

Notice of Ordinary Council Meeting and

Agenda

12 DECEMBER 2022

To all Councillors

NOTICE OF MEETING

In accordance with the *Local Government (Meeting Procedures) Regulations 2015*, notice is given of the next ordinary meeting of the Central Coast Council which will be held in the Council Chamber at the Administration Centre, 19 King Edward Street, Ulverstone on 12 December 2022. The meeting will commence at 6.00pm.

An agenda and associated reports and documents are appended hereto.

A notice of meeting was published in The Advocate newspaper, a daily newspaper circulating in the municipal area, on 8 January 2022.

A live-stream of the meeting will be available on the Central Coast Council – TAS YouTube page, or via a link on Council's website and Facebook page.

Dated at Ulverstone this 7th day of December 2022.

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



Ian Brunt
EXECUTIVE SERVICES OFFICER

PO Box 220
19 King Edward Street
Ulverstone Tasmania 7315
Tel 03 6429 8900

admin@centralcoast.tas.gov.au
www.centralcoast.tas.gov.au

QUALIFIED PERSON'S ADVICE

The *Local Government Act 1993* (the Act), Section 65 provides as follows:

- “(1) A general manager must ensure that any advice, information or recommendation given to the council or a council committee is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation.
- (2) A council or council committee is not to decide on any matter which requires the advice of a qualified person without considering such advice unless –
 - (a) the general manager certifies, in writing –
 - (i) that such advice was obtained; and
 - (ii) that the general manager took the advice into account in providing general advice to the council or council committee; and
 - (b) a copy of that advice or, if the advice was given orally, a written transcript or summary of that advice is provided to the council or council committee with the general manager's certificate.”

In accordance with Section 65 of the Act, I certify:

- (i) that the reports within this agenda contain advice, information and recommendations given by persons who have the qualifications and experience necessary to give such advice, information or recommendation;
- (ii) where any advice is directly given by a person who did not have the required qualifications or experience that person has obtained and taken into account another person's general advice who is appropriately qualified or experienced; and
- (iii) that copies of advice received from an appropriately qualified or experienced professional have been provided to the Council.



Sandra Ayton
GENERAL MANAGER

AGENDA

COUNCILLORS ATTENDANCE

COUNCILLORS APOLOGIES

EMPLOYEES ATTENDANCE

GUEST(S) OF THE COUNCIL

MEDIA ATTENDANCE

PUBLIC ATTENDANCE

ACKNOWLEDGEMENT OF COUNTRY

The Central Coast Council acknowledges the palawa-pakana people as the Traditional Custodians of lutrawita (Tasmania), including the land, community, sea and waters where we live and work.

Our community respectfully acknowledges the Punnilerpanner tribe of the Northern Country of Tasmania, their continuing relationship to this land and their ongoing living culture.

We recognise that we have much to learn from the First Nations Peoples who represent one of the world's oldest continuing cultures, and we pay our respects to Elders past and present and to all First Nations Peoples living in and around the Central Coast Community.

OPENING PRAYER

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

BUSINESS

See Contents – Page 3

Contents

1	CONFIRMATION OF MINUTES OF THE COUNCIL	5
2	COUNCIL WORKSHOPS	5
3	MAYOR'S COMMUNICATIONS	6
3.1	Mayor's communications	6
3.2	Mayor's diary	6
3.3	Declarations of interest	7
4	COUNCILLOR REPORTS	7
5	APPLICATIONS FOR LEAVE OF ABSENCE	8
6	DEPUTATIONS	8
7	PETITIONS	9
8	COUNCILLORS' QUESTIONS	9
8.1	Councillors' questions without notice	9
8.2	Councillors' questions on notice	11
9	PUBLIC QUESTION TIME	12
9.1	Public question time	12
9.2	Public questions taken on notice	12
10	DEPARTMENTAL BUSINESS	14
	GENERAL MANAGEMENT	14
10.1	Minutes and notes of committees of the Council and other organisations	14

10.2	Annual General Meeting for the year ended 30 June 2022	14
10.3	Council and Development Support Special Committee meeting schedule 2023	16
10.4	Common seal	18
10.5	Contracts and agreements	18
10.6	Correspondence addressed to the Mayor and Councillors	19
	 COMMUNITY SERVICES	 20
10.7	Development application determinations	20
	 INFRASTRUCTURE SERVICES	 21
10.8	Infrastructure Services determinations	21
10.9	Central Coast Council Emissions Reduction Plan 2022	21
10.10	Tenders for wide area mower replacement – F704	23
	 CORPORATE SERVICES	 29
10.11	Statutory determinations	29
10.12	Central Coast Digital Strategy 2022	29
 11	 CLOSURE OF MEETING TO THE PUBLIC	 32
11.1	Meeting closed to the public	32
11.2	Confirmation of Closed session minutes	34

1 CONFIRMATION OF MINUTES OF THE COUNCIL

1.1 Confirmation of minutes

The Executive Services Officer reports as follows:

“The minutes of the ordinary meeting of the Council held on 21 November 2022 have already been circulated. The minutes are required to be confirmed for their accuracy.

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

A suggested resolution is submitted for consideration.”

- “That the minutes of the ordinary meeting of the Council held on 21 November 2022 be confirmed.”
-
-
-

2 COUNCIL WORKSHOPS

2.1 Council workshops

The Executive Services Officer reports as follows:

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

- . 28 November 2022 – Cradle Coast Authority update; Exploration Licence processes; Council IT Strategy
- . 5 December 2022 – Penguin Recreation Ground and main street trends; Turners Beach Streetscaping Masterplan.

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

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

3 MAYOR'S COMMUNICATIONS

3.1 Mayor's communications

The Mayor to report:

3.2 Mayor's diary

The Mayor reports as follows:

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

- . Cradle Coast Mayors Leadership Forum
- . Chamber of Commerce Quarterly Catch Up
- . Dulverton Communications Branding Workshop
- . Ulverstone Senior Citizens Club Christmas Dinner
- . Penguin Lions Club 60th Anniversary
- . Cradle Coast Authority Board Meeting
- . Central Coast Council Annual General Meeting
- . Local Government Association Tasmania Mayors Workshop
- . Local Government Association Tasmania Annual General Meeting and Conference
- . Opening of Icons of Ulverstone HIVE Exhibition."

Cr Diprose reports as follows:

"I have attended the following event on behalf of the Council:

- . Mersey Community Care – International Volunteer BBQ."

The Executive Services Officer reports as follows:

"A suggested resolution is submitted for consideration."

-
- “That the Mayor’s and Councillor’s reports be received.”
-
-
-

3.3 Declarations of interest

The Mayor reports as follows:

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

The Executive Services Officer reports as follows:

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

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

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

.....

.....

.....

4 COUNCILLOR REPORTS

4.1 Councillor reports

The Executive Services Officer reports as follows:

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

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

.....

.....

.....

5 APPLICATIONS FOR LEAVE OF ABSENCE

5.1 Leave of absence

The Executive Services Officer reports as follows:

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

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

There are no applications for consideration at this meeting.”

.....

.....

.....

6 DEPUTATIONS

6.1 Deputations

The Executive Services Officer reports as follows:

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

7 PETITIONS

7.1 Petitions

The Executive Services Officer reports as follows:

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

8 COUNCILLORS' QUESTIONS

8.1 Councillors' questions without notice

The Executive Services Officer reports as follows:

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

- '29 (1) A councillor at a meeting may ask a question without notice –
- (a) of the chairperson; or
 - (b) through the chairperson, of –
 - (i) another councillor; or
 - (ii) the general manager.

-
- (2) In putting a question without notice at a meeting, a councillor must not –
 - (a) offer an argument or opinion; or
 - (b) draw any inferences or make any imputations –except so far as may be necessary to explain the question.
 - (3) The chairperson of a meeting must not permit any debate of a question without notice or its answer.
 - (4) The chairperson, councillor or general manager who is asked a question without notice at a meeting may decline to answer the question.
 - (5) The chairperson of a meeting may refuse to accept a question without notice if it does not relate to the activities of the council.
 - (6) Questions without notice, and any answers to those questions, are not required to be recorded in the minutes of the meeting.
 - (7) The chairperson may require a councillor to put a question without notice in writing.'

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

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

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

<i>Councillor</i>	<i>Question</i>	<i>Department</i>
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

8.2 Councillors’ questions on notice

The Executive Services Officer reports as follows:

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

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

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

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

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

No questions on notice have been received.”

.....

.....

.....

9 PUBLIC QUESTION TIME

9.1 Public question time

The Mayor reports as follows:

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

Public question time will be conducted as provided by the *Local Government (Meeting Procedures) Regulations 2015* and the supporting procedures adopted by the Council on 19 May 2014 (Minute No. 133/2014).”

9.2 Public questions taken on notice

The Executive Services Officer reports as follows:

“At the 21 November 2022 Ordinary Council meeting, Mr Bill Hutcheson asked the following questions without notice, which was responded to by the Chairperson who advised that the matter would be investigated, and a response provided.

Question 1 –

“I have a couple of points of context:

Community Consultation is important to me and it's not something that council does particularly well.

On 15th December Council officers are running a planning information session at the Forth Hall to consider proposed amendments to the Forth Specific Area Plan. This session will run between 3–6pm. Do you think that this is an appropriate time to allow for working people to attend, including Councillors who may wish to attend to hear the opinions of residents?”

Response –

The drop-in session is designed so that people can visit anytime during the three-hour window and was scheduled so that people could call in on their way home from school pick-up or from work. Promotional material for the event, encourages people to contact Council staff to make alternative arrangements for providing input, if they are unable to attend the drop-in session.

Question –2

“Have any local forums been previously conducted to assist with the development of these proposed amendments or have they been developed by staff and consultants?”

Response –

The purpose of the Forth drop-in session is to discuss Council’s cultural heritage study and the review of the Forth Specific Area Plan (SAP). Public engagement for the cultural heritage study included an online survey, meetings with local history groups and drop-in sessions at Ulverstone and Penguin.

The review of the SAP will be undertaken by Council Planning staff with input from community members provided during the drop-in session or by alternative arrangement. Any proposed changes to the SAP as a result of the review, will require an amendment to the Planning Scheme and will be subject to a public exhibition period and determination by the Tasmanian Planning Commission.

The Executive Services Officer further reports as follows:

“A suggested resolution is submitted for consideration.”

■ “That the questions from Mr Hutcheson and the associated responses be received and noted.”

.....

.....

.....

10 DEPARTMENTAL BUSINESS

GENERAL MANAGEMENT

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

The General Manager reports as follows:

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

- . Ulverstone Community Swimming Centre Committee – meeting held 22 November 2022

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

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

10.2 Annual General Meeting for the year ended 30 June 2022

The General Manager reports as follows:

PURPOSE

This is a report on the conduct of the Council’s Annual General Meeting (AGM) held on 6 December 2022.

BACKGROUND

In accordance with the *Local Government Act 1993*, the Council is required to prepare an Annual Report and conduct an AGM.

The Council placed an advertisement in The Advocate on Saturday 19 November 2022, notifying of the AGM held on Tuesday 6 December 2022, and invited submissions from the community in relation to the Annual Report on Tuesday 22 November 2022.

A record of the meeting was kept by way of minutes (a copy is appended to this report).

The *Local Government Act 1993* provides that any resolution passed at an annual general meeting is to be considered at the next meeting of the Council. There were no resolutions other than the one to receive the Annual Report.

DISCUSSION

The Mayor spoke in support of the Annual Report and a PowerPoint presentation of the highlights for the year was presented by the General Manager.

CONSULTATION

Consultation is not required in respect of this report.

RESOURCE, FINANCIAL AND RISK IMPACTS

This matter does not impact on resources.

CORPORATE COMPLIANCE

The holding of the AGM is a statutory requirement.

The Central Coast Strategic Plan 2014–2024 includes the following strategy and key action:

Council Sustainability and Governance

- Effective communication and engagement.

CONCLUSION

It is recommended that this report be received.”

The Executive Services Officer reports as follows:

“A copy of the minutes of the Annual General Meeting for 2022 has been circulated to all Councillors.”

- “That the report on the conduct of the Council’s Annual General Meeting for 2022 (a copy of the minutes of the meeting, held on 6 December 2022, being appended to and forming part of the minutes of this ordinary meeting of the Council) be received.”

10.3 Council and Development Support Special Committee meeting schedule 2023

The General Manager reports as follows:

“The Executive Services Officer has prepared the following report:

‘PURPOSE

The purpose of this report is to propose and to list the Ordinary Council meeting and Development Support Special Committee (DSSC) meeting schedules for 2023.

BACKGROUND

The Council has a policy of holding ordinary Council meetings on the third Monday of each month, with the exception of January and December.

DSSC meetings are held (if required) on the second and last Monday of each month.

DISCUSSION

The Council’s policy on the holding of Ordinary Council meetings ensures that certainty and regularity are provided to the community in relation to Council decision-making, as provided for in the *Local Government (Meeting Procedures) Regulations 2015* (the Regulations), Part 2 Division 1, Section 4.

The Council’s policy on the holding of its Ordinary meetings states that meetings commence at 6.00pm and by adopting the proposed schedule, the Council satisfies Section 6(2) of the Regulations.

In accordance with the Council’s decision to hold one Council meeting per year in Penguin (Minute Ref 240/2022), the March Council meeting will be held in Penguin, at a venue yet to be determined.

The policy for DSSC meetings (Minute Ref No. 397/2011 – 12.12.2011) provides for meetings to be held on the second and last Monday of the month unless otherwise determined by the Council. If a DSSC meeting is required, the meeting commences at 6.00pm. The provisions of the *Local Government Act 1993* give the Council the flexibility to appoint and authorise a committee that is able to make planning and development determinations in a more timely and efficient manner, if constrained by the timeframes of Ordinary meetings.

During the 2023 year there are 3 DSSC meetings that will not be held on a Monday, however, are still in accordance with policy. These meetings are to be held Tuesday 14 March, Wednesday 12 April and Tuesday 13 June 2022. The meetings will be held on the next business day following statutory public holidays.

As required by Part 2 Division 1, Section 7(2) of the Regulations, the General Manager must publish in a daily newspaper, at least once in each year, the times and places of the Ordinary Council meetings for the next 12 months, including Council Committees. The General Manager must also ensure that the notice referred to in sub-regulation (2) is made available to the public on the Council's website.

CONSULTATION

Consultation is not required as the proposed meeting schedules for 2023 are in line with current Council policies.

RESOURCE, FINANCIAL AND RISK IMPACTS

This will have no impact on resources as all Council and Committee meetings are required to be advertised.

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 meeting schedules for Ordinary Council and DSSC meetings for 2023 be adopted (a copy of the schedules are appended to this report).'

The report is supported."

The Executive Services Officer reports as follows:

"A copy of the meeting schedules for Ordinary Council and DSSC meetings for 2023 having been circulated to all Councillors, a suggested resolution is submitted for consideration."

- “That the meeting schedules for Ordinary Council and Development Support Special Committee meetings for 2023 be adopted (copies being appended to and forming part of the minutes).”
-
-

10.4 Common seal

The General Manager reports as follows:

“A Schedule of Documents for Affixing of the Common Seal for the period 22 November 2022 to 12 December 2022 is submitted for the authority of the Council to be given. Use of the common seal must first be authorised by a resolution of the Council.

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

The Executive Services Officer reports as follows:

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

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

10.5 Contracts and agreements

The General Manager reports as follows:

“A Schedule of Contracts and Agreements (other than those approved under the common seal) entered into for the period 22 November 2022 to 12 December 2022

is submitted to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reports as follows:

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

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

10.6 Correspondence addressed to the Mayor and Councillors

The General Manager reports as follows:

“A Schedule of Correspondence addressed to the Mayor and Councillors for the period 22 November 2022 to 12 December 2022 and which was addressed to the ‘Mayor and Councillors’ is appended. Reporting of this correspondence is required in accordance with Council policy.

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

The Executive Services Officer reports as follows:

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

- “That the Schedule of Correspondence addressed to the Mayor and Councillors (a copy being appended to and forming part of the minutes) be received.”

COMMUNITY SERVICES

10.7 Development application determinations

The Director Community Services reports as follows:

“A Schedule of Development Application Determinations made during the month of November 2022 is submitted to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reports as follows:

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

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

INFRASTRUCTURE SERVICES

10.8 Infrastructure Services determinations

The Director Infrastructure Services reports as follows:

“A Schedule of Infrastructure Services Determinations made during the month of November 2022 is submitted to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reports as follows:

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

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

.....

.....

.....

10.9 Central Coast Council Emissions Reduction Plan 2022

The General Manager reports as follows:

“The Manager Asset Services has prepared the following report:

‘PURPOSE

The purpose of this report is to recommend adoption of the Central Coast Council Emissions Reduction Plan 2022 (the Plan) including the committed goal of net zero emissions for Council operations by 2040.

BACKGROUND

The Plan was initiated under the Council’s Climate Change Strategy and Policy 2019 (89/2020 – 16.03.2020). It was further developed through Strategic Direction 4 of Council’s Annual Plan 2021–2022:

Contribute to the preservation of the natural environment

- *Investigate and plan for the effects of climate change on our local areas*
 - *Establish a formal Green House Gas (GHG) emissions target with committed goal of net zero emissions for Council operations by 2050.*

DISCUSSION

The Plan was initially developed with a target of net zero emissions for Council operations by 2050, which was a widely adopted international emissions target in 2019, when Council's Climate Change Strategy and Policy was developed.

However, with an increase in recent climatic weather events such as flooding, fire, sea level rise and coastal erosion; and the resultant societal and economic impacts, State and Federal Governments have taken significant steps to reduce the 2050 timeframe by as much as 10 to 20 years.

In Tasmania, the Climate Change (State Action) Amendment Bill 2021 will strengthen the State's legislative framework with measures including a new emissions reduction target of net zero emissions, from 2030.

Based on this information and industry acknowledgment that a net zero emissions target by 2050 is no longer acceptable, the Plan will formalise a new target of net zero emissions for Council operations by 2040.

This target is supported by Plan actions which are realistic, with interim targets of 20% reduction by 2026, 40% reduction by 2031 and 100% reduction by 2040.

CONSULTATION

The Plan was developed by Council staff and was workshopped with Councillors in August 2022.

RESOURCE, FINANCIAL AND RISK IMPACTS

A number of the actions proposed in the Plan are, and will continue to be, undertaken utilising existing resources. Implementation of the additional actions proposed in the Plan may attract funding from State and Federal Governments for climate change related activities. The cost and resource implications of these actions will be managed through the Council's Estimates process.

CORPORATE COMPLIANCE

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

The Environment and Sustainable Infrastructure

- . Contribute to the preservation of the natural environment.

CONCLUSION

It is recommended that the Emissions Reduction Plan 2022 be adopted.’

The Manager Asset Services’ report is supported.”

The Executive Services Officer reports as follows:

“A copy of the Central Coast Council Emissions Reduction Plan 2022 having been circulated to all Councillors, a suggested resolution is submitted for consideration.”

- “That the Central Coast Council Emissions Reduction Plan 2022 (a copy being appended to and forming part of the minutes), including the committed goal of net zero emissions for Council operations by 2040, be adopted.”

.....

.....

.....

10.10 Tenders for wide area mower replacement – F704

The General Manager reports as follows:

“The Fleet Officer has prepared the following report:

‘PURPOSE

The purpose of this report is to provide information and recommendations for the replacement of the Toro Groundmaster 4010D Wide Area Mower F704.

BACKGROUND

Tenders were called using the Local Government Association of Tasmania’s (LGAT) approved VendorPanel procurement system. VendorPanel is the LGAT’s

procurement service, established in 2001 to aggregate the buying power of local government authorities, shorten procurement timeframes and streamline interactions between business and local government without the time consuming and administrative burden of following the *Local Government Act 1993* requirements for seeking tenders or quotes.

The tender documents were lodged on 7 September 2022 and closed on 5 October 2022.

Tenders were received as follows:

INFRASTRUCTURE SERVICES

TENDERER	MAKE	GROSS PRICE \$ (Exc. GST)	TRADE-IN PRICE \$ (Exc. GST)	NETT PRICE \$ (Exc. GST)
Pellows Saws & Mowers	Toro Groundmaster 4010	\$132,726	\$13,636	\$119,090
Midland Tractors	John Deere 1600 TerrainCut	\$134,306	\$11,000	\$123,306
<i>ESTIMATE</i>		<i>\$125,000</i>	<i>\$15,000</i>	<i>\$110,000</i>

DISCUSSION

The Council fleet operates six 700 series recreation ground mowers, the unit being replaced is six years old and has reached its end of lifetime frame.

A total of two wide area mowers from two suppliers were offered for consideration. Along with the base pricing, there were several options offered by the different suppliers that may enhance the operation of the unit. Both units offered are well known to the assessment team and therefore there was not considered a need or benefit to physically inspect the units.

The Council uses a weighted tender assessment method based on:

Documentation and compliance	15%
Operational assessment	25%
HSR assessment	15%
Service costs and warranty	15%
Financial offer	15%
Previous experience	10%
Supplier locality	5%

The tender assessment panel consisted of the Fleet Officer, Depot Mechanic, Team Leader, and the current unit operator.

After the assessment of the two units and subsequent tender scoring, the submission from Pellows Saws & Mowers Toro Groundmaster 4010 achieved the highest rating based on this method.

It was agreed that the Toro Groundmaster 4010 from Pellows Saws & Mowers is the preferred mower and is perceived to be the most suitable for the Council's current operations. It is noted that the operation of the current unit was considered very good and that the unit offered by Pellows Saws & Mowers is a newer, slightly more refined unit, and that Pellows Saws & Mowers have demonstrated an excellent maintenance and parts service history with the Council.

CONSULTATION

This item has followed a tendering process and consultation has been undertaken with the tenderers and operators in respect to options and safety aspects.

RESOURCE, FINANCIAL AND RISK IMPACTS

The budget estimate for the unit was \$125,000 including an estimated \$15,000 trade-in. (\$110,000 net changeover).

The Toro Groundmaster 4010 changeover of \$119,090 (excluding GST) is higher than budget estimates (and less than the other tendered unit), the preferred option can be accommodated within the plant replacement budget.

CORPORATE COMPLIANCE

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

The Environment and Sustainable Infrastructure

- . Contribute to a safe and healthy environment
- . Develop and manage sustainable built infrastructure.

Council Sustainability and Governance

- . Improve corporate governance.

CONCLUSION

It is recommended that the Council:

- 1 accept the tender from Pellows Saws & Mowers for the supply of a Toro Groundmaster 4010 model in the amount of \$132,726 (excluding GST [\$145,999 including GST]); and
- 2 accept the trade-in offer from Pellows Saws & Mowers for fleet item F704, being a Toro Groundmaster 4010D, in the amount of \$13,636 (excluding GST [\$15,000 including GST]).'

The Fleet Officer's report is supported."

The Executive Services Officer reports as follows:

"A copy of the confidential tender assessment having been circulated to all Councillors; a suggested resolution is submitted for consideration."

■ “That the Council:

- 1 accept the tender from Pellows Saws & Mowers for the supply of a Toro Groundmaster 4010 model in the amount of \$132,726 (excluding GST [\$145,999 including GST]); and
- 2 accept the trade-in offer from Pellows Saws & Mowers for fleet item F704, being a Toro Groundmaster 4010D, in the amount of \$13,636 (excluding GST [\$15,000 including GST]).”

CORPORATE SERVICES

10.11 Statutory determinations

The General Manager reports as follows:

“A Schedule of Statutory Determinations made during the month of November 2022 is submitted to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reports as follows:

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

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

10.12 Central Coast Digital Strategy 2022

The General Manager reports as follows:

“The Manager Organisational Services has prepared the following report.

‘PURPOSE

The purpose of this report is to recommend adoption of the Central Coast Digital Strategy 2022 (the Strategy). A copy of the Strategy is appended to this report.

BACKGROUND

The Strategy has been developed to address the need to transform the ICT functions of the Council to move away from traditional on-premise model to a digital cloud-based model, to improve operational needs and improve security of Council information and reduce cyber associated risks.

DISCUSSION

It has been identified that an overarching strategy document was required to provide guidance and direction regarding the Council's digital transformation. This transformation will enable a 'customer first' service delivery focus whilst supporting innovation and efficiencies in business processes. This Strategy document outlines the vision that the Council seeks to deliver, and the guiding principles that will underpin the goals and future actions.

CONSULTATION

The draft Strategy was presented at a Councillor Workshop in November 2022. Public consultation is not required.

RESOURCE, FINANCIAL AND RISK IMPACTS

Delivery of this Strategy will require additional operational budget resources that will need to be fully determined through further work when developing the detailed implementation plan. There will be requirement for specialist ICT skill resources to support this transition that the Council currently does not have in-house. This will require additional annual budget provision to support the Strategy. There will also be a requirement for additional training support and re-skilling of existing ICT staff. The focus of existing ICT roles will change in the future, and we need to invest in staff to develop and acquire the skills required to support future operating model.

A change to cloud-based software and infrastructure services will also see a transition of traditional capital outlays for infrastructure assets such as servers and software licences, as these move to an 'as a service model' funded through higher annual user license subscriptions. The annual operating costs will likely exceed the savings in capital. If we are successful in delivering the Strategy it is expected that future savings in operational costs can offset this impact.

Cloud-based infrastructure will reduce current risks associated with maintaining ageing servers that have come to the end of their useful life and need replacing. Ageing infrastructure represents an increased security vulnerability, and has potential to impact productivity with hardware failures, outages and data corruption.

CORPORATE COMPLIANCE

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

Community Capacity and Creativity

- Community capacity-building.

Council Sustainability and Governance

- Improve service provision
- Effective communication and engagement.

CONCLUSION

It is recommended that the Central Coast Digital Strategy 2022 be adopted.'

The report is supported."

The Executive Services Officer reports as follows:

"A copy of the Central Coast Digital Strategy 2022 having been circulated to all Councillors, a suggested resolution is submitted for consideration."

- "That the Central Coast Digital Strategy 2022 (a copy being appended to and forming part of the minutes) be adopted."

.....

.....

.....

11 CLOSURE OF MEETING TO THE PUBLIC

11.1 Meeting closed to the public

The Executive Services Officer reports as follows:

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

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

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

Matter	<i>Local Government (Meeting Procedures) Regulations 2015</i> reference
Confirmation of Closed Session Minutes	15(2)(g) Information of a personal and confidential nature or information provided to the council on the condition it is kept confidential

A suggested resolution is submitted for consideration.”

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

Matter	<i>Local Government (Meeting Procedures) Regulations 2015</i> reference
Confirmation of Closed Session Minutes	15(2)(g) Information of a personal and confidential nature or information provided to the council on the condition it is kept confidential

The Executive Services Officer further reports as follows:

- “1 The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of any matter discussed at a closed meeting that the general manager is to record in the minutes of the open meeting, in a manner that protects confidentiality, the fact that the matter was discussed and a brief description of the matter so discussed, and is not to record in the minutes of the open meeting the details of the outcome unless the council determines otherwise.
 - 2 While in a closed meeting, the council is to consider whether any discussions, decisions, reports or documents relating to that closed meeting are to be kept confidential or released to the public, taking into account privacy and confidentiality issues.
 - 3 The *Local Government Act 1993* provides that a councillor must not disclose information seen or heard at a meeting or part of a meeting that is closed to the public that is not authorised by the council to be disclosed.
- Similarly, an employee of a council must not disclose information acquired as such an employee on the condition that it be kept confidential.
- 4 In the event that additional business is required to be conducted by a council after the matter(s) for which the meeting has been closed to the public have been conducted, the Regulations provide that a council may, by simple majority, re-open a closed meeting to the public.”

Associated Reports And Documents



Ulverstone Community Swimming Centre Management Committee

Meeting Minutes: Tuesday, 22 November 2022 at 3.30pm

Doc. ID: 439424

1 PRESENT/APOLOGIES

Present:

Education Department Representatives: Simon Dent, Alan Graham, Michael Wilson, Beth Osborne (via teams).

Council Representatives: Cr Amanda Diprose, Liz Eustace, Melissa Budgeon

Community Representatives: Steve Crocker – Community Representative

Apologies: NIL

Acknowledgement of Country:

The Council acknowledges and pays respect to the traditional owners of lutruwita (Tasmania), the palawa/pakana people. We acknowledge the Punnilerpanner tribe of this Northern Country, and in doing so, we celebrate one of the world's oldest continuous cultures.

2 CONFIRMATION OF MINUTES

■ Simon Dent moved and Michael Wilson seconded that with the removal of the Department of Education report from the previous minutes, that the minutes are confirmed as a true record.

Carried

3 BUSINESS ARISING FROM THE PREVIOUS MINUTES

Subdivision There has been no update.

Promotion Draft graphics of the facility sign circulated seeking advice as to the next step. Advice as to approval/confirmations to be provided from Beth Osborne.

4 DEPARTMENT OF EDUCATION REPORT

No update provided. Discussion held in relation to water temperature.

5 CORRESPONDENCE

Outward – email to all users regarding the use of showers, now available for use.

6 GENERAL BUSINESS

Pool operational dates – 16 December closure by Council to bookings, and the last school group in is on the 21 December. Pool shut down is Thursday 22 December. Will re-open Friday 10 February 2023 for HPE and teachers, and then Council bookings start 13 February 2023.

Council Representative

Cr Diprose was congratulated on her recent election, and renomination to be the representative on this committee, with Cr Sophie Lehmann acting as proxy.

Signage

As per business arising, Department representative Beth Osborne to confirm with legal/procurement on the required permission process to progress the install of the facility sign.

Department Report

Beth Osborne sought from the committee clarification as to the level of detail required in the reports provided to the meeting. Confirmed that information relating to maintenance and operational matters was useful in the committee supporting the ongoing viability of the facility both as an educational facility and community amenity.

NEXT MEETING

The next ordinary meeting of the Committee will be held at the Swimming Centre, commencing at 3:30pm on Tuesday 28 February 2023.

7 MEETING CLOSE

As there was no more business to discuss the meeting closed at 4.20pm

Minutes of the Annual General Meeting of the Central Coast Council held in the Gawler Room, Ulverstone Civic Centre on Tuesday, 6 December 2022 commencing at 7.00pm.

Present

Cr Cheryl Fuller (Mayor)
Cr Casey Hiscutt
Cr Philip Viney

Cr John Beswick (Deputy Mayor)
Cr Sophie Lehmann
Cr Kate Wylie

General Manager (Ms Sandra Ayton)
Director Community Services (Mr Daryl Connelly)
Executive Services Officer (Mr Ian Brunt)
GM's Personal Assistant (Mrs Danelle King)

Apologies

Cr Garry Carpenter
Cr Amanda Diprose
Cr Michael Smith

Media attendance

The media was not represented.

Opening of meeting

The Mayor, in opening the meeting and welcoming those in attendance:

- . advised that the Annual General Meeting had been called in accordance with the requirements of the *Local Government Act 1993*;
- . advised that notice of the Annual General Meeting was given in The Advocate newspaper on Saturday, 19 November;
- . referred those in attendance to the agenda prepared for the meeting and which incorporated procedures for the conduct of the meeting.

Confirmation of the Minutes

■ Cr Viney moved and Cr Beswick seconded, "That the minutes of the Annual General Meeting held on 8 December 2021, as circulated be confirmed."

Carried unanimously

Introduction of Councillors

The Mayor introduced the attending Councillors and Council staff to the meeting.

Annual Report

The Mayor reported that the Annual Report for the year ended 30 June 2022, including financial statements and audit opinion, had been advertised as available to the public from the Administration Centre and Service Centre and on the Council's website on Tuesday 22 November 2022. Electors were invited to make written submissions relating to the Annual Report by 3.00pm Wednesday 30 November 2022.

The Mayor spoke in support of the Annual Report.

Additional comments were provided by the General Manager with a PowerPoint display of highlights from the Annual Report.

Submissions

At 3.00pm on Wednesday 30 November, no written submissions had been received.

The Mayor called for questions from the floor in regard to the Annual Report. No questions were received.

■ Cr Hiscutt moved and Cr Wylie seconded, "That the Annual Report 2021–2022 be received."

Carried unanimously

Central Coast Council projects in 2022–2023

The Mayor advised of Council projects from the 2022–2023 Annual Plan.

Close of meeting

The Mayor closed the meeting at 7.44pm.



Sandra Ayton
GENERAL MANAGER

UNCONFIRMED MINUTES

COUNCIL

MEETING DATES 2023

Ordinary meetings of the Council are held on the third Monday monthly, except for January and December as shown below.

Meetings are held in the Council Chamber, Administration Centre, 19 King Edward Street, Ulverstone and are open to the public. Meetings commence at 6.00pm and at 6.40pm, 30 minutes is allocated for the public to ask questions of the Council.

In accordance with the Council's decision to hold one Council meeting per year in Penguin (Minute Ref 240/2022), the March Council meeting will be held in Penguin, at a venue yet to be determined.

A live-stream of the meetings will be available on the Central Coast Council – TAS YouTube page, or via a link on Council's website and Facebook page.

Agendas and minutes are available from the Administration Centre, Ulverstone or the Service Centre, Penguin; or can be accessed on the Council's website at www.centralcoast.tas.gov.au.

Meeting dates for 2023 are scheduled as follows:

Monday 23 January
Monday 20 February
Monday 20 March
Monday 17 April
Monday 15 May
Monday 19 June
Monday 17 July
Monday 21 August
Monday 18 September
Monday 16 October
Monday 20 November
Monday 11 December


SANDRA AYTON

General Manager



CENTRAL COAST COUNCIL

PO Box 220 / DX 70506
19 King Edward Street
Ulverstone Tasmania 7315
Tel 03 6429 8900
admin@centralcoast.tas.gov.au
www.centralcoast.tas.gov.au

DEVELOPMENT SUPPORT SPECIAL COMMITTEE

MEETING DATES 2023

Meetings of the Development Support Special Committee are held in the Council Chamber, Administration Centre, 19 King Edward Street, Ulverstone commencing at 6.00pm. The Committee deals with matters of a land-use planning nature, particularly determination of applications. Although scheduled, meetings are only held if required. Members of the public interested in attending should contact the Land Use Planning Group (tel. 6428 8952) to find out if the meeting will be held on the scheduled date.

A live-stream of any meetings held will be available on the Central Coast Council – TAS YouTube page, or via a link on Council's website and Facebook page.

Agendas and minutes are available from the Administration Centre, Ulverstone or the Service Centre, Penguin; or can be accessed on the Council's website at www.centralcoast.tas.gov.au.

Meeting dates for 2023 are scheduled as follows:

Monday 9 January	Monday 26 June
Monday 30 January	Monday 10 July
Monday 13 February	Monday 24 July
Monday 27 February	Monday 14 August
Tuesday 14 March	Monday 28 August
Monday 27 March	Monday 11 September
Wednesday 12 April	Monday 25 September
Monday 24 April	Monday 9 October
Monday 8 May	Monday 30 October
Monday 22 May	Monday 13 November
Tuesday 13 June	Monday 27 November


SANDRA AYTON
General Manager



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

Period: 22 November to 12 December 2022

Nil

A handwritten signature in black ink that reads 'Sandra Ayton'.

Sandra Ayton
GENERAL MANAGER



SCHEDULE OF CONTRACTS AND AGREEMENTS

(Other than those approved under the common seal)

Period: 22 November to 12 December 2022

Agreements

- Residential Agreement
Private resident and the Central Coast Council
Unit No 3, Carroo Court, Penguin
Date of agreement: 1 December 2022
- Lease Agreement
Forth Football Club (Lessee) and the Central Coast Council (Lessor)
Forth Football Clubrooms located at Forth Recreation Ground, 8 Mell Street
Starting date: 1 July 2022
Expiry date: 30 June 2024

Contracts

- Contract of Sale
Wenjun Gao and Man Yee Kan (Vendor) and the Central Coast Council
(Purchaser)
Part of 48 Hull Street, Leith
Volume 129202 Folio 3 (part only)
- Contract No. 2/2022–2023 – dated 24 November 2022
Onetrak Pty Ltd
Supply and delivery of one Hidromek HMK102B Supra Backhoe, as per quote
dated 28 September 2022 and F900_2022 RFQ: \$207,289 (inc. GST)
Less trade in of F900 JCB 3CX Backhoe: \$57,750 (inc. GST)
Contract amount: \$149,539.50 (inc. GST)
- Contract No. 8/2022–2023 – dated 2 December 2022
CJD Equipment Pty Ltd
Supply and delivery of one Fuso Canter 515 Auto 4,495kg Truck with body,
as per quote dated 4 October 2022 and F304_2022 RFQ: \$108,908.80 (inc.
GST)
Less trade in of F304 Fuso Canter Rego E22NU: \$28,000 (inc. GST) (Subject
to re-evaluation at time of new vehicle supply)
Contract amount: \$80,908.80 (inc. GST)

PO Box 220
19 King Edward Street
Ulverstone Tasmania 7315
Tel 03 6429 8900

admin@centralcoast.tas.gov.au
www.centralcoast.tas.gov.au

Contract No. 7/2022–2023 – dated 28 November 2022

WEM3

Heybridge Recreation Ground: Provide project management for the design, approvals, tender evaluation, construction, contract administration, minor community consultation and handover for Heybridge Recreation Ground project in accordance with Bill of Quantities no. 1, listed in Expression of Interest dated 23 November 2022: \$42,350 (inc. GST)

Various, Central Coast: Provide ongoing building design, construction and project management services as and when agreed until 30 June 2024, in accordance with Bill of Quantities no. 2, listed in Expression of Interest dated 23 November 2022: rates as per tender documents

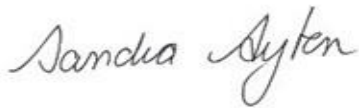
Contract No. 9/2022–2023 – dated 2 December 2022

CJD Equipment Pty Ltd

Supply and delivery of one Fuso Canter 815 Auto 7,500kg Truck with body, as per quote dated 4 October 2022 and F308_2022 RFQ: \$109,439 (inc. GST)

Less trade in of F308 Fuso Canter Rego E49MI: \$39,600 (inc. GST) (Subject to re-evaluation at time of new vehicle supply)

Contract amount: \$69,839 (inc. GST)



Sandra Ayton
GENERAL MANAGER



**SCHEDULE OF CORRESPONDENCE RECEIVED ADDRESSED TO
MAYOR AND COUNCILLORS**

Period: 22 November to 11 December 2022

- . A letter from Caves to Canyon Tourism Association requesting further funding from the Council.
- . An email from a commercial property owner expressing concern regarding the condition of a neighbouring vacant allotment.
- . An email from a ratepayer regarding the Council's decision to declare Johnsons Beach, Penguin as a dog exercise area.

A handwritten signature in black ink that reads 'Sandra Ayton'.

Sandra Ayton
GENERAL MANAGER

Central Coast Council
List of Development Applications Determined
Period from: 1 November 2022 to 30 November 2022

Application Number Display	Address	DA Type	Proposed use	Application Date	Decision Date	Day determined	Cost Of Works
DA2022049 - 1	37 George Street FORTH,TAS,7310	Discretionary	Subdivision - one residential lot and one rural lot	19/09/2022	4/11/2022	8	\$0.00
DA2022091	20 Ellis Street WEST ULVERSTONE,TAS,7315	Discretionary	Subdivision - 2 residential lots	6/04/2022	10/11/2022	19	\$0.00
DA2022132	143 South Road PENGUIN,TAS,7316	Discretionary	Residential - multiple dwellings - six in total	13/05/2022	15/11/2022	22	\$1,000,000.00
DA2022139	13 Revell Lane PENGUIN,TAS,7316	Discretionary	Subdivision - two residential lots	20/05/2022	16/11/2022	28	\$30,000.00
DA2022169	8 Amber Court ULVERSTONE,TAS,7315	Discretionary	Residential - dwelling extensions and outbuilding	15/06/2022	11/11/2022	33	\$200,000.00
DA2022185	35 Eastland Drive ULVERSTONE,TAS,7315	Discretionary	Subdivision - two residential lots	1/07/2022	25/11/2022	30	\$0.00
DA2022195	85-87 Reibey Street ULVERSTONE,TAS,7315	Discretionary	General Retail and Hire and Residential - removal of awning from building facade, demolish historic outbuildings and chimneys, dwelling addition, new garage and new boundary wall to secondary frontage	13/07/2022	30/11/2022	36	\$100,000.00
DA2022216	68 Westella Drive ULVERSTONE,TAS,7315	Discretionary	Business and Professional Services - funeral parlour (ground floor change of use)	1/08/2022	30/11/2022	34	\$20,000.00
DA2022219	1 Main Street ULVERSTONE,TAS,7315	Discretionary	Residential - shed	3/08/2022	21/11/2022	57	\$30,000.00
DA2022221	13 Hamilton Street ULVERSTONE,TAS,7315	Discretionary	Residential - shed	4/08/2022	24/11/2022	31	\$31,805.00
DA2022250 - 1	CT105570/2 & 360 Masters Road SOUTH RIANA,TAS,7316	Minor amendment of a Permit.	Resource Development - robotic dairy shed and associated silos, trenches and effluent storage ponds	26/10/2022	22/11/2022	13	\$0.00
DA2022266	11 & 37 Stubbs Road TURNERS BEACH,TAS,7315	Permitted	Subdivision - 2 residential lots - extension of sewer line over 37 Stubbs Road	27/09/2022	1/11/2022	7	\$0.00
DA2022274	2 West Ridge Road PENGUIN,TAS,7316	Discretionary	Residential - extension to an existing single dwelling and shed including demolition of an existing shed	4/10/2022	17/11/2022	30	\$200,000.00
DA2022277	29 Penguin Road WEST ULVERSTONE,TAS,7315	Discretionary	Residential - retrospective application - deck	6/10/2022	11/11/2022	31	\$20,000.00
DA2022281	380 Wilmot Road FORTH,TAS,7310	Discretionary	Residential - building envelope for single dwelling	10/10/2022	21/11/2022	38	\$100,000.00
DA2022285	56 Esplanade TURNERS BEACH,TAS,7315	Discretionary	Visitor Accommodation	21/10/2022	30/11/2022	33	\$0.00
DA2022288	172 Main Street and 1 Rawson Street, Ulverstone ULVERSTONE,TAS,7315	Permitted	Subdivision - boundary adjustment	24/10/2022	3/11/2022	8	\$0.00
DA2022301	619 Kindred Road KINDRED,TAS,7310	Permitted	Residential - dwelling alterations and additions	10/11/2022	24/11/2022	8	\$200,000.00
DA2022315	100 Westella Drive ULVERSTONE,TAS,7315	Permitted	Storage	18/11/2022	28/11/2022	4	\$275,000.00
SUB2009.3- 3	126A Trevor Street ULVERSTONE,TAS,7315	Minor amendment of a Permit.	Minor Amendment - Noise Report - to inform revised noise attenuation measures to Bass Highway	15/09/2022	2/11/2022	5	\$1,000.00



SCHEDULE OF INFRASTRUCTURE SERVICES DETERMINATIONS

Period: 1 November to 30 November 2022

Approval of Roadworks and Services

Developer: Robert Brumby
Location: 1 Knights Road, West Ulverstone
No. of Lots: Four
Engineer: Armand Beukes – Civil Vision Consulting Pty Ltd

A handwritten signature in black ink that reads 'Sandra Ayton'. The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Sandra Ayton
ACTING DIRECTOR INFRASTRUCTURE SERVICES

Central Coast Council

Emissions Reduction Plan 2022

December 2022

Contents

1	Vision	3
2	Executive Summary	3
3	Objectives	3
4	Scope.....	3
5	Related Legislation	3
6	Background.....	3
7	Council’s Greenhouse Footprint.....	6
8	Why set a net zero target?	9
8.1	Financial benefits	9
8.2	Environmental benefits.....	9
8.3	Social benefits.....	9
9	Past actions on emission reduction.....	10
9.1	Introduction of Food Organics Garden Organics (FOGO)	10
9.2	Renewables focus.....	10
9.3	Trialling electric fleet.....	11
10	Plan of action	12
10.1	Promote Solar Systems	14
10.2	Waste Management	14
10.3	Others.....	16
11	Recommendations.....	16
	REFERENCES.....	17
	APPENDIX A: Emission from Fuel and Electricity	18
	APPENDIX B: Council owned Fleet	21
	APPENDIX C: Council Waste Flowchart	22
	APPENDIX D: Community Wide Actions by Council	23

1 Vision

The Council has set a target to reduce greenhouse gas (GHG) emissions to net zero by 2040. The Council is committed to a consistent response to the potential impacts and opportunities that may eventuate from climate change.

2 Executive Summary

The establishment of a formal GHG emissions target with a committed goal of net zero for Council operations by 2040 as identified in the Central Coast Council Climate Change Strategy Action 3.3.2 (Interplan Action 2021–2022).

3 Objectives

The following objectives reflect the Council's response to reduce GHG emissions for Council's operation:

- . Analyse the current emission level for Council's operation.
- . Set targets to reduce emissions for Council's operation.

4 Scope

This report provides analysis on Scope 1 and 2 emissions from Council's operation and investigates possible options to reduce such emissions. The Scope 3 emissions are not analysed in this plan. In addition, this plan looks at municipal emission measures but does not take account of the community emission measures.

5 Related Legislation

- . National Greenhouse and Energy reporting (NGER) Act
- . Central Coast Council Climate Change Strategy 2019–2024
- . Central Coast Strategic Plan 2014–2024

6 Background

Net zero emissions refers to a state where emissions of GHG in the atmosphere (including carbon equivalence) are counterbalanced by the removal of GHGs. This means reducing emissions as far as possible, then offsetting the remainder. Tackling the emissions level in our atmosphere by controlling the level of emissions created within our Council operations is one of the measures to mitigate climate change. CO₂ concentration level is one of the indicators of climate change and removal of GHG from our atmosphere is one of strong climate action.

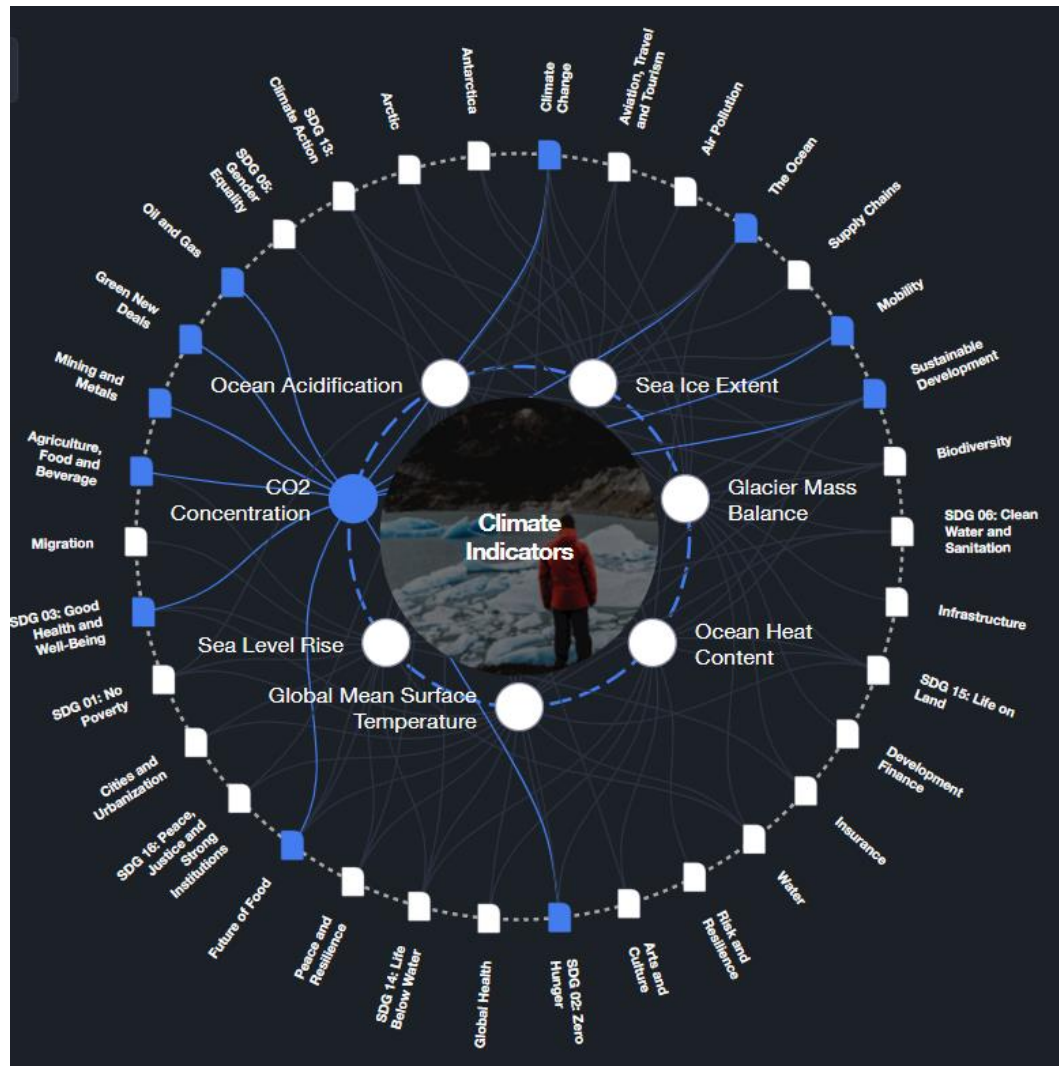


Figure 1: Climate Indicators and CO₂ Concentration [6]

The CO₂ concentration is one of the climate indicators. This is directly related to emissions and consists of various topics influencing its level in the atmosphere as follows:

- . Sustainable Development
- . Mobility
- . Climate change
- . Oil and Gas
- . Green New Deal
- . Minerals and metals

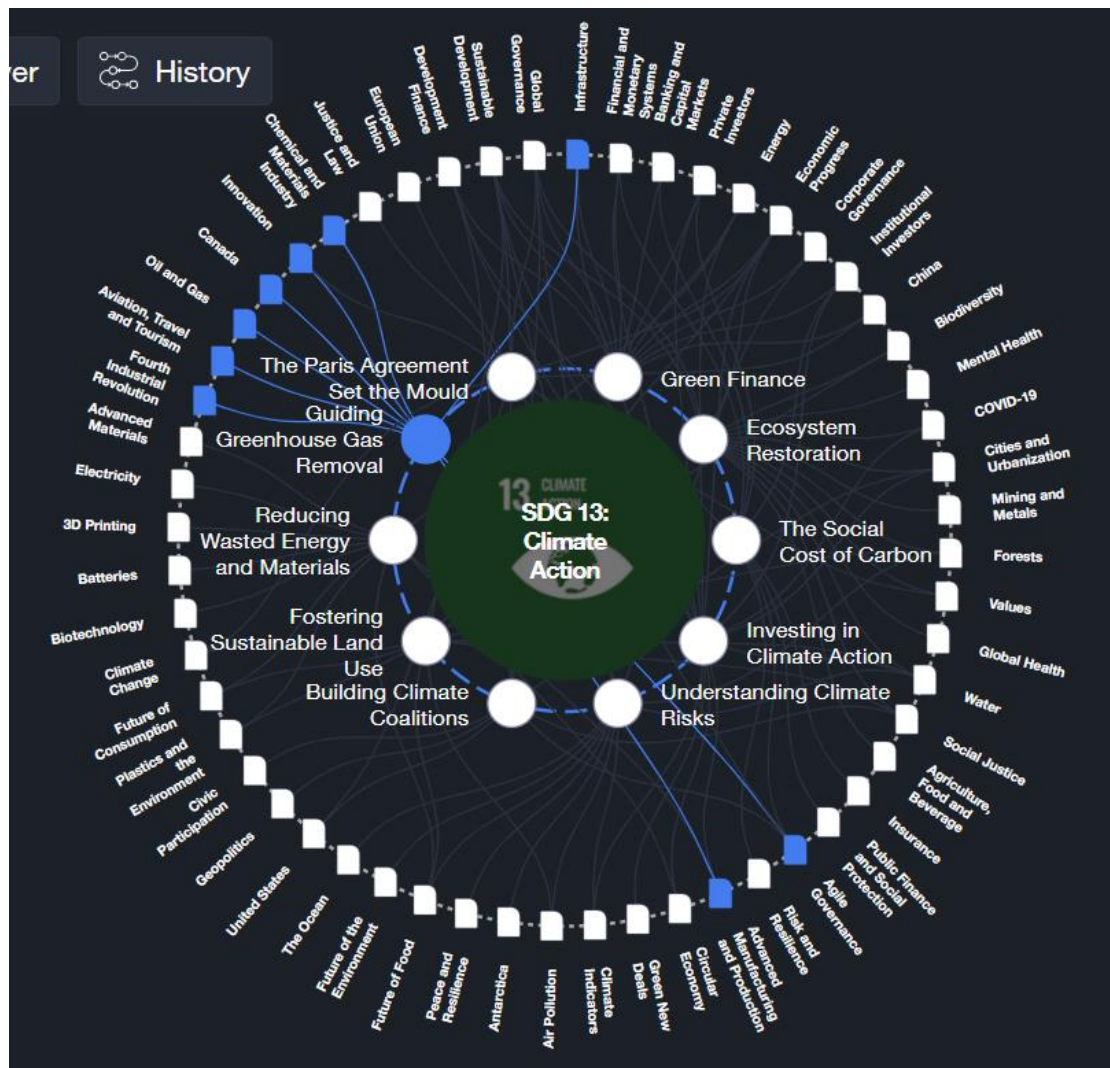


Figure 2: Climate Action and GHG Removal [6]

GHG emissions are measured as carbon dioxide equivalence (CO₂e). This means that the amount of a GHG that a business emits is measured as an equivalent amount of carbon dioxide which has a global warming potential of one.

1 tonne of carbon dioxide CO ₂	= 1 tonne of CO ₂ e
1 tonne of methane CH ₄	= 28 tonnes of CO ₂ e
1 tonne of nitrous oxide N ₂ O	= 265 tonnes of CO ₂ e

The GHG emissions can be categorised into three types:

- . Scope 1: Direct emissions generated by assets owned or operated by the company, e.g., fuel, waste.
- . Scope 2: Indirect emissions are generated from the purchase of energy, e.g., electricity, heat, steam.
- . Scope 3: Indirect emissions that arise from all other value chain activities – both upstream and downstream (including end user purchase).

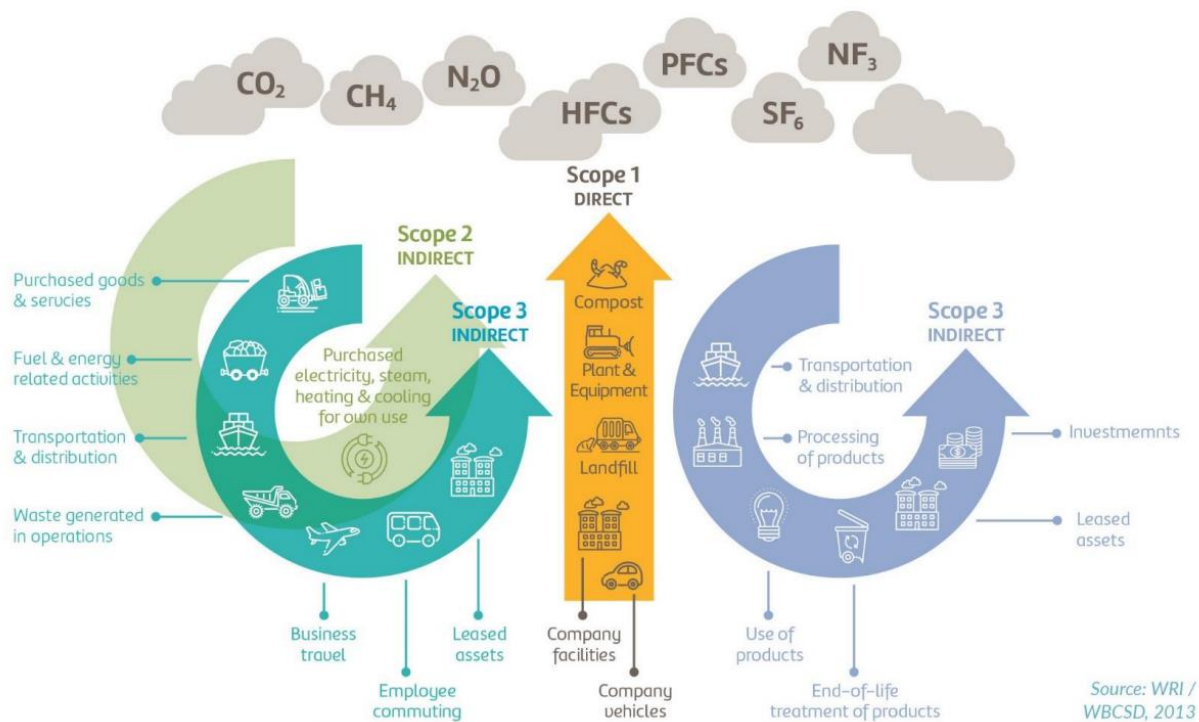


Figure 3: Types of Emission and their source

7 Council's Greenhouse Footprint

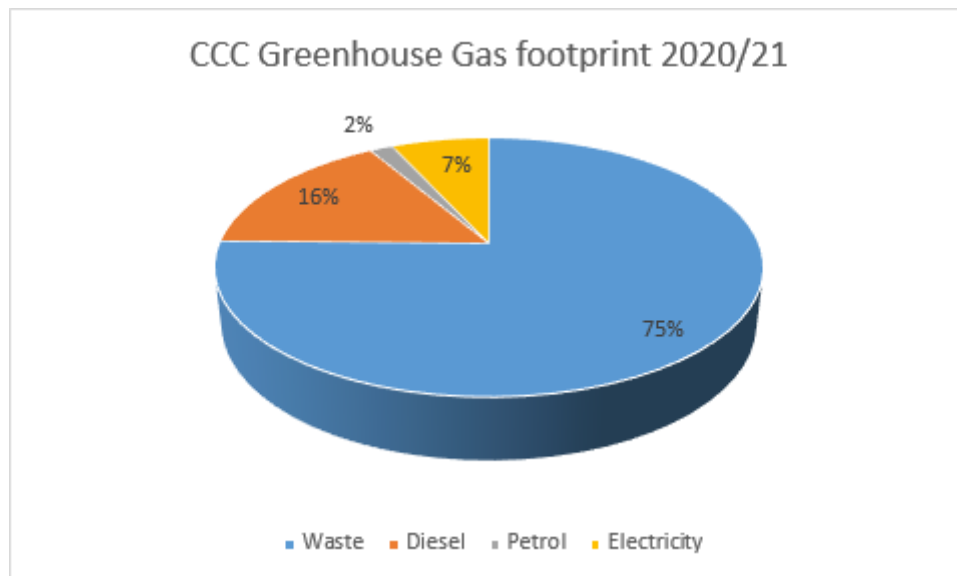


Figure 4: Scope 1 and Scope 2 emission levels of Central Coast Council in 2020/21

The Central Coast Council undertook analysis to develop the 2020–2021 greenhouse footprint for its Scope 1 and Scope 2 emissions. This aligns with the National Greenhouse and Energy Reporting (NGER) Measurement Determination. The total emissions from waste, diesel, petrol, and Council owned buildings is 3,241t CO₂e.

The majority of the Council's emissions footprint (77% or 2,440t CO₂e) is coming from waste from the Resource Recovery Centre landfill site (Appendix C: Council Waste Flowchart) in Ulverstone. This data does not consider FOGO and kerbside recycling.

Diesel (16% or 525t CO₂e) and petrol (2% or 53t CO₂e) emissions combine for 18% (575t CO₂e) of Council's fleet being the second largest contributor. Council owned buildings emission are the second lowest contributor of emission at 7% or 223t CO₂e.

The Council's current Energy and Emission Management System shows emissions based on the electricity consumption and fuel consumption. Figure 5 represents the total emission from Council operations in energy. The emissions from the last 6 financial years are presented in Appendix A: Emission from Fuel and Electricity.

The emissions from electricity and fuel consumption are expected to increase in coming years provided no strict actions are taken to mitigate such effects. This increase is due to population increase and higher demand, and is supported by the linear projections from past year's data (Appendix A).

The emissions from diesel consumption stands for the greatest energy use of 66%, followed by electricity consumption at 28% and petrol emissions at 7%. Vehicle fleet combined (diesel and petrol) is responsible for approximately 73% of the Council's emissions from energy usage.

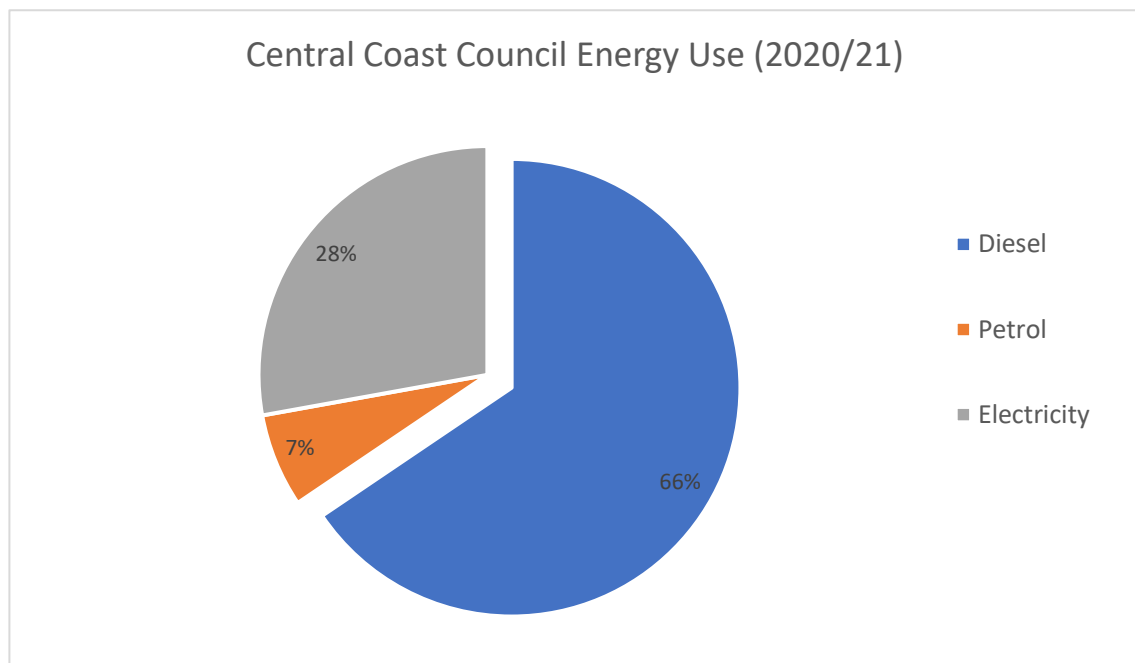


Figure 5: Energy Use in CCC 2020–2021

The Council's emissions are approximately 5% of the total emissions for the Central Coast area. Transportation contributes to the majority of municipal emissions followed by electricity consumption and agriculture.

Report time period

2019 July – 2020 June ▾

Central Coast

2019/20 municipal emissions snapshot

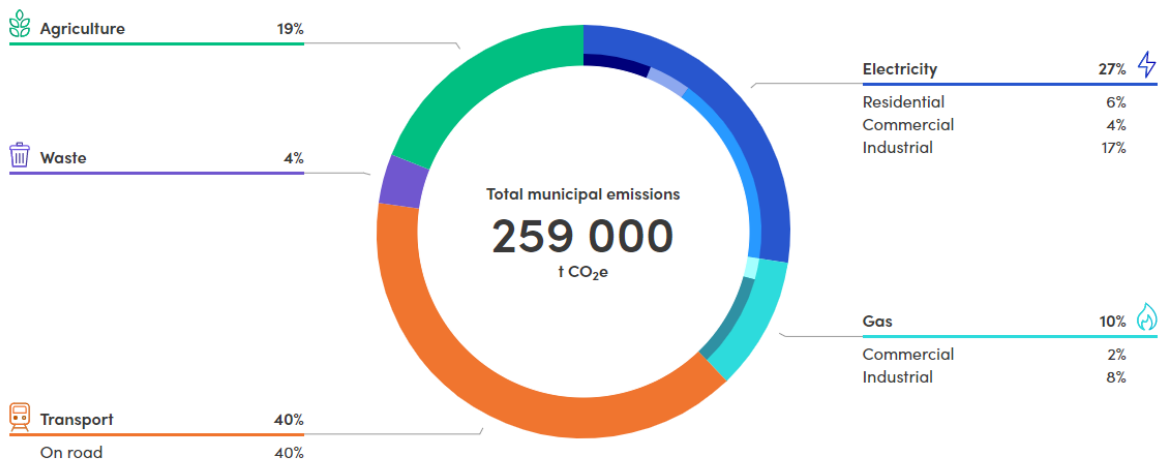


Figure 6: Central Coast Council Municipal Emission Snapshot [5]

{**Climate Zone 7: Cool temperate}

Source	Sector	Emissions (t CO ₂ e)
Electricity	Residential	16 000
	Commercial	10 000
	Industrial	45 000
Gas	Residential	0
	Commercial	5 000
	Industrial	22 000
Transport	On road	102 000
	Domestic air travel	0
Waste	Landfill	7 000
	Water	3 000
Agriculture		49 000
Land Use		2 000

Land Use data is not used in the chart nor the displayed total municipal emissions.

Characteristics	
Land area	933 km ²
Population	22 048
Gross regional product	\$ 804 904 500
Climate zone	7

8 Why set a net zero target?

- . Align targets with State Government and Federal Government programs.
- . Supports the implementation of the Central Coast Council Climate Change Policy and Strategy.
- . Makes Council's intent clear.
- . Puts 'positive pressure' on Council.
- . Requires continuous improvement.

There are many financial, environmental, and social benefits for councils and their communities by reducing emissions and transitioning towards net zero. These benefits include but are not limited to:

8.1 Financial benefits

- . Installing or purchasing renewable energy can help councils manage energy costs and reduce GHG emissions.
- . Many renewable energy projects generate cost savings over time in addition to reducing emissions.
- . In some circumstances, excess solar energy can be fed back into the grid which can generate additional income for communities and shorten pay-back periods.

8.2 Environmental benefits

- . Prepare our community to be more resilient to climate risks such as bushfires, storms, floods, and sea level rise.
- . Enhance green infrastructure to protect our natural environment's threatened flora and fauna species, landscapes, and waterways.
- . Combat urban heating by increasing green cover in our area.
- . Play our part to help limit global warming.

8.3 Social benefits

- . Provide cleaner air, green spaces, and healthier environments for our community.
- . Demonstrate that councils are responding to community expectations to act on emissions.
- . Reduce transitional and liability risks within our Local Government Area (LGA).
- . Join a growing network of climate leaders from across Tasmania and the world.

9 Past actions on emission reduction

9.1 Introduction of Food Organics Garden Organics (FOGO)

The introduction of FOGO to the Council's kerbside waste management service in October 2019 has greatly changed the field of waste emissions and has diverted roughly 40% of household waste from landfill. This 40% diversion of waste that previously went to landfill has reduced approximately 40% of emissions (approximately 2,267.74 tCO₂-e) generated from waste.

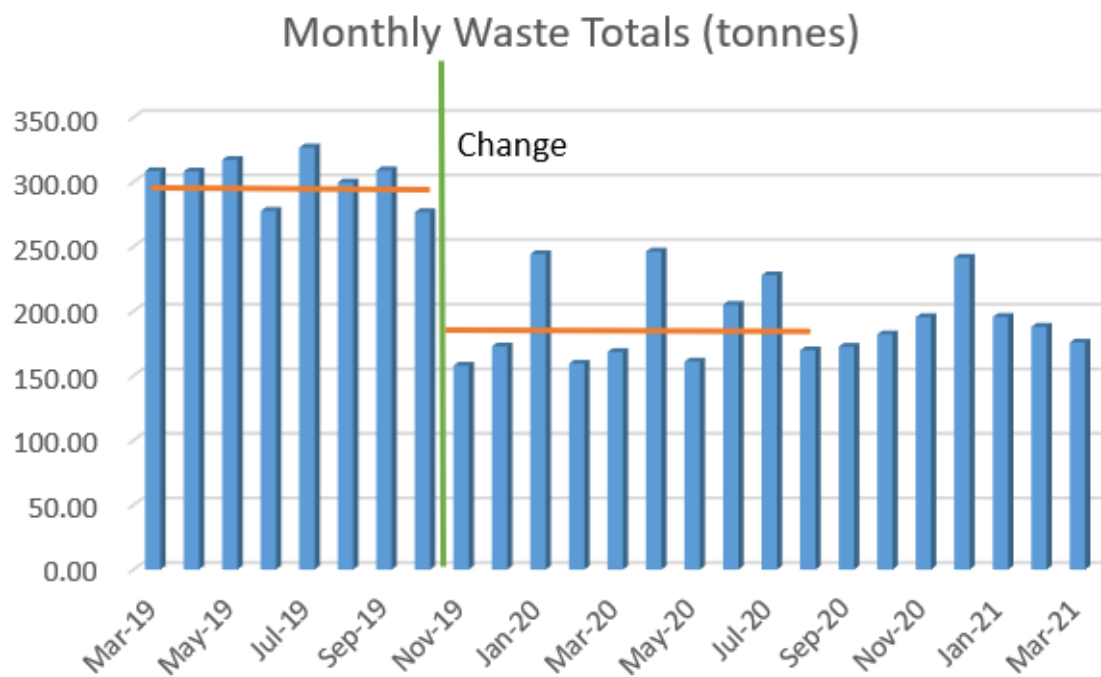


Figure 7: Waste Diversion after introduction of FOGO

9.2 Renewables focus

The top energy consuming Council operated buildings have provision of solar power in their roof and there is the addition of one more solar system in the financial year 2021–2022 at the Dial Regional Sports Complex. This is expected to generate 30KW of energy in the existing system.

The Council currently has for following solar systems in operation:

- . Central Coast Council Administration Centre (25KW)
- . Ulverstone Sports & Leisure Centre (25KW)

These existing solar panels have reduced emissions of approximately 130t CO₂e in total, which is equivalent to the emissions saved by 3,200 trees.

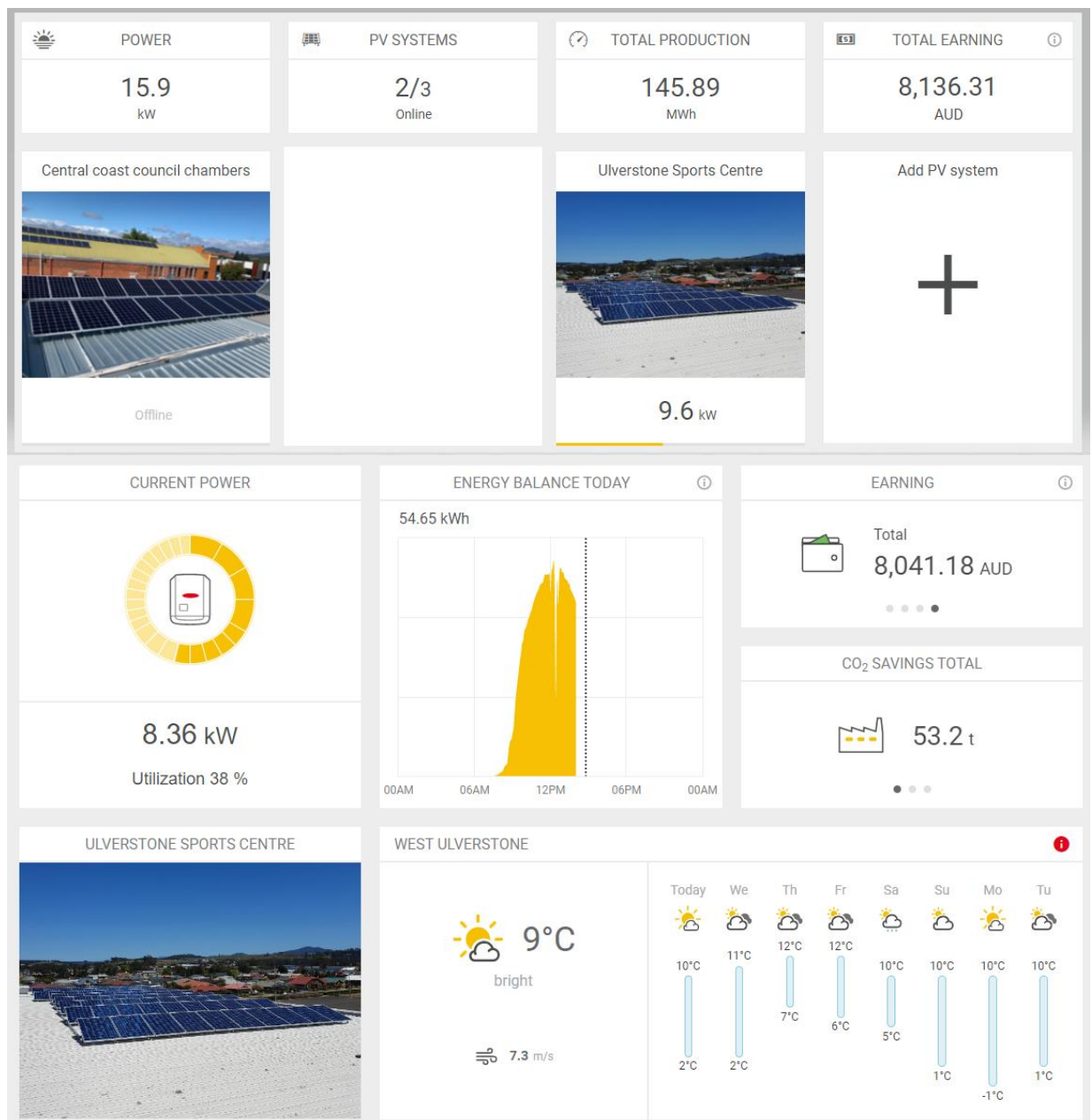


Figure 8: Existing Solar Systems in Council & Energy Dashboard of Ulverstone Sports & Leisure Centre (7 June 2022; 2:50pm)

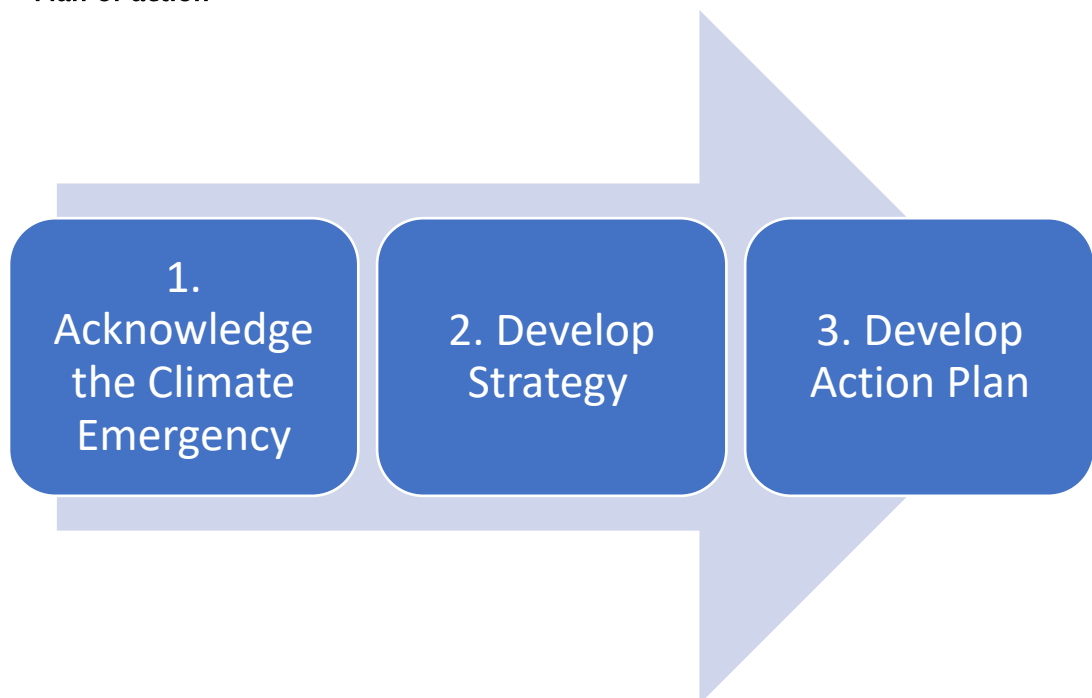
9.3 Trialling electric fleet

The Council has promoted the use of hybrid cars for some time now, but the first electric car has been purchased by the Council for trialling as a float vehicle in May 2022. The Nissan Leaf has already completed over 1,200 kms and has received positive feedback from staff.



*Figure 9: Council's first electric fleet
(Nissan Leaf: April 2022)*

10 Plan of action



The standard framework for reducing the emission from Council are:

- . Take stock – GHG footprint
- . Set target/actions
- . Design and implement projects
- . Evaluate the success
- . Track progress– annual inventory, reset targets

Cut 20% by 2026	Cut 40% by 2031	Cut 100% by 2040
<ul style="list-style-type: none"> •Increase FOGO Collection throughout the municipality •Support the existing Waste Management System •Target the biggest energy consumption buildings for solar system installation (Plan 1 per year) •Support electric fleet by installation of electric charging station and acquisition of new electric vehicles •Support alternative transportation - Shared Pathway •Staff training and awareness •Provide local climate change science information at HIVE 	<ul style="list-style-type: none"> •Study alternative fuel options for council's heavy vehicles •Build a community battery to store excess energy from daytime solar •Continue active awareness through participation in school and community for waste management •Support electric vehicle as priority for council vehicle exchange program •Replace all council operated lights to LED •Implement plans and policies to support the targets • Increase carbon sinks by increasing tree canopy cover by 30%. 	<ul style="list-style-type: none"> •Liase with other organisations to improve alternative transportation (Sustainable) •Divert landfill for fossil fuel energy alternatives •Maximize the use of council's power through renewables •Maximize the use of sustainability based materials in all council's project (procurement policies) •Improve the Country Waste Management System

Figure 10: Emission Reduction Plan

“The first steps are always the hardest.”

Cutting emissions can be a confusing process, particularly identifying the best place to start. As a first step, it is important to build trust and then increase the momentum.

The process of cutting emissions is a continuous one. However, we can start to increase momentum with the following actions:

- . Develop an Emission Plan
- . Develop GHG inventory
- . Plan small projects with bigger impact (quick win to please everyone)
- . Media and public engagement for positive community support
- . Plan for partnering with other organisations and cost sharing (grants)
- . Resourcing (empower the community)
- . Annual reporting (to maintain engagement)

Some of the recommended emissions reduction actions will be as follows:

10.1 Promote Solar Systems

Install Solar systems on Council's building (prioritise based on energy usage).

For instance: the solar system can be planned for HIVE which has been the top energy consuming site.



Figure 101: HIVE Solar system design draft (100 panel setup 36.5KW)

10.2 Waste Management

The Council has achieved a high level of diversion, through the practices implemented at the Lobster Creek Resource Recovery Centre (RRC) and the introduction of a kerbside food organics garden organics (FOGO) service.

Diversion from the kerbside stream achieved 67%. Opportunities still exist for further diversion, such as the food organics in the waste stream.

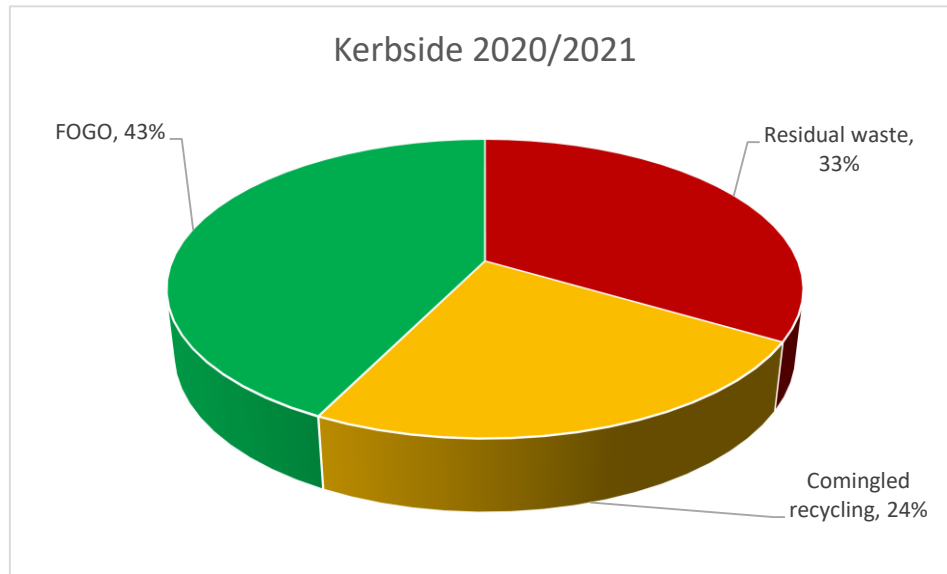


Figure 11: Kerbside 2020–2021 diversion breakdown

Overall, Council-wide diversion is achieving 47%. This includes all waste materials managed by Council, including kerbside, transfer stations and the inert landfill.

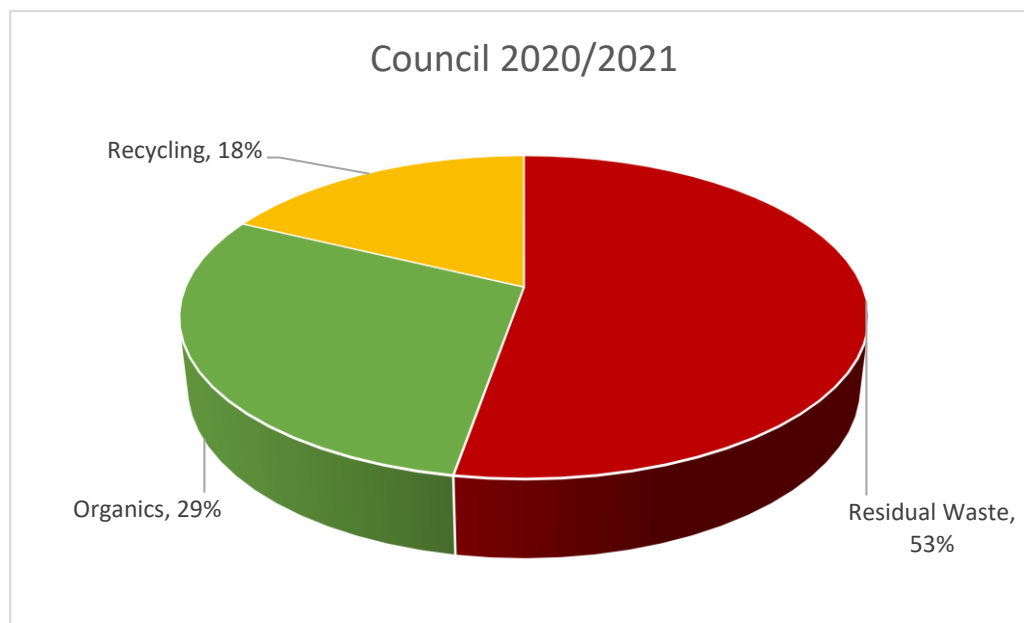


Figure 12: Council 2020–2021 diversion breakdown

Some of the targets set by the Waste Management Strategy 2021–2026 that is in parallel with the Emission Reduction Plan are as follows:

- . Divert materials from landfill (Council-wide): 75% by 2025.
- . Increase FOGO collection throughout the municipal area by 2025–2026.

10.3 Others

- . Promote the electric vehicle and provide sufficient resources for such measures (support with business case including a comparison with conventional vehicle and payback period).
- . Collaborate with local schools to create an awareness program which may include a sustainability program, climate change program, and waste management program.
- . Use a GHG equivalence calculator to create awareness by people for each daily life action.
- . Research and apply new and applied mitigation techniques in similar organisations.

11 Recommendations

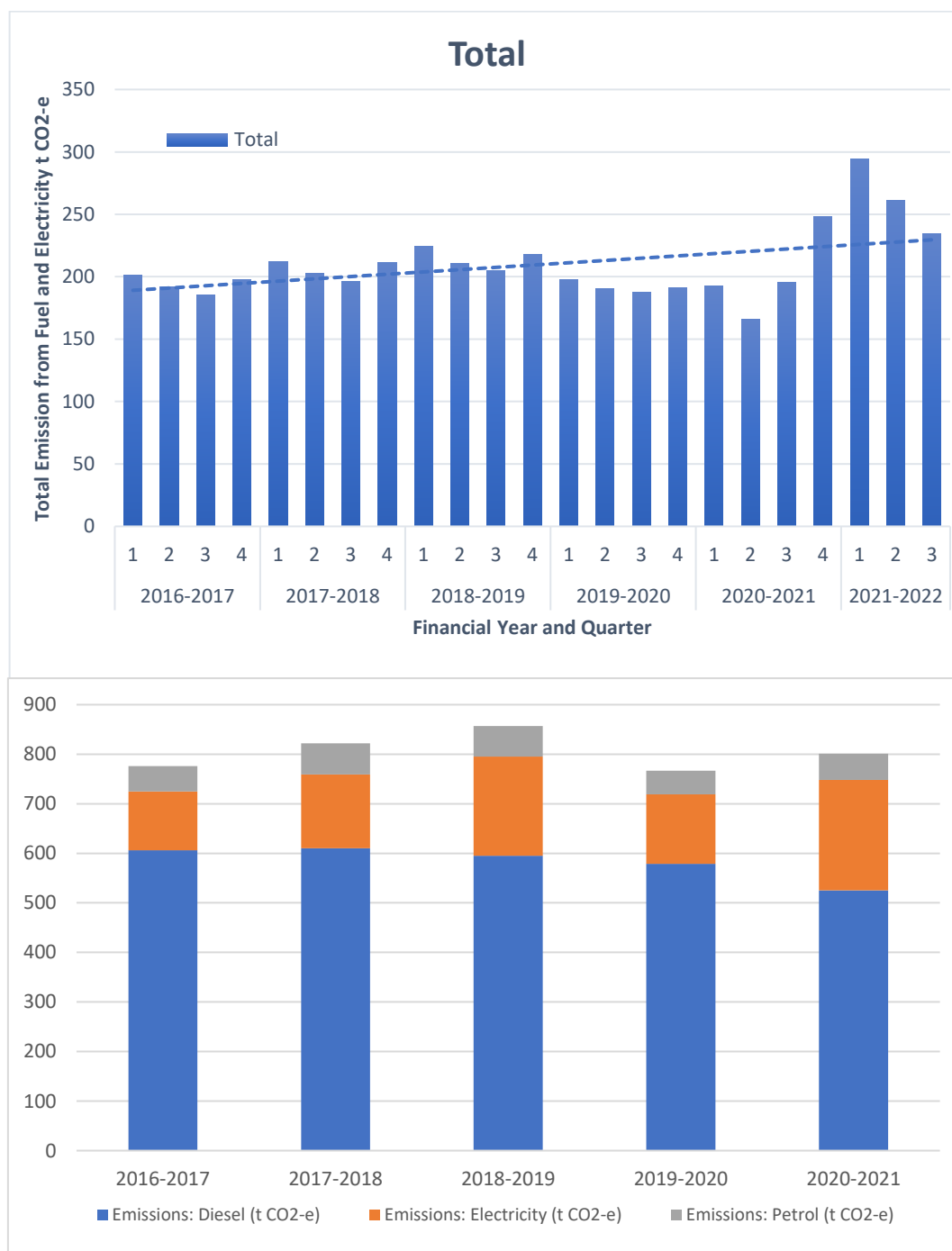
The following recommendations are provided for the future revisions of this report:

- . Develop an Emission Action Plan to align with emissions reduction in Council operations by 2040.
- . Track Council's emissions using a systematic and consistent approach and include in Annual Report each year.

REFERENCES

- 1 Azility (Energy Management System) [Azility – Central Coast Council \(TAS\)](#)
- 2 Energy Detective (LGSHERLOCK) [Energy Detective Login – LG Sherlock \(lgaq.asn.au\)](#)
- 3 Dulverton Waste management Data
- 4 Climate Change in Australia: Central Coast Council 2019 [4.4.1.3 Climate Change Education Package for Elected Members – v2.pdf](#)
- 5 Municipal Emission Snapshot [Central Coast, TAS: Snapshot \(snapshotclimate.com.au\)](#)
- 6 Climate Indicators: CO₂ Concentration, World Economic Forum [Strategic Intelligence \(weforum.org\)](#)
- 7 NGER Emissions and Energy Threshold Calculator 2020–2021 [Calculators \(cleanenergyregulator.gov.au\)](#)
- 8 NGER Solid Waste Emission Calculator [Calculators \(cleanenergyregulator.gov.au\)](#)
- 9 Greenhouse Gases Equivalencies Calculator – Calculations and References [Greenhouse Gases Equivalencies Calculator – Calculations and References | US EPA](#)
- 10 Standard Mitigation Goal [Mitigation_Goal_Standard.pdf \(ghgprotocol.org\)](#)
- 11 GHG Protocol: A Corporate Accounting and Reporting Standard [ghg-protocol-revised.pdf \(ghgprotocol.org\)](#)
- 12 The role of ‘Material Efficiency, Recovery & Optimisation’ in Local Government Climate Action; [The role of ‘Material Efficiency, Recovery & Optimisation’ in Local Government Climate Action Ariana–Magini–Michael–Attard–City–of–Launceston.pdf](#)
- 13 Electric Vehicle Transition Program [Electric Vehicle Transition Program Jon–Doole–Kingborough–Council.pdf](#)
- 14 Council Emission Reduction [Council Emission Reduction James–Dryburgh–Brighton–Council–Climate–.pdf](#)
- 15 Climate Change Communication and Engagement [IPCC, climate change communication & engagement Gretta–Pecl–University–of–Tasmania.pdf](#)
- 16 [Central Coast Council Waste Strategy 2021–2026](#)
- 17 Reducing Emissions –Tasmanian Government [Department of Premier and Cabinet \(dpac.tas.gov.au\)](#)

APPENDIX A: EMISSION FROM FUEL AND ELECTRICITY



Financial Year	Emissions: Diesel (t CO ₂ -e)	Emissions: Electricity (t CO ₂ -e)	Emissions: Petrol (t CO ₂ -e)
2016-2017	606	119	51
2017-2018	610	149	63
2018-2019	595	200	62
2019-2020	579	140	48
2020-2021	525	223	53

RRC Landfill Greenhouse Gas Emissions from Landfill

Assumes landfill opened 1 July 2005, FOGO introduced October 2019 giving 1,200 tonne reduction (40%). Recycling has never gone into landfill as it is contracted and goes to Dulverton.

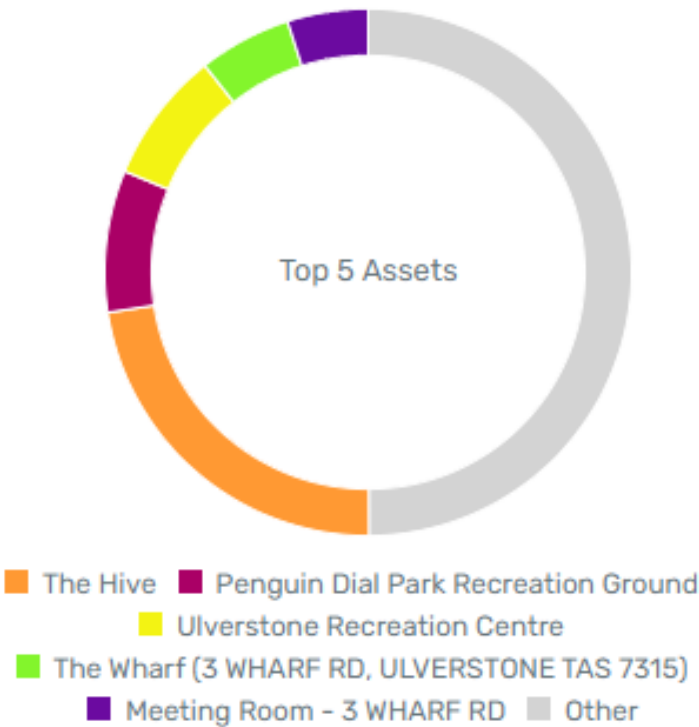
Potential emissions value of 1.405 and k value 0.05 used as defaults

Year	Waste	Actual Emissions	Potential Future Emissions
2004/05	3,200	–	4,496
2005/06	3,200	225	4,496
2006/07	3,200	438	4,496
2007/08	3,200	641	4,496
2008/09	3,200	834	4,496
2009/10	3,200	1,017	4,496
2010/11	3,200	1,191	4,496
2011/12	3,200	1,356	4,496
2012/13	3,200	1,513	4,496
2013/14	3,200	1,662	4,496
2014/15	3,200	1,804	4,496
2015/16	3,200	1,939	4,496
2016/17	3,200	2,067	4,496
2017/18	3,200	2,188	4,496
2018/19	3,200	2,303	4,496
2019/20	2,100	2,413	2,951
2020/21	2,100	2,440	2,951
2021/22	2,100	2,465	2,951

Year	Stream	Usage	Unit	Total Emission	Percentage
2020–2021	Waste	2329.867	tonnes	2440	75%
	Diesel			525	7%
	Petrol			53	1%
	Electricity	1,315 (\$206,999)	MWh	223	3%
Total				3241	

Top 5 Assets By Overall Spend

Jul 2021 - Mar 2022



APPENDIX B: COUNCIL OWNED FLEET

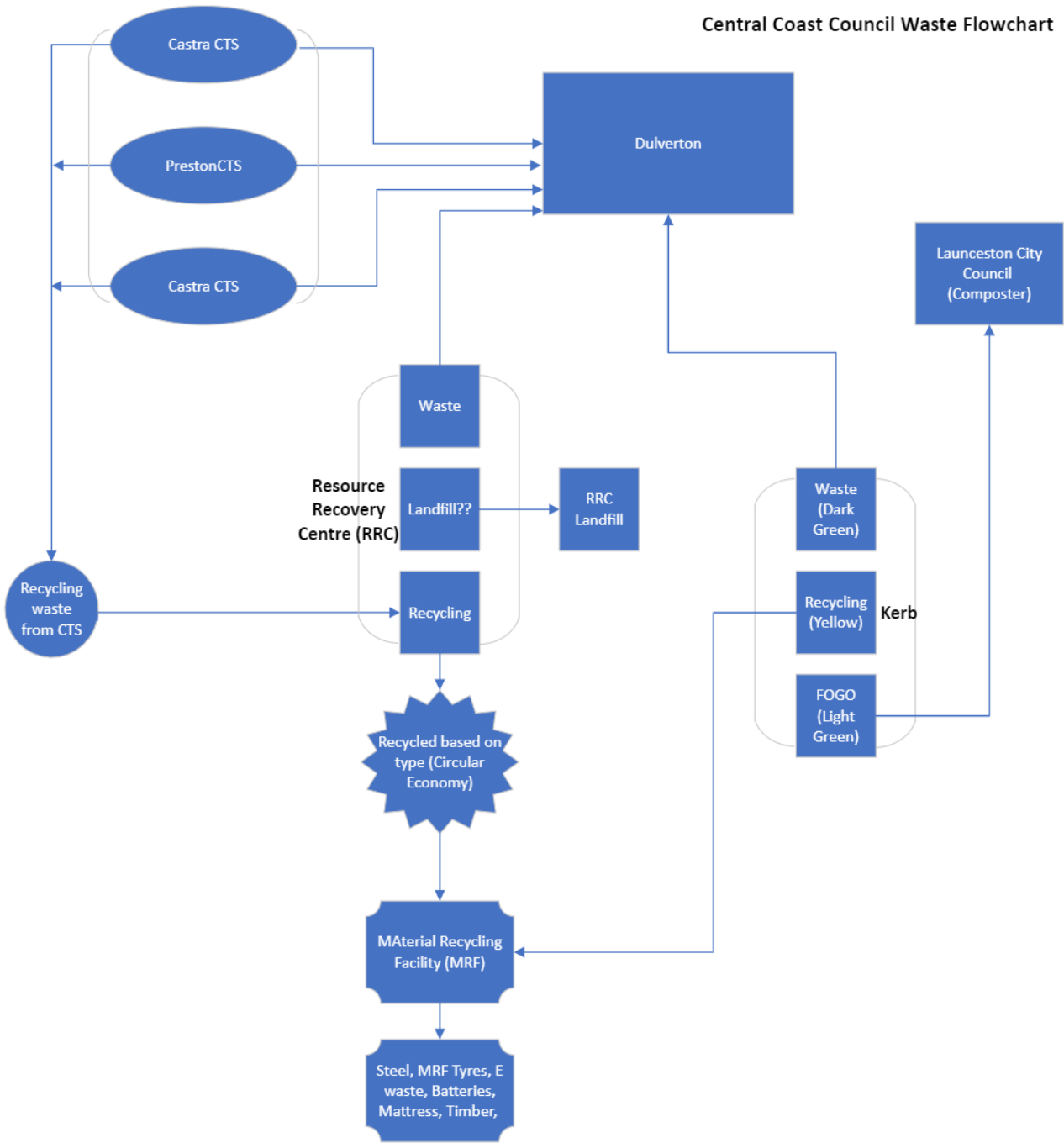
Asset category	Items	Asset Replacement Value
Cars (100 series)	22	\$712,000
Vans and Utilities (200 series)	23	\$698,000
Trucks	18	\$2,260,000
Sweeper	1	\$325,000
Tractors/Mowers	11	\$898,000
Backhoe's/ Excavators/ Rollers	10	\$1,635,000
Various	37	\$804,700
TOTAL	122	\$7,332,700.00

***FY

2020-2021 ***

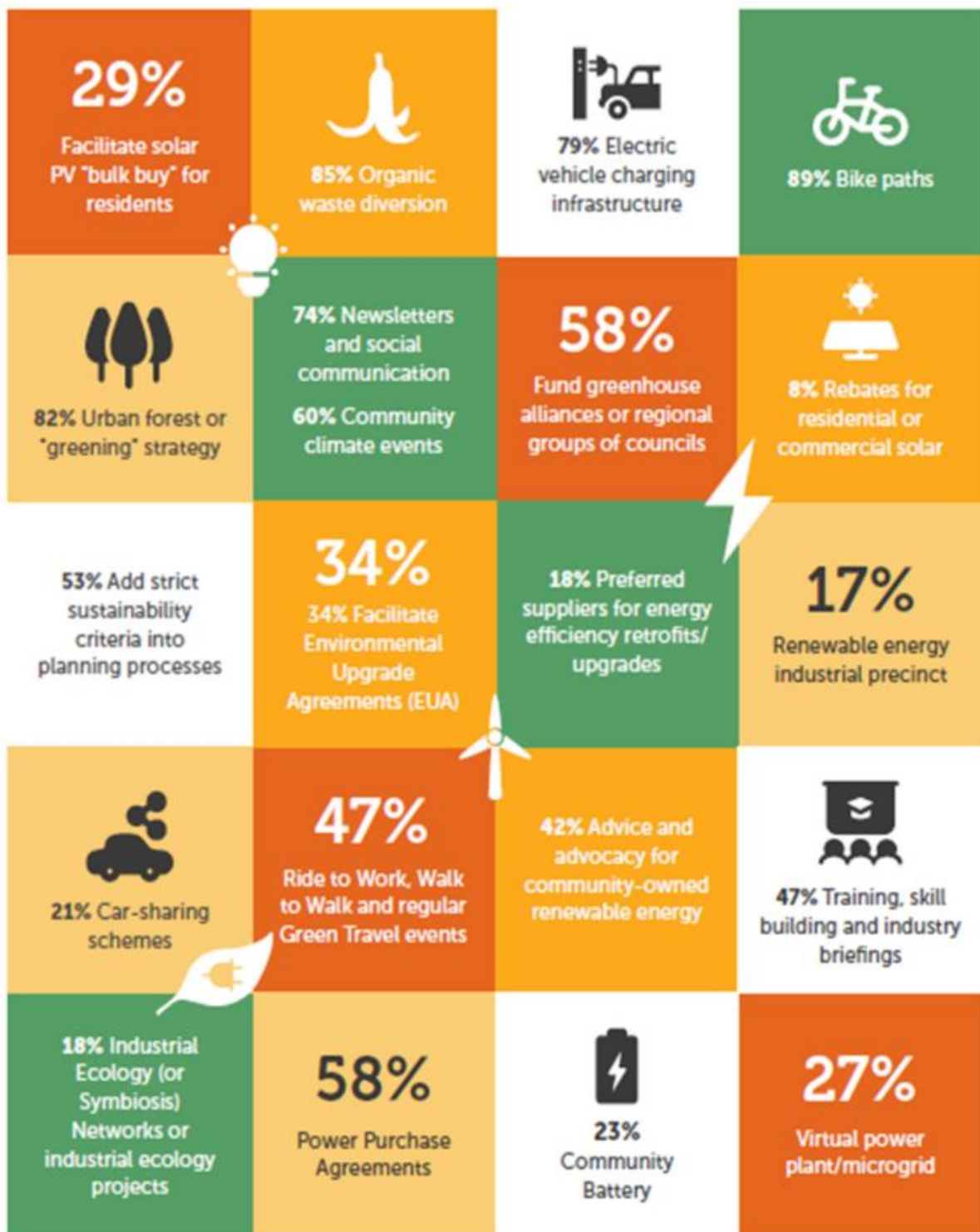
The Council owns two hybrid vehicles and one electric vehicle as of June 2022.

APPENDIX C: COUNCIL WASTE FLOWCHART



APPENDIX D: COMMUNITY WIDE ACTIONS BY COUNCIL

The following infographic illustrates the proportion of councils in 2021 taking simple community wide actions to reduce greenhouse gasses in their area.





SCHEDULE OF STATUTORY DETERMINATIONS MADE UNDER DELEGATION

Period: 1 November 2022 to 30 November 2022

Building Permits

New dwellings	2	\$730,000
Outbuildings	1	\$50,000
Additions/Alterations	1	\$100,000
Other	0	\$0
Units	1	\$700,000

Demolition Permits 0

Permits of Substantial Compliance – building 0

Notifiable work – building

New dwellings	7	\$4,117,705
Outbuildings	2	\$64,000
Additions/alterations	4	\$472,000
Other	2	\$41,700
Units	0	\$0

Building low risk work 1

Certificates of Likely Compliance – plumbing 14

No permit required – plumbing 1

Food business registrations

Fixed	1
Mobile	1
Temporary	2
Renewals	0

SCHEDULE OF REGULATORY SERVICES DETERMINATIONS MADE UNDER DELEGATION

Period: 1 November 2022 to 30 November 2022

Abatement notices

Fire abatement inspections conducted	18
Fire abatement notices issued	12
Fire abatement checks on notices issued	0

Kennel licences issued	0
-------------------------------	----------

Permits issued under Animal Control By-law No.1 of 2018

Wandering livestock complaints	1
Dog attacks on livestock	1
Kennel licence renewal inspections	0
Ongoing investigations	2

SCHEDULE OF OTHER REGULATORY SERVICES STATUTORY RESPONSIBILITIES

Period: 1 November 2022 to 30 November 2022

Dogs impounded

Claimed	2
Burnie Dogs Home	1
Devonport Dogs Home	0
RSPCA Spreyton	0
Destroyed	0
Held over	0

Dog offences

Dog attacks on other dogs	1
Dog attacks on persons	1
Dog attacks on livestock	1
Barking dog complaints	2
Unregistered dogs found by Compliance	5

Infringement notices issued for dog offences – 1

Declaration of dangerous dogs	0
-------------------------------	---

Infringement notices issued for dogs off-lead in on-lead locations

Penguin Beaches	0
Turners Beach	0
Buttons Beach	0
Midway Beach	0

Cautions issued for dogs off-lead in on-lead areas – 10

Patrols of free camping areas

Halls Point	2
Penguin Surf Life Saving Club	5
Forth Oval	12
Nicholson Point	6

Cautions issued in free-camping areas	1
---------------------------------------	---

Traffic Infringement Notices for parking offences

Alexandra Road

0	0%	
Bannons Car Park	0	0%
Coles/Furner's Car Park	0	0%
Crescent Street, Ulverstone	0	0%
Eastland Drive	0	0%
King Edward Street, Ulverstone	2	100%
Main Road, Penguin	0	0%
North Reibey Street Car Park	0	0%
Reibey Street	0	0%
Surf Club Road, Penguin	0	0%
Victoria Street	0	0%
Wharf Car Park	0	0%
Wongi Lane	0	0%
Other	0	0%

Abandoned cars 4

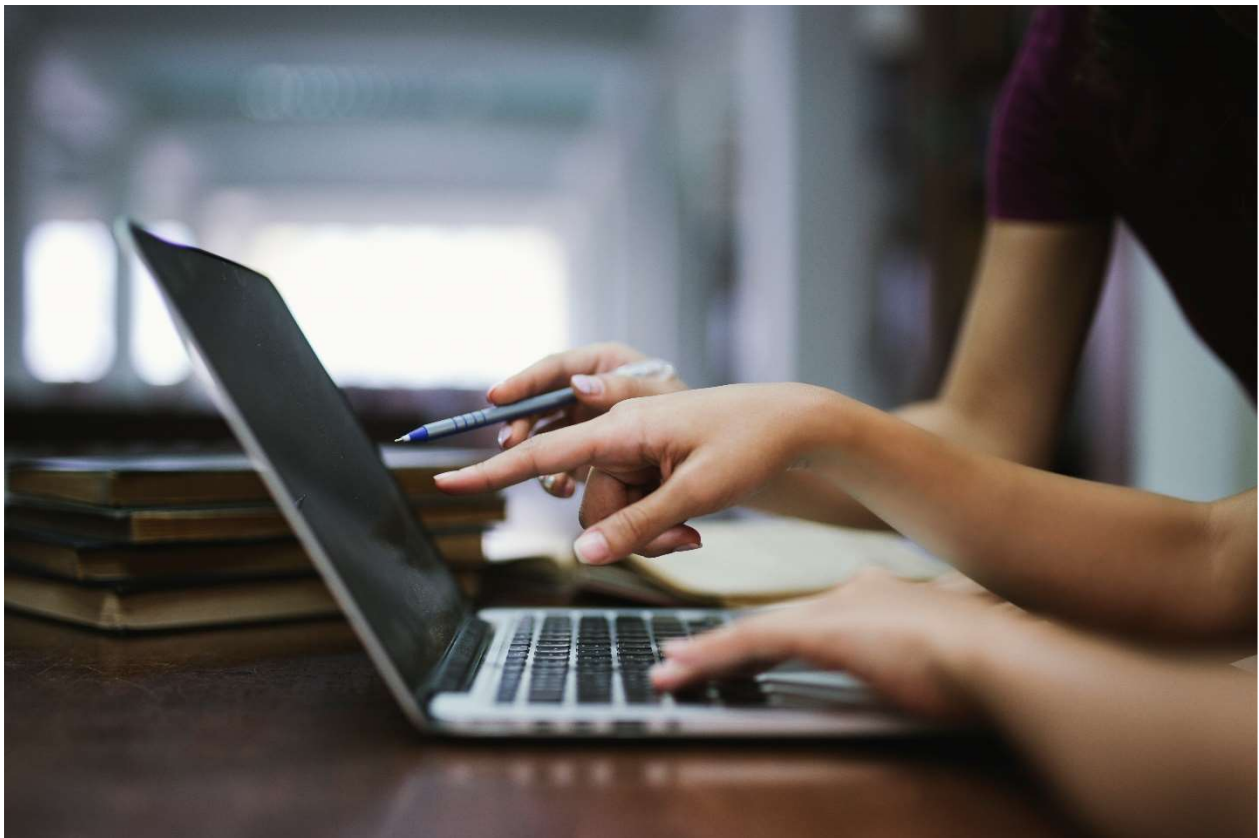
Parking permits issued 4



Sandra Ayton
GENERAL MANAGER

Central Coast Council Digital Strategy

December 2022





Acknowledgement of Country

The Central Coast Council acknowledges the Traditional Custodians of the land, community, sea, and waters where we live and work.

In recognition of the deep history and culture of our community, the Central Coast community, we acknowledge the First Nations Peoples as the original custodians of this land.

Our community acknowledges respectfully the Punnilerpanner tribe of the Northern Country of Tasmania and their continuing relationship to this land and their ongoing living culture.

We recognise that we have much to learn from the First Nations Peoples who represent the world's oldest continuing culture, as we pay our genuine respects to Elders past and present and to all First Nations Peoples living in and around the Central Coast Community.

We would like to acknowledge First Nations artist, Annie Hay, for the use of her artwork.

CENTRAL COAST COUNCIL

DIGITAL STRATEGY

OUR VISION

Delivery of best practice digital services to achieve positive and sustainable benefits for the community and our organisation.

OUR MISSION

The Council will deliver digital services that enhance the experience of our customers, and continually improves the way we do things to drive operational efficiencies.

CURRENT STATE

- Core business application (Open Office) out of date and components at various release levels
- Software applications not utilised to full capacity
- Limited mobility
- Limited governance controls
- Minimal policies and procedures
- Majority of applications hosted 'on-premises'
- Limited expertise in systems
- Limited integrations between systems
- Minimal automation of processes and forms
- Limited website self-service functionality

FUTURE STATE

- Cloud-first based hosting strategy
- Adoption of SaaS and IaaS
- Full utilisation of O365 tools
- Highly mobile workforce supported by core business applications at all working locations
- Highly integrated systems
- Digital-first delivery and automation of forms
- Website self-service portal for doing business with the Council
- Clear ICT policies, procedures and knowledge base framework
- Strong governance oversight
- Help Desk operation
- Highly ICT savvy staff

What is covered by our Digital Strategy?

In delivering our Digital Strategy, we will be using digital technology to deliver improved services to the community, be more responsive to the needs of residents, reduce the time taken to deal with the Council and better utilise our available resources.

The Digital Strategy covers anything that will store, retrieve, manipulate, transmit or receive information electronically or in a digital form, including:

- Portable hardware (laptops, desktops)
- Software (SaaS, IaaS, PaaS)
- Website
- Mobile devices (phones, tablets)
- Printers
- Telephone systems
- Video conferencing systems
- Internet of Things (IoT) devices
- Security systems
- Point of sale/EFTPOS systems
- Smart Cities technology (future state if applicable, eg. parking sensors).

Our objectives to be successful in the Digital Strategy implementation are to:



Equip our people with the skills necessary to utilise and deliver digital services.



Adopt better ways of working that bring people together quickly and efficiently and reduce risk (SharePoint, Teams, mobility apps).



Partner with expert businesses to deliver the best outcomes.



Collaborate with other councils, Government, the business sector, community organisations and education facilities.



Deliver value for the community by managing costs and risks.

What do we mean by 'digital' and why are we going on this journey?

'Digital' means using online technologies to improve services for residents and business. It also means using data and technology to redesign and improve how the Council works. We will use data and available technologies to rethink how we deliver value, how we deliver our services and how we strengthen our organisation and its culture.

Through the digital transformation, the Council will be:



Easier to deal with

- Simple, intuitive and convenient online services.
- Seamless integrated services to reduce duplication of effort.
- Digital identity for easy and secure access, and the ability to manage and track interactions with us.
- Customer focused design to ensure services are accessible, available, and inclusive of all residents, regardless of ability and environment.
- Frontline staff have access to the information to better assist the community.

Better informed and more connected

- Smart services that adapt to, and evolve with the data shared with us.
- Greater insights for better services, service delivery and allocation of Council resources.
- Ensuring trust and transparency is maintained.

Digital capability

- Expanding our digital capability (updated website to support “digital first” mantra)
- Embracing mobility.

- Developing and investing in modern infrastructure and adopting a “cloud first” strategy.
- Ensuring accountability through best practice security of information and systems.

“Digital First”

Services that apply to transition to our digital first mantra will include:

Improved easy access to enable self-service enquiries – through a more intuitive website or communications apps

- Waste collection information
- Resource Recovery Centre information
- Current work activities
- Road closures

CRM logging of requests and issues online (Merit currently and already available online)

- Waste collection
- Fire and other hazards
- Dog complaints and nuisance animals
- Tree issues
- Litter
- Parks, roads, footpath and other asset maintenance issues
- Graffiti and vandalism
- Noise complaints
- Food hygiene issues
- Other

Online Booking systems (currently Priava)

- View and book community facilities
 - Halls
 - Recreation grounds
 - Recreation centres
 - Park facilities
- Booking/registration for community events
- Direct link to invoicing and payments

Rates

- Payment of rates
- Check payment history and current balances
- Apply for and set up rate payment plans
- Change and update contact details

Animals

- Lodge and track new animal and renewal of registrations
- Lodge updates to dog ownership status (death, sold, moved etc)

Building/Planning

- Lodge and track building/planning applications

Regulatory

- Lodge and track Health permit applications

Engineering

- Lodge and track crossover and stormwater applications
- Lodge and track road permit applications

Guiding Principles

Regardless of any system we utilise, or where the system is hosted, our Guiding Principles will remain the same.

Our Long-term Financial Plan operational and capital plans should provide sufficient funding which is aligned in support of the IT Strategic Plan. Any actions we undertake in delivering and maintaining our Digital Strategy should align to one or more of the below guiding principles.



Enhanced digital customer service outcomes

Our strategies always maintain and support customer/community focus.

Essential elements covered by this principle include:

- Our customers/community will choose to interact with us digitally – “digital first” to those that can and are able to choose to.
- Customers and staff will find it easier to do business with us.
- Customers have fewer touchpoints when doing business with us (automation of forms, or single point of interaction when dealing with a Customer Service Officer).
- Secure and stable digital services.
- Information/intelligence is shared and used for community benefit.

Good governance and oversight

The management and guidance of our digital services delivery ensures we achieve the maximum value from our ICT investments, by developing and maintaining a Digital Governance Framework that is integrated into the overall governance program of the Council to provide appropriate controls to mitigate ICT-related business risks and provides a framework for ICT decision making. This includes the Senior Leadership Team sponsorship and oversight of the Digital Strategy.

Essential elements covered by this principle include:

- Digital Strategy and planning
- Risk management
- Appropriate Policies, processes and procedures
- Performance measurement
- ICT resource management
- Monitoring and compliance of Strategy roadmap and timelines for delivery
- Good project management (initiation, planning, execution, reporting, monitoring and close out)
- ICT sourcing models.

Use knowledge acquired from data to support and improve the functions of the Council

Information we collect is treated and valued as an asset that is made available to support improved strategic decision making, improvements to service delivery, allocation of budget resources and used to identify opportunities for innovation.

Establishment of a consistent information management standard for the collection and management of data in a centralised location ensures that at all times our data management processes remain in compliance with legislative and community expectations.

Essential elements covered by this principle include:

- Information governance standards
- Data management standards including data quality and integrity
- Data analytics
- Business intelligence

Business systems and applications are integrated and always fit for purpose

We continually measure and monitor the performance of our systems and services, and having the agility and flexibility to be innovative and respond to new challenges and changes in need.

By simplifying, standardising and consolidating systems as much as possible, and using automation to streamline and enhance processes and services, we ensure our networks and systems are robust, flexible and secure, and evolve with the rapidly changing market. This includes modernising legacy solutions and applications and optimising the use of the cloud and utilising software maintenance and management agreements with key providers to support knowledge gaps.

Essential elements covered by this principle include:

- Software acquisition, design and development
- Software maintenance and management
- Business process analysis
- Integrations and orchestrations
- Software scoping and requirements definition
- Testing and implementation
- Change management
- Version control.

Invest in appropriate infrastructure and technology

Our ICT infrastructure supports the systems and operations of the Council to improve and enhance productivity and efficiency. This includes transitioning to cloud services and investing in software and hardware solutions that enable access to the systems.

In every step, we look for opportunities to share infrastructure and services with other councils where cost and operational efficiencies can be achieved.

Infrastructure will be simple, well architected, fit for purpose, reliable and have a 'cloud first' approach. We look to consolidate our footprint and move to Software as a Service (SaaS), and Infrastructure as a Service (IaaS) models to reduce capital investment and improve performance.

Mobility is a key element. We will equip our staff with mobile devices to enhance productivity and efficiency.

Essential elements covered by this principle include:

- Infrastructure and architecture
- Virtualisation
- Capacity management
- Communications and network management
- Data storage
- IT asset management
- Systems acquisition
- Systems design and development.

Anticipating and adopting emerging trends and technologies

We continually look at new technologies that can help deliver new services and functions to improve and enhance our customer service delivery. It is imperative our staff are continually trained to be able to use any of our systems, data and networks in the most efficient and productive way.

Essential elements covered by this principle include:

- Communication and collaboration apps
- Social media
- Smart phones and devices
- Bring-Your-Own-Device (BYOD)
- Cloud computing
- Online services
- Open data.

Ensure security to protect information systems

We ensure our data and systems are kept current to protect personal and confidential information at all times. We will implement and adopt the Essential 8 maturity model and other mitigation strategies and security controls as preventative measures.

Having a well-educated workforce is our best form of security and provides us the greatest return on investment in relation to cyber protection. Maintaining mitigations through software are critical, but unskilled, untrained or disengaged employees will be our weakest link.

Elements covered by this principle include:

- Access management
- Authentication (multi-factor authentication)
- Auditing of system logs
- Remote access protection
- Incident management, reporting and response processes
- Physical and environmental security
- Network and communications security.

Adopt best practice ICT business continuity processes

We adopt best practice disaster recovery and business continuity processes to ensure we can maintain our customer service levels at all times.

Elements covered by this principle include:

- Disaster recovery
- Contingency planning
- Backups
- Replication
- Redundancy
- Data recovery
- Emergency response.

Goals

A review of our current digital landscape identified strategic gaps, including:

Infrastructure

Infrastructure currently does not fully support a cloud transition. Existing internet connection to Administration Centre and Wi-Fi link to Works Depot not sufficient.

Software & Systems

A lot of systems and process knowledge was lost with a recent staff retirement, highlighting lack of systems and policy documentation. Current software suite is predominantly on-premise including the Enterprise Resource Planning system (Open Office). Current service agreements are structured around a managed services on-premise model.

Finance

The current budget is not linked to an IT Strategy and is focused on maintaining the current state.

Forward Planning

Previous IT structure was focused on maintaining business as usual services and largely reactive in approach, and not for exploring new opportunities and improvements. New structure balances maintaining services (IT Support Officer) with systems development and improvement (Business Systems Analyst).

Knowledge

Current staff possess a skillset for operating in an on-premise environment and may not currently possess the skills required for the new environment and will require additional training.

The Digital Strategy will address these gaps through the following goals:



1.

Transform and Simplify

Transform the way we do things and the ways we deliver our services. Improve access to Council information and processes. We will invest in, and improve our website to be a key point to interact and conduct business with the Council.

- Digital services should start with customer needs both internal and external – the community, ratepayers, businesses, and visitors.
- We will encourage, foster and develop a culture that supports customer focus, innovation and effective change management. We will improve the customer digital experience through community, ratepayer and customer portals, accessible via an updated website.
- We will use digital technologies to constantly engage and communicate with our community to monitor and measure our performance in providing effective, efficient and transparent services.
- Implement electronic forms capability into the website and internal processes to digitise and automate form completion and authorisation.
- Look at improving/replacing our existing intranet platform to see how we can better communicate and provide digital services to our own staff.
- We will overhaul our existing intranet and communication/ collaboration tools to improve how we work and interact with the community. We will use digital technologies to constantly engage and communicate with our community to monitor and measure our performance.

2.

Modern and secure IT

We will invest in equipment, services and software applications that ensure the integrity, availability, security and confidentiality of Council information and data.

- Our current network is a mix of technologies and vendors built up over a number of years to address specific needs at the time. Our infrastructure at some locations is better than at others which impacts the ability of staff to effectively do their work.
- We need to ensure our network infrastructure is robust, secure and flexible to meet current and future needs.
- Microsoft Office 365 is our preferred tool for office applications and collaboration software.
- We will adopt a Cloud Strategy.

- We will develop strategic asset management plans for ICT assets ensuring adequate replacement programs are in place.
- Utilisation of Software as a Service (Saas) and Infrastructure as a Service (IaaS) which will reduce capital investment and transition to operating expenditure. We will look to bring in efficiencies in operations to offset this additional cost.

3.

Accessible
anywhere,
anytime
mobility

Improved infrastructure that is flexible and responsive, to support and improve the way Councillors and staff work and interact. Giving our staff and Councillors the appropriate mobile devices and software that supports working out of the office and enhances productivity, efficiency and communication.

- We will embrace mobility wherever possible, to enable our people to access the tools and information they need to effectively undertake their jobs wherever they may be, to support improved productivity and effectiveness.
- Our systems need to be simple and fast, to enable us to get things done through any channel.
- Utilising updated and more flexible telecommunication networks to better support mobility (Teams calling).
- Support in-field worker safety and operational issues through deployment of technical solutions.

4.

Existing
systems,
better

Ensure we are getting maximum benefit from existing systems in preparation for moving to where we want it to be. Bring in efficiencies to achieve fullest potential. Utilising our existing software investments to extract their full capacity and potential.

- Review and consolidation of our core business systems and transitioning to cloud-based platforms.
- Ensuring all our systems are up to date and integrated as much as possible. Bring in efficiencies such as integrations and orchestrations to automate data transfers and avoid duplicated effort.
- Improved capabilities for online Bookings and forms submission for Council-owned facilities and events.
- Delivery of ICT training and support through face to face and digital learning platforms, to ensure our staff are able to utilise systems in the most efficient and productive way.
- Digital services require digital savvy employees administering and supporting automated back-office systems. We will invest in

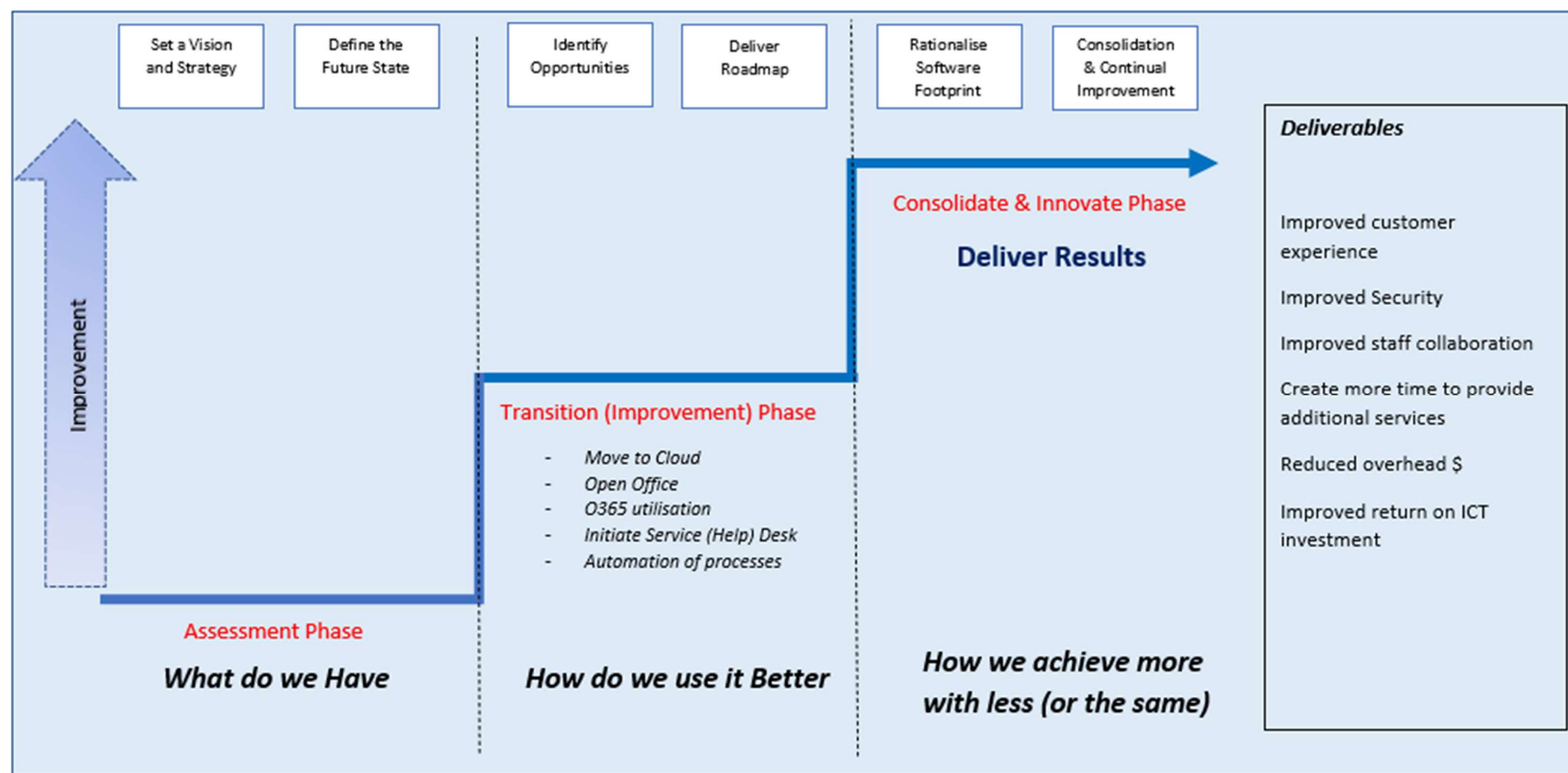
training and supporting our people through our digital transformation.

5.

Improved information management

Gather and manage good quality data that is accessible to improve decision making, that is underpinned with good governance principles to ensure compliance with legislative requirements.

- Our systems will be underpinned by a strong foundation of security of data and privacy of customer information held.
- We will review our records management approach to improve the way we store and access the information we need to manage our operations and support our community.
- Utilising Power BI (MS365) and visual dashboards to support oversight and decision making.
- Working with other councils and organisations to share key learnings and benchmark performance for mutual benefit.



Cloud Services

