does not disclose any confidential information and protects confidentiality; and

- (c) in relation to a matter discussed at the closed meeting, the details of the discussion of the matter, and the outcome of the discussion, are not to be recorded in the minutes of that part of the meeting that is open to the public unless the council, or council committee, determines otherwise.’

The details of this matter are accordingly to be recorded in the minutes of the closed part of the meeting.”

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## RESUMPTION OF MEETING OPEN TO THE PUBLIC

### 31/2016      Resumption of meeting open to the public

The Executive Services Officer reported as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide that a council, by simple majority, may re-open a closed meeting to the public.”

■ Cr Carpenter moved and Cr Downie seconded, “That the Council re-open the meeting to the public.”

Carried unanimously

The meeting re-opened to the public at 8.11pm.

### Minute No. 17/2016   continued...

The Mayor reintroduced public question time at 8.11pm noting that two written questions had been received prior to the meeting from Mr John Earthrowl.

Question 1 –

“At the December 14<sup>th</sup> meeting I asked a followup question to a letter re rubbish dumping in Forest Reserves that I had sent to Council in November.

As I still have not received an answer I ask again.....What action has Council taken?

In my original letter to Council I had suggested suitable signage at the entrance to the four Transfer Stations warning of fines for illegal dumping.”

Response –

“Discussions have taken place with Government agencies including Parks & Wildlife on the materials that are being illegally dumped in the forest areas nominated by Mr Earthrowl. It appears that Government Departments do not have the funding to clean the area up, nor to prevent this from occurring. Unfortunately, the Council did not allow for funding the clean-up of the area and is thus only able to undertake a small amount of clean-up works along Swamp Road in the first quarter of this year.

The issue of materials falling from loads being taken to our three transfer stations is a continuing problem. Consequently, we will be installing ‘Cover your load’ signage on roads leading to the Resource Recovery Centre as well as the three transfer stations in the first quarter of this year.”

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Question 2 –

“What measures has Council taken in their current budget to combat the reported problem of global warming?”

Response –

“The Council has been proactive over the last few years in reducing its carbon footprint and working on ways that it can effectively reduce its effect on the environment. Waste minimisation and recycling has been supported and a program of replacing old style high energy usage lighting at Council facilities instigated. This is continuing this year with replacement of sporting field lighting now being undertaken.

The Council has also been part of the investigations into the introduction of LED street lighting across Tasmania and continues to participate in the joint programs currently being planned with the Local Government Association of Tasmania and TasNetworks. As well, investigations into solar powering of Council facilities are continuing and the implementation of cost effective initiatives such as the installation of solar power systems on the Ulverstone Recreation Centre will be considered in the 2016–2017 budget.

The Council monitors its energy usage and greenhouse gas emissions through Planet Footprint and new targets are set annually.”

---

## **Closure**

There being no further business, the Mayor declared the meeting closed at 8.15pm.

CONFIRMED THIS 15TH DAY OF FEBRUARY, 2016.

## **Chairperson**

(Imm:lb)

## **Appendices**

- Minute No. 14/2016 – Memorandum of Understanding between the Tasmanian Government and Cradle Coast Councils
- Minute No. 15/2016 – Elected Members Professional Development Policy – January 2016
- Minute No. 16/2016 – Communications and Engagement Policy – January 2016
- Minute No. 19/2016 – Communications and Engagement Strategy – January 2016
- Minute No. 20/2016 – Schedule of Statutory Determinations
- Minute No. 24/2016 – Schedule of Contracts & Agreements
- Minute No. 26/2016 – Schedule of Documents for Affixing of the Common Seal
- Minute No. 27/2016 – Financial statements



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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 recommendation provided to the Council within these minutes:

- (i) the advice, information or recommendation was given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and
- (ii) where any advice was 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.

A handwritten signature in black ink, consisting of a large, stylized 'C' followed by a horizontal line and a small 'X' mark.

Cor Vander Vlist  
ACTING GENERAL MANAGER

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# Appendices

CENTRAL COAST COUNCIL

I certify that this is the Memorandum of...  
Understanding between the Tasmanian  
Govt. and Cradle Coast Councils referred to in  
Minute No. 14/2016 of a meeting of the  
Council held on 25 / 01 / 2016...



Executive Services Officer

# 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:

<b>Local Government Division</b>			
Primary contact	Phillip Hoysted Director Local Government Division	6232 7014	Phillip.Hoysted@dpac.tas.gov.au
<b>Cradle Coast Councils – Project Steering Committee</b>			
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



<p>Signed for and on behalf of the Latrobe Council, by the Mayor, Cr Peter Freshney, 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>
--	---

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

<b>1.1 Background:</b>	<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"> <li>• be in the best interest of ratepayers;</li> <li>• improve the level of services for communities;</li> <li>• preserve and maintain local representation; and</li> <li>• ensure the financial status of the entities is strengthened.</li> </ul> <p>The following table outlines the current status of the councils relating to population, rateable assessments, size, annual budget and employee numbers.</p>
------------------------	--



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

<b>1.2 Desired Outcomes:</b>	<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"> <li>• being in the best interest of ratepayers;</li> <li>• improving the level of services for communities;</li> <li>• preserving and maintaining local representation; and</li> <li>• ensuring the financial status of the entities is strengthened.</li> </ul>
<b>1.3 Objectives:</b>	<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"> <li>• regional;</li> <li>• sub-regional; and</li> <li>• neighbouring councils working together.</li> </ul> <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

<b>2.1 Deliverables</b>	<p>The Consultant must provide the following:</p> <p><b>Draft Report</b> – 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:</p> <ul style="list-style-type: none"> <li>(i) comparison of advantages and/or disadvantages of the various options considered;</li> <li>(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;</li> <li>(iii) any likely impacts on the councils both collectively and individually;</li> <li>(iv) cost benefit analysis on each of the options considered;</li> <li>(v) a risk analysis for the councils both collectively and individually;</li> <li>(vi) appropriate governance structures for major resource sharing options;</li> <li>(vii) an evaluation framework to monitor performance; and</li> <li>(viii) high level implementation plan/s for the preferred option including transitional action plans if appropriate.</li> </ul> <p><b>Final Report</b> – 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:</p> <ul style="list-style-type: none"> <li>(i) a standalone Executive Summary;</li> <li>(ii) detailed recommendations; and</li> <li>(iii) detailed transitional action plan/s.</li> </ul> <p><b>Presentation of the Final Report</b> – is to be provided to a joint meeting of the State Government and all Cradle Coast Councils at an appropriate time.</p>
-------------------------	---

**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
<b>3.1 Methodology:</b>	Provide the methods and standards to be used.
<b>3.2 Scope:</b>	Define the scope and any boundaries/limitations of the project.
<b>3.3 Deliverables:</b>	What is proposed to be produced and delivered?
<b>3.4 Consultation Process</b>	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.
<b>3.5 Constraints:</b>	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?

To assist us in accessing your proposal please outline the range of tasks, activities and milestones proposed.

[illegible]

## 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		
<b>Total</b>	<b>\$</b>	

## 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



CENTRAL COAST COUNCIL

I certify that this is the Elected Members  
Professional Development Policy  
January 2016 referred to in  
Minute No. 15/2016 of a meeting of the  
Council held on 25/01/2016  
  
Executive Services Officer

# 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.

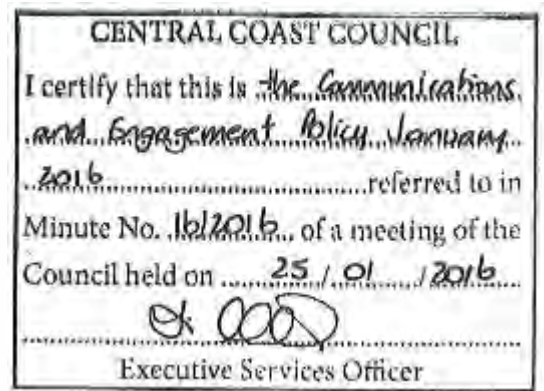
#### **5.5 Expenses**

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.

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"> <li>• Council Policy;</li> <li>• Issues of a political nature; and</li> <li>• Highly significant and/or sensitive matters or projects affecting the Council or the entire municipal area.</li> </ul>	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
--------------	-----------------

## CHANGES TO POLICY


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

Sandra Ayton  
**GENERAL MANAGER**

CENTRAL COAST COUNCIL

I certify that this is ~~the Communications..~~  
~~and Engagement Strategy January~~  
~~2016~~ referred to in

Minute No. 19/2016 of a meeting of the  
Council held on 25 / 01 / 2016

  
Executive Services Officer

# 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 2016<sup>1</sup>; 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 including<sup>2</sup>:

- 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.

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

<sup>2</sup> 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 stakeholders<sup>3</sup> 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 2014–2024<sup>4</sup>. 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

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

<sup>4</sup> 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 engagement<sup>5</sup>.

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.

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<sup>5</sup> 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 Process<sup>6</sup>:*

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'<sup>7</sup>, or a similar more affordable alternative.

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<sup>6</sup> See attachment 2 for a more detailed analysis of the process.

<sup>7</sup> 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)	• Tender for three quotations to redesign the website and intranet	GM		Complete
	• Investigate redevelopment of the Coast to Canyon website	GM		Complete
2. Implement the redesign the Council's website and intranet (intra web)	• 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
	• Audit content through a participatory approach to identifying information gaps and inaccurate information across Departments			
	• Create interactive forms of communications and engagement for the website			
	• Create procedures to ensure the ongoing accuracy of content			
3. Continue to develop Made Open Tasmania	• Establish long-term governance arrangements	GM	TBC	2016-17
	• Investigate a business case for a Made Open Tasmania Community Foundation	GM		2016-17
4. E-newsletter	• Outsource design and distribution to a professional e-newsletter designer company to produce quarterly e-newsletter	GM	\$550.00	Complete
5. Council Facebook page	• Develop and implement a Council Facebook page	GM		2015-16
6. Twitter	• 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"> <li>Investigate new internal and external communications and engagement methods, including digital platforms</li> </ul>	GM		June 2016
	<ul style="list-style-type: none"> <li>Implement new internal/external communications and engagement methods as agreed</li> </ul>	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"> <li>Link to IAP2 resources via the Council's intranet (inraweb)</li> </ul>	GM	Annual fee is approx. \$1,600 pa	Complete
9. Process reviews/gap analysis	<ul style="list-style-type: none"> <li>Develop Departmental/process improvement plans</li> </ul>	GM/Directors/Group Leaders		2016–17
	<ul style="list-style-type: none"> <li>Develop business cases for plans that involve cost</li> </ul>	GM/Directors/Group Leaders		2016–17
	<ul style="list-style-type: none"> <li>Develop Policy context for plans that involve risk</li> </ul>	GM/Directors/Group Leaders		2016–17
	<ul style="list-style-type: none"> <li>Develop staff PD/training plans</li> </ul>	GM/Directors		2016–17
	<ul style="list-style-type: none"> <li>Detailed review/analysis</li> </ul>	GM/Directors		2016–17
10. Navigation tool and toolkit	<ul style="list-style-type: none"> <li>Develop/implement appropriate integrated communications and engagement tools to create an online toolkit available on the intranet (inraweb)</li> </ul>	GM/Directors		June 2016
11. Key staff training on different community engagement approaches	<ul style="list-style-type: none"> <li>Review the need for specialist front line communications, engagement and facilitation training (such as community engagement, marketing and communications and social/digital media)</li> </ul>		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"> <li>Create the Policy context around social media use and systems management</li> </ul>	GM/Directors		Complete
	<ul style="list-style-type: none"> <li>Implement the application of Facebook to engage with the community around Council activities</li> </ul>	GM/Directors		In progress
	<ul style="list-style-type: none"> <li>Implement application of social media platforms to inform the community</li> </ul>	GM/Directors	Local training can be sourced in the use of digital marketing/ social media	In progress
	<ul style="list-style-type: none"> <li>Use of digital platforms to collaborate and engage with the community, such as Made Open, Bang the Table, Twitter, Blogs (for internal communication)</li> </ul>	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"> <li>Media training for Mayor, Councillors and key staff in areas of television appearances and radio interviews</li> </ul>	GM/Directors	TBC	2016–17
	<ul style="list-style-type: none"> <li>Training key staff in the preparation of routine and non-routine press releases</li> </ul>	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)<sup>8</sup> 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.

<sup>8</sup> 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 IAP2<sup>9</sup>. 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.

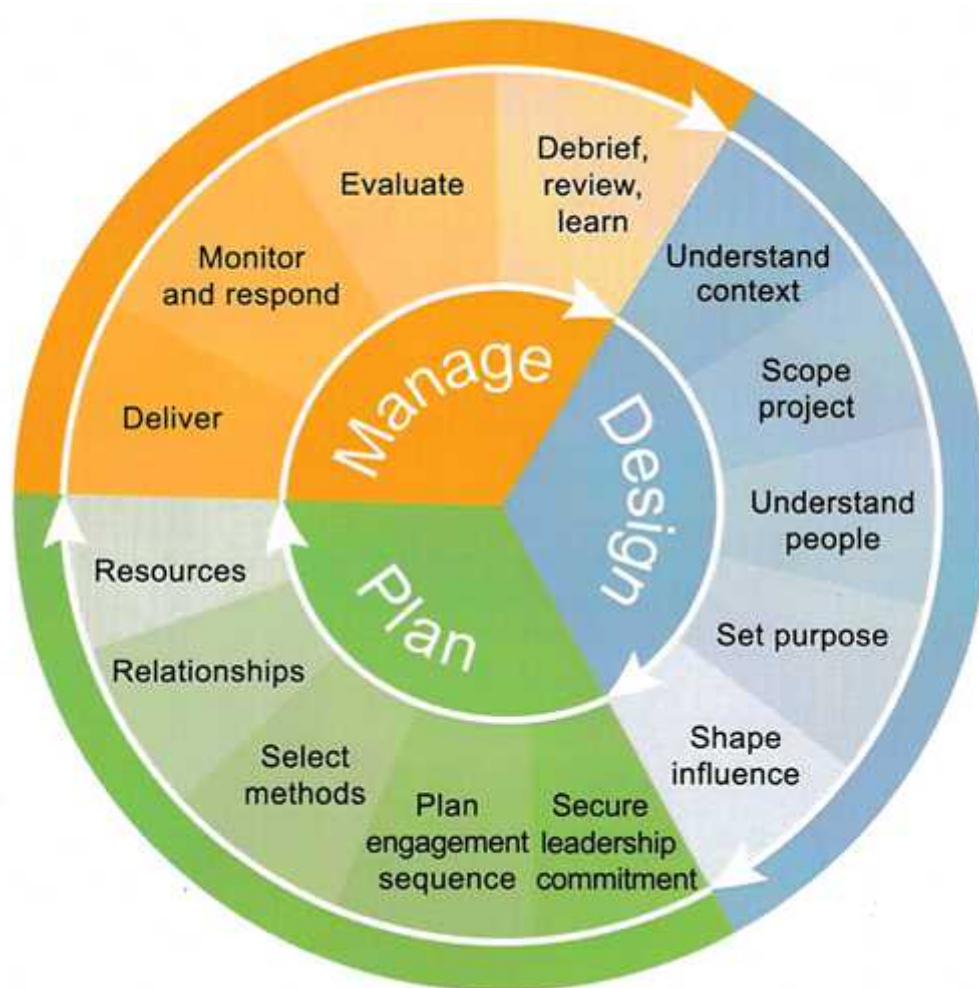


Figure 3: IAP2 Design, Plan, Manage Model

<sup>9</sup> 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'<sup>10</sup> 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**

<sup>10</sup> 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
22A 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

<p align="center"><b>CENTRAL COAST COUNCIL</b></p> <p>I certify that this is the schedule referred to in  <b>Minute No. 20/2016</b> of a meeting of the  <b>Council held on 25/01/2016</b></p> <p align="center">   <b>Executive Services Officer</b> </p>
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**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*

Nil

*Final plans of subdivision sealed under delegation*

- Final Plan and Schedule of Easements  
322 Preservation Drive, Sulphur Creek  
Application No. DA213225
- Final Plan and Schedule of Easements  
121 Picketts Road, Gawler  
Application No. DA214132
- Staged Master Strata Plan  
322 Preservation Drive, Sulphur Creek  
Application No. DA213225
- Strata Plan  
156A South Road, Penguin  
Application No. DA212002
- Staged Strata Plan  
4-6 Bertha Street, West Ulverstone  
Application No. DA214106



Sandra Ayton  
GENERAL MANAGER



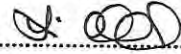
## CENTRAL COAST COUNCIL

I certify that this is the Financial  
Statements

.....referred to in

Minute No. 27/2015 of a meeting of the

Council held on 25/01/2016



Executive Services Officer

# 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

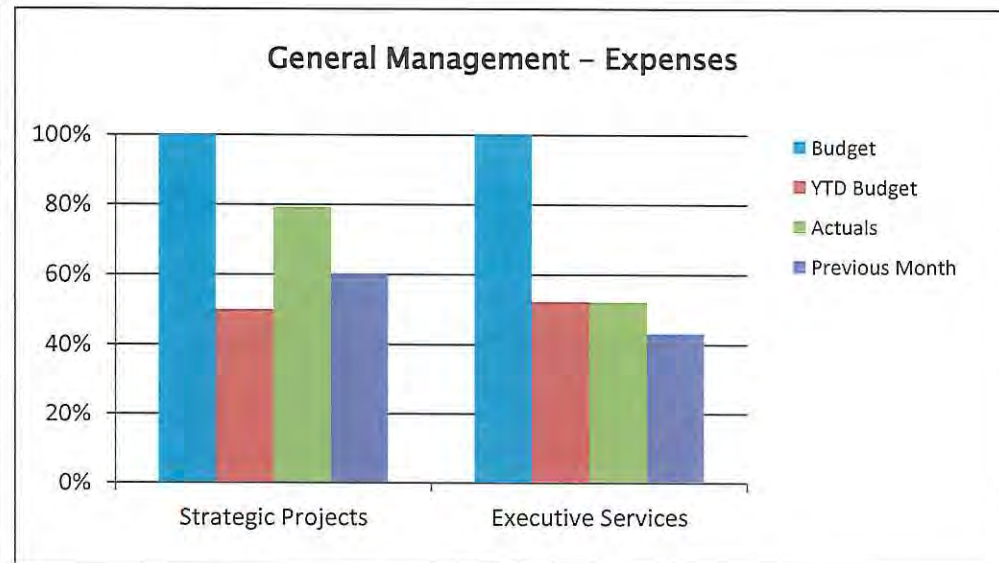
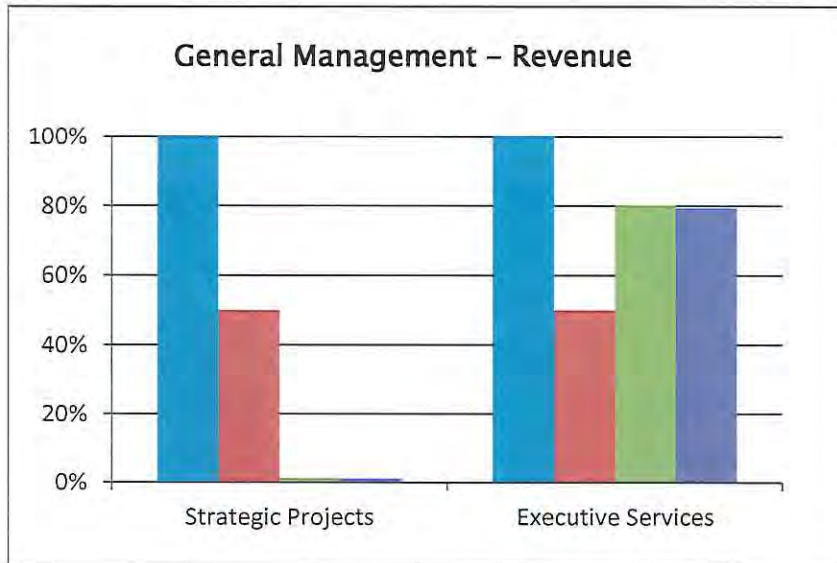


Andrea O'Rourke  
ASSISTANT ACCOUNTANT

4-Jan-2016

## Finance Report – December 2015

GENERAL MANAGEMENT	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
<b>Revenue</b>							
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%
	<b>\$ (2,097,000)</b>	<b>\$ (1,048,596)</b>	<b>\$ (52,153)</b>	<b>\$ (49,811)</b>	<b>\$ (996,443)</b>	<b>\$ (2,044,847)</b>	
<b>Expenses</b>							
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%
	<b>\$ 1,701,000</b>	<b>\$ 884,554</b>	<b>\$ 938,173</b>	<b>\$ 762,916</b>	<b>\$ (53,619)</b>	<b>\$ 762,827</b>	



### Variance

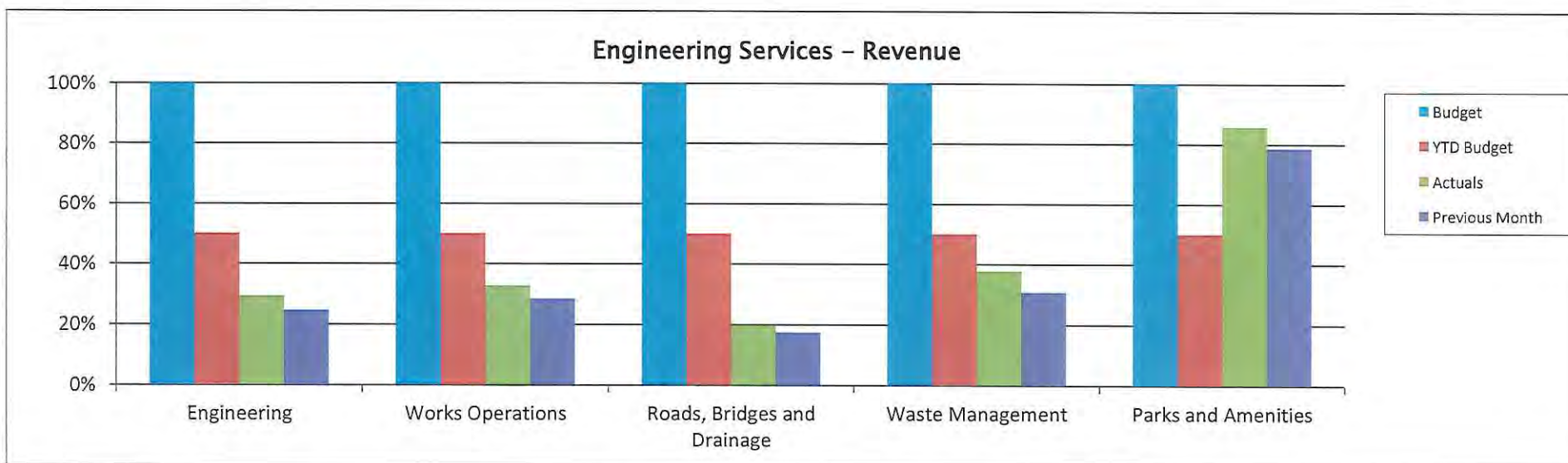
Strategic Projects  
 Strategic Projects  
 Executive Services  
 Executive Services

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
<b>Revenue</b>							
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%
	<b>\$ (6,930,885)</b>	<b>\$ (3,465,525)</b>	<b>\$ (2,053,525)</b>	<b>\$ (1,784,945)</b>	<b>\$ (1,412,000)</b>	<b>\$ (4,877,360)</b>	

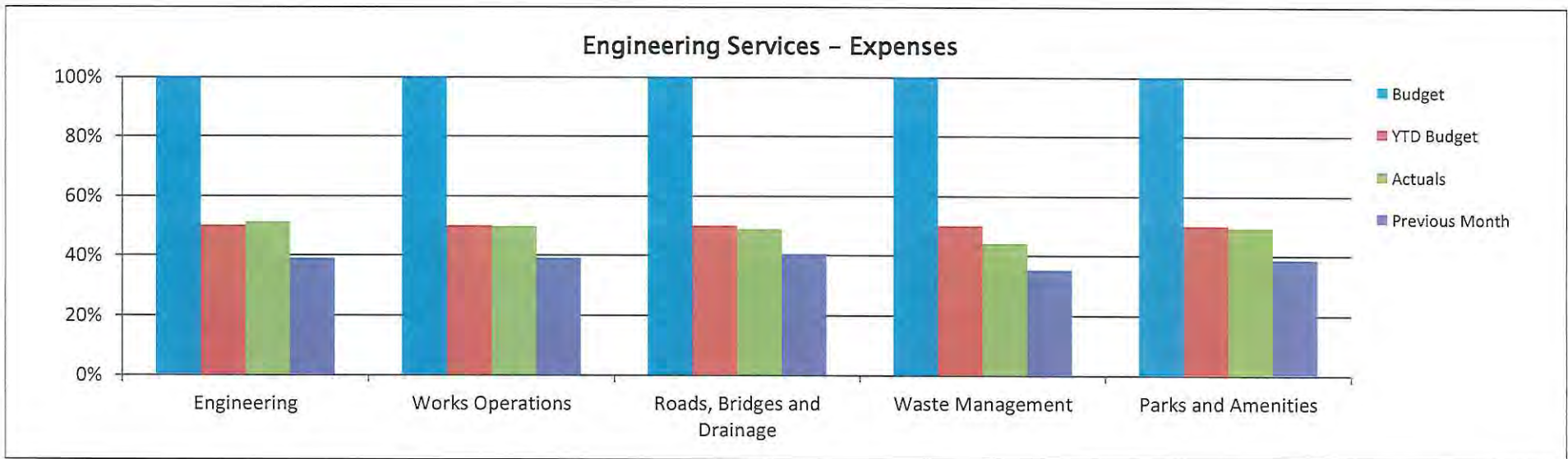


### Variance

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
<b>Expenses</b>							
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%
	<b>\$ 15,637,885</b>	<b>\$ 7,818,971</b>	<b>\$ 7,517,002</b>	<b>\$ 6,058,443</b>	<b>\$ 301,969</b>	<b>\$ 8,120,883</b>	



### 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.

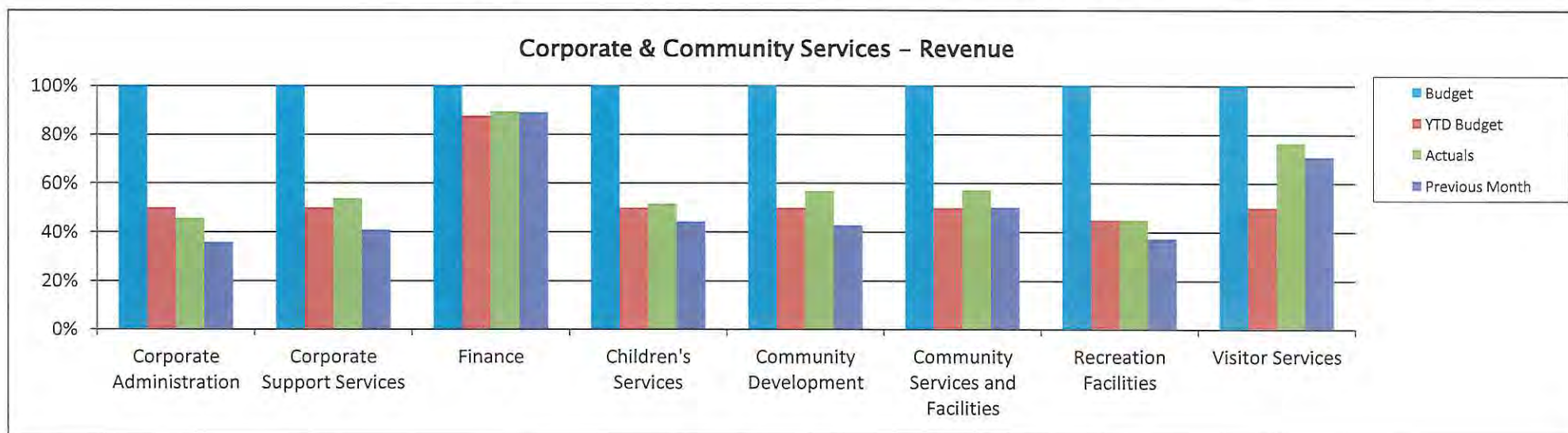


## Finance Report – December 2015

### 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)	



#### 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

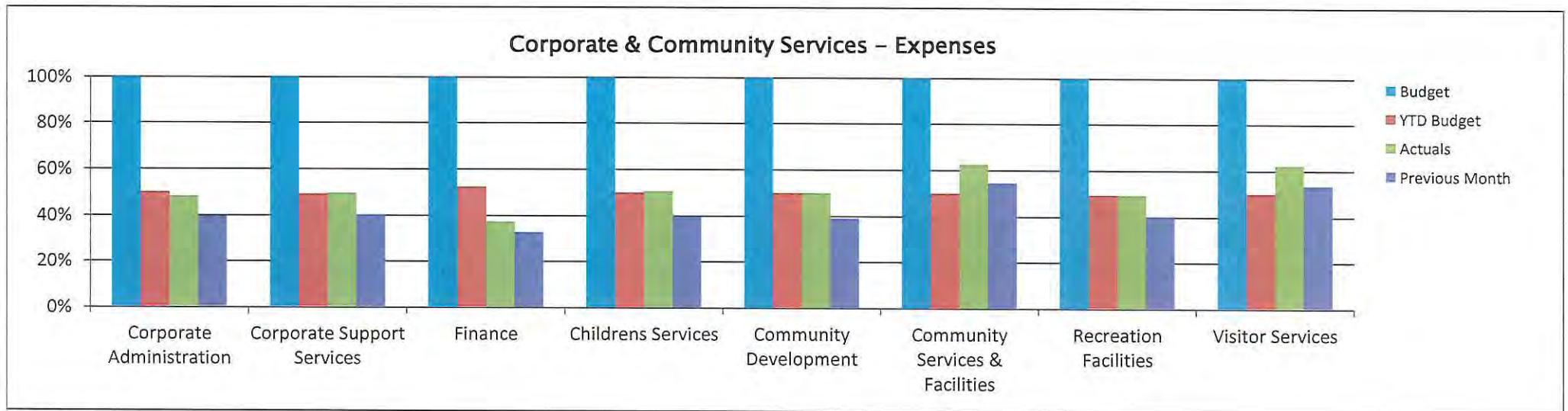
Revenue greater than YTD budget – Income from ticket sales greater than budget (offset by expenses).

## 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%
	<b>\$ 12,318,870</b>	<b>\$ 6,152,780</b>	<b>\$ 6,145,588</b>	<b>\$ 5,077,353</b>	<b>\$ 7,192</b>	<b>\$ 6,173,282</b>	



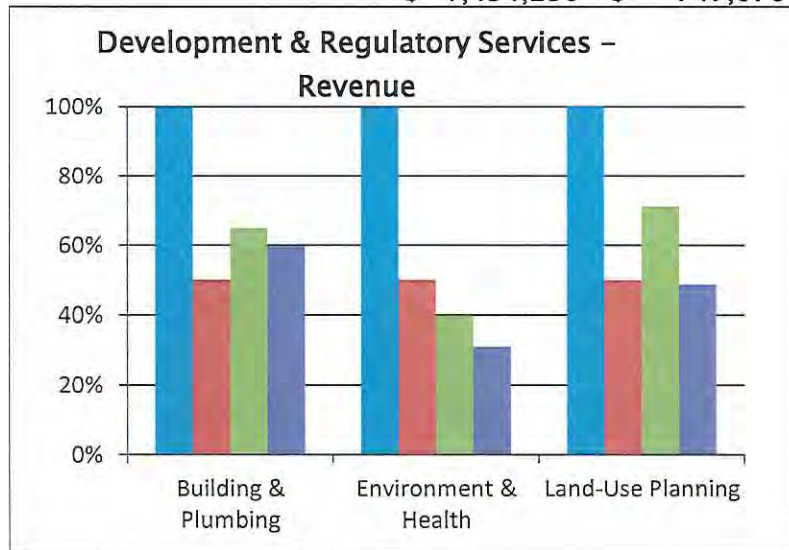
#### Variance

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
<b>Revenue</b>							
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%
	<b>\$ (521,250)</b>	<b>\$ (260,724)</b>	<b>\$ (330,058)</b>	<b>\$ (273,250)</b>	<b>\$ 69,334</b>	<b>\$ (191,192)</b>	
<b>Expenses</b>							
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%
	<b>\$ 1,494,250</b>	<b>\$ 747,076</b>	<b>\$ 774,788</b>	<b>\$ 604,748</b>	<b>\$ (27,712)</b>	<b>\$ 719,462</b>	



### Variance

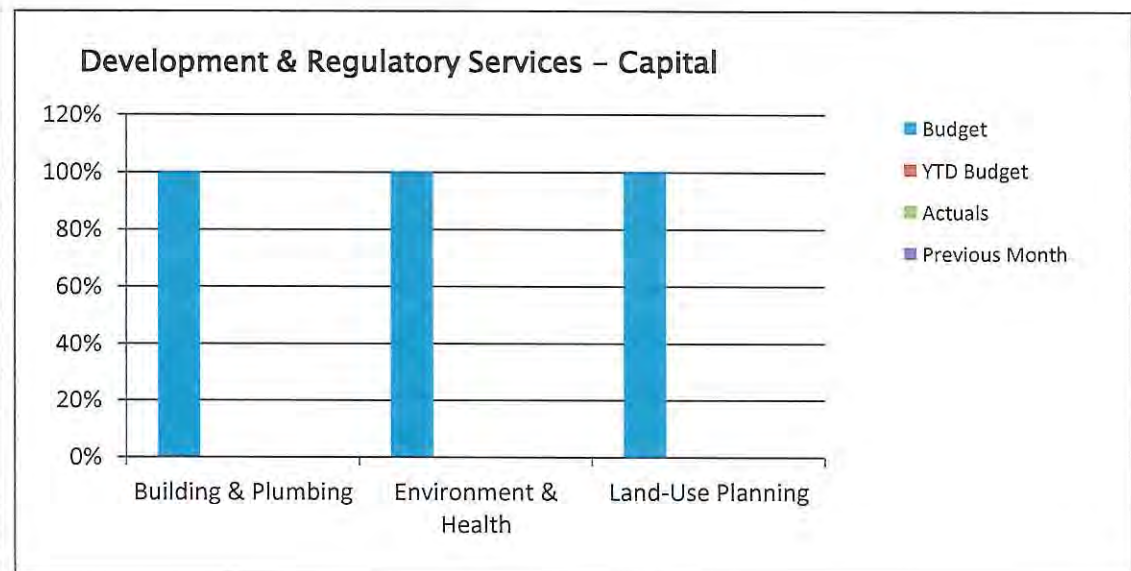
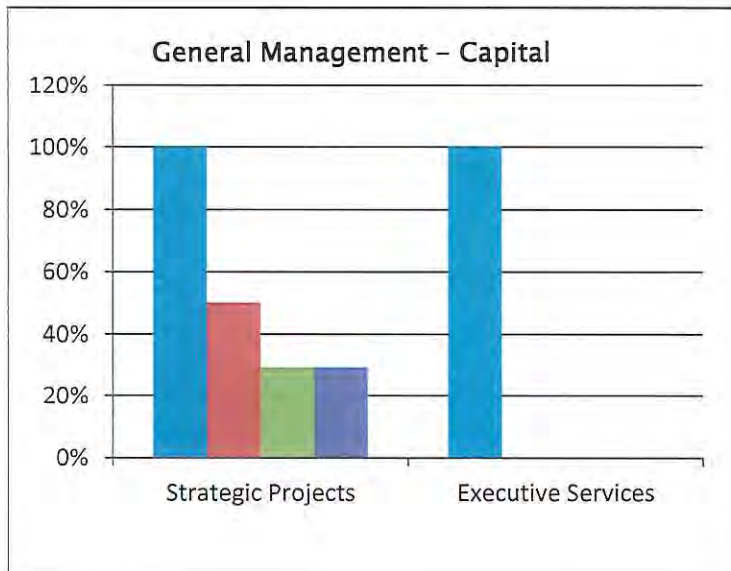
Building and Plumbing	Revenue greater than YTD Budget – Mainly inspection and connection fees and building related fees.
Building and Plumbing	Expenses greater than YTD Budget – Building Levies and timing of staff costs.
Environment and Health	Revenue less than YTD Budget – Mainly licence fees and contributions 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
<b>GENERAL MANAGEMENT</b>							
Strategic Projects	3,138,600	1,569,276	915,611	915,469	653,665	2,222,989	29%
Executive Services	-	-	-	-	-	-	0%
	<b>\$ 3,138,600</b>	<b>\$ 1,569,276</b>	<b>\$ 915,611</b>	<b>\$ 915,469</b>	<b>\$ 653,665</b>	<b>\$ 2,222,989</b>	

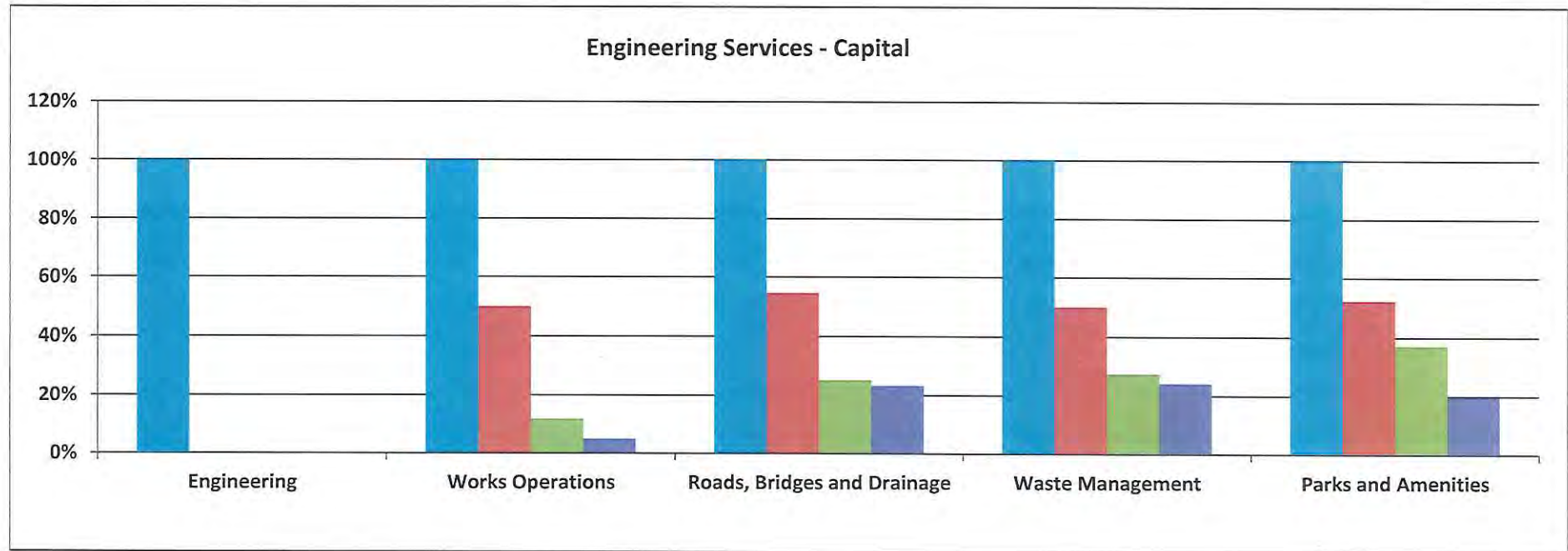
### DEVELOPMENT & REGULATORY SERVICES

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



## Finance Report – December 2015

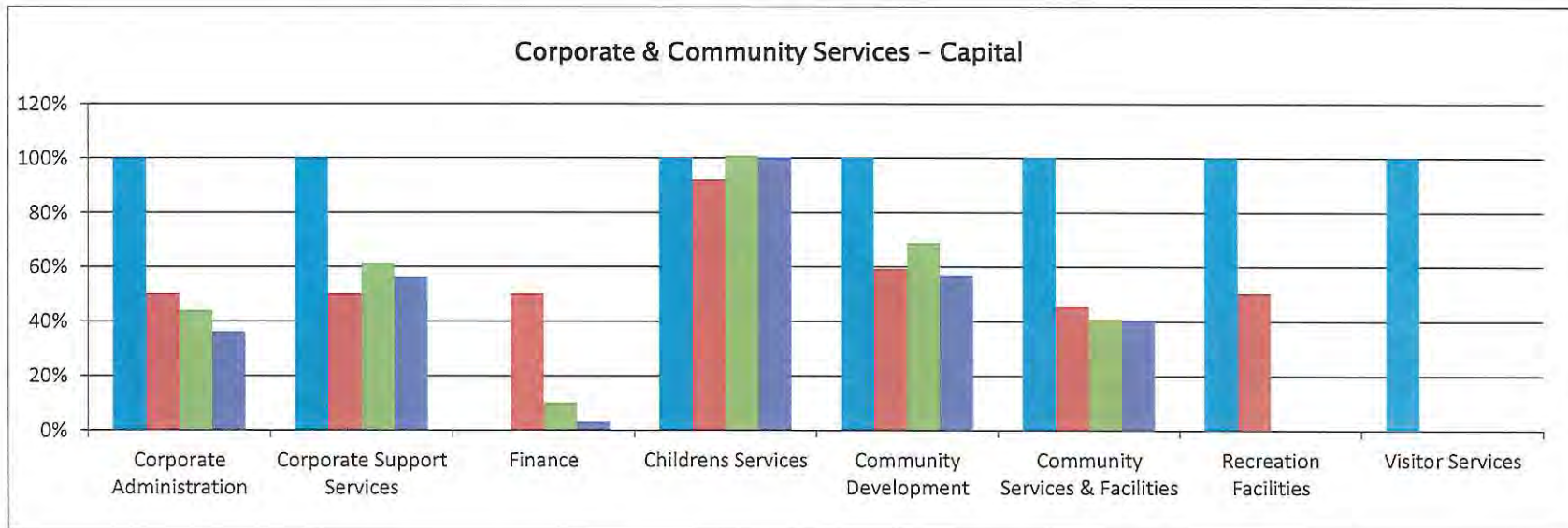
	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
<b>ENGINEERING SERVICES</b>							
Engineering	90,000	–	–	–	–	90,000	0%
Works Operations	201,650	100,784	23,638	10,046	77,146	178,012	12%
Roads, Bridges and Drainage	7,161,000	3,915,378	1,804,578	1,670,776	2,110,800	5,356,422	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%
	<b>\$ 8,515,650</b>	<b>\$ 4,562,562</b>	<b>\$ 2,184,414</b>	<b>\$ 1,909,721</b>	<b>\$ 2,378,148</b>	<b>\$ 6,331,236</b>	





## Finance Report – December 2015

	Budget	YTD Budget	Actuals	Previous Month	YTD Variance	Remaining	% of Budget
<b>CORPORATE &amp; COMMUNITY SERVICES</b>							
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%
	<b>\$ 1,255,250</b>	<b>\$ 766,078</b>	<b>\$ 807,859</b>	<b>\$ 734,229</b>	<b>\$ (41,781)</b>	<b>\$ 447,391</b>	



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)

Status	Task Name	Budget	Notes																																																						
				22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27
	Works Schedule 2015-2016	\$10,971,100																																																							
	CAPITAL WORKS PROGRAM 2015-16	\$10,971,100																																																							
	Strategic Projects	\$1,694,600																																																							
	Reibey Street Beautification	\$113,000	Eastern Block																																																						
	Dial Regional Sports Complex	\$649,000	Design/Consultation...																																																						
	Wongi Lane Bus Interchange	\$320,000																																																							
	Leven River Seawall & Pathway	\$319,000																																																							
	Wharf Mooring Bollards	\$40,000	Power & water																																																						
	Hiscutt Park Pond	\$200,000	Siltation & weir improvements																																																						
	Leven River Wharf - Pontoon	\$53,600	C/O																																																						
	Property Management	\$527,000																																																							
	Dial Road Development	\$422,000																																																							
	East Ulverstone Industrial Estate	\$105,000																																																							
	Works Depot	\$116,000																																																							
	Painting Program	\$5,000																																																							
	Office Building	\$25,000	External Refurbishment																																																						
	Training/Meeting Room	\$20,000																																																							
	Washdown Bay	\$66,000	Stage 1																																																						
	Emergency Services	\$12,000																																																							
	Buttons Creek - Flood Resilience Program	\$5,000																																																							
	SES Building and Equipment	\$7,000																																																							
	Roads - Urban Sealed	\$2,467,000																																																							
	Street Resealing	\$50,000	Preparation Works																																																						
	Street Resealing	\$190,000	Sealing Works																																																						
	Traffic Management/Safety Improvements	\$18,000																																																							
	Victoria Street Laneway	\$2,000																																																							
	Hobbs Parade	\$362,000	Tasma Parade to Queen Street Rehab																																																						
	McDonald Street	\$310,000	Dunning Street to Leven Street																																																						
	Trevor Street	\$160,000	Laurel Place to Reservoir																																																						
	Leighlands Avenue	\$175,000	Cluan Crescent to Tongs Court																																																						
	Thomas Street	\$70,000	Leighlands Avenue to Cluan Crescent																																																						
	Ironcliffe Road Retaining Wall	\$80,000	No.58 replacement																																																						
	Safe Cycling Routes	\$5,000																																																							
	Railway Crossings	\$39,000																																																							
	Kerb Ramp Improvements	\$42,000																																																							
	Crescent Street/Reibey Street/Kings Parade	\$104,000																																																							
	Kings Parade/Queen's Gardens	\$250,000																																																							
	Queen Street	\$190,000	Blackspot Project																																																						
	Jermyn Street/Leven Street Intersection	\$230,000	Blackspot Project																																																						
	Main Road Pedestrian Crossing	\$190,000	Vulnerable Road User																																																						
	Roads - Rural Sealed	\$2,246,000																																																							
	Road Resealing	\$100,000	Preparation Works																																																						
	Road Resealing	\$631,000	Sealing Works																																																						
	Pine Road Geofabric Reseal	\$100,000	Sealing Works																																																						
	Raymond Road Landslip	\$10,000																																																							
	Penguin Road Landslip	\$50,000	Lonah																																																						
	South Road Guardrail	\$35,000	No.530 Extension																																																						
	Gunns Plains Road	\$200,000	Bank Stabilisation																																																						
	Raymond Road Landslip	\$90,000	West																																																						
	Raymond Road Parking	\$5,000	Preston Falls																																																						
	Nine Mile Road	\$1,000,000	Widening & Safety Improvements																																																						
	Intersection Improvements	\$20,000	Ironcliffe Road/Gardiner Place Bench																																																						
	Traffic Management	\$5,000																																																							
	Footpaths	\$417,000																																																							
	Dial Street	\$3,000	Interpretation signage																																																						
	Victoria Street	\$184,000	The Quadrant to Patrick Street - West Side																																																						
	Midway Point	\$30,000	Link Formation - Preservation Drive																																																						
	West Ulverstone Shared Pathway	\$80,000	Complete link behind tennis courts																																																						
	Arnold Street	\$30,000	Northern end																																																						
	Reibey Street	\$40,000	Paver Replacement																																																						
	Trevor Street	\$50,000	East of Lovett St																																																						
	Bridges	\$536,000																																																							
	Penguin Creek - Browns Lane	\$86,000	Replacement and Road Reservation																																																						
	Gawler River - Coxes Road	\$450,000	Replacement																																																						
	Car Parks	\$721,000																																																							
	West Ulverstone Recreation Ground	\$80,000	Reseal																																																						
	Disabled Parking Spaces	\$50,000																																																							



## Works Program 2015-2016

(Schedule indicates site construction only)

[illegible]

(Schedule indicates site construction only)

Date: Mon 11/01/16 + Task  Progress 