



The City with Spirit

NOTICE OF MEETING

Notice is hereby given that a **Infrastructure Works and Development Committee** meeting of the Devonport City Council will be held in the Aberdeen Room, Level 2, paranaple centre, 137 Rooke Street, Devonport, on Monday 11 February 2019, commencing at 5:30pm.

The meeting will be open to the public at 5:30pm.

QUALIFIED PERSONS

In accordance with Section 65 of the *Local Government Act 1993*, I confirm that the reports in this agenda contain advice, information and recommendations given by a person who has the qualifications or experience necessary to give such advice, information or recommendation.

Paul West
GENERAL MANAGER

6 February 2019

**AGENDA FOR A MEETING OF THE INFRASTRUCTURE WORKS AND DEVELOPMENT COMMITTEE
OF DEVONPORT CITY COUNCIL HELD ON MONDAY 11 FEBRUARY 2019 IN THE ABERDEEN
ROOM, paranaple centre, 137 ROOKE STREET, DEVONPORT AT 5:30PM**

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Agenda of a meeting of the Devonport City Council's **Infrastructure Works and Development Committee** to be held in the Aberdeen Room, paranable centre, 137 Rooke Street, Devonport on Monday 11, February 2019 commencing at 5:30pm.

PRESENT

		Present	Apology
Chairperson	Cr L Perry		
	Cr G Enniss		
	Cr P Hollister		✓
	Cr A Jarman		
	Cr L Laycock		
	Cr L Murphy		

IN ATTENDANCE

All persons in attendance are advised that it is Council policy to record Council Meetings, in accordance with Council's Audio Recording Policy. The audio recording of this meeting will be made available to the public on Council's website for a minimum period of six months. Members of the public in attendance at the meeting who do not wish for their words to be recorded and/or published on the website, should contact a relevant Council Officer and advise of their wishes prior to the start of the meeting.

1.0 APOLOGIES

The following apology was received for the meeting.

Cr Hollister	Leave of Absence
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2.0 DECLARATIONS OF INTEREST

3.0 PROCEDURAL

3.1 PUBLIC QUESTION TIME

Members of the public are invited to ask questions in accordance with Council's Public Question Time Policy (Min No 159/17 refers):

1. Public participation shall take place at Council meetings in accordance with Regulation 31 of the *Local Government (meeting Procedures) Regulations 2015*.
 2. Public participation will be the first agenda item following the formal motions: Apologies, Minutes and Declarations of Interest.
 3. Questions without notice will be dependent on available time at the meeting (with a period of 30 minutes set aside at each meeting).
 4. A member of the public who wishes to ask a question at the meeting is to state their name and address prior to asking their question.
 5. A maximum of 2 questions per person are permitted.
 6. A maximum period of 3 minutes will be allowed per person.
 7. If time permits, a third question may be asked once all community members who wish to ask questions have done so. A time limit of 2 minutes will apply.
 8. Questions are to be succinct and not contain lengthy preamble.
 9. Questions do not have to be lodged prior to the meeting, however they will preferably be provided in writing.
 10. A question by any member of the public and an answer to that question are not to be debated.
 11. Questions without notice and their answers will be recorded in the minutes.
 12. The Chairperson may take a question on notice in cases where the questions raised at the meeting require further research or clarification, or where a written response is specifically requested.
 13. Protection of parliamentary privilege does not apply to local government and any statements or discussion in the Council Chambers, or any document produced, are subject to the laws of defamation.
 14. The Chairperson may refuse to accept a question. If the Chairperson refuses to accept a question, the Chairperson is to give reason for doing so in accordance with the Public Question Time Policy.
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4.0 TENDERS

In accordance with Section 22(1) of the *Local Government Act 1993* Council has delegated powers to the Infrastructure and Works Committee to accept tenders for activities related to the functions of the Committee to the extent of the estimates for the current financial year (Min 198/15 refers).

The following item is listed on the agenda for this meeting of the Infrastructure and Works Committee.

4.1 Tender Report Contract CT0169 Formby & Best Street Intersection Improvements

4.2 Tender Report Contract CT0233 Adelaide Street Kerb Renewal

The following table details all tenders and contracts which have been entered into by Council above \$100,000 for the 2018/2019 financial year.

The following table details all tenders and contracts which have been entered into by Council above \$100,000 for the 2018/2019 financial year.

Contract	Contract Period	Extension Options	\$ Value (Excluding GST)	Contractor	Min Ref/ Meeting Date
Contract CT0220 Southern Rooke Street Renewal	January 2019 to April 2019	Not Applicable	\$796,635	Kentish Construction & Engineering Co. Pty Ltd	Council 126/18 23/07/2018
Contract 1326 – Supply of Catering and Hospitality Equipment – paranaple convention centre	July-September 2018	Not Applicable	\$101,583.59	Tas Hotel & Catering	GFC 47/18 Council 137/18 23/07/2018
Contract 1325 – Cash Collection Services	September 2018 – September 2019	+one+one+one (4 year total)	\$64,300 (Annual)	Southern Cross Protection	Council 147/18 29/8/2018
Contract CT0219-01 – Supply, Delivery and Placement of Hotmix Asphalt	October 2018 – March 2019	Not Applicable	\$266,050	Hardings Hotmix Pty Ltd	Council 165/18 24/9/2018
Contract CT0219-02 – Supply, Delivery and Placement of Bituminous Surfacing	October 2018 – March 2019	Not Applicable	\$193,675	Hardings Hotmix Pty Ltd	Council 166/18 24/9/2018
LIVING CITY Waterfront Precinct detailed design services	September 2018 – April 2019	Not Applicable	\$537,388	Lyons Architects	Council 182/18 24/09/2018
Contract CT0234 – Wenvoe Street Reconstruction	October 2018 – December 2019	Not Applicable	\$334,852	ATM Civil Constructions	Council 167/18 24/9/2018
Contract CS0074 William Street Stormwater Stage 8	January 2019 – March 2019	Not Applicable	\$335,710	BLW Investments Pty Ltd	Council 221/18 26/11/2018
Tender Report Contract CT0236 Winspears Road Renewal - Stage 1	February 2019 – May 2019	Not Applicable	\$141,859	Civilscape Contracting Tasmania	IWC 41/18 10/12/18

Infrastructure Works and Development Committee meeting Agenda 11 February 2019

Tender Report Contract CT0208 Bishops Road Renewal	February 2019 – May 2019	Not Applicable	\$237,811	Civilscape Contracting Tasmania	Council 238/18 17/12/18
Tender Report - Contract CT0226 - Parker and Ronald Streets Intersection Upgrade	March 2019 – June 2019	Not Applicable	\$214,395	Civilscape Contracting Tasmania	Council 06/19 29/1/18

4.1 TENDER REPORT CONTRACT CT0169 FORMBY & BEST STREET INTERSECTION IMPROVEMENTS

File: 32655-01 D560285

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

Strategy 2.3.1 Provide and maintain roads, bridges, footpaths, bike paths and car parks to appropriate standards

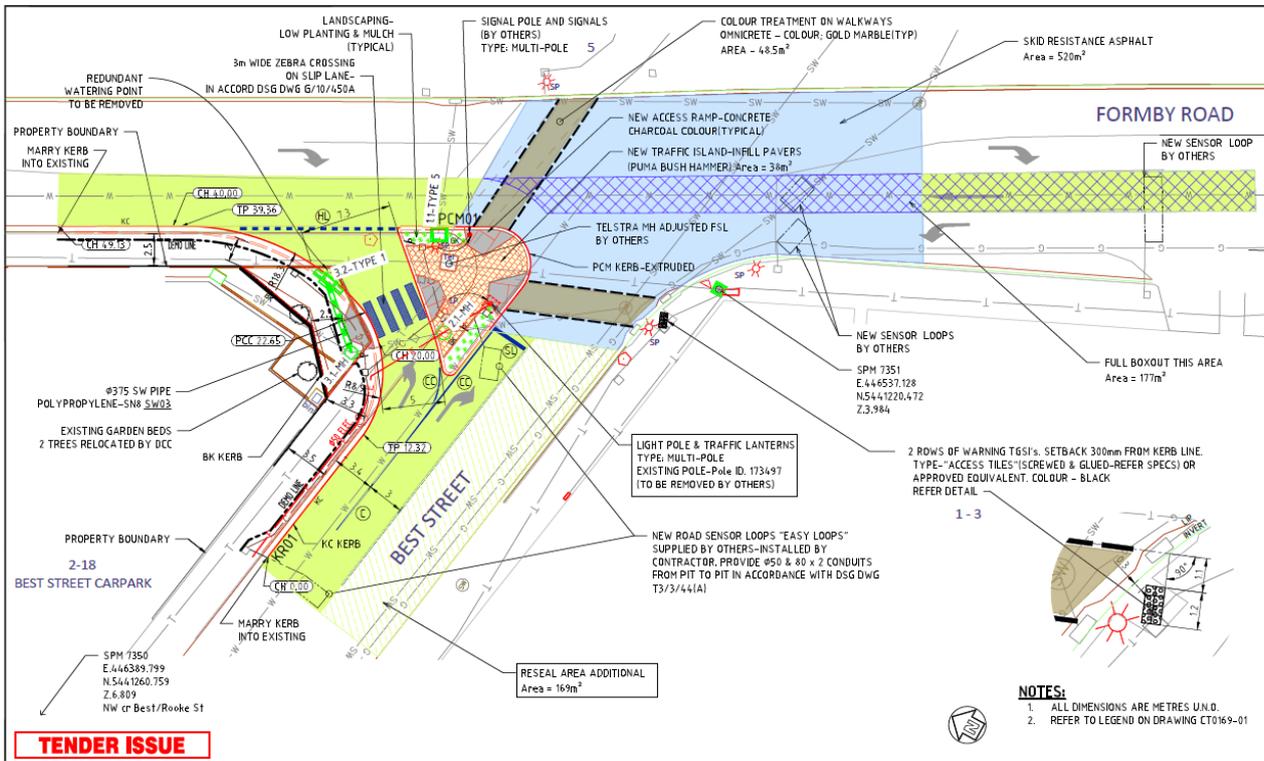
SUMMARY

This report seeks Council's approval to award Contract CT0169, Formby and Best Street Intersection Improvements to Kentish Construction & Engineering Company Pty Ltd trading as Treloar Transport for a lump sum of \$192,516.

BACKGROUND

This report considers tenders received for "Formby and Best Street Intersection Improvements" listed within the 2018/19 capital expenditure budget.

The project includes the construction of a left turn slip lane from Best Street into Formby Road, to facilitate a turn that is not currently available to large vehicles. This part of the project requires the construction of a new traffic island and relocation of existing infrastructure, including traffic signals. The intersection will be resealed and the signalised pedestrian movements will be marked to match others recently completed in the CBD.



The project is part funded by the Federal Government's black spot program, which has contributed \$70,000 for changes to the traffic signal phasing to improve safety and a reseat of the intersection to improve skid resistance.

STATUTORY REQUIREMENTS

Council is required to comply with Section 333A of the *Local Government Act 1993* and its adopted Code for Tenders and Contracts when considering awarding tenders.

DISCUSSION

In accordance with Council's Code of Tenders and Contracts, a Tender Planning and Evaluation Committee was formed to evaluate the tenders received.

Tenders were received from three companies and all were conforming.

All tenders received are summarised in table 1.

TABLE 1

No.	Tender	Status	Tender Price (ex GST)
1	Kentish Construction and Engineering Company Pty Ltd (trading as Treloar Transport)	Conforming	\$192,516
2	Hardings Hotmix Pty Ltd	Conforming	\$199,990
3	Downer	Conforming	\$264,726

The Tender Planning and Evaluation Committee have considered the tenders against each of the selection criteria, these being:

- Relevant Experience
- Quality, Safety and Environmental Management
- Methodology
- Price

All tenders were evaluated by the Committee against the selection criteria.

The Committee has found that the tender from Kentish Construction & Engineering Company Pty Ltd trading as Treloar Transport offers Council best value for money.

The Tender Planning and Evaluation Committee minutes are available for Councillors to view, upon request.

COMMUNITY ENGAGEMENT

A public advertisement calling for tenders was placed in the Advocate Newspaper on 15 December 2018 and tenders were also advertised on Council's website.

The design of this project and scheduling of the work has been undertaken in consultation with the architects of the LIVING CITY Waterfront, particularly focussing on the hotel development and also the scheduling of events in Roundhouse Park. Consultation with Merseylink has been ongoing as the project provides greater flexibility for bus movements around the Rooke Street interchange.

FINANCIAL IMPLICATIONS

The 2018/19 capital expenditure budget includes an allocation for the "Formby and Best Street Intersection Improvements" project of \$261,896.

A breakdown of the forecast expenditure for this project is shown in table 2.

TABLE 2

No.	Tender	Budget (ex GST)
1	Contract CT0169	\$192,516
2	Telstra relocations	\$7,513
3	Traffic signal relocations (estimated)	\$15,000
4	Tas Networks relocations	\$12,989
5	Supply of light poles	\$6,000
6	Supply of plants	\$200
7	Project management/administration*	\$8,000
8	Construction contingency	\$19,252
	TOTAL	\$261,470

* Project management costs, including survey and a portion of the design costs were allocated to this project in 2016-17 and 2017-18 and are therefore excluded from this forecast as the budget allocation for 2018-19 similarly excludes allocations drawn down in previous years.

RISK IMPLICATIONS

To minimise risk, the tender administration processes related to this contract comply with Council's Code for Tenders and Contracts which was developed in compliance with Section 333A of the *Local Government Act 1993*.

The contingency allowance for this project is 10% of the contract price. The risk of unforeseen variations is low, although there are some risks associated with the complexity of the site, the interface with the hotel development and the work associated with third party assets.

The project budget includes \$70,000 external funding which was originally allocated in 2016-17. Failure to progress the project to construction this financial year may result in the cancellation of the funding.

CONCLUSION

Taking into account the selection criteria assessment, the Tender Planning and Evaluation Committee has determined that Kentish Construction and Engineering Company Pty Ltd (trading as Treloar Transport) meets Council's requirements and is therefore most likely to offer "best value" in relation to Contract CT0169 Formby and Best Street Intersection Improvements.

ATTACHMENTS

Nil

RECOMMENDATION

That the Infrastructure, Works and Development Committee in relation to CT0169 Formby and Best Street Intersection Improvements and in accordance with the delegated authority provided to it by Council under Minute 214/18:

Report to Infrastructure Works and Development Committee meeting on 11 February 2019

- a) award the contract to Kentish Construction and Engineering Company Pty Ltd (trading as Treloar Transport) for the tendered sum of \$192,516(ex GST);
- b) note that Telstra & TasNetworks relocations costs for the project are estimated at \$20,502 (ex GST);
- c) note that traffic signal relocation works are estimated at \$15,000
- c) note that costs to supply light poles and plants to the project are estimated at \$6,200 (ex GST);
- d) project management costs for the project are estimated at \$8,000 (ex GST); and
- e) note a contingency allowance of \$19,252 (ex GST).

Author:	Michael Williams	Endorsed By:	Paul West
Position:	Infrastructure & Works Manager	Position:	General Manager

4.2 TENDER REPORT CONTRACT CT0233 ADELAIDE STREET KERB RENEWAL

File: 35308-02 D561495

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

Strategy 2.3.1 Provide and maintain roads, bridges, footpaths, bike paths and car parks to appropriate standards

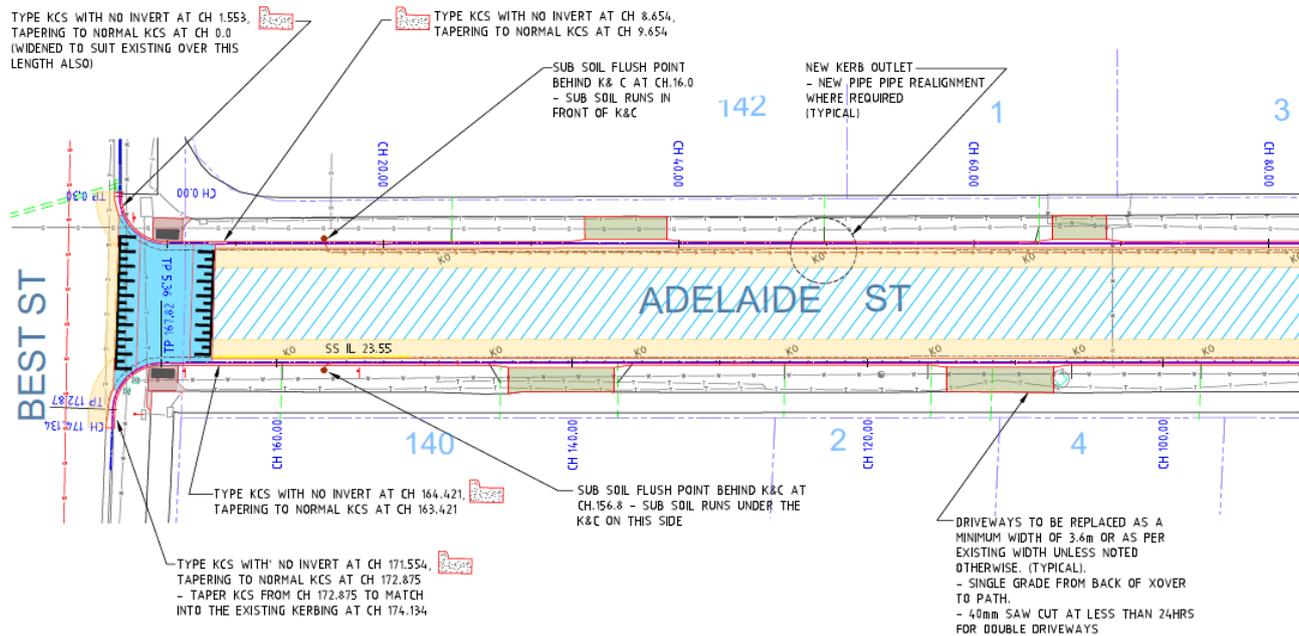
SUMMARY

This report seeks Council's approval to award Contract CT0233, Adelaide Street Kerb Renewal to Civilscape Contracting Tasmania for a sum of \$135,749.

BACKGROUND

This report considers tenders received for "Adelaide Street Kerb Renewal" listed within the 2018/19 capital expenditure budget.

This project involves the renewal of kerb on both sides of Adelaide Street. This requires the road edges and driveways to be reconstructed. The road will be resealed following the kerb renewal and a raised hump will be installed at each end the street to facilitate pedestrians using Best Street and Oldaker Street and to discourage the use of Adelaide Street as a through route.



STATUTORY REQUIREMENTS

Council is required to comply with Section 333A of the *Local Government Act 1993* and its adopted Code for Tenders and Contracts when considering awarding tenders.

DISCUSSION

In accordance with Council's Code for Tenders and Contracts, a Tender Planning and Evaluation Committee was formed to evaluate the tenders received.

Tenders were received from 5 companies. All tenders received were conforming and they are summarised in Table 1.

TABLE 1

No.	Tender	Status	Tender Price (ex GST)
1	Civilscape Contracting Tasmania	Conforming	\$135,749
2	ATM Civil Construction	Conforming	\$158,216
3	Hardings Hotmix Pty Ltd	Conforming	\$173,850
4	Kentish Construction and Engineering Company Pty Ltd (trading as Treloar Transport)	Conforming	\$186,555
5	Downer	Conforming	\$407,262

The Tender Planning and Evaluation Committee have considered the tenders from Civilscape Contracting, ATM Civil Construction and Hardings Hotmix against each of the selection criteria, these being:

- Relevant Experience
- Quality, Safety and Environmental Management
- Methodology
- Price

The tenders received from Treloar Transport and Downer were not assessed based on price because had they received perfect ratings against the remaining selection criteria, they would still not be successful.

The evaluation by the Committee indicates that Civilscape Contracting Tasmania scored highest overall against the selection criteria and therefore offers Council the best value for money.

The Tender Planning and Evaluation Committee minutes are available for Councillors to view, upon request.

COMMUNITY ENGAGEMENT

A public advertisement calling for tenders was placed in the Advocate Newspaper on 22 December 2018 and tenders were also advertised on Council's website.

FINANCIAL IMPLICATIONS

The 2018/19 capital expenditure budget includes an allocation for the "Adelaide Street Kerb Renewal" project of \$210,000.

The breakdown of the forecast expenditure for this project is shown below in Table 2.

TABLE 2

No.	Tender	Budget (ex GST)
1	Contract CT0233	\$135,749
2	Telstra works	\$1,330
5	Project management/administration	\$21,000
6	Construction contingency	\$18,575
	TOTAL	\$176,654

The contingency allowance for this project is 10% of the contract price as the risk of unforeseen variations is low. However, \$5,000 has been added as it is likely that lichen removal will be required prior to resealing.

RISK IMPLICATIONS

To minimise risk, the tender administration processes related to this contract comply with Council's Code for Tenders and Contracts which was developed in compliance with Section 333A of the *Local Government Act 1993*.

CONCLUSION

Taking into account the selection criteria assessment, the Tender Planning and Evaluation Committee has determined that Civilscape Contracting Tasmania meets Council's requirements and is therefore most likely to offer "best value" in relation to Contract CT0233 Adelaide Street Kerb Renewal.

ATTACHMENTS

Nil

RECOMMENDATION

That the Infrastructure, Works and Development Committee in relation to Contract CT0233 Adelaide Street Kerb Renewal and in accordance with the delegated authority provided to it by Council under Minute 214/18:

- a) award the contract to Civilscape Contracting Tasmania for the tendered sum of \$135,749 (ex GST);
- b) note that Telstra costs for the project are estimated at \$1,330 (ex GST);
- c) project management costs for the project are estimated at \$21,000 (ex GST); and
- e) note a contingency allowance of \$18,575 (ex GST).

Author:	Michael Williams	Endorsed By:	Paul West
Position:	Infrastructure & Works Manager	Position:	General Manager

5.0 INFRASTRUCTURE AND WORKS REPORTS

5.1 BIKE ROUTE HIERARCHY

File: 30081 D559052

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

Strategy 2.3.1 Provide and maintain roads, bridges, footpaths, bike paths and car parks to appropriate standards

SUMMARY

This report proposes a hierarchy of bike routes for adoption.

BACKGROUND

Council first developed and adopted a Cycling Network Strategy in 2010. This Strategy was revised to become the Bike Riding Strategy 2015-2020 and was adopted by Council at its meeting in September 2015 (Min IWC 28/15 refers).

A copy of the Strategy can be found on Council's website at:

<http://www.devonport.tas.gov.au/Council/Publications-Plans-Reports/Council-Plans-Strategies>.

The Strategy describes Devonport's bike riding routes, both existing and future, which are shown in Figure 1.

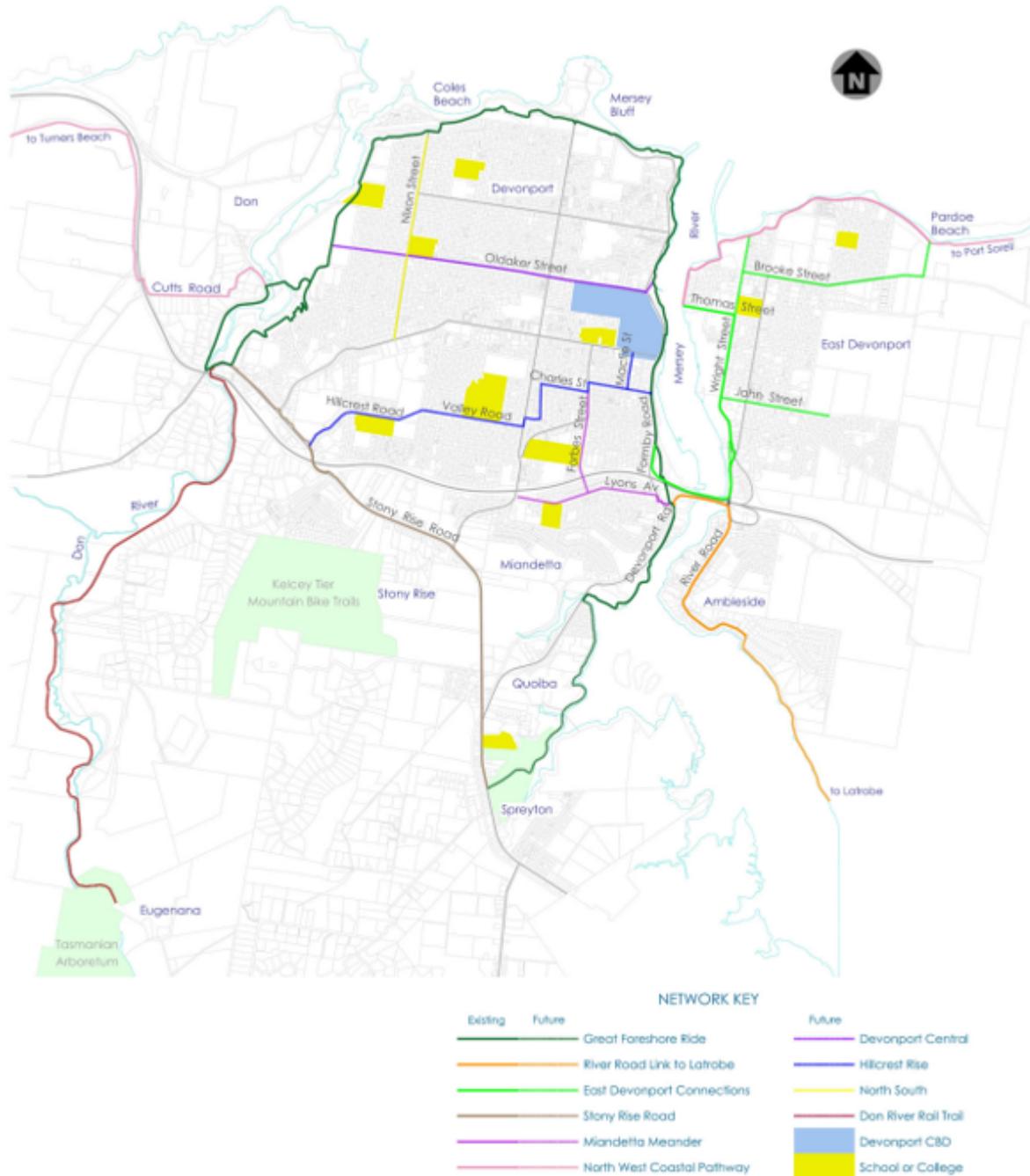


Figure 1: Bike riding network

The Strategy Action Plan includes an action for completion in the short term “Develop a hierarchy of paths and lanes”

The development and adoption of a hierarchy for bike paths will deliver benefits to Council and the community including:

- More effective prioritisation the construction of new links of the network, ensuring to maximum utilisation of any new assets;
- Construction standards, like width and material can be varied according to hierarchy level creating a network where assets are fit for purpose;

- Maintenance service levels can be varied across the levels of the hierarchy, ensuring that bike path assets are maintained to an appropriate level in line with community expectations, usage patterns and risk profile.

Council has established other asset hierarchies, including for roads, footpaths and open spaces.

STATUTORY REQUIREMENTS

There are no statutory requirements relevant to this report.

DISCUSSION

As described, the development and implementation of a bike path hierarchy has several benefits that range from streamlining of daily operations to long term health benefits to the community through high utilisation of new paths and lanes. An effective hierarchy has the required level of detail to achieve those benefits but is still simple enough that it is workable and importantly can be easily understood by the community. To achieve this balance, a four-tier hierarchy is proposed, including the following hierarchy levels:

- Regional
- Suburban
- Neighbourhood
- Local

The hierarchy levels describe the function of the route. Details of each hierarchy level are described below.

Regional bike routes are those which can be used by bike riders to travel across the region. For Devonport, the Coastal Pathway is the regional bike route. This route is intended for use by tourists, recreational riders and commuters. The facilities provided are generally separated from the road, unless traffic volumes are very low. Regional bike routes should be maintained to the highest standard of all routes.

Suburban bike routes are those routes that offer connectivity between suburbs including East Devonport, Quoiba, Spreyton and Don with Devonport. These routes may be a mixture of on-road paths and lanes and paths through public open space. These routes are used by commuters, recreational riders and by riders accessing the regional route.

Neighbourhood bike routes are those which link up the network of regional and suburban routes and may provide links to destinations like schools. These routes may be a mixture of on-road paths and lanes and paths through public open space.

Local bike routes are the remainder of the network, providing minor links between other routes. These are the lowest level of bike-specific infrastructure provided.

The hierarchy level of each key route identified in Council's Bike Riding Strategy 2015-2020 is shown in Figure 2.

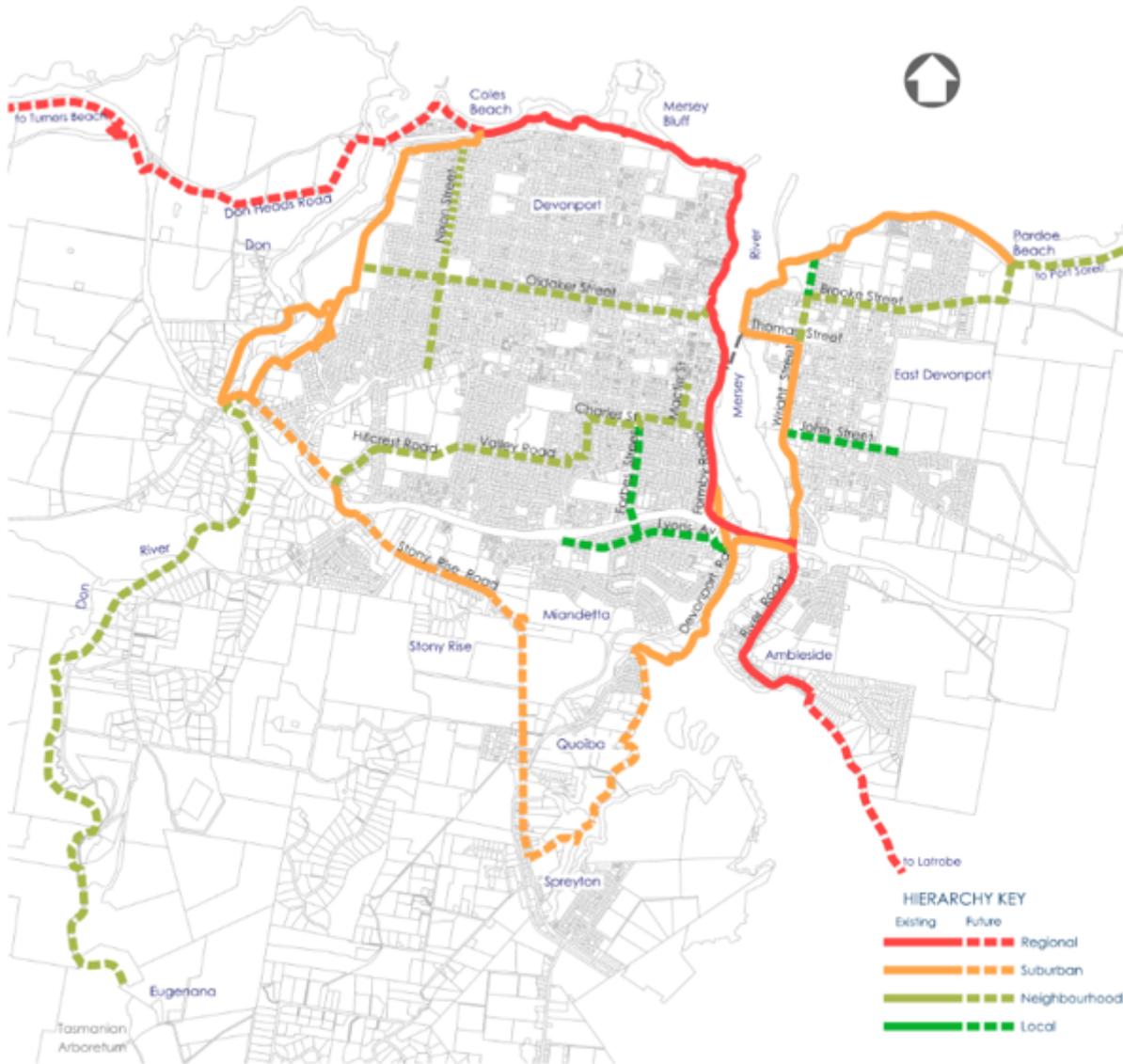


Figure 2: Bike route hierarchy

In general, the higher in the hierarchy the route is, the more bike riders will use the route. Therefore, higher hierarchy routes should be wider than lower hierarchy routes. Higher hierarchy routes should also be separated from traffic whenever possible, whereas it may be appropriate for lower hierarchy routes to be bike lanes marked on the road. This is dependent on the available space for the path or lane, but Table 1, shown below, has been developed to provide guidance on the design of new infrastructure.

BIKE ROUTE HIERARCHY		DESIGN CRITERIA - WIDTHS			
		PATHS		LANES	
CLASS	Example	Desirable Minimum	Minimum - Typical Maximum	Desirable Minimum	Acceptable Range
Regional	<i>Coastal Pathway</i>	3.0m	2.5m-4.0m	2.0m	1.8m-2.7m
Suburban	<i>Stony Rise</i>	3.0m	2.5m-4.0m	2.0m	1.8m-2.7m
Neighbourhood	<i>Brooke Street</i>	2.5m	2.0m-3.0m	1.5m	1.2m-2.5m
Other	<i>John Street</i>	2.5m	2.0m-3.0m	1.5m	1.2m-2.5m

Table 1 - Bike route widths

Bike routes that are higher in the hierarchy should be maintained at a higher level than routes on the lower levels of the hierarchy. In practice, this means intervening to repair a defect at an earlier stage of deteriorate and repairing the defect more quickly once it is identified. Inspections may also be more frequent on higher hierarchy routes. This approach ensures efficient use of maintenance resources to create a positive experience for the majority of bike riders and manages exposure to risk, especially public liability. The maintenance service level for each hierarchy level will be developed and implemented as part of the development of the 2019-20 operational budget.

COMMUNITY ENGAGEMENT

There has been no community engagement undertaken in the preparation of this report. However, consultation was undertaken as part of the development of the Strategy as well as on the development of specific routes including the Coastal Pathway section from Don to Leith and Stony Rise Road from Middle Road and Durkins Road.

The Strategy is scheduled for review in 2020, which is a significant opportunity for community engagement on bike riding in Devonport.

FINANCIAL IMPLICATIONS

There are no financial implications resulting from this report.

RISK IMPLICATIONS

- **Asset & Property Infrastructure**
Without a hierarchy of routes, prioritising new infrastructure projects is less transparent, while maintenance resources will likely be allocated inefficiently, with routes being either over serviced or underserved. New infrastructure will be constructed fit for purpose.
- **Consultation and/or Communication**
Appropriately developed asset hierarchies are an effective tool in communicating Council's priorities to the community. Ideally the priorities should align with the communities' priorities, so the development of a hierarchy facilitates that discussion.
- **Risk Management Practices**
The development of a hierarchy is an important risk management tool as it allows maintenance work, especially inspections, defect rectification and hazard reduction work to be prioritised using a risk-based approach. For example, an overhanging tree should be cleared from a regional route more quickly than on a local route, as the likely higher usage of the regional route creates a higher exposure to the hazard.

CONCLUSION

The development of a bike route hierarchy is a key action from the action plan of Council's Bike Riding Strategy 2015-2020. The bike route hierarchy brings structure and transparency to the prioritisation of new infrastructure projects and allows the implementation of a more efficient set of maintenance service levels. The proposed hierarchy of regional, suburban, neighbourhood and other routes provides the balance of detail and simplicity to deliver the required benefits to Council.

ATTACHMENTS

Nil

RECOMMENDATION

That it be recommended to Council that the report of the Infrastructure and Works Manager be noted and that the Bike Route hierarchy be adopted.

Author:	Michael Williams	Endorsed By:	Paul West
Position:	Infrastructure & Works Manager	Position:	General Manager

5.2 VICTORIA PARADE PARKING IN THE VICINITY OF THE SENIOR CITIZEN'S CLUB AND THE BOAT RAMP

File: 31342 D559996

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

- Strategy 2.3.1 Provide and maintain roads, bridges, footpaths, bike paths and car parks to appropriate standards

SUMMARY

This report summarises recent correspondence regarding parking on Victoria Parade in the vicinity of the Senior Citizen's Club and the boat ramp and proposes options for improvements.

BACKGROUND

The Devonport Senior Citizen Club leases 8 Victoria Parade from Council and has done so for many years.

Over recent years the availability of parking has become an issue for some Club members. This is in part due to changes Council have made to parking controls in the areas, but is also in part due to the growth of Devonport and the demand for parking in the area by a variety of users.

There have been several changes to parking in the area in recent years:

- Parking in the former layout of the boat ramp was changed from a three hour time limit to a two hour time limit in 2014, then changed back later the same year.
- Ten spaces in the former layout of the boat ramp parking area were designated as boat trailer parking only on Saturday's and Sunday's in 2014 (Min 7/14 refers).
- Parking on the frontage of the Elimattta Hotel (13 and 14-15 Victoria Parade) was converted from untimed to a two-hour time limit following the rezoning of the site in 2016.
- Twelve parking spaces on the east side Victoria Parade, south of the railway crossing were converted from untimed parking to a two-hour time limit and a fee of \$1.80 per hour applied (min GFC13/16 refers).
- The changes to the boat ramp area resulted in the removal of three-hour car parking for regular cars from September 2017, with the spaces being made available for boat trailers and recreational vehicles (RVs).
- The twelve spaces south of the railway crossing changed to a 1 hour time limit with a \$2.00 per hour fee as part of the rollout of parking fee changes in January 2018 (min 182/17 refers).
- Council's lease of the off-street car park at 7 Victoria Parade expired in May 2018. The property is now operated as a private car park.
- The Cenotaph car park was upgraded in October 2018 resulting in fifteen additional spaces being created.

The current availability of parking in the vicinity of the Senior Citizen Club and boat ramp is shown below in Figure 1.

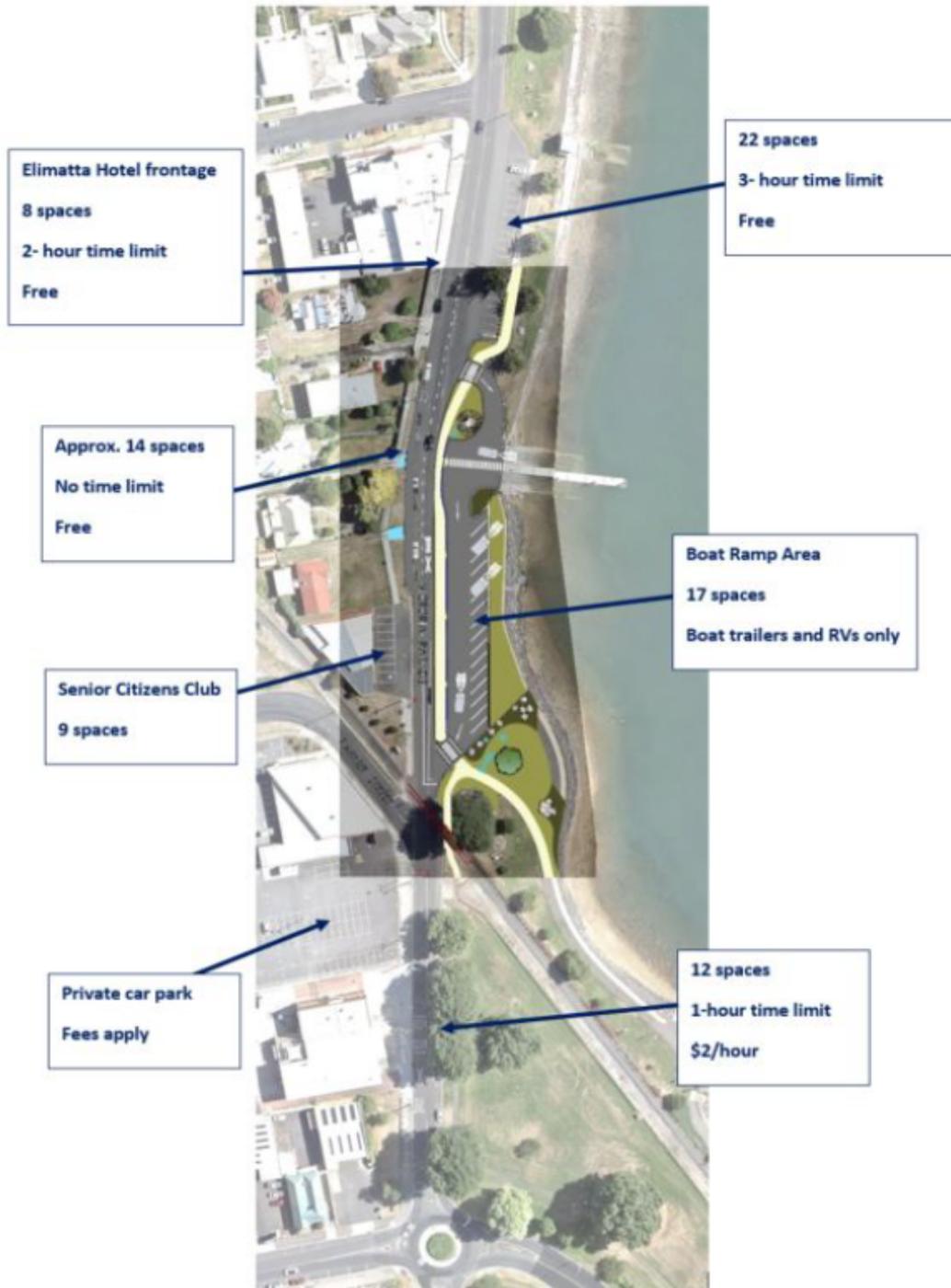


Figure 1 site layout

Council received a question at its November 2018 Council meeting requesting that the parking controls in the boat ramp area be varied to allow cars to park in the area during weekdays, in part to accommodate the Senior Citizens Club members attending activities. As part of the response, an undertaking was given to present a report to Council for consideration.

STATUTORY REQUIREMENTS

Section 10 of the *Transport Act 1981* allows the Transport Commission to delegate authority to road managers to approve the installation of parking controls including all devices described in Australian Standard AS1742.11.

DISCUSSION

In considering how best to provide parking for all users of the area, the demand for parking from all users should be assessed against the available parking spaces.

The NSW Roads and Maritime Services' Guide to Traffic Generating Developments is recognised as the accepted method for determining parking demand for developments. For clubs, it states:

"The determination of peak parking demand must consider the peak demand time of the various activities within the development. Parking must be provided to satisfy the peak cumulative parking requirements of the development as a whole, by superimposing the parking demand for each activity."

The Devonport Senior Citizens Club offers nine off street parking spaces, including one accessible space. Even without a formal assessment, this is considered to be well below the peak demand for parking at the Club. The correspondence received from Club members supports this.

A similar assessment can be undertaken for the boat ramp, using the NSW Roads and Maritime Services' NSW Boat Ramp Facility Guidelines, which recommends a minimum of 60 spaces for a boat ramp with two lanes in an urban area. The Victoria Parade boat ramp has 17 spaces, which are also available to be used by RVs.

These assessments clearly demonstrate that the available parking for both facilities is significantly less than what is provided.

Further demand for parking in the immediate area is due to the proximity of the area to the CBD. The untimed spaces north of the Senior Citizens Club are very attractive to commuters as they are free and just a short walk to the CBD. On weekdays, the untimed on-street parking is fully utilised by commuters parking all day, as shown in Figure 2 below.



Figure 2 – commuter parking on Victoria Parade, north of the club

However, there is little demand for the twelve metered spaces south of the railway line. There is typically only one of these spaces occupied at any time and very little revenue is being received from the two multi bay meters. Utilisation of these spaces may increase with

the Living City Waterfront development and the redevelopment of 4 Oldaker Street, but for at least the next two years this road space is likely to be underutilised. The spaces are shown in Figure 3 below.



Figure 3 – metered parking on Victoria Parade

In assessing the current demand for parking and available spaces, there are very limited options available to increase the available parking suitable for Senior Citizen Club members. However, available options are discussed below.

Option 1: Re-introduce car parking to the boat ramp area

This would undoubtedly increase utilisation of the boat ramp car park during times where the boat ramp is not heavily used. However, the utilisation of the boat ramp for boat trailer parking is not only based on the day of the week, but also the weather conditions and time of year. For example, the boat ramp is used heavily on summer afternoons with low winds, but at the same time and day in winter the parking area may be empty. It is impossible to cater for this variation in use with the parking controls available.

At the time the changes were being made to the boat ramp area, the complexity of the parking signage was identified as an issue that needed to be addressed. Removing regular car parking from the area addressed this and catered for observed growth in the use of the boat ramp.

The boat ramp parking area is also available for RVs and is the closest available parking to the Visitor Information Centre designated for larger vehicles. The availability of RV parking is critical to the visitor experience and plays an important role in drawing tourists to the CBD.

Although there are times when the boat ramp parking area is underutilised, allowing cars to park in the area is not recommended.

Option 2: Introduce time limits to the on-street parking north of the Senior Citizens Club

If a time limit were to be considered two hours is the preferred limit. Although in the past this has not met the needs of the Club members, it would match the limit already in place further to the north at the Elimatta Hotel, noting that time limits should not be varied to suit

the operations of an individual site, and time limits should generally increase, not decrease as distance from the CBD increases.

Council should be reluctant to apply time limits on the frontage of properties zoned as residential as a means to free up the space for parking associated with adjacent properties of a non-residential use. Request for time limits from the Elimatta Hotel were rejected prior to the rezoning in 2016. Requests from residents in Parker Street, North Fenton Street and other streets on the CBD fringe have been consistently rejected in an attempt to limit parking controls to the frontages of commercial zones. The background to this position is that it should be reasonable for commuters to park in residential areas on the CBD fringe and make a short walk to their workplace.

Progressing with this option would be difficult to justify to residents of nearby streets and is inconsistent with the current practice of applying parking controls. Based on previous correspondence, a two-hour limit would not be suitable for many of the Club events.

Option 3: Utilise off street parking at 7 Victoria Parade

The current pricing of this off-street car park is very reasonable at \$2 per day. Recent observations of the car park showed there is available capacity in the car park that could be used for Club members who are willing to pay.

Whilst Council cannot actively promote a private car park which is in competition with its own, the existence and availability of this low-rate parking may help to resolve the issue raised by club members.

A significant issue with this option is the poor pedestrian connectivity between 7 Victoria Parade and the Senior Citizens Club as shown in Figure 4 below. It is assumed that due to the age profile of Club members many have mobility issues which would make, crossing roads and stepping up and down kerbs difficult. For this location to be attractive to Club members, pedestrian facilities upgrades would be required, which would need co-operation from Tasrail and would also come at a significant cost.



Figure 4 – pedestrian facilities at Victoria Parade and Parker Street

The other issue with this option is that the property is currently for sale, and the long-term operation as a car park is not guaranteed. Furthermore, the current or future operator may choose to increase the price of parking.

This option is not preferred due to the lack of pedestrian connectivity, although some members may choose to utilise the low rate parking while it is available.

Option 4: Increase time limits on spaces south of the railway

The twelve existing spaces are time limited to 1 hour. By increasing the time limit to two hours, the spaces may be suitable for some Club events. Removing the meters and making the parking free would also increase the demand for these spaces and would have a negligible impact on revenue.

These spaces have less than ideal pedestrian connectivity to the Senior Citizens Club, although the rail crossing is much more accessible than the rail crossing on the western side of Victoria Parade.

A time limit of more than two hours is not recommended, as time limits should generally increase, not decrease as distance from the CBD increases. However, based on previous correspondence, a two-hour limit may not be suitable for many of the Club events.

This option makes use of road space which is currently underutilised and has no significant consequences. It does not totally resolve the issue raised by the Club members but does make twelve more spaces available.

Option 5: Do nothing

Maintaining the existing parking controls does not address the issue raised by Senior Citizens Club members and continues with the underutilisation of the on-street parking south of the railway crossing. However, in taking a long-term view, there may be high demand for these spaces in future, so a change now may only be short term solution which may need reviewing at some point in the future.

Discussion of options:

Of the five options considered, none are able to address the underlying issue of a lack of available parking as raised by the Senior Citizen Club members.

Option 4 makes twelve currently underutilised spaces moderately more attractive to Club members. However, there is still likely to be a significant shortage of spaces during Club events and at peak boat ramp use periods. It may not completely meet the needs of Club members for all events, but does offer free two hour parking, noting that for longer events, the private car park at 7 Victoria Parade might be suitable for some.

The location is heavily constrained by the river, the boat ramp, the railway, the coastal pathway and highly valuable private property. All of these constraints are fixed, whereas the Senior Citizen Club is a tenant which no longer has access to the on-street parking it once enjoyed. This may be a future consideration for the Club if its membership grows and other drivers increase demand for parking in the area.

COMMUNITY ENGAGEMENT

The question received by Council at its November 2018 meeting is attached to this report, along with three subsequent pieces of correspondence.

Council's resolution from this report will be conveyed to relevant stakeholders.

FINANCIAL IMPLICATIONS

The preferred option (option 4) is estimated to cost around \$800, which includes the removal of the two meters for reuse and changing of parking control signage. These costs can be

accommodated within the available operational budget. Removing the meters will have a negligible impact on revenue.

RISK IMPLICATIONS

In this situation, there is not a solution that can appease all stakeholders. However, by methodically assessing all options and considering the strategic context and local issues, the best available compromise can be achieved.

CONCLUSION

There have been several changes to the parking controls in the vicinity of the Senior Citizens Club and boat ramp in recent years. Demand for parking has increased and the available parking appears to be well short of the likely demand.

There are limited options to increase the availability of parking, although the spaces on Victoria Parade south of the railway are currently underutilised. Increasing the time limit on these spaces to two hours and removing the parking meters would make these spaces more attractive. The two-hour time limit may be too short for some Senior Citizens Club events, but it is the time limit that aligns with Council's current practice of applying parking controls.

ATTACHMENTS

1. Question without Notice - 26 November 2018 - Eric Mobbs - Boat Ramp Car Park
2. Response to Question Without Notice - Monday 26 November 2018 - Eric Mobbs - Boat Ramp Car Parking
3. Response - Boat Ramp Signage - Eric Mobbs
4. Response to Letter from Eric Mobbs received 20181212

RECOMMENDATION

That it be recommended to Council that the report of the Infrastructure and Works Manager be noted and that Council convert the existing twelve metered spaces on east side of Victoria Parade (south of the railway crossing) to free two-hour parking.

Author:	Michael Williams	Endorsed By:	Paul West
Position:	Infrastructure & Works Manager	Position:	General Manager

Eric Mobbs

Will council reconsider its weekday parking policy for the Victoria Parade boat ramp? The Car park is currently vastly underutilised during week days as can be seen by observing at any time of the day. The boat ramp has only been used by a maximum of 6 boats and as for RVs they are virtually non-existent. The removal of the 3 hour limit during week days has considerably inconvenienced senior citizens whose club house is directly opposite the said car park. Some now have to walk considerable distances to access the clubhouse. Restoring the conditions previously available would alleviate this problem. Weekend restrictions could still apply.



DEVONPORT CITY COUNCIL

ABN: 47 611 446 016

PO Box 604 Devonport TAS 7310 – 137 Rooke Street, Devonport
Telephone 03 6424 0511

Email council@devonport.tas.gov.au Web www.devonport.tas.gov.au

28 November 2018

In reply please quote:

File 31342

Eric Mobbs
5 Niela Crescent
DEVONPORT TAS 7310

Dear Mr Mobbs

RESPONSE TO QUESTION WITHOUT NOTICE RAISED MONDAY 26 NOVEMBER 2018

I refer to your question raised at the Council meeting on 26 November 2018 and provide the following response:

Q. Will Council reconsider its weekday parking policy for the Victoria Parade boat ramp? The car park is currently vastly underutilised during week days as can be seen by observing at any time of the day. The boat ramp has only been used by a maximum of 6 boats and as for RVs they are virtually non-existent. The removal of the 3 hour limit during week days has considerably inconvenienced senior citizens whose club house is directly opposite the said car park. Some now have to walk considerable distances to access the clubhouse. Restoring the conditions previously available would alleviate this problem. Weekend restrictions could still apply.

Response:

The boat ramp car park has been created exclusively for larger vehicles. Signage that allows different combinations of vehicles at different times of the week, but still adequately services the boat ramp, would be overly complex and was identified as a significant issue with the site prior to the upgrade project.

Council is currently considering parking options in the vicinity of the Senior Citizens Club; one alternative currently under consideration is to convert the 1 hour paid metered spaces on Victoria Parade south of the boat ramp, to 2 hour free spaces.

Yours sincerely

Paul West
GENERAL MANAGER

*The City with Spirit*

Paul West
General Manager
Devonport City Council

10th December 2018

Dear Sir,

Thank you for your letter of 28th November 2018 regarding the Victoria Parade boat ramp. I cannot agree that the signage required to allow motor vehicles to use this \$450.000 facility during week days would be too complex. The signage previously in force would not need to be changed very much for this to occur. I would be happy to assist council to design the signage if no one in council was available. As stated in my letter it would only apply Monday to Friday (say 9.00am-5.30pm)

Yours sincerely



Eric Mobbs

5 Niela Crescent
Miandetta 7310



DEVONPORT CITY COUNCIL

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12 December 2018

In reply please quote:

File 35817

Eric Mobbs
5 Niela Crescent
DEVONPORT TAS 7310

Dear Mr Mobbs

RESPONSE TO LETTER RECEIVED 12 DECEMBER 2018

I acknowledge receipt of your follow up to the response provided to you as a result of your Question Without Notice raised at the Council meeting on 26 November 2018.

In light of your concerns I advise that a report will be provided for the consideration of Council (via its Infrastructure and Works Committee) in the new year relating to the parking arrangements in the vicinity of the Senior Citizens Club in Victoria Parade.

Yours sincerely

Paul West
GENERAL MANAGER



The City with Spirit

5.3 RONALD STORMWATER CATCHMENT RISK ASSESSMENT

File: 26141 D564382

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

Strategy 2.3.2 Provide and maintain stormwater infrastructure to appropriate standards

SUMMARY

This report summarises the findings of the recently completed hydraulic analysis of the Ronald stormwater network and recommends actions to ensure compliance with relevant legislation and strategy.

BACKGROUND

Council's urban area is divided into 76 stormwater catchments, which each discharge through a single outlet into either Bass Strait, the Mersey River or other natural water courses.

The Ronald catchment is one of the largest catchments in Devonport, with the top of the catchment at Don Road and is bounded by Ronald Street to the East. The catchment discharges to a natural watercourse on the east side of the Devonport Tennis Club site. The catchment is highly developed, predominantly with housing and roads. Ronald catchment is shown in Figure 1.



Figure 1 – Ronald catchment

Council's *Stormwater Strategy 2012* defines the capacity requirements of the major (overland) and minor (piped) stormwater systems.

The minor stormwater system carries water from low-intensity rain events in the piped system. During high intensity rainfall events, the pipes flow full while excess water flows above ground in streets and other designated overland flow paths. However, in some areas, the overland flow is uncontrolled and creates a risk to people and property. A typical example of major and minor stormwater systems is shown in Figure 2 below.

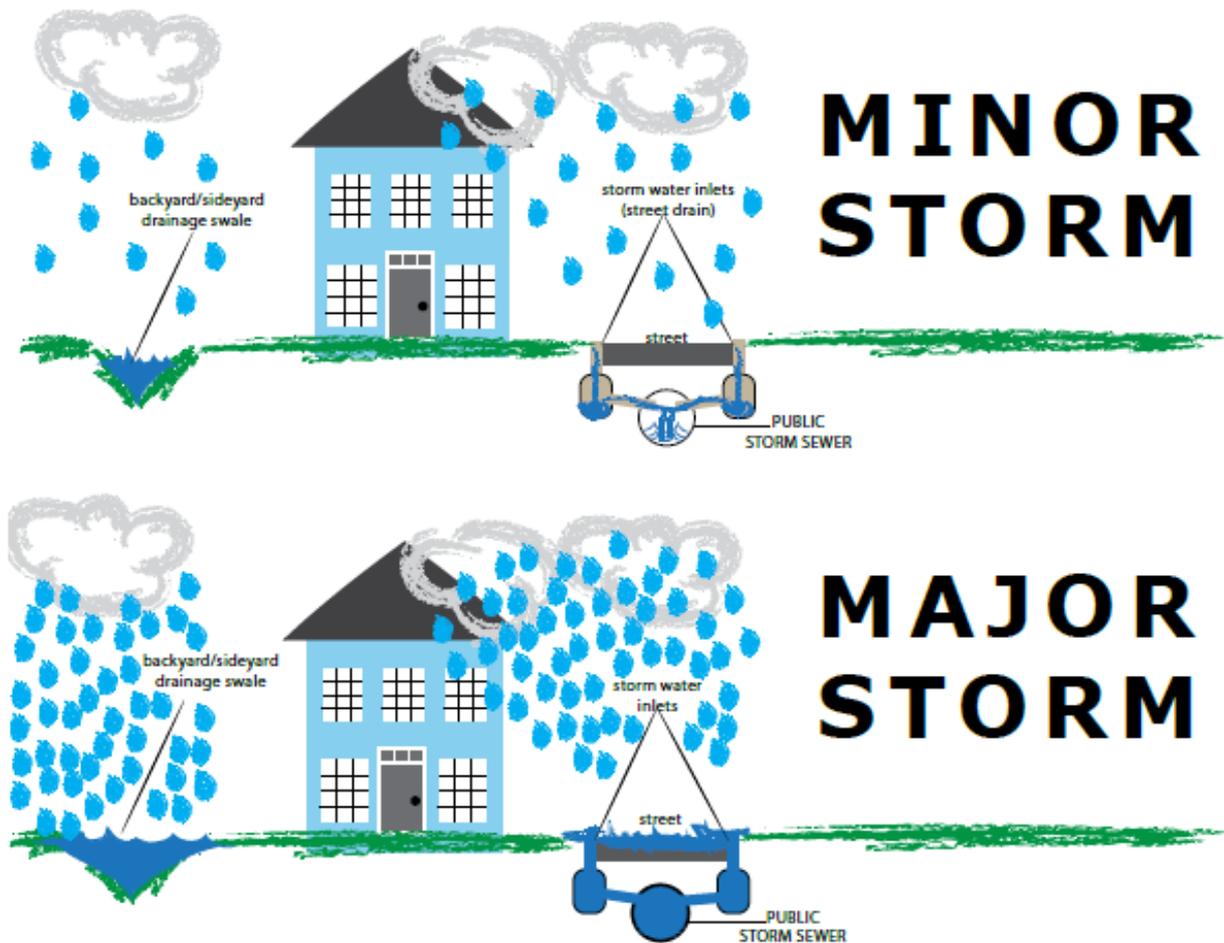


Figure 2: major and minor stormwater systems

Council's *Stormwater Strategy 2012* requires the minor stormwater system to have sufficient capacity for a rain event with a 10-year average recurrence interval (ARI). This can also be described by the likely number of exceedances per year (EY), which for this event is 0.1.

However, a review of the Australian Rainfall and Runoff (ARR) guidelines in 2016 significantly increased the estimated rainfall from a 0.1EY event. The updated guide requires that storm intensity increases of 14-47% be allowed for when compared with the 1987 guide. This is reflective of the better availability of weather and climate data but also the impacts of climate change already being felt. Furthermore, allowing for future impacts of climate change requires that storm intensity increases of 31-69% be allowed for.

This means that stormwater networks that may have once been considered to have adequate capacity are now assessed as lacking in capacity and rain events more frequently pose a risk to people and property.

STATUTORY REQUIREMENTS

Section 10 of the *Urban Drainage Act 2013* states that

- (1) *A council must develop a stormwater system management plan for the urban area of its municipal area within 6 years after the day on which this Act commences.*
- (2) *A stormwater system management plan is to specify –*
 - (a) *plans for the management of any assets used for the delivery of a stormwater service; and*
 - (b) *the level of risk from flooding for each urban stormwater catchment in the public stormwater system; and*
 - (c) *any other matters prescribed in the regulations or that the council considers appropriate.*

The multi-year project to develop hydraulic models and risk assessments for the urban stormwater catchments is being undertaken to inform Council's stormwater system management plan. The plan will guide the future expenditure on new and renewed stormwater assets.

DISCUSSION

The process to survey the catchment and develop a hydraulic model for the Ronald catchment was already underway when the *Urban Drainage Act 2013* was introduced as work had commenced following the flooding experienced in 2011.

The hydraulic model shows that for a 0.1EY (10 year) event, there are significant overland flows throughout the catchment, so the capacity of the piped system is significantly less than the capacity required by Council's *Stormwater Strategy 2012*. The likely capacity is less than a 1-year ARI event, or greater than 1EY. This means that in theory there will be at least one rain event each year that exceeds the capacity of the piped system resulting in overland flow. The overland flow paths are shown in Figure 3 below.

RONALD CATCHMENT
OVERLAND FLOWS 1 in 10 ARI

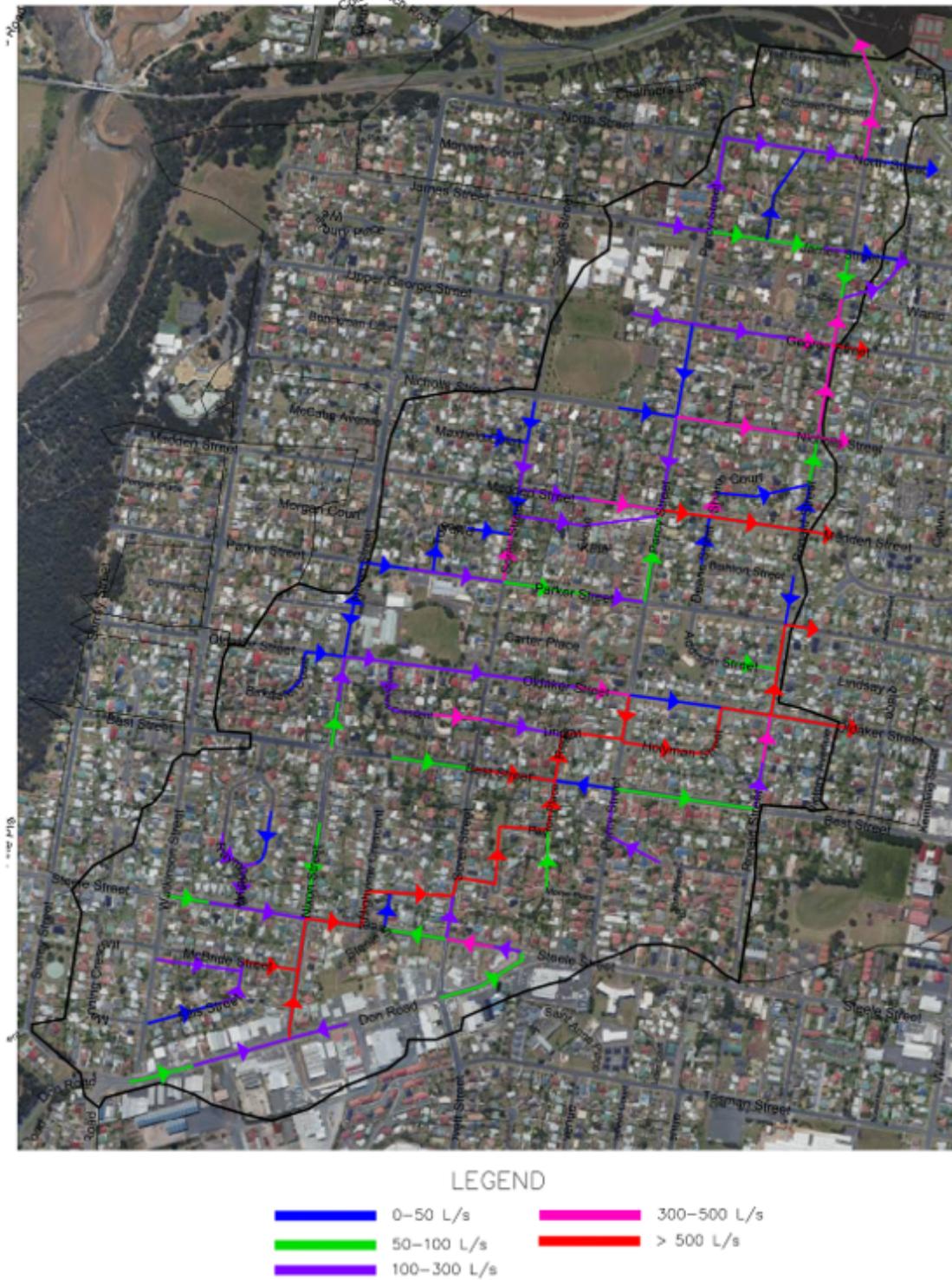


Figure 3: Ronald catchment overland flows – 0.1EY

These results correlate reasonably well with the frequency of reports of flooding. This means the models are likely to be accurate enough to be used for planning upgrades of the minor system, although some further observations may be required to inform the design at a project level.

Following the development of an accurate hydraulic model, the development of a risk rating is required. This is a key input into Council's Stormwater System Management Plan. It also provides a tool for prioritising minor system upgrade work.

The methodology to define the risk of flooding relies on two key criteria:

- Risk to life, based on unsafe overland flow throughout the entire catchment and private property.
- Risk to property, based on the number of properties that will experience overland flow and the cost of repairs per property.

The key inputs from the hydraulic model are:

- Depth of overland flow
- Velocity of overland flow
- Location of overland flow (whether on road or through property)
- Number of properties affected by overland flow

This assessment was undertaken for rain events of various likelihoods, as less frequent events are more severe. The worst-case risk rating is used as the rating.

The risk of flooding in the Ronald catchment is high, meaning work to increase the capacity of the system should be a priority.

The Ronald catchment is highly developed as a residential area, with no useful vacant land available for the construction of stormwater detention basins. The main pipe from the outlet runs through private properties in the lower part of the catchment and is beneath several structures, so an increase in the capacity of the major parts of the piped system, like what has occurred in the adjacent William catchment, is problematic.

Considering these constraints, the most feasible outcome to reduce the risk of flooding is to construct detention basins at strategic locations within the catchment – locations currently occupied by private residences. These basins may be open, like the Dana Drive detention basin, or closed, like the Madden Street detention basin. From a technical perspective, this approach has been modelled and is likely to be effective in reducing the risk of flooding. The estimated cost of the system upgrades modelled to meet the capacity requirements of Council's *Stormwater Strategy 2012* is \$11M. This is considered unfeasible, especially when the cost for this catchment is extrapolated over the entire urban area. However, it is likely that the risk of flooding can be reduced for a much lower cost and upgrades and can be scheduled over a long period of time.

Projects that would involve acquisition and demolition of residential properties to construct detention basins can be highly controversial and may not align with the expectation of the community. In that regard, projects of this nature should only be progressed when there is strong community support for the project and the property can be acquired willingly and with the understanding of the current owner of Council's intention to demolish the house. These conditions are unlikely to exist at this time.

It may take a number of significant flood events in the catchment for these conditions to be met. In the interim it may be preferable to prioritise work in other catchments where the risk of flooding can be reduced more cost effectively and less impactfully than in Ronald catchment.

COMMUNITY ENGAGEMENT

No community engagement has been undertaken as part of this report. However, the hydraulic model was checked against the record of requests and complaints made about

stormwater flooding. The models correlated reasonably well with Council's record of reported and observed flooding.

A high level of community engagement would be required if projects involving the acquisition and demolition of residential properties to construct detention basins were to be progressed.

FINANCIAL IMPLICATIONS

Council's forward capital works program includes allocations of \$875,000 in 2019-20 and \$250,000 in 2020-21 for stormwater upgrades in the Ronald catchment.

Despite the high risk of flooding, this report recommends that these allocations be deferred until such time as it is appropriate to progress.

RISK IMPLICATIONS

- **Asset & Property Infrastructure**
The delivery of a suite of projects to decrease the risk to people and property is required. However, it is unlikely that a works program could be delivered to increase the capacity of the piped system to meet the requirements of Council's *Stormwater Strategy 2012*. Such a program would be incompatible with Council's long term financial plan and significantly increase depreciation due to the construction of new assets. The preferred approach is to carefully prioritise projects to reduce risk in the highest risk catchments in Devonport.
- **Consultation and/or Communication**
The only available option to reduce the risk of flooding in the Ronald catchment is to construct detention basins at strategic locations within the catchment, which are currently occupied by private residences. This approach is likely to be controversial and strongly opposed by some community members. It is vital to undertake community engagement and gain strong support for any project of this nature before progressing.
- **Risk Management Practices**
The current capacity of the piped stormwater system represents a high risk of flooding in the catchment. The risk assessment considers the risk from flooding to people and property. A work program is required to deliver projects to reduce the risk. However, the works program must be compatible with Council's long term financial plan, so careful planning and prioritisation is required.

CONCLUSION

As a requirement of the *Urban Drainage Act 2013*, Council has been undertaking hydraulic modelling and risk assessments to inform the Stormwater System Management Plan.

A hydraulic analysis of the Ronald catchment showed that the capacity of the piped stormwater system is significantly less than the capacity required by Council's *Stormwater Strategy 2012* and overland flow is probable to occur one or more times per year.

A risk assessment of the overland flow, considering flow depth and velocity and location of flow paths determined that the risk to people and property in the catchment is high.

The estimated cost of \$11M to provide the system capacity required by Council's *Stormwater Strategy 2012* is unfeasible, but the risk of flooding can be reduced for a significantly lower cost.

The Ronald catchment is highly developed, with little opportunity for conventional pipe upgrades or basin construction. The preferred approach from a technical perspective is to acquire private properties at strategic locations and construct stormwater detention basins.

There is unlikely to be community support for a work program that involves the demolition of private residences for the construction of detention basins, so the funds allocated in forward capital works program should be deferred until a more appropriate time.

ATTACHMENTS

Nil

RECOMMENDATION

That it be recommended to Council that the report of the Infrastructure and Works Manager regarding Ronald catchment be noted and that forward capital works funding currently allocated for projects in the Ronald catchment be deferred and funding reallocated to other high priority stormwater projects.

Author:	Michael Williams	Endorsed By:	Paul West
Position:	Infrastructure & Works Manager	Position:	General Manager

5.4 CRADLE COAST WASTE GOVERNANCE

File: 29119 D565532

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

- Strategy 5.1.1 Promote open communication and cooperation with local and state governments in regional initiatives

SUMMARY

This report seeks to determine Council's position in relation to receiving and adopting the recommendations of the Cradle Coast Waste Governance Project Final Report.

BACKGROUND

The Cradle Coast Waste Management Group (CCWMG) is a local government skills-based group hosted by the Cradle Coast Authority (CCA). Participation in the CCWMG is voluntary, with representation from Burnie City Council, Central Coast Council, Devonport City Council, Circular Head Council, Latrobe Council, Kentish Council and Waratah-Wynyard Council.

The activities of the CCWMG are funded via a voluntary levy on waste deposited to landfill, at present \$5 per tonne. A Strategic Plan and Annual Plan detail the function and purpose of the CCWMG and how it utilises the levy funds.

In early 2013, the CCWMG identified a need to undertake a review of governance and waste management arrangements for waste management services in the region. Drivers for progressing such an action included:

- Potential economies of scale (and greater value for the community) associated with regional delivery of waste services.
- Acknowledged challenges in the operation of a voluntary group, with no direct management authority, in implementing the Regional Strategy.
- Resourcing challenges within the group to deliver the Regional Strategy.
- Knowledge that the majority of regional waste groupings in other parts of Australia have transitioned to a formal structure of some form, this being a best practice approach.

In that regard, the CCWMG commissioned MRA Consulting Group to undertake such a review and provide recommendations to the CCWMG.

The objectives of the study were related to the ability of the CCWMG to:

- Achieve the goals and objectives of the CCWMG Strategy 2012-2017;
- Provide best practice in both Governance management and cost effectiveness; and
- Position the region to participate strongly in a future state-wide waste management framework.

At that time, it was considered that the State Government was positioning itself to take a more direct role in waste management arrangements through the State, through imposition of a state-wide waste levy, establishment of a state body charged with managing waste levy funds, delivering the State Waste Strategy and strengthening the activities of the EPA in respect to education and enforcement in the waste management area.

To date though, there has not been significant movement by the State Government in this space; however, discussions continue to occur between local government and the State.

The work undertaken by MRA Consulting Group resulted in three reports being prepared:

- Review of governance and waste management infrastructure and services;
- Consideration of alternate models of governance for the CCWMG; and
- Business case analysis of a preferred governance model.

The first report has been useful to the CCWMG in developing its recent Strategic Plan and Annual Plan, confirming the group's view that the current governance arrangements were not consistent with industry best practice and change was needed to assist the CCWMG to achieve its and the member Councils' waste management aims.

The second report explored Governance models and recommended a stand-alone Joint Authority model be considered. The third report explores the business case for a standalone Joint Authority.

The Governance model recommended by MRA Consulting Group and the CCWMG is a "self-standing" Joint Authority.

The CCWMG sought the views of the member Councils in respect to progressing the joint authority model. All seven Councils in general resolved to approve in principle the establishment of a self-standing joint authority, subject to a more detailed report on the staging of the implementation, ie transferring of primary programs and decision making, and then secondly, the transfer of assets once a joint authority is fully operational and successful in delivering the goals of the Cradle Coast Waste Management Strategy.

With the support of the CCA Board and the Cradle Coast General Managers Group (CCGMG), the CCWMG created the position of Waste Governance Project Coordinator (Coordinator). The purpose of this part-time position was to work with participating Councils to assist with reaching a decision on the way forward regarding regional waste governance through a joint authority model.

Mr Greg Preece was appointed to the position of Coordinator and a final report titled Cradle Coast Waste Governance Project was delivered to the CCWMG (copy attached).

STATUTORY REQUIREMENTS

Establishment or expansion of a Joint Authority is covered under the provisions of the *Local Government Act 1993*.

DISCUSSION

The task of the CCWMG appointed Coordinator was to assess the three options listed below in relation to a governance model being implemented:

Option A – a committee structure under the CCA;

Option B – a new regional Cradle Coast Waste Management Joint Authority; and

Option C – an expanded Dulverton Waste Management Joint Authority.

In preparing the report the Coordinator attended workshops with the seven councils and met with other groups, organisations and individuals. The workshop discussions centred around any issues, matters or concerns arising from the establishment of any of the options above, as well as what activities and programs should the new authority manage and implement.

The feedback from each Council from the workshops is contained on pages 12-13 of the final report (refer attached).

The outcome of these meetings and workshops resulted in almost no support for Option A and limited support for Option B. The most support was for Option C, an expanded Dulverton Waste Management Joint Authority, and this option has been proposed to be adopted as the waste management governance model.

During the process several issues were identified including:

- A name change;
- Operations of an expanded Dulverton Waste Management Joint Authority;
- CCWVG operation;
- Service charges;
- Data collection; and
- Project delivery

Each issue was examined, and proposed actions were developed to eliminate, mitigate or manage the associated risk (pages 20-25 of final report) along with the 11 recommendations as identified below:

Recommendation	Detail
1	That the preferred option to be adopted as the waste management governance model is an expanded Dulverton Waste Management Joint Authority.
2	That consideration be given to establish a new consulting and project management unit within the Dulverton Waste Management Joint Authority, to provide consulting services to the Cradle Coast Councils (as required).
3	<p>That a two-stage approach be adopted where:</p> <ul style="list-style-type: none"> • Stage 1 would deliver the existing regional waste services plus administration and financial services. That the rules of the DWM Joint Authority be amended to allow Burnie City Council, Waratah-Wynyard Council and Circular Head to become members and a members' representative group be formed. This group (as distinct from full members) would be responsible for the oversight of the consulting and project management operations. • Stage 2 would progress with the consent of the owner councils and if Stage 1 delivered improved services and outcomes for all councils. This stage would require an extensive asset revaluation, consultation with all stakeholders, owners and users, and finally a transfer of assets to DWM.
4	It is proposed that the CCWVG be dissolved when the transfer of responsibility for the delivery of programs and projects to the DWM Joint Authority is complete (Stage 1).
5	That the proposed indicative pricing structure as listed below, be accepted. The proposal is while the levy remains stable at \$5.00 per tonne, DWM would provide the current pricing structure:

Report to Infrastructure Works and Development Committee meeting on 11 February 2019

	<ul style="list-style-type: none"> • Fixed project management charge for levy projects of \$94,245; • Would undertake administration and financial services and would absorb the costs currently undertaken by the CCA (currently \$6,300); • Continue to contract manage the regional contracts under the existing arrangements for: <ul style="list-style-type: none"> ➤ Kerbside recycling – no charge ➤ Green waste recycling – 3% on charge • The fixed project management fee to increase by Hobart CPI or CCI each 1 July, commencing on 1 July 2019 with CPI or CCI determined at the start of the agreement by the members representative group; • A change in the levy rate would necessitate a review of the fee structure.
6	It is proposed that the General Manager will be responsible to ensure the timely, accurate and consistent delivery of data on the operation of their council's transfer stations is provided to DWM.
7	It is proposed that the budget include some discretionary allocation of monies for projects that fall within or meet agreed criteria, then approval of these projects can be authorised by the DWM CEO. Any authorisation would be reported at the next meeting of the members' representative group.
8	It is proposed that DWM be engaged to undertake a follow-up safety audit of the transfer stations and to prepare an action plan and costing for each facility.
9	It is proposed that a qualified risk management consultant or DWM conduct a risk assessment of the operations at all transfer stations and develop a risk management plan or upgrade the plan if one exists.
10	It is proposed that all councils adopt the DWM transfer station operational policies, practices and procedure documents as soon as practicable, along with the training to support these documents.
11	It is proposed that a customer awareness campaign focusing on the true cost of disposal of waste at a transfer station be implemented.

COMMUNITY ENGAGEMENT

There has been no community engagement undertaken in relation to the issue. However there have been a number of projects and initiatives as a result of the activities of the current Cradle Coast Waste Management Group. The majority of these have been organised and run by staff from the Dulverton Waste Management Joint Authority.

The current members of the Dulverton Waste Management Joint Authority are:

- Devonport City
- Central Coast
- Latrobe

- Kentish

FINANCIAL IMPLICATIONS

There is already a voluntary levy applied to all waste collected through household collections and the transfer station. This levy would continue to apply and just be administered through an alternative body.

This is also a good opportunity to demonstrate active resource sharing.

RISK IMPLICATIONS

From a Devonport perspective there appears to be little risk in accepting the recommendations provided. Waste management is an obvious area where efficiency of scale can provide better outcomes for all councils involved.

CONCLUSION

The issue of waste governance in the Cradle Coast region has been discussed over a long period of time. This may be the best opportunity that councils have had to commence a process of improving the delivery of waste services in the region.

ATTACHMENTS

1. Greg Preece CCWGP Report 2018

RECOMMENDATION

That it be recommended to Council that the Council agree to the eleven recommendations included within the Waste Governance Report as follows:

1. That the preferred option to be adopted as the waste management governance model is an expanded Dulverton Waste Management Joint Authority.
2. That consideration be given to establish a new consulting and project management unit within the Dulverton Waste Management Joint Authority, to provide consulting services to the Cradle Coast Councils (as required).
3. That a two-stage approach be adopted where:
 - Stage 1 would deliver the existing regional waste services plus administration and financial services. That the rules of the DWM Joint Authority be amended to allow Burnie City Council, Waratah-Wynyard Council and Circular Head to become members and a members' representative group be formed. This group (as distinct from full members) would be responsible for the oversight of the consulting and project management operations.
 - Stage 2 would progress with the consent of the owner councils and if Stage 1 delivered improved services and outcomes for all councils. This stage would require an extensive asset revaluation, consultation with all stakeholders, owners and users, and finally a transfer of assets to DWM.
4. It is proposed that the CCWGM be dissolved when the transfer of responsibility for the delivery of programs and projects to the DWM Joint Authority is complete (Stage 1).

5. That the proposed indicative pricing structure as listed below, be accepted. The proposal is while the levy remains stable at \$5.00 per tonne, DWM would provide the current pricing structure:
 - Fixed project management charge for levy projects of \$94,245
 - Would undertake administration and financial services and would absorb the costs currently undertaken by the CCA (currently \$6,300)
 - Continue to contract manage the regional contracts under the existing arrangements for:
 - Kerbside recycling – no charge
 - Green waste recycling – 3% on charge
 - The fixed project management fee to increase by Hobart CPI or CCI each 1 July, commencing on 1 July 2019 with CPI or CCI determined at the start of the agreement by the members representative group
 - A change in the levy rate would necessitate a review of the fee structure.
6. It is proposed that the General Manager will be responsible to ensure the timely, accurate and consistent delivery of data on the operation of their council's transfer stations is provided to DWM.
7. It is proposed that the budget include some discretionary allocation of monies for projects that fall within or meet agreed criteria, then approval of these projects can be authorised by the DWM CEO. Any authorisation would be reported at the next meeting of the members' representative group.
8. It is proposed that DWM be engaged to undertake a follow-up safety audit of the transfer stations and to prepare an action plan and costing for each facility.
9. It is proposed that a qualified risk management consultant or DWM conduct a risk assessment of the operations at all transfer stations and develop a risk management plan or upgrade the plan if one exists.
10. It is proposed that all councils adopt the DWM transfer station operational policies, practices and procedure documents as soon as practicable, along with the training to support these documents.
11. It is proposed that a customer awareness campaign focusing on the true cost of disposal of waste at a transfer station be implemented.

Author:	Paul West
Position:	General Manager

Cradle Coast Waste Governance Project

Final Report

October 2018

Author – Waste Governance Project Coordinator

Mr Greg Preece

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Abbreviations	
CEO	Chief Executive Officer
CCA	Cradle Coast Authority
CCGMG	Cradle Coast General Managers Group
CCWMG	Cradle Coast Waste Management Group
CCI	Council Cost Index
CPI	Consumer Price Index
DWM	Dulverton Waste Management
FOGO	Food Organic Garden Organic
GM	General Manager
TOR	Terms of Reference
WGPC	Waste Governance Project Coordinator

Executive Summary

The Cradle Coast Waste Management Group (CCWMG) is a local government skills based group, who provide an integrated regional approach to waste management. CCWMG is hosted by the Cradle Coast Authority (CCA).

The current Cradle Coast Regional Waste Management Strategy 2017-2022 was prepared by CCWMG and guides the development and implementation of actions for the Annual Plan and budget each year.

The CCWMG is an advisory group empowered to manage the funds that are received from a voluntary levy paid by councils and companies, of \$5/tonne of waste deposited at the Ulverstone Resource Recovery Centre, Port Latta and Dulverton landfills. Each year levy funds of approximately \$380,000 are expended on programs to achieve the activities outlined in the Annual Plan.

In April 2013 the CCWMG engaged MRA Consulting Group to undertake a three part study to deliver the following:

- Part 1 – a review of the CCWMG structure and functions, waste infrastructure service delivery arrangements and identifying where achievement of the Strategy objectives are constrained by existing arrangements of ownership and operation
- Part 2 and 3 – undertook an examination of alternative governance and management models and a business case analysis of a preferred governance model.

The MRA Report concluded a self standing joint authority governance model is suited to the objectives of the CCWMG and recommended a thorough Asset Valuation Study be undertaken of the financial, commercial, staffing, services and liability risks prior to forming a joint authority.

In September 2017 all seven councils considered the governance models recommended by MRA Consulting Group and CCWMG regarding establishment of a self-standing joint authority. All councils provided in principle support for the establishment of a self-standing joint authority subject to a more detailed report on the staging of the implementation.

The CCWMG received approval from the Cradle Coast General Managers Group (CCGMG) to progress the establishment of self-standing joint authority, by creating a part time position to coordinate the project. The Waste Governance Project Coordinator (WGPC) was advertised and Mr Greg Preece was appointed to the position.

The task of the WGPC was to assess the governance model of three options these being:

- Option A – a committee structure under the CCA
- Option B – a new regional Cradle Coast Waste Management Joint Authority
- Option C – an expanded Dulverton Waste Management Joint Authority.

The project began with the options being discussed with all seven councils at workshops during May, June and July, plus workshops and meetings with the Dulverton Waste Management Board, the Cradle Coast Authority (CCA) and council officers.

The outcome of these meetings and workshops resulted in almost no support of Option A and limited support for Option B. Most of the support was for Option C, an expanded Dulverton Waste Management Joint Authority, and this option has been proposed to be adopted as the waste management governance model.

During the process several issues were identified, these being:

- Name Change
- Operations of Expanded DWM Joint Authority
- CCWGM Operations
- Service Charges
- Data Collection
- Project Delivery.

Each issue was examined, and the proposed actions have been developed to eliminate, mitigate or manage the associated risks.

The following recommendations are provided for councils to consider a preferred option for a waste management governance model.

R 1 – That the preferred option to be adopted as the waste management governance model is an expanded Dulverton Waste Management Joint Authority.

R 2 – That consideration be given to establish a new consulting and project management unit within the Dulverton Waste Management Joint Authority, to provide consulting services to the Cradle Coast councils and the entire state.

R 3 – That a two stage approach be adopted where:

- Stage 1 would deliver the existing regional waste services plus administration and financial services. That the rules of the DWM Joint Authority be amended to allow Burnie City Council, Waratah Wynyard Council and Circular Head to become members and a members representative group be formed. This group would be responsible for the oversight of the consulting and project managements operations.
- Stage 2 would progress with the consent of the owner councils and if Stage 1 delivered improved services and outcomes for all councils. This stage would require an extensive asset revaluation, consultation with all stakeholders, owners and users and finally a transfer of assets to DWM.

R 4 – It is proposed that the CCWGM be dissolved when the transfer of responsibility for the delivery of programs and projects to the DWM Joint Authority is complete.

R 5 – That the proposed indicative pricing structure as listed below, be accepted.

The proposal is while the levy remains stable at \$5.00 per tonne, DWM would provide the current pricing structure:

- Fixed project management charge for levy projects of \$94,245
- Would undertake administration and financial services and absorb the costs currently undertaken by the CCA (currently \$6,300)

- Continue to contract manage the regional contracts under the existing arrangements for:
 - Kerbside recycling – no charge
 - Green waste recycling – 3% on charge
- The fixed project management fee to increase by Hobart CPI or CCI each 1 July, commencing on 1 July 2019 with CPI or CCI determined at the start of the agreement by the members representative group
- A change in the levy rate would necessitate a review of the fee structure.

R 6 – It is proposed that the General Manager will be responsible to ensure the timely, accurate and consistent delivery of data on the operation of their council's transfer stations, and this data is provided to DWM.

R 7 – It is proposed that the budget include some discretionary allocation of monies for projects that fall within or meet agreed criteria, then approval of these projects can be authorised by the DWM CEO. Any authorisation would be reported at the next meeting of the members representative group.

R 8 – It is proposed that DWM be engaged to undertake a follow up safety audit of the transfer stations and to prepare an action plan and costing for each facility.

R 9 – It is proposed that a qualified risk management consultant or DWM conduct a risk assessment of the operations at all transfer stations and develop a risk management plan or upgrade the plan if one exists.

R 10 – It is proposed that all councils adopt the DWM transfer station operational policies, practices and procedure documents as soon as practicable, along with the training to support these documents.

R 11 – It is proposed that a customer awareness campaign focusing on the true cost of disposal of waste at a transfer station be implemented.

It is proposed that councils who issue free transfer station tickets review this practice to ensure the correct fees for waste disposal are being charged and collected.

1 Introduction

1.1 Background of the Project

The Cradle Coast Waste Management Group (CCWGMG) is a local government skills based group, hosted by the Cradle Coast Authority (CCA) and created in 2007 to provide an integrated regional approach to waste management. The current Cradle Coast Regional Waste Management Strategy 2017-2022 was prepared by the group and guides the development and implementation of actions for the Annual Plan and Budget each year. The Strategy and Annual Plan is endorsed by the seven participating councils, as West Coast and King Island are not part of the CCWGMG.

The Strategy has an over arching objective of diverting fifty per cent of all municipal solid waste from landfill by 2022.

The CCWGMG is an advisory group empowered to manage the funds that are received from a voluntary levy paid by councils and companies of \$5/tonne of waste disposed at the Ulverstone Resource Recovery Centre, Port Latta and Dulverton landfills, and relies significantly on voluntary collaboration and coordination across the region.

The CCWGMG entered a Memorandum of Understanding in July 2013 between the CCA and Dulverton Waste Management (DWM) in which:

- CCA provides executive, administrative, financial and communication support to the group
- DWM project manage actions arising from the Strategy, allocated by the CCWGMG within agreed budget and timeframes.

Each year levy funds of approximately \$380,000 are expended on programs to achieve the activities outlined in the CCWGMG Annual Plan, which in turn are derived from the Strategy.

In April 2013, the CCWGMG commissioned a part study into the governance and management arrangements of waste management services in the region with clear objectives to:

- Achieve the goals and objectives in the Cradle Coast Regional Waste Management Strategy 2017-2022
- Provide best practice in both governance, management and cost effectiveness
- Position the region to participate strongly in a future statewide waste management framework.

MRA Consulting Group undertook the three part study with the following outcomes:

- Report Part 1 which included a review of the current CCWGMG structure and functions, waste infrastructure services delivery arrangements, identifying where achievement of the Strategy objectives are constrained by existing arrangements of ownership and operations of waste assets, and investigating the drivers of change to the CCWGMG structure

- Report Parts 2 and 3 undertook an examination of alternative governance and management modes (Part 2) and a Business Case Analysis (Part 3) evaluating cost benefit and risks of a preferred governance model including a transition to a proposed model.

A summary of the MRA Consulting Group report conclusions were:

- Part 1
The report finds a priority for reform in many areas of the CCWMG role and function, in particular policy development, administration and the accountability of the voluntary levy expenditure and procurement, economies of scales including capital expenditure of \$8.5 million required over the next 5 years to meet the Strategy goals.
- Part 2 and 3
Several alternative models of Governance were identified for discussion and further exploration. As a result of further workshopping the models determined of further assessment included:
 - the current status quo
 - a self-standing joint authority of seven member councils established under Section 30-39 of the Local Government Act 1993
 - a self-standing joint authority of nine member councils established under Section 30-39 of the Local Government Act 1993
 - a committee of the Cradle Coast Authority established in accordance with CCA's Partnership Agreement with the State Government.

The MRA report concluded a self-standing joint authority governance model is most suited to the objectives of the CCWMG and recommended a thorough Assets Valuation Study be undertaken to understand the financial, commercial, staffing, services and liability risks prior to forming a joint authority and that to mitigate those potential risks, transitional arrangements should be staged, first by transferring primary programs and secondly assets be transferred when a joint authority is fully operational and success in delivery of goals has been demonstrated.

The CCWMG broadly endorsed the reports and recommendations but noted there are several issues to highlight that need to be considered further prior to committing to the establishment of a joint authority. There are concerns that many of the arguments or drivers of change identified in the Part 1 report are not examined in sufficient detail to support the information contained in Part 2 and 3 reports that provide a recommendation for a joint authority, particularly in relation to the current CCWMG decision making function and implementation arrangements.

During September 2017 all seven councils considered the governance model recommended by the MRA Consulting Group reports and CCWMG regarding the establishment of a self-standing joint authority. In general terms all councils resolved to "provide in principle support for the establishment of a self-standing joint authority subject to a more detailed report on the staging of the implementation, ie transferring of primary programs and decision making; and secondly when a joint authority is fully operational and proven to be successful in delivery of the goals of the Cradle Coast Regional Waste Management Strategy. That consideration by councils be given to the transfer of assets to that authority."

1.2 The Project

The CCWGMG received approval from the Cradle Coast General Managers Group (CCGMG) to progress the establishment of a self-standing joint authority, by creating a part time position to coordinate the project.

The Waste Governance Project Coordinator (WGPC) is a dedicated resource to work with participating councils to assist with a decision on the way forward regarding regional waste governance through a joint authority model.

Earlier this year the CCWGMG, through a Governance Sub Committee called for expression of interests to fill the part time position of the WGPC.

In May 2018 the Sub Committee appointed Mr Greg Preece to the role of WGPC. Greg is now retired but was previously the General Manager of Meander Valley and Dorset Councils

During an inception meeting with the Sub Committee three options for the self-standing joint authority were identified, these being:

- a committee structure under the existing Cradle Coast Authority
- establishment of a new regional Cradle Coast Waste Management Joint Authority
- an expanded DWM Joint Authority.

Also discussed at this meeting was the timelines for the delivery of the project, a project plan and the key stakeholders.

Given that local government elections will be held in October 2018, it was agreed to make October 2018 Council meetings the date for a final decision on the joint authority model. This timeline would avoid any further delays in delivering the project so that current councils could consider the matter.

A copy of the Project plan is included at Attachment A.

1.3 The Process

Information provided by the Sub-Committee included a document which showed the motions passed by each council at their meetings in September 2017. See Attachment B.

Research of each Council agenda and minutes showed there were underlying issues and concerns for some elected members.

The Project Plan included a workshop with all seven councils with the aim of collecting the thoughts and comments from elected members on the following matters:

- the pros and cons for
 - Option A – a committee structure under the existing Cradle Coast Joint Authority
 - Option B – a self-standing Cradle Coast Waste Management Joint Authority
 - Option C – an expanded DWM Joint Authority
- Any issues, matters or concerns arising from the establishment of any of the above
- What activities and programs should the new authority manage and implement
 - How might these be delivered
 - Funding for these activities and programs
 - Any other matters.

In addition to these workshops, meetings were also planned with the DWM Board and the CEO, the CCGMG, the CCWGMG, the CCA Chief Executive Officer, some general managers and their staff.

2 Project Implementation

2.1 Council Workshops

Table 2.1 below shows which councils were visited and the date of their visits. The workshop with Waratah Wynyard Council was moved from 18 June to 9 July due to unavailability of councillors.

Table 2.1 – Council Workshops

Council	Date
Circular Head	14 June
Latrobe	25 June
Burnie	26 June
Devonport	2 July
Central Coast	2 July
Kentish	3 July
Waratah Wynyard	9 July

The workshops enabled the WGPC to engage with the elected member and to work through the concerns and ideas they had. In several workshops the initial focus was on the purpose of the project and trying to separate service delivery from asset transfer. Understandably elected members expressed their views around the ownership and operation of their respective waste management assets.

With this matter resolved, elected members focused on the future governance issue with the following being a summary of the matters and issues raised by each council:

Circular Head

- Saw the existing staff at DWM as a pro, however saw Circular Head as a small brother and concerned the community would not support Option C
- Under Option B saw having own people with knowledge, Cradle Coast based, new policies and procedures, as a pro, but conceded the need to build a new structure as a con
- Little support for Option A with concerns that the directors do not have the skills and overheads being high
- A key issue was any change should not increase costs to the ratepayers.

Latrobe

- Saw DWM as a well known and awarded organisation with the ability to add other members, has skilled employees and could be renamed or branded. There could be a reluctance by existing owners to hand over the DWM assets
- There were no comments on Option B and the only pro comment regarding Option A was the existing Board could provide an oversight role, however a con was not having another committee under the CCA
- Saw an opportunity for integration of transfer station operation, waste collection and recycling while aligning costs and charges.

Burnie

- Supported Option C only with no support for the other two options. DWM already exists and there is no need to reinvent the organisation
- New structure should focus on one large project such as aggregation of operations. Suggested the organisation could be named as the Cradle Coast Waste Management Joint Authority and there should be a visit to Dulverton Landfill Site for elected members.

Devonport

- Supported Option C because it is a well recognised and sound performing operation
- Saw education programs involving schools as critical.

Central Coast

- Believes DWM operates very effectively and could not see why there was a need to set up another organisation. Also saw better opportunities for DWM staff to improve their skills
- Concerned by the lack of leadership from the State Government with no state strategy or support for a container deposit legislation.

Kentish

- Supported Option C because the organisation has trained staff and runs on the board
- There was frustration with the operation of CCWVG and the lack of opportunity to provide input into its activities, with irregular attendance by members. The question was asked if General Managers or Councillors could be included in the CCWVG as part of a revamp of the CCWVG.
- It was suggested that there should be no profit margins for DWM in providing waste management programs, only for project or consulting work.

Waratah Wynyard

- Cons for Option C is Council does not have any “skin in the game” and would want some ownership and dividends
- Do not want to reinvent the wheel with a new authority
- Saw a pro in the CCA model as all Councils would be in it together
- Wanted consistency with size of wheelie bins and collection frequency and a new charging regime for transfer stations that is consistent.

2.2 Other Workshops and Meetings

Table 2.2 below shows which organisation and individuals were visited and the date of their visit.

Table 2.2 – Other Workshops and Visits

Name	Date
Mat Greskie, DWM CEO	25 May
Sandra Ayton, Central Coast GM	25 May
Shane Crawford, Waratah Wynyard GM	4 June
Rowan Sharman, Burnie City	14 June
CCGMG	22 June
CCWVG	25 June
DWM Board	27 June
Paul West, Devonport City GM	27 June
Brett Smith, CCA CEO	2 July
Mat Greskie, DWM CEO	13 July

The following is a summary of matters discussed and issues raised at each meeting:

Mat Greskie

- A FOGO collection service would have delivered a 19% saving by tendering as a region rather than individuals. Tender did not proceed due to decision by councils based on cost
- Dividend back to owner councils is split on a ratio original based on population
- The Dulverton landfill has capacity until 2108
- Believes there would be staff issues and costs incurred if staff were to transfer to a new entity, plus the cost to establish a new organisation
- Currently operates landfill and composting facilities at Dulverton and recycling contract for seven councils
- Opportunities to improve transfer station infrastructure, operating systems and operation. Sell recyclables as a region rather than individual
- Explained the operation of household waste collection service at the councils and the variation that exist between councils
- There is still an issue of consistency and accuracy of data collection required for reporting on waste. Could be resolved if managed by Dulverton.

Sandra Ayton

- Clarified further details of the project
- Sees potential issues around the development of a state-wide waste body, however state guidance and a strategy are needed
- Explained the operation of the CCA and concerned that no one on the current Board has any technical knowledge of waste.

Shane Crawford and Daniel Summers

- A preworkshop meeting to outline their views on the project and waste management in general
- Council is a customer of Port Latta
- Currently only urban household waste collection with councillors wanting rural collection. The transfer station at Waratah is unmanned and open 24 hours a day
- Household waste collection is weekly in urban area of Wynyard and fortnightly in Waratah. Would prefer to see one system of fortnightly collection
- Council would like to see certainty about pricing and services gaps with adjoining councils. Not keen on any increase in the waste levy.

Rowan Sharman and Gary Neil

- Want to see value for ratepayer and not costing more for same services
- Contractor operates the waste transfer station and Council operates own trucks for household waste collection
- Outlined concerns regarding the figures in the MRA reports.

CCGMG

- A general overview on progress and emerging issues were discussed
- Paul West outlined the process for Kingborough Council joining the Copping Refuse Disposal Site Joint Authority
- Discussion on the operation of the Port Latta landfill site and the management of the rehabilitation of the site
- Support for Option C because of the existing structure and staff, good name and brand. Can benefit from expertise of the organisation
- Concern about increasing compliance cost due to changing EPA standards and licensing requirements
- Option to consider a subregional model
- Owner council concerned about DWM taking liability for another landfill site.

CCWMG

- Meeting provided an opportunity to update the members on the progress of the project.

DWM Board

- The Chairman provided the history and background to the formation of Dulverton landfill site
- It would be up to the owner councils to decide on the governance role to be undertaken by DWM
- DWM has a very strong Board and skills based organisation with capacity and capability
- Excellent relationship with owner councils and dividends are paid to these councils.

Paul West and Matthew Atkins

- A preworkshop meeting to outline their views on the project and waste management in general
- Council would support Option C and Council receives dividends from DWM
- Would like to see the Project completed as one project rather than two
- The Spreyton Transfer Station is outdated and in need of an upgrade. 17% of the operating cost is paid by Latrobe Council.

Brett Smith

- Believes Option A would avoid the cost of setting up another joint authority. Economy of scales achieved by sharing “back end” services, policies and procedures
- Explained the operation of the current organisation and the struggle with the function of the subcommittees
- Could provide the program services by either employing staff or engaging DWM to deliver. Would need to review the program to source out the best delivery method, but not adverse to either options.

Mat Greskie

- Discussed what functions and activities Dulverton could undertake. Suggested financial services, report accurately the categorisation of waste
- There is a need to improve the data collection system by working closer with CCGMG rather than the CCWMG. Information on activities and progress should flow back through the CCGMG and then to the elected members. This information could be provided monthly and meeting with the CCGMG quarterly or as required. CCWMG assist in developing Annual Plan program and budget, with both the program and budget approved by the CCGMG.

2.3 Other Research**2.3.1 Terms of Reference – CCWMG**

The Terms of Reference (TOR) for CCWMG is included as Attachment C. The TOR are effective from 25th June 2018 and are reviewed every three years.

Key sections of the TOR document are:

- Section 3, Membership which describes the composition of the CCWMG and how members are nominated and approved by the CCA Board
- Section 5, Reporting responsibilities for the creation, adaption and delivery of the Strategic Plan, Annual Plan and Budget and Annual Report
- Section 7, Meeting details, meeting processes, responsibilities and timelines
- Section 11, Procurement details and the process
- Attachment 1, Roles and responsibilities
- Attachment 2, Procurement Policy
- Attachment 4, Financial Management Protocols and processes.

2.3.2 Copping Refuse Disposal Site Joint Authority

The Copping Refuse Disposal Site Joint Authority, trading as Southern Waste Solutions, was established as a joint authority in 2001 under the Local Government Act 1993.

The Authority consists of four Members appointed by Participating Councils, who may be either elected Councillors or Council Officers. Participating Councils are:

- Clarence City; one member entitled to exercise four votes
- Kingborough; one member entitled to exercise two votes
- Sorell; one member entitled to exercise two votes
- Tasman; one member entitled to exercise two votes

A participating Council may also appoint a Councillor or Council employee as a Deputy Member to act in place of any Councillor appointed by the Participating Council.

The Participating Councils have a share or interest in the equity of the Authority on the following basis:

- Clarence City Council: 48%
- Sorell Council: 24%
- Kingborough Council: 20%
- Tasman Council: 8%

In its governance, the Authority concentrates on:

- The periodic review of the performance of the Board and of individual directors
- The settings of the terms of office and the remuneration of directors
- Setting the goals and objectives of the Authority, reflected in the Strategic Plan
- The approval of the Strategic Plan, the Business Plan and the budget
- Representing the best interests of all Participating Councils.

For day to day operations of the enterprise, the Authority is assisted by a Board, trading as Southern Waste Solutions and appointed by the Authority at a general meeting.

The Board is responsible for ensuring that the business and affairs of the Authority are carried out in accordance with sound commercial practice, in a manner consistent with the approved Strategic and Business Plans of the Authority.

The rules of the Authority are available on its website at www.swstas.com.au

The following relevant extracts from these rules are included in Attachment D:

- Part 3 – Composition of the Authority and of the Board
- Membership of the Authority – Representatives
- Membership of the Board
- Committees of the Authority or of the board
- Schedule 1: Proportionate Payments and Shares.

3 Governance Model Options

The purpose of the WGPC is to work with the participating councils to assist with reaching a decision on the way forward regarding regional waste governance through a joint authority model.

Three options have been proposed, these being:

- Option A – committee structure under the existing Cradle Coast Joint Authority
- Option B – new self-standing Cradle Coast Waste Management Joint Authority
- Option C – an expanded DWM Joint Authority.

To gauge feedback on the three options, the WGPC met at workshops with all seven councils, with the DWM Board, CCGMG, CCWWMG, the CEO of the CCA and some general managers and council officers.

3.1 Option A

Feedback from the workshops and meetings showed very little support for Option A, a committee structure under the existing Cradle Coast Joint Authority. The CCA CEO advised there were benefits to auspicing the proposal within the CCA. Issues raised against using this option were:

- concerns that the Directors do not have any technical knowledge of waste management
- overheads being high
- did not want to see another committee under the CCA.

In support of this model there was a suggestion that all councils would be in it together.

The CCA CEO said a benefit of this option was that it would avoid the cost of setting up another joint authority and economy of scale could be achieved by sharing “back end” services, policies and procedures.

He suggested that the program could be delivered by either employing staff or engaging DWM.

The reality is this option is similar in some ways to the existing operation of CCWWMG, so it is hard to envisage any change in governance operations.

Due to the lack of support for this option it will not be consider any further.

3.2 Option B

There was some support for this option from the Circular Head councillors, as it addressed their concerns about how their community would feel about the governance authority being positioned on the eastern end of the region. The new authority would be Cradle Coast based, have its own people with knowledge, new policies and procedures.

However, the councillors saw the need to build a new organisation as a negative. This view was also shared by other councils, who were concerned about reinventing the wheel, time and cost in establishing a new authority.

It was also suggested that to find the staff for a new authority, staff may leave DWM, affecting DWM's ability to continue with its current activities. Ultimately this could lead to competition for the people with skills in the waste management area.

The biggest issue identified with this option was the time and cost associated with the establishment of a new joint authority, which would be seen by the community as a duplication.

For this reason, this option will not be considered any further.

3.3 Option C

This was the most popular option, strongly supported by five of the seven councils. Reasons for this support were:

- well known and awarded organisation with strong branding
- has skilled and knowledgeable employees
- well developed policies and procedures for operating in the waste management space
- it already exists and there is no need to reinvent the wheel
- is a sound performing organisation
- an opportunity for the DWM staff to further improve their skills
- no cost associated with expanding the operation and additional functions
- DWM currently supplies services and staff to support CCWGMG and the activities could begin immediately.

As mentioned previously the Circular Head councillors believe their community would not support this option and Waratah Wynyard want some equity in the organisation. An issue with this option is the four owner councils of DWM must agree to the model and to potentially allowing other councils to become owners or members.

Due to the level of support the preferred option to be adopted as the waste management governance model is Option C, an expanded DWM Joint Authority.

Recommendation 1

That the preferred option to be adopted as the waste management governance model is an expanded Dulverton Waste Management Joint Authority.

4 Transition

While the expanded DWM Joint Authority is the preferred option for the waste management governance model, several issues were identified during the workshops with councils and at meetings with organisations and individuals. These issues potentially pose a risk to the acceptance and operation of the preferred governance model and need to be addressed.

4.1 Issues

These issues are listed below:

- Name Change – a change of name to something like the Cradle Coast Waste Management Joint Authority, which may help address the Circular Head Council's view that their community would not support Option C
- Operation of Proposed Expanded DWM Joint Authority – would the existing owners agree to allow other councils to become members of DWM Joint Authority and how would it operate
- CCWVG Operation – some councillors were frustrated with the operation of the CCWVG because of the lack of opportunity to provide input into the Group's activities plus a lack of regular attendance at meetings by members
- Service Charges – the charge regime for services delivered
- Data Collection – ongoing issues with timely response and accuracy of data collection
- Project Delivery – simplified and quicker approval and delivery of some programs.

4.2 Response to Issues

The following proposed actions have been developed to eliminate, mitigate or manage the risks.

4.2.1 Name Change

One council suggested any new organisation could be named the Cradle Coast Waste Management Joint Authority.

This was a means of representing the entire region and addresses Circular Head councillors concerns about the organisation being based on the eastern area of the region.

A DWM Joint Authority Council Representative advised at their workshop that the rules of the DWM Joint Authority would allow for a name change if necessary.

While a name change is possible owner councils were very strong in opposing a name change. They believe that the Dulverton brand was very strong, well known and publicised and recognised by the community.

There should be no change to the name of the DWM Joint Authority, however an alternative could be to establish a new consulting and project management unit within the DWM Joint

Authority and give it a new trading name. This consulting and project management unit currently provides project and contract management services to the CCWGM. The current Dulverton branding and name would remain for the land fill and composting operations, as these are the core activities of DWM Joint Authority.

This consulting and project management unit would provide many services to local government in the Cradle Coast region and in the future to all areas of the state. There would be no change to the staff or the structure of DWM to create this unit and it would be in recognition of the skills and expertise within DWM.

While the name for a new organisation has been suggested as the Cradle Coast Waste Management Joint Authority, it may well be appropriate to drop Cradle Coast from the name. This has only been suggested because the words Cradle Coast implicitly links the organisation to the existing Cradle Coast Joint Authority, and the new organisation needs to be given every chance of working.

In deciding on a new trading name for the consulting and project management unit consideration should be given to the future possibility that it could operate throughout the state.

Creation of this consulting unit and trading name would need the approval of the owner councils and the DWM Board.

Recommendation 2

That consideration be given to establish a new consulting and project management unit within the Dulverton Waste Management Joint Authority, to provide consulting services to the Cradle Coast councils and the entire state. That the unit be given its own trading name.

4.2.2 Operation of Proposed Expanded DWM Joint Authority

Critical to the successful implementation of the preferred model is whether the existing four owner councils would allow other councils to become an owner or a member of the DWM Joint Authority.

A suggested approach to implement the preferred option of the DWM Joint Authority is to use a two staged approach.

Stage 1 – would begin immediately with the transfer of responsibility for delivery of programs and projects from the CCWGM to DWM Joint Authority. This would involve delivering the current services, programs and projects plus also providing administration and financial services, which would deliver immediate efficiencies and savings.

It could also include procurement, policy development, planning, education, market development and project management. There would be an opportunity for all councils or individual councils to transfer services to DWM. This would be by mutual agreement of all parties and would not involve any asset transfers. Such services could be the operation of transfer stations using existing staff or contract operations, managing FOGO or household waste collection services contracts.

The progression to Stage 1 of the governance model would occur as follows:

- The consulting and project management unit of the DWM Joint Authority would be created and given a trading name
- The existing DWM Board would remain
- Create a second group of representatives by taking the existing owners representatives and adding a further two members from the Burnie City Council, Waratah Wynyard Council and Circular Head Council and call this group the members representatives.

The existing owners representative group would be responsible for the oversight of the Board, the landfill and composting operations.

The members representative group would be responsible for the oversight of the consulting and project management operations.

It is envisaged that these two groups would have two representatives from each council with one representative being the General Manager. The second member can be a councillor or alderman or a council officer.

It is proposed that at a regular owners representative meeting with the Board, normal business regarding the operation of the landfill and composting would be held. When complete the owners representative members would be joined by the members representatives and the meeting would change to a members representative meeting and deal with matters relating to the consulting and project management unit.

- The rules of DWM Joint Authority would need to be ammended to cater for the member representatives and operation of the members representative group. The rules of the Copping Refuse Disposal Site Joint Authority, trading as Southern Waste Solutions, allows for new members to join the authority, and these rules could be used to assist in ammending the DWM Joint Authority rules.
- DWM would be responsible for preparing the Strategic Plan and updates, the Annual Plan and the Budget. DWM would seek input from all councils by asking them for ideas on new or existing programs and projects to be included in the Annual Plan or the Budget.
- The member representative group would be responsible for approving the Strategic Plan, the Annual Plan and the Budget.

Progression to stage 2, asset transfer could occur when regular and consistent service delivery is being delivered by DWM.

This action will require detailed and accurate valuation of any waste management assets, along with liabilities from past waste management activities. The rules of the DWM Joint Authority would need to be further amended, subject to the agreement by existing owner councils, to allow all seven councils to become equity owners of the DWM Joint Authority. Member councils would change to owner councils, have equity in the authority, have full voting rights and possibly receive dividends.

It could include household waste collection services, landfill and transfer station ownership.

This phase of the transition needs further work and modelling for consideration by all councils.

Recommendation 3

That a two stage approach be adopted where:

- Stage 1 would deliver the existing regional waste services plus administration and financial services. That the rules of the DWM Joint Authority be amended to allow Burnie City Council, Waratah Wynyard Council and Circular Head to become members and a members representative group be formed. This group would be responsible for the oversight of the consulting and project managements operations.
- Stage 2 would progress with the consent of the owner councils and if Stage 1 delivered improved services and outcomes for all councils. This stage would require an extensive asset revaluation, consultation with all stakeholders, owners and users and finally a transfer of assets to DWM.

4.2.3 CCWVG Operation

Some councillors were frustrated with the operation of the CCWVG on two fronts. The first is the lack of opportunity to provide input into the Group's activities and secondly a lack of regular attendance at meetings by members.

The second matter concerns the lack of commitment from members attending meetings. Research reveals that in general there is only enough for a quorum and in one case a meeting could not go ahead due to a lack of a quorum. A secondary issue in this matter is that under the Terms of Reference each council is required to nominate their own member, and one member cannot represent two councils. Given the current resource sharing between Latrobe and Kentish and Waratah Wynyard and Circular Head this rule does not seem logical as the most appropriately qualified and skilled representative can only represent one council, with the second council needing to send a less qualified member.

The preferred model will transfer the responsibility for delivery of programs and projects from the CCWVG to the DWM Joint Authority. This process will begin immediately and when complete there will be no role for the CCWVG.

It is proposed that when the transfer is complete then the CCWVG should be dissolved as the group will no longer have any roles or activities.

Recommendation 4

It is proposed that the CCWVG be dissolved when the transfer of responsibility for the delivery of programs and projects to the DWM Joint Authority is complete.

4.2.4 Service charges

During the Council Workshops the question was raised about the cost of providing the governance model to ensure a fair return for DWM, while at the same time avoiding any increase in costs to the participating councils.

This question was put to DWM and the following response was provided. It is important to clearly note this is indicative costing only and subject to the final detail of any revised structure. The proposal is while the levy remains stable at \$5.00 per tonne, DWM would provide the current pricing structure:

- Fixed project management charge for levy projects of \$94,245
- Would undertake administration and financial services and would absorb the costs currently undertaken by the CCA (currently \$6,300)
- Continue to contract manage the regional contracts under the existing arrangements for:
 - Kerbside recycling – no charge
 - Green waste recycling – 3% on charge
- The fixed project management fee to increase by Hobart CPI or CCI each 1 July, commencing on 1 July 2019 with CPI or CCI determined at the start of the agreement by the members representative group
- A change in the levy rate would necessitate a review of the fee structure.

The pricing assumptions are:

- CCA or a council to provide meeting rooms as required
- The greatest risk to DWM is scope creep so this would need to be managed in any agreement

This proposal will deliver all services to councils at a reduced cost.

Recommendation 5

That the proposed indicative pricing structure as listed below, be accepted.

The proposal is while the levy remains stable at \$5.00 per tonne, DWM would provide the current pricing structure:

- Fixed project management charge for levy projects of \$94,245
- Would undertake administration and financial services and absorb the costs currently undertaken by the CCA (currently \$6,300)
- Continue to contract manage the regional contracts under the existing arrangements for:
 - Kerbside recycling – no charge
 - Green waste recycling – 3% on charge
- The fixed project management fee to increase by Hobart CPI or CCI each 1 July, commencing on 1 July 2019 with CPI or CCI determined at the start of the agreement by the member representative group
- A change in the levy rate would necessitate a review of the fee structure.

4.2.5 Data Collection

There is an issue with the timely response and accuracy of data collection information for the operation of transfer stations, which is needed by DWM to provide quarterly reports to councils. This issue is a concern for DWM as the information gathering requires constant follow up with councils because of delays in the provision of the data. DWM believes they have reviewed and reworked the data template to make the data entry as easy as possible, however there are inconsistencies with the collection from within councils and across councils.

Under the recommended model issues such as the above can be relayed directly to the General Manager out of session or at meetings of the members representative group. It will then be the General Manager's responsibility, to ensure the timely, accurate and consistent delivery of the information.

Recommendation 6

It is proposed that the General Manager will be responsible to ensure the timely, accurate and consistent delivery of data on the operation of their council's transfer stations, and this data is provided to DWM.

4.2.6 Project Delivery

At the meeting with the CCGMG there was a request to simplify and improve the approval process for projects. An example was cited where a request for surveillance cameras took a matter of months to be approved and the time delay resulted in a lost opportunity to act on the matter.

This issue could be addressed if the budget included some discretionary allocation of monies for projects that fall within or meet certain criteria. Councils would be aware of these allocations and could quickly make an application to DWM for an allocation from these funds.

Providing the application meet the criteria, as assessed by the DWM CEO, the funds could be approved at his discretion and then reported at the next meeting of the members representative group.

The members representative group would need to provide appropriate delegation to the DWM CEO along with developing the criteria for these projects.

Recommendation 7

It is proposed that the budget include some discretionary allocation of monies for projects that fall within or meet agreed criteria, then approval of these projects can be authorised by the DWM CEO. Any authorisation would be reported at the next meeting of the members representative group.

5 Opportunities

This chapter examines and raises the possibilities and discussions about improving existing operations and systems, to improve performance, reduce risk and provide savings. These matters were raised at council workshops and meetings or from observation at various waste management sites.

5.1 Transfer Station

Most transfer stations provide an acceptable level of service for the users however these facilities pose a high level of risk to their owner councils.

5.1.1 Infrastructure Deficiencies

In the recent past DWM conducted an audit of the regions transfer stations and found deficiencies in the build of the facility, which meant these facilities failed to meet best practice guidelines. It could also be argued that these facilities also failed to meet workplace health and safety standards.

Councils were advised of the audit outcomes and informed that funding through the waste levy was available to assist. There was a limited response and uptake from councils.

This poses a high risk to the council in the event of an accident, because of the deficiency was identified and possibly no corrective action was taken.

It is proposed that DWM be engaged to undertake a follow up safety audit of the transfer stations and to prepare an action plan and costing for each facility. Councils are then encouraged to apply for levy funding to assist with the cost of the works.

Recommendation 8

It is proposed that DWM be engaged to undertake a follow up safety audit of the transfer stations and to prepare an action plan and costing for each facility.

5.1.2 Operational Matters

Transfer station operators encourage users of their site to separate their waste into streams to allow for resource recovery, reuse or to reduce the volume going to land fill. This issue is the uncontrolled access by members of the public at these stockpiles of materials.

At one council workshop a councillor asked who is responsible if a member of the public is injured while they are in the skip bin retrieving some treated pine posts. The simple answer is council.

At another transfer station there is a large pile of scrap metal including old home appliances such as stoves, ovens, refrigerators, washing machines and dryers. Members of the public regularly attack these items with battery operated drills and angle grinders, without wearing any safety equipment, to retrieve copper pipe, copper wire and numerous other items.

At this same location is a large and high pile of timber and timber items. Members of the public scramble over and around this pile often pulling pieces from the pile. There is a serious risk of the pile collapsing, people treading on protruding nails or spikes or getting splinters of wood in their hands.

It is proposed that a qualified risk management consultant or DWM conduct a risk assessment of the operations at all transfer stations and develop a risk management plan or upgrade the plan if one exists.

To achieve best value for councils the safety audit and risk assessment should be undertaken jointly to avoid duplication and save costs.

Recommendation 9

It is proposed that a qualified risk management consultant or DWM conduct a risk assessment of the operations at all transfer stations and develop a risk management plan or upgrade the plan if one exists.

5.1.3 Transfer Station Management

Currently throughout the region the operation of transfer station is undertaken by council staff, contractors or the station is unmanned. As can be seen from the above examples there are issues with the operation of these transfer stations, as different standards apply.

To address these issues every manned transfer station should operate using common and consistent policies, practices and work procedures. These should be supported by regular and ongoing training for all operators in applying these policies, practices and procedures.

DWM has developed the policies, practices and procedure documents, as well as the training programs for the operators.

It is proposed that all councils adopt the DWM transfer station operational policies, practices and procedure documents as soon as practicable, along with the training to support these documents.

It is also worth considering as a second step in Stage 1 of this project to have DWM operating and managing the transfer stations. Operation of the site could remain as is using council staff or contractors however, the management of day to day operations, compliance, reporting and training would be undertaken by DWM.

This would guarantee an appropriate and qualified level of management was implemented at each site, significantly reducing the risks to owner councils. The cost for this service by DWM would be negated as councils currently incur management costs and there would be saving from reduced risk management costs.

Over time and with assistance from DWM, councils could work towards the same fees structure for all transfer stations. This would address a common issue raised at several Council Workshops.

Recommendation 10

It is proposed that all councils adopt the DWM transfer station operational policies, practices and procedure documents as soon as practicable, along with the training to support these documents.

5.1.4 Collecting Entry Fees

Some councils are currently foregoing revenue from their waste transfer stations, because of the incorrect charging and application of the appropriate fees. Operators are required to estimate the volume of some loads coming to the site, and these estimates are well below the actual volume.

A similar issue occurs when a customer produces a council issued entry ticket. These tickets are for a small volume of waste, however the expectation from the customer is that one ticket will cover any load of any size. The reality is the operator generally accepts the one ticket rather than requesting additional tickets or a cash charge in addition to the ticket.

The actual extent of this issue is unknown and would require further investigation. It is proposed that a customer awareness campaign focusing on the true cost of disposal of waste at a transfer station be implemented.

In conjunction with this campaign, operator training involving assessment and application of the fees, be provided to the operators.

It is proposed that councils who issue free transfer station tickets should review this practice. While customers enjoy and expect these tickets their removal could be offset by a reduction in the waste management charge on customers rates. An awareness campaign advising the reason why the tickets will no longer be given, should occur at least six months prior to the setting of rates by council. This campaign should continue for an ongoing period after rates are due.

Removal of these tickets means one less issue for the transfer station operators to have to manage.

Recommendation 11

It is proposed that a customer awareness campaign focusing on the true cost of disposal of waste at a transfer station be implemented.

It is proposed that councils who issue free transfer station tickets review this practice to ensure the correct fees for waste disposal are being charged and collected.

6 Recommendations

Based on the information gathered at council workshops and from meetings with organisations and individuals, the following recommendations are provided for councils to consider a preferred option for a waste management governance model.

R 1 – That the preferred option to be adopted as the waste management governance model is an expanded Dulverton Waste Management Joint Authority.

R 2 – That consideration be given to establish a new consulting and project management unit within the Dulverton Waste Management Joint Authority, to provide consulting services to the Cradle Coast councils and the entire state.

R 3 – That a two stage approach be adopted where:

- Stage 1 would deliver the existing regional waste services plus administration and financial services. That the rules of the DWM Joint Authority be amended to allow Burnie City Council, Waratah Wynyard Council and Circular Head to become members and a members representative group be formed. This group would be responsible for the oversight of the consulting and project managements operations.
- Stage 2 would progress with the consent of the owner councils and if Stage 1 delivered improved services and outcomes for all councils. This stage would require an extensive asset revaluation, consultation with all stakeholders, owners and users and finally a transfer of assets to DWM.

R 4 – It is proposed that the CCWGM be dissolved when the transfer of responsibility for the delivery of programs and projects to the DWM Joint Authority is complete.

R 5 – That the proposed indicative pricing structure as listed below, be accepted.

The proposal is while the levy remains stable at \$5.00 per tonne, DWM would provide the current pricing structure:

- Fixed project management charge for levy projects of \$94,245
- Would undertake administration and financial services and would absorb the costs currently undertaken by the CCA (currently \$6,300)
- Continue to contract manage the regional contracts under the existing arrangements for:
 - Kerbside recycling – no charge
 - Green waste recycling – 3% on charge
- The fixed project management fee to increase by Hobart CPI or CCI each 1 July, commencing on 1 July 2019 with CPI or CCI determined at the start of the agreement by the members representative group
- A change in the levy rate would necessitate a review of the fee structure.

R 6 – It is proposed that the General Manager will be responsible to ensure the timely, accurate and consistent delivery of data on the operation of their council's transfer stations, is provided to DWM.

R 7 – It is proposed that the budget include some discretionary allocation of monies for projects that fall within or meet agreed criteria, then approval of these projects can be authorised by the DWM CEO. Any authorisation would be reported at the next meeting of the members representative group.

R 8 – It is proposed that DWM be engaged to undertake a follow up safety audit of the transfer stations and to prepare an action plan and costing for each facility.

R 9 – It is proposed that a qualified risk management consultant or DWM conduct a risk assessment of the operations at all transfer stations and develop a risk management plan or upgrade the plan if one exists.

R 10 – It is proposed that all councils adopt the DWM transfer station operational policies, practices and procedure documents as soon as practicable, along with the training to support these documents.

R 11 – It is proposed that a customer awareness campaign focusing on the true cost of disposal of waste at a transfer station be implemented.

It is proposed that councils who issue free transfer station tickets review this practice to ensure the correct fees for waste disposal are being charged and collected.

Attachment A – Project Plan

WASTE MANAGEMENT GOVERNANCE PROJECT
Project Plan

Milestone	Timeframes	Commentary	Start	Finish
Project Coordinator appointed		Letter of appointment signed.		25 May 2018
Review all council meeting agendas and minutes	1 week	Read agenda and minutes to identify any issues	25 May 2018	1 June 2018
Prepare project plan	2 weeks	Draft Plan sent to the Chair of Sub Committee.	25 May 2018	8 June 2018
Arrange meetings to attend workshops with all seven councils, General Managers Group, Waste Management Group, Dulverton WM Authority and some council officers.	7 weeks	Attend workshops and meeting to canvas the three options, what should be included and any other matters.	25 May 2018	13 July 2018
Prepare a report on the matters, issues and concerns raised in the council workshop visits.	2 weeks	Issue report to the Waste Management Group and the General Managers Group.	6 July 2018	20 July 2018
Meet with the Waste Management Group and then the General Managers Group.	3 weeks	Meeting to discuss matters, issues and concerns raised during council workshop visits to inform future directions of the project.	27 July 2018	17 August 2018
Research joint authority models.	6 weeks	How do other authorities function and what structure is used.	6 July 2018	17 August 2018
Prepare draft report.	3 weeks	Issue report to the Waste Management Group and General Managers Group for comment and review.	17 August 2018	7 Sept 2018
Meeting with General Managers Group	2 weeks	Meeting to finalise report.	7 Sept 2018	21 Sept 2018
Prepare council agenda report.	1 week	Standard agenda report for use by all councils.	7 Sept 2018	14 Sept 2018
Final report to all councils	1 week		21 Sept 2018	28 Sept 2018
Implement chosen option.	? weeks	Separate project plan required for the chosen option, once known.	Nov 2018	

Please note that actions shown in red are hold points

Attachment B – Council Resolutions

Cradle Coast Waste Management Governance Report

The following are the motions passed by each Council at their Council meetings in September 2017:

Burnie

- . Support in principle the establishment of a Joint Authority consisting of the member Councils of the CCWGM, in regard to waste management, with a view to the Joint Authority ultimately owning and operating the member Councils waste infrastructure and facilitating service delivery;
- . Request that the CCWGM develop an operating structure, financial model and implementation plan for a stand-along Joint Authority, which addresses the issues, matters and concerns raised in this report and the CCWGM memo to member Councils;
- . Further consider this matter when the requested further work by the CCWGM is complete;
- . Ensure the Joint Authority applies full cost recovery without commercial profit;
- . Request State Treasury to analyse the financial model; and
- . Include provision for independent review of operations after five years.

Central Coast

That the Council provides in principle support for the establishment of a self-standing joint authority subject to a more detailed report on the staging of the implementation i.e. transferring of primary programs and decision making; and

Secondly, once a joint authority is fully operational and proven to be successful in delivery of the goals of the Cradle Coast Regional Waste Management Strategy that consideration by Councils be given to the transfer of assets to that authority."

Circular Head

Approves the Cradle Coast Waste Management Group seeking a more detailed report on staging and implementation of a proposed self-standing joint authority i.e. transferring of primary programs and decision making.”

Devonport

That the report relating to Cradle Coast Waste Management Governance be received and noted and that Council provide in principle support for the establishment of a new regional joint authority to oversee waste management Page 6 of 21 Minutes of Devonport City Council ordinary meeting held 25 September 2017 for the member councils, subject to a further report addressing outstanding issues, financial modelling and proposed implementation details.

Kentish

That the report concerning the Cradle Coast Waste Management Group Governance Review be received and Council provides in principle support for the establishment of a self-standing joint authority subject to a more detailed report on the staging of the implementation i.e. transferring of primary programs and decision making; and secondly, once a joint authority is fully operational and proven to be successful in delivery of the goals of the Cradle Coast Regional Waste Management Strategy that consideration by Councils be given to the transfer of assets to that authority.

Latrobe

Council provides in principle support for the establishment of a self-standing joint authority subject to a more detailed report on the staging of the implementation i.e. transferring of primary programs and decision making; and secondly, once a joint authority is fully operational and proven to be successful in delivery of the goals of the Cradle Coast Regional Waste Management Strategy that consideration by Councils be given to the transfer of assets to that authority.

Waratah-Wynyard

That the Council approves the Cradle Coast Waste Management Group seeking a more detailed report on staging and implementation of a proposed self-standing joint authority i.e. transferring of primary programs and decision making.

Attachment C – Terms of Reference,
Cradle Coast Waste Management Group



Terms of Reference

Cradle Coast Waste Management Group

1. Overview

1.1 Background

The Cradle Coast Waste Management Group (CCWGM) is a committee of the Cradle Coast Authority (CCA) Board of Directors (the Board). The CCWGM is established under the CCA Rules 2011, Section 36 and is responsible to the Board. The CCA is a joint authority created by nine (9) councils of North West Tasmania to represent and advocate the needs of the region in the areas of Regional Economic Development, Natural Resource Management and visitor economy.

The CCWGM was established to:

- Provide an integrated regional approach to waste management; and
- Implement strategies which minimise waste through increases in waste diversion and recovery.

The CCWGM represents seven (7) northwest Tasmanian municipal councils (the "Participating Councils") who agreed to participate in a voluntary waste levy scheme.

The Participating Councils are:

- Burnie City Council;
- Central Coast Council;
- Circular Head Council;
- Devonport City Council;
- Kentish Council;
- Latrobe Council; and
- Waratah-Wynyard Council.

The CCWGM works closely with the Northern Tasmanian Waste Management Group and the Southern Tasmanian Councils Authority in the development and delivery of waste management programs and in the sharing of resources and services.

West Coast and King Island Council's do not currently participate, however, opportunity for participation is open, subject to contribution to the voluntary waste levy scheme. The CCWGM will aim to share information with non-participating Councils if requested.

1.2 Existing Agreements

The Participating Councils agreed to implement a voluntary waste levy, charged on a per tonne basis, for all waste disposed of to landfill. Landfills subject to the collection of the voluntary waste levy are:

- Dulverton Regional Waste Management Authority's Landfill;
- Central Coast Council's Resource Recovery Centre and Landfill; and
- Circular Head Council's Port Latta Landfill.

An Agreement covering the administration and management of the voluntary waste levy was made on 23rd November 2007 between the CCA, Dulverton Waste Management (DWM), Circular Head Council, Central Coast Council and Burnie City Council. In November 2012, the Burnie City Council decommissioned their landfill and are no longer responsible for the collection of a voluntary waste levy. The Waste Levy Agreement will continue until the landfill owner(s) choose not to participate in the voluntary collection.

A Memorandum of Understanding (MOU) exists as an agreement between Tasmania's three regional waste management authorities for joint waste reduction and resource recovery communication activities. The three authorities are:

- Cradle Coast Waste Management Group;
- Northern Tasmanian Waste Management Group; and
- Southern Tasmanian Councils Authority.

2. Term

This Terms of Reference is effective from 25th June 2018 and will be reviewed every three (3) years.

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the group members and the Board.

The Board will not unreasonably refuse any proposed amendments, variations or modifications that do not breach any legal or statutory instruments.

3. Membership

3.1 CCWGM Membership

The CCWGM will operate as a skills based working group with membership from the Participating Councils. As a committee of the CCA, members will be recommended to the Board.

The Board will not unreasonably refuse the nomination of a committee member by a Council.

Group membership comprises of the following arrangement:

3.1.1 Council Members:

The CCWGM will comprise of one (1) representative from each Participating Council and the membership shall be evenly spread so as to include, where practicable, practitioners skilled in engineering, environmental health, waste management, corporate governance and general management. Each council will nominate their representative who should not be a representative of another Council.

3.1.2 Chairperson:

The Chairperson shall be a General Manager of the Participating Councils, appointed by the General Managers of the Participating Councils. Appointment is for a term of two (2) years. If the exiting Chairperson is re-nominated, subsequent terms of appointment will be permitted.

3.1.3 Deputy Chairperson:

The Deputy Chairperson will be appointed by a vote of the Chairperson and members. Appointment is for a term of two (2) years. If the exiting Deputy Chairperson is re-nominated, subsequent terms of appointment will be permitted.

Any reference to the Chairperson in this document will apply to the Deputy Chairperson in the absence of the Chairperson.

3.1.4 Cradle Coast Authority

The CCA Chief Executive Officer (CCA CEO), or their representative, will be an ex-officio member with no voting rights, and will provide corporate governance

support and expertise with respect to the roles and responsibilities of the CCA as the entity with the legal responsibility for the management and acquittal of the waste levy funds.

3.1.5 Dulverton Waste Management

DWM will provide technical and project management expertise and assistance.

DWM will be represented by its CEO and Project & Operations Officer (P&OO) on an ex-officio basis with no voting rights.

3.1.6 Cradle Coast Authority Representatives' Representative

A representative of the CCA Representatives' group will be an ex-officio member with no voting rights.

3.2 **Voting Members**

Voting Members are the seven (7) Council Members.

4. Objectives

4.1 **Objectives of the CCWGMG**

- a) To develop strategies and plans to manage waste sustainability including an:
 - 5-year CCWGMG Strategic Plan; and
 - Annual Plan & Budget.
- b) To co-ordinate the implementation of actions contained in the Strategic Plan and Annual Plan & Budget, including monitoring and management of budget;
- c) To provide a regional voice to the State and Federal Government and Industry in relation to waste management issues, policies and practices;
- d) To source and administer State and/or Federal Government funding for agreed waste management initiatives and projects;
- e) To provide a forum for high level dialogue and communication sharing of information between councils, industry and community; and
- f) To be the central contact and reference point for waste management issues and communications affecting the cradle coast region.

5. Reporting responsibilities

5.1 Strategic Plan

- a) The CCWVG Members are responsible for developing a Strategic Plan.
- b) A Strategic Plan is to be adopted every five (5) years.
- c) Preparation of a new plan is to commence one (1) year prior to expiry of the previous one.
- d) The Strategic Plan is to be presented to the Participating Councils for endorsement.
- e) The approved Strategic Plan is to be submitted to the Board for adoption.
- f) The adopted Strategic Plan is to be forwarded to Participating Council, the Board and DWM for information.
- g) The Board will be responsible for ensuring that the CCWVG develops an Annual Plan & Budget in accordance with the Strategic Plan.

5.2 Annual Plan & Budget

- a) The CCWVG Members are responsible for developing an Annual Plan & Budget.
- b) An Annual Plan & Budget will be endorsed prior to 30th June each year.
- c) The endorsed Annual Plan & Budget will be submitted to the Board for adoption.
- d) A copy of the adopted Annual Plan & Budget will be forwarded to Participating Councils, the Board and DWM for information.
- e) The Board will be responsible for ensuring that the CCWVG delivers the projects and actions in accordance with the Annual Plan & Budget.

5.3 Annual Report

- a) The CCWVG Members are responsible for developing an Annual Report.
- b) An Annual Report will be adopted prior to 31st October each year, and is to include reporting against the Annual Plan & Budget.
- c) The adopted Annual Report will be forwarded to Participating Councils, the Board and DWM for information.

5.4 Other

- a) The CCA is to prepare monthly financial reports to be forwarded to the CCWVG Chair and DWM by the 25th of the following month (e.g. February financials to be reported by the 25th of March). The most current financial reports are to be included in the CCWVG meeting agenda.

- b) Participating Councils are to update the Data Collections Portal monthly with council waste data. DWM is to then prepare quarterly reporting of the collected data to members at each CCWGMG meeting.
- c) DWM is to maintain a Report & Resources List annually.

6. Conflict of interest

Members are to act in the best interest of the region and will perform their responsibilities in good faith, honestly and impartially and avoid situations that might compromise their integrity or otherwise lead to conflicts of interest. Proper observation of these principles will protect the group and its members, and will enable public confidence to be maintained.

When members believe they have a conflict of interest on a subject that will prevent them from reaching an impartial decision or undertaking an activity consistent with the group's functions, they will declare a conflict of interest to the Chairperson and withdraw themselves from the discussion and/or activity.

7. Meetings

7.1 Frequency of meetings

Meetings will be held no less than four (4) times per year, at a location determined by the CCWGMG.

Meeting dates are to be set a minimum of eight (8) weeks in advance by the group.

7.2 Agendas and Minutes

Protocols for the preparation and distribution of agendas and minutes are detailed under attachment 3.

7.3 Quorum

A meeting quorum will be four (4) voting members of the CCWGMG.

If a quorum is not present prior to the scheduled meeting start time, then the meeting is to be abandoned.

Members may nominate a substitute to attend the meeting on their behalf.

7.4 Urgent Matters

A meeting may be called by the Chairperson to discuss specific matters for urgent attention that can't wait until the next regular meeting. Any notice of the meeting is satisfactory so long as the meeting is accepted by and attended by an absolute majority of Voting Members.

7.5 Circular Resolution

A circular resolution may be instigated by the Chairperson if a decision is required between meetings. Circular resolutions should be used sparingly and should be limited to use for procedural matters, non-controversial matters or for matters that have had prior discussions in meetings, do not require further discussion and which cannot be deferred to the next meeting. Circular resolutions should not be used for dealing with urgent or controversial matters that arise of which the Members are previously unaware.

A circular resolution is a documented resolution which is signed by Members with wording to signify they are in favour of the resolution. Acceptable forms of signed documentation can include: printed copy with original signature, scanned signed copy received by electronic mail (email), or consent received by email.

The circular resolution is determined by a majority of Members in favour of the resolution.

8. Publicity / Media

Only the Chairperson or their delegate may make or issue public statements in relation to the decisions of the CCWGMG.

As a committee of the CCA, the CCA reserves the right to make public comments but will do so only in exceptional circumstances and not before attempting to discuss the matter with the Chairperson. In circumstances where the matter relates to the conduct of the CCWGMG, the CCA will discuss the matter with the CCA Chief Representative before making any public comment.

9. Dispute Resolution

If a difference or dispute arises between any of the Members in connection with this Term of Reference, any party may give the other party a written notice setting out full details of the Dispute ("Notice of Dispute").

A Member, or Council, may not commence any court or arbitration proceedings in relation to a Dispute unless a Notice of Dispute has been served (either by or on that party) and that party has made all reasonable attempts to resolve the Dispute in accordance with this section.

The Members must attempt to resolve any dispute promptly by negotiating in good faith. If the Members are unable to resolve the dispute within ten (10) days after a Notice of Dispute is served, each Member must refer the Dispute to a higher level of representative (of at least General Manager level or equivalent) with authority to settle the dispute, and such representative must confer (by meeting or telephone conference) at least once in an effort to resolve the dispute or agree on methods for doing so.

If the dispute is not resolved, or the Members have not agreed on any alternative method to resolve the dispute, within twenty (20) days after a Notice of Dispute is served, then either party may commence arbitration proceedings before a single arbitrator appointed by agreement between the parties (or failing agreement, appointed by the President of the Law Society of Tasmania) to arbitrate a resolution of the dispute and the decision of the arbitrator shall be binding on both parties.

Nothing in this Terms of Reference prevents a Member from seeking injunctive or urgent declaratory relief at any time.

Each Member must continue to perform its obligations under this Terms of Reference despite the existence of any dispute.

10. Administrative arrangements

Attachment 1 details the roles and responsibilities of the members.

Attachment 3 details the protocols for the development and distribution of meeting agendas and minutes.

Attachment 3 details the CCWGM's financial management protocols.

11. Procurement

As a committee of the CCA, the CCWGM cannot procure goods and services directly. DWM is the preferred supplier of services to the CCWGM.

Goods and services will be procured in accordance with the adopted policies and practices of the organisation procuring the services so long as they do not breach any statutory obligations.

The procuring organisation is responsible for the administration and management of contractors in accordance with the organisations adopted policies and practices so long as they do not breach any statutory obligations.

Examples of procurement expectations are outlined in Attachment 2 – Procurement.

12. Dissolution of the CCWGMG

The CCWGMG can only be dissolved by the Board upon receiving written advice from the Chairperson that a majority of the Participating Councils have approved the dissolution.

In the event the CCWGMG is dissolved, the balance of funds (or debts) will be split among the Participating Councils in proportion to prior financial year's contribution of waste levy funds (Council contribution, not landfill contribution).

13. Confidentiality

This Terms of Reference is a contract for confidentiality among the Members of the group to maintain security and confidentiality of the CCWGMG's communication and information.

Attachment 1 - Roles and responsibilities

1.1 Chairperson

1.1.1 General:

- Provide leadership;
- Set meeting Agenda's;
- Oversee the CCWMG's activities;
- Act as the CCWMG's spokesperson; and
- To be a representative on the Local Government Association of Tasmania Waste Reference Group.

1.1.2 Meetings:

- The Chairperson is the chair for every meeting;
- Undertake any necessary preparation prior to the meeting;
- Ensure a quorum is present;
- Start the meeting on time;
- Control the meeting and keep to the Agenda;
- Allow fair and open discussion on matters so that decisions can be made;
- Re-focus discussion that has wandered off topic;
- Conclude one point and lead into the next;
- Clarify any misunderstanding; and
- Pace the meeting ensuring it runs on time.

1.2 Members

1.2.1 General:

- Promote and support the CCWMG activities;
- Ensure timely response of information provided by their council; and
- Be the waste spokesperson between their council and the CCWMG.

1.2.2 Meetings:

- Undertake any necessary preparation prior to the meeting;

- Arrive on time;
- Participate but do not interrupt each other;
- All remarks are addressed through the Chairperson;
- Speak honestly and frankly. Be prepared to challenge the status quo, and equally, to compromise for the benefit of the region;
- A vote is taken if consensus is not reached. The majority wins the vote, and all Members are to accept the majority decision;
- Note down any action agreed upon; and
- After the meeting, undertake any agreed action and brief others as appropriate;

1.3 Cradle Coast Authority

- To provide executive, administrative, financial and communication support to the group;
- To collect and distribute the waste management levy; and
- To host the CCWGM as a committee of the CCA providing the legal and governance structure required.

1.4 Dulverton Waste Management (DWM)

- To project manage actions arising from the Cradle Coast Waste Management Strategy allocated by the CCWGM, within agreed budget and timeframes;
- To provide technical support to the CCWGM;
- To attend CCWGM meetings and provide project status reports, including up to date costings; and
- When procuring goods and services in relation to agreed projects, to do so in with compliance with all legal and regulatory requirements, work health and safety and environmental legislation and statutory requirements.

Attachment 2 - Procurement

2.1.1 Services/Purchases greater than \$25,000 - Request for Quote

Services and/or purchases totalling more than \$25,000 and less than \$100,000 require at least two (2) quotes. The works and assessment criteria will be clearly specified. The extent of criteria will depend on the criticality and value of works. Written quotes will be assessed by not less than two (2) people and the procurement decision will be documented.

2.1.2 Services/Purchases greater than \$100,000 - Request for Tender

Services and/or purchases totalling more than \$100,000 shall follow open tender process. The following process must be followed:

- The Scope or Specification, Price, and Schedule for delivery must be defined in writing;
- Tender assessment criteria are to be developed and published in the tender scope or specification;
- Tenders are to be assessed against the assessment criteria by not less than two (2) people;
- Consultants, Providers or Contractors must provide evidence of Public Liability Insurance of not less than \$20M, and Professional Indemnity Insurance of not less than \$2M;
- Any other Minuted criteria as required by the group.

Attachment 3 – Agenda & Minute Protocol

3.1 Agenda's / Notice of Meetings

- a) DWM is responsible for coordinating meeting Agenda's;
- b) DWM is to request Agenda Items from CCWGMG Members no less than seven (7) business days prior to the Agenda due date
- c) Members, including CCA, are to provide DWM with Agenda Items (including attachments) no less than five (5) business days prior to the Agenda due date
- d) DWM is to provide the Chairperson with the final draft Agenda for approval, no less than two (2) business days prior to the Agenda due date;
- e) The Chairperson is to review the Agenda within one (1) business days and advise the DWM of any changes; and
- f) The DWM is to issue all CCWGMG Members with the Agenda no less than one (1) week prior to the meeting date.

3.2 Minutes

- a) At each meeting, the DWM is to takes notes for the purpose of drafting Minutes;
- b) Within ten (10) business days of the meeting, DWM is to issue the Chairperson with the draft Minutes for review;
- c) Within fifteen (15) business days of the meeting, the Chairperson is to review the draft Minutes, obtain feedback from members if necessary and advise DWM of any changes;
- d) Within twenty (20) business days of the meeting, DWM is to release the draft Minutes as Unconfirmed Minutes to all CCWGMG Members, and also the Executive Assistants of each CCWGMG Participating Council for inclusion as an open Agenda Item at Council Meetings;
- e) In preparation for the next meeting, DWM is to list the Unconfirmed Minutes on the Agenda for confirmation; and
- f) Within two (2) business days following the conclusion of the next meeting, DWM is to provide the Confirmed Minutes to Participating Councils for their records.

Attachment 4 – Financial Management Protocols

4.1 Cradle Coast Authority

- a) Within 14 days of request, distribute invoices for the waste management tonnage landfill levies to DWM, Central Coast Council (CCC) and Circular Head Council (CHC).
- b) Within 7 days of receipt, forward invoices for CCWVG expenses to DWM for approval and project allocation.
- c) Maintain a ledger system which allows discreet CCWVG project costs to be easily monitored and reported.
- d) Handle and process accounts payable in relation to project expenses.
- e) Within 14 days of request, on-charge recoverable project expenses to CCWVG, the Northern Tasmanian Waste Management Group (NTWVG) and/or any other parties as requested by DWM and/or the CCWVG.
- f) Share appropriate records with DWM in relation to project expenses and costs on-charged as requested.
- g) Verify and promptly advise any discrepancies identified on shared financial records on an agreed monthly basis.
- h) Provide financial reports at each CCWVG meeting.
- i) Provide annual financial statements to the CCWVG meeting following the end of financial year.

4.2 Dulverton Waste Management

- a) Provide appropriate information to the CCA to facilitate the provision of accurate administrative and financial management support.
- b) Provide waste levy tonnages and charges from DWM, CCC and CHC, to the CCA for invoicing.
- c) Within 7 days of receipt, provide authorisation and project allocation for accounts payable invoices for processing and on-charging, relating to the CCWVG.
- d) Provide on-charging instructions of accounts payable invoices for processing.
- e) Handle and process project related invoices, invoiced directly to DWM.
- f) Periodically on charge project related expenses to the CCA, providing project allocation details.
- g) Verify and promptly advise any discrepancies identified on shared financial records on an agreed monthly basis.

Attachment D – Extract of Rules, Copping Landfill Site Joint Authority

Authority, or from the Authority to a Council;

- (l). to exercise any power specified in the Act or any other act or in these Rules consistent with its Principal Objectives and Goals and functions;
- (m). to make by-laws under Part 11 of the Act as if it were a Council;
- (n). to do all things necessary or convenient to be done in connection with, or incidental to, the performance and exercise of its functions and powers;
- (o). to perform its powers outside the boundaries of the municipal area of the Members which are consistent with these Rules and which are to be exercised in accordance with national competition principles; and
- (p). to require the Board to carry out specified powers of the Authority.

Powers of the Board

- 13. The Board may exercise all powers and functions delegated to it by the Authority in writing.

Delegations

- 14. Except for the power under Rule 12(a) and as provided in Rule 213(b), the Authority may delegate to the Board, with or without conditions, any of the functions and powers that are within the power of the Authority (including any specified power of on-delegation of those functions and powers) and are not by these Rules or by legislation directed or required to be exercised or done by the Authority in General Meeting.
- 15. The Board may delegate to the Chief Executive Officer, with or without conditions:
 - (a). any of the functions and powers delegated to it by the Authority in writing (including any specified power of on-delegation of those functions and powers); and
 - (b). any of the functions and powers conferred upon it under these Rules.

PART 3 - COMPOSITION OF THE AUTHORITY AND OF THE BOARD

Members

- 16. Each Member may use the Site as its sole or principal landfill refuse disposal site for its Municipal Waste subject to the Member entering into a written agreement with the Authority.
- 17. Intentionally Omitted.
- 18. Other Councils may be admitted to the Authority as Members:
 - (a). if approved by a Simple Majority of the then current Members;
 - (b). subject to the applicant Council meeting any requirements that are specified by

the then current Members; and

(c) in accordance with the provisions of these Rules.

19. Any new Member shall be permitted to purchase the share/interest in equity in the Authority only up to its Independently Verified Annual Share of Municipal Waste at the date of its admission to the Authority.
20. The Authority must as soon as possible after determining the permitted share/interest in equity under Rule 19 for a new Member give notice ("the Purchase Notice") to all other Members inviting each of them to state in writing within 60 days from the date of the Purchase Notice whether they are willing to sell part of the share/interest in equity referred to in the Purchase Notice.
21. At the expiration of 60 days from the date of the Purchase Notice the Authority must allocate the share/interest in equity referred to in the Purchase Notice to or amongst the other Members who have expressed a willingness to sell and (if more than one) so far as possible pro rata according to the Member's equity interest in the Authority provided that no Member is obliged to dispose more than the share/interest in equity they have indicated a willingness to sell.
22. If the whole of the new Member's share/interest in equity referred to in the Purchase Notice is not satisfied by sales under Rule 21 the new Member's share/interest in equity is to be reduced by the amount not sold.
23. All changes to the share/interest in equity of the Members shall be recorded in the Equity Interest Register.
24. Any additional operational and/or capital costs that arise as a result of an increase in the volume of Municipal Waste deposited at the Site arising from the admission of a new Member shall, subject to the provisions of Rule 210 be met by way of a Proportionate Payment from all Members, including the newly admitted Council.
25. An applicant Council's decision to purchase a share/interest in equity in the Authority less than its Independently Verified Annual Share of Municipal Waste shall not affect or reduce that Council's liability to make any Proportionate Payment required to be made by Members with respect to the operational and/or capital costs and expenses of the Authority, with all Proportionate Payments to be based on a Member's Independently Verified Annual Share of Municipal Waste.
26. The Authority shall ensure that by 30 September in each year it obtains and submits for the information of each Member a report from the Board in accordance with the provisions of Rule 10(k).
27. The Independently Verified Annual Share of Municipal Waste shall form the basis of any Proportionate Payments charged to each Member at the relevant time.
28. The Act in so far as it applies to a joint authority established under the Act applies to Members of the Authority and to the responsibilities of Members and Representatives of Members unless otherwise provided for in these Rules.

another Council as a result of any change or amalgamation of Municipal Areas, including but not limited to a transfer under Part 12A of the Act, the Authority must note in the Equity Interest Register the share/interest in equity so transferred.

58. Where the transferee under Rule 57 is not a Member at the time immediately before the transfer date the transfer is subject to the admission of the transferee as a Member under Rule 18.
59. Intentionally Omitted.
60. If any of an Owner Council's interest in the Land is transferred to another Council as a result of any change or amalgamation of Municipal Areas, including but not limited to a transfer under Part 12A of the Act, the Authority must note in the Ownership Percentage Register the interest so transferred.

Membership of the Authority - Representatives

61. Subject to Rules 63 to 70, each Member will appoint, which may be a reappointment, within 60 days of ordinary Council elections or being admitted as a Member:
 - (a). a Representative, who may be either an elected Councillor or a Council employee; and
 - (b). a Proxy who may be either an elected Councillor or a Council employee, to act in place of the Representative during any absence of the Representative.
62. References to a Representative in these Rules include a Proxy appointed to act in the Representative's place in accordance with the Rules during the period of their absence.
63. Each Member is entitled to exercise the number of votes determined in accordance with the following table:

Member's share/interest as recorded in the Equity Interest Register	Votes	
Greater than 0 – 15%	1	
Greater than 15% – 25%	2	
Greater than 25% - 40%	3	
Greater than 40% - less than 50%	4	
50% and over	Where there are 3 or more Members	Number of Votes equal to the sum of votes of all other Members minus 1
	Where there are 2 Members	Number of votes equal to that of the other Member and where both have 50% 4 votes each
	Where there is 1 Member	9

64. Intentionally Omitted
65. No Representative or Proxy may be a Director or hold any remunerated position with the Authority.
66. Intentionally omitted.
67. A Member may, subject to the provisions of Rule 61, apart from the obligation to make the appointment within 60 days of ordinary Council elections or being admitted as a Member, remove a Representative or Proxy and appoint a replacement Representative or Proxy at any time for the remainder of the term of the original appointment.
68. Written notice shall be given by each Member to the Authority and to each other Member at the time of the appointment, removal or replacement of any Representative or Proxy by the notifying Member.
69. Representatives and Proxies are not entitled to any remuneration from the Authority.
70. Any Proxy not acting in the place of an appointed Representative who is absent, at the relevant time, may attend any meeting of the Authority, but shall not be entitled to

vote at any meeting of the Authority.

Membership of the Board

71. The Board of Directors shall consist of:
 - (a). the Board Chair; and
 - (b). at least two and no more than four other Directors.
72. The Board Chair and the other Directors shall be appointed by the Authority at a General Meeting.
73. The Authority shall, in the appointment of the Board Chair and other Directors, take into account the powers, functions and responsibilities of the Board and shall appoint persons who collectively have the skills and expertise to carry out those powers, functions and responsibilities, drawn from persons with expertise and/or experience in one or more of the following relevant fields:
 - (a). financial management, business management and administration;
 - (b). civil or mechanical engineering or related disciplines;
 - (c). waste management;
 - (d). transport; and/or
 - (e). environmental management.
74. A Director shall be appointed for a term of office not exceeding three years.
75. The Authority shall ensure that in appointment of Directors, terms of office shall be set so as to ensure that the term of office of at least one Director concludes in each calendar year.
76. A Director whose term is due to expire may be reappointed provided that no Director shall be appointed for more than nine consecutive years.
77. The Authority may by special resolution at a general meeting remove a Director from office and may appoint another person in place of the Director so removed, and that person shall be appointed for the residual term of office of the removed Director.
78. Intentionally Omitted.
79. The office of a Director is vacated if the Director:
 - (a). is convicted on indictment of an offence that concerns the making, or participation in making, of decisions that affect the whole or a substantial part of the business of the Authority, or concerns an act that has the capacity to affect significantly the Authority's financial standing;
 - (b). is convicted of an offence that is punishable by imprisonment for a period greater than 12 months or involves dishonesty and is punishable by imprisonment for at least 3 months;
 - (c). is an undischarged bankrupt under the law of Australia, its external territories or

- another country;
- (d). has executed a personal insolvency agreement under Part X of the *Bankruptcy Act 1966* (Cth) or a similar law of an external Territory or a foreign country, and the terms of the agreement have not been fully complied with;
 - (e). is removed from office under Rule 77;
 - (f). is absent from meetings of the Board for three consecutive meetings without leave of absence from the Board;
 - (g). resigns office by notice in writing to the Secretary of the Authority;
 - (h). is prohibited from being a director of a company under the *Corporations Act 2001* (Cth); or
 - (i). is elected as a Councillor of a Member or is appointed as the Chief Executive Officer, the Secretary, or an employee of the Authority or of a Member or provides remunerated services to the Authority (other than the performance of the duties and responsibilities of Director).
80. The Board Chair and the Directors shall be paid such remuneration as the Authority in General Meeting from time to time determines.
81. In making such determination, the Chair and any Representative may consult with the Board Chair and such other persons as it considers appropriate.
82. Each Director is entitled to be reimbursed from Authority funds for all reasonable travel, accommodation and other expenses incurred by the Director while engaged on the business of the Authority.

PART 4 - DUTIES OF MEMBERS, REPRESENTATIVES, PROXIES AND DIRECTORS

Duties of Members, Representatives, Proxies and Directors

83. A Member, Representative, Proxy or Director shall, in the exercise of the functions and powers of a Member, Representative, Proxy or Director as applicable:
- (a). act honestly;
 - (b). exercise a degree of care and diligence that a reasonable person in a like position would exercise in the circumstances;
 - (c). not make improper use, in Tasmania or elsewhere, of information acquired because of his or her office on the Authority to gain directly or indirectly, an advantage for himself or herself or another person, or to cause damage to the Authority or any other person, or to avoid, directly or indirectly, a disadvantage; and
 - (d). avoid conflict of interest.

M1(d) of Attachment 1 to the permit issued by Sorell Council on 7 September 1999 in relation to the Land as modified by the Resource Management and Planning and Appeal Tribunal on 10 December 1999, not including the records described in condition M1(c), at the time that they are submitted to the EPA Director; and

- (ii). a copy of the annual volumetric surveys of the Landfill referred to in condition G7 of Attachment 1 to the permit issued by Sorell Council on 7 September 1999 in relation to the Land as modified by the Resource Management and Planning and Appeal Tribunal on 10 December 1999 at the time that they are submitted to the EPA Director; and
- (iii). a copy of all other information required to be provided to the Adjoining Land-Owner under any Environmental Approval or other relevant permit, licence or notice or for the purpose of complying with an Environmental Approval or any other relevant permit, licence or notice.

Committees of the Authority or of the Board

- 114. The Authority may establish such committees as they consider appropriate and determine the requirements for the membership of those committees.
- 115. The Board may establish such committees as it considers appropriate.
- 116. A committee may consist of any persons the Authority or the Board considers appropriate.
- 117. A committee shall conform to any requirements imposed by the Authority or the Board including any reporting or other functions that are required by the Authority or the Board.
- 118. The meetings and proceedings of committees shall be governed by these Rules as far as applicable and not superseded by any requirements imposed by the Authority or the Board under these Rules.

Convening of Meetings

- 119. Meetings of the Authority are to be held at the times and places determined by the Authority subject to Rules 139 and 150.
- 120. Meetings of the Board are to be held at the times and places determined by the Board.

Attendance

- 121. (a). The Board Chair shall attend meetings of the Authority and shall provide information as required.
- (b). The auditor and the Comptroller are entitled to attend General Meetings of the Authority and be heard on any part of the business of the meeting which relates to their responsibilities.
- 122. Any Councillor or General Manager of a Member who is not a Representative or Proxy and any employee of a Member and any Director is entitled to attend the Annual

SCHEDULE 1: PROPORTIONATE PAYMENTS AND SHARES**Proportionate Payments**

- 1 Each Member will on the Authority's request pay their applicable Proportionate Payments calculated in accordance with their Independently Verified Annual Share of Municipal Waste disposed at the Site.

Interests

At 1 July 2017 the relevant interest of Members are as follows:

Equity Interest Register

Member	Share/Interest
Clarence City Council	48%
Sorell Council	24%
Tasman Council	8%
Kingborough Council	20%

Ownership Percentage Register

Owner Council	Percentage/Share
Clarence City Council	60%
Sorell Council	30%
Tasman Council	10%

Annual Share of Municipal Waste Register

Member	Share/Interest
Clarence City Council	50%
Sorell Council	16%
Tasman Council	5%
Kingborough Council	29%

Voting Rights Register

Member	Votes
Clarence City Council	4
Sorell Council	2
Tasman Council	1
Kingborough Council	2

6.0 INFRASTRUCTURE AND WORKS BI-MONTHLY UPDATE

6.1 DEVELOPMENT AND HEALTH SERVICES REPORT

File: 29543 D559671

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

- Strategy 5.4.1 Provide timely, efficient, consistent and quality services which are aligned with and meet our customers needs

SUMMARY

This report provides a summary of the activities undertaken by the Development Services Department for the months of December 2018 and January 2019.

BACKGROUND

This report is provided to the bi-monthly Infrastructure, Works and Development Committee meeting to summarise the activities of the Development Services Department in the preceding two months.

The Council functions undertaken by the Department are:

- Planning;
- Building and Plumbing Services;
- Environmental Health;
- Animal Control; and
- Risk and Regulatory Compliance Services.

STATUTORY REQUIREMENTS

In carrying out its activities, the Development Services Department is required to ensure compliance with a substantial amount of legislation and regulation. The principal legislation administered by the Department includes the:

- *Local Government Act 1993*
- *Land Use Planning and Approvals Act 1993*
- *Building Act 2016*
- *Building Regulations 2016*
- *Public Health Act 1997*
- *Food Act 2003*
- *Environmental Management and Pollution Control Act 1994*
- *Dog Control Act 2000*
- *Devonport Interim Planning Scheme 2013*
- *Work Health and Safety Act 2012*

DISCUSSION

1. State Planning Scheme/Local Provisions Schedules

Council is continuing to progress the preparation of the draft Local Provisions Schedules (LPS). Council have committed to a program to have a draft LPS prepared and lodged with the Tasmanian Planning Commission (TPC) by the June 2019 deadline expected by the State Government.

Amendments to the *Land Use Planning and Approvals Act 1993* became effective from Monday 17 December 2018.

The amendments include:

- changes to help streamline the LPS assessment process; and
- for the making and amending of Tasmanian Planning Policies which will provide strategic direction for the State's land use planning system and regional land use strategies.

Once the draft LPS is prepared it will be subject to a statutory public exhibition period and assessment by the TPC.

2. Building Control

The amended *Building Act 2016* & *Building Regulation 2016* came into effect on 1 January 2019.

The amended *Building Act 2016* now includes sections relating to the following:

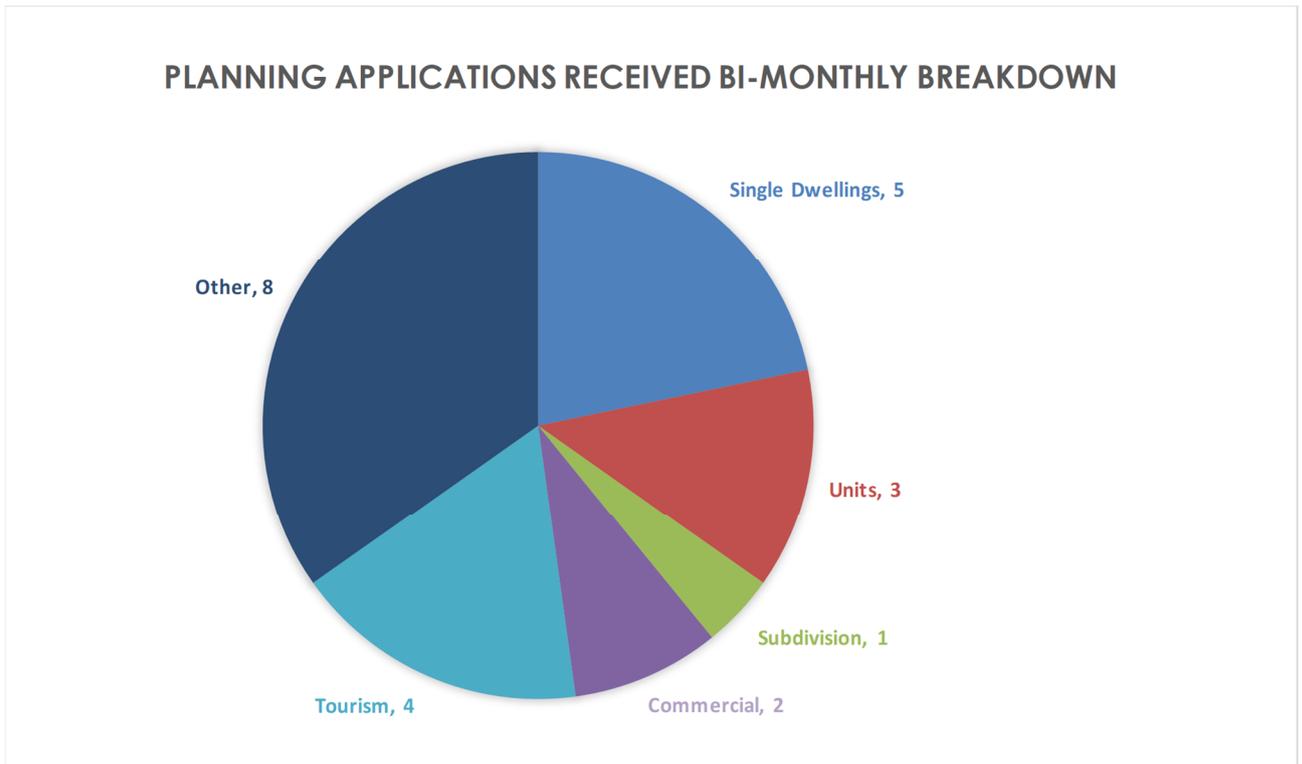
- The criteria that determines whether an existing building is required to be upgraded to meet the current National Construction Code.
- The requirements for protection work to be carried out to protect neighbouring properties.
- The expiry date of building, plumbing and demolition permits that have previously been issued without an expiry date being indicated on the permit. Permits previously issued without an indicated expiry date now expire on 1 July 2020 provided the work has been commenced within the first year of the date of issue.
- The criteria and evidence to be provided that will now allow for the Building Surveyor to issue a Certificate of Completion for notifiable building or demolition work without a standard of work certificate being provided by the builder.
- The criteria and evidence to be provided that will now allow for the Permit Authority to issue a Certificate of Completion for building, plumbing or demolition work without a standard of work certificate being provided by the builder or plumber.
- The requirements for determining a certificate of likely compliance for building, plumbing and demolition work.
- The additional application requirements for alternative performance solutions for building and plumbing work.
- The schedule of maintenance requirements for building owners.
- Changes to the building and plumbing notice process.

The changes to the *Building Regulations 2016* now includes sections relating to the following:

- The Director of Building Control being able to make determinations for the requirements and procedures to rectify defective and non-compliant work.
- Work performed in relevant hazardous areas.
- Hazard determinations.
- The interpretation of the National Construction Code.

3. Planning

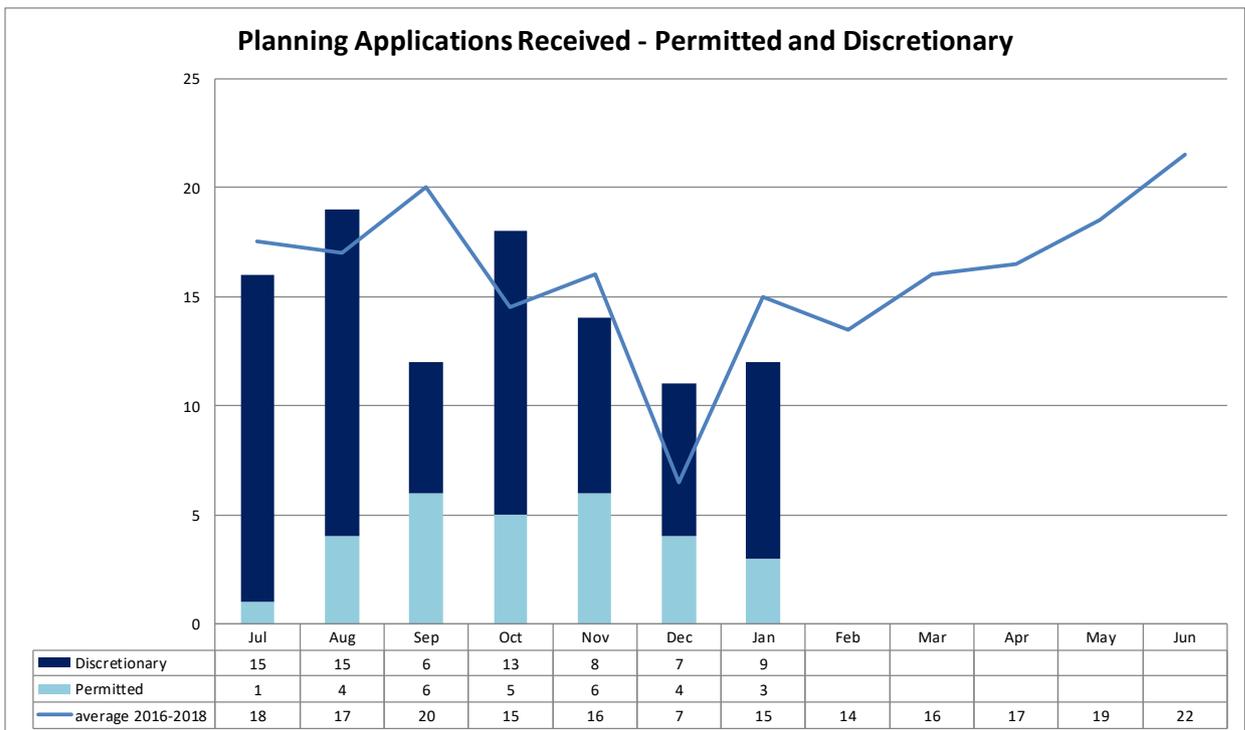
3.1. The following graph details the breakdown of planning applications received during December and January:



Note:

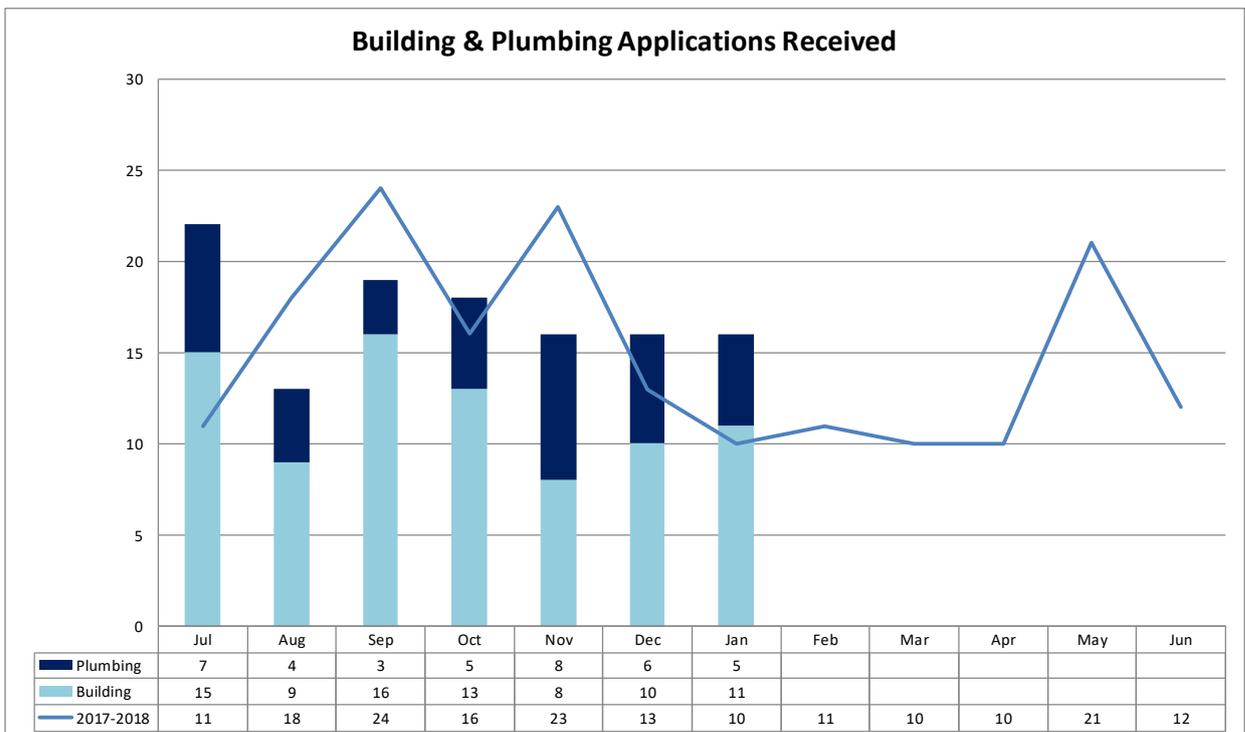
- Single Dwellings – means single residential dwelling on a single lot.
- Units – means two or more dwellings on a site.
- Subdivision – means the division of a single lot into multiple lots giving separate rights of occupation, excluding boundary adjustments.
- Commercial – means bulky goods sales, business and professional services, community meeting and entertainment, educational and occasional care, equipment and machinery sales and hire, food services, general retail and hire, hotel industry, research and development.
- Tourism – means tourist operations and visitor accommodation.
- Industrial and Utilities – means extractive industry, manufacturing and processing, port and shipping, recycling and waste disposal. Resource processing, service industry, storage, transport depot and distribution, utilities, vehicle fuel sales and service.
- Other – means all other use classes.

3.2. 16 Discretionary Planning Applications and 7 Permitted Planning Applications were received in December and January. The following graph details the number of Planning Applications received compared to previous years:

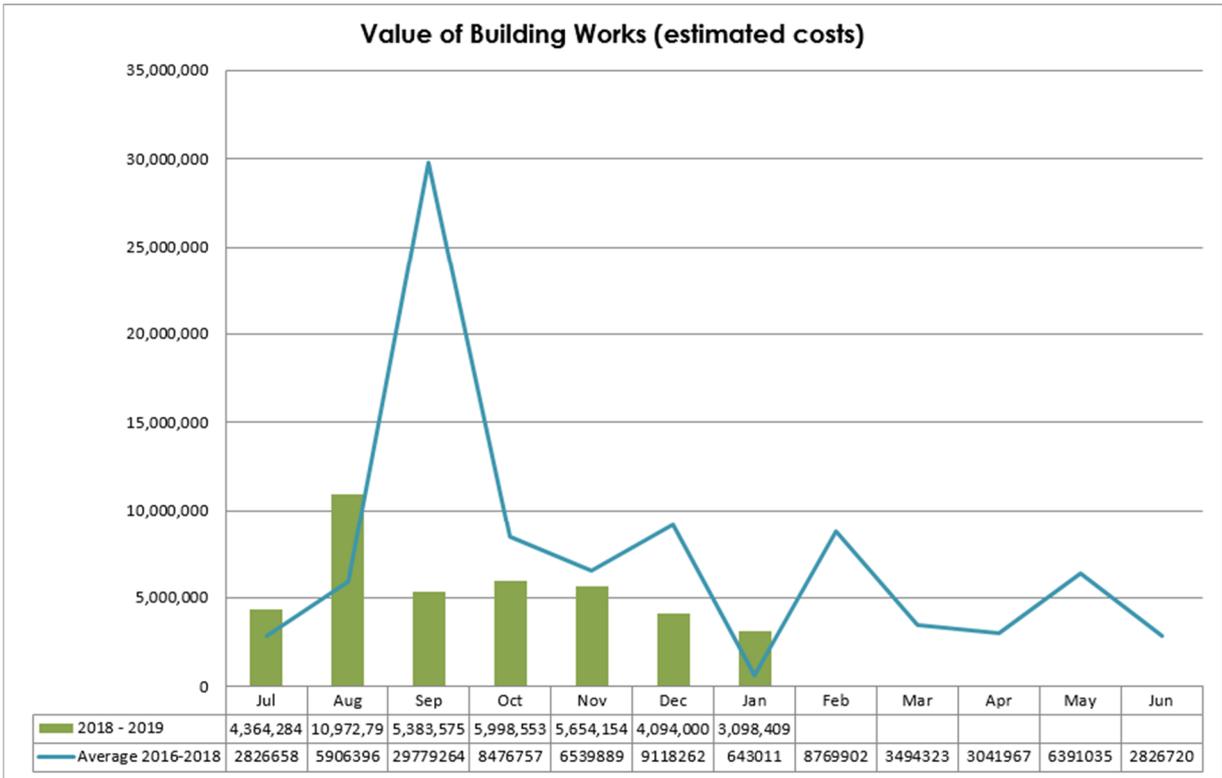


4. Building/Plumbing

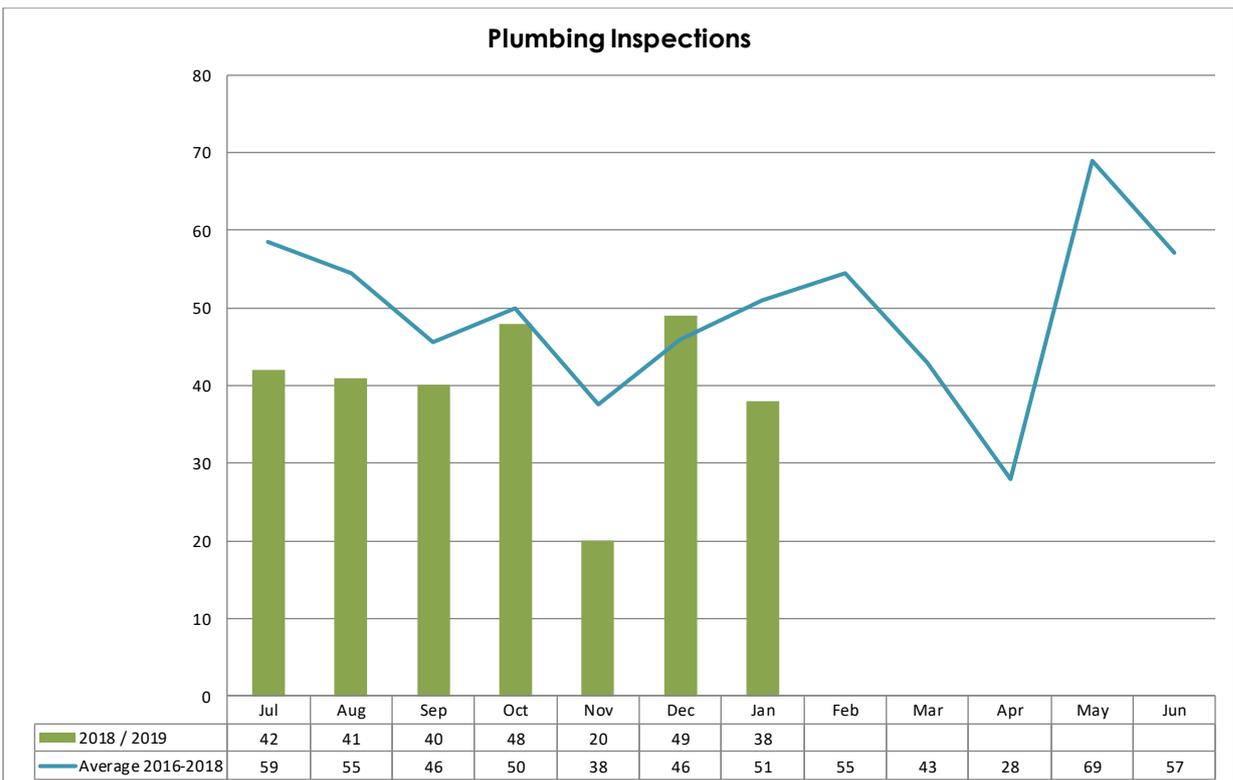
4.1. 21 Building Applications and 11 Plumbing Applications were received in December and January. The following graph details the Building Applications compared to the previous year:



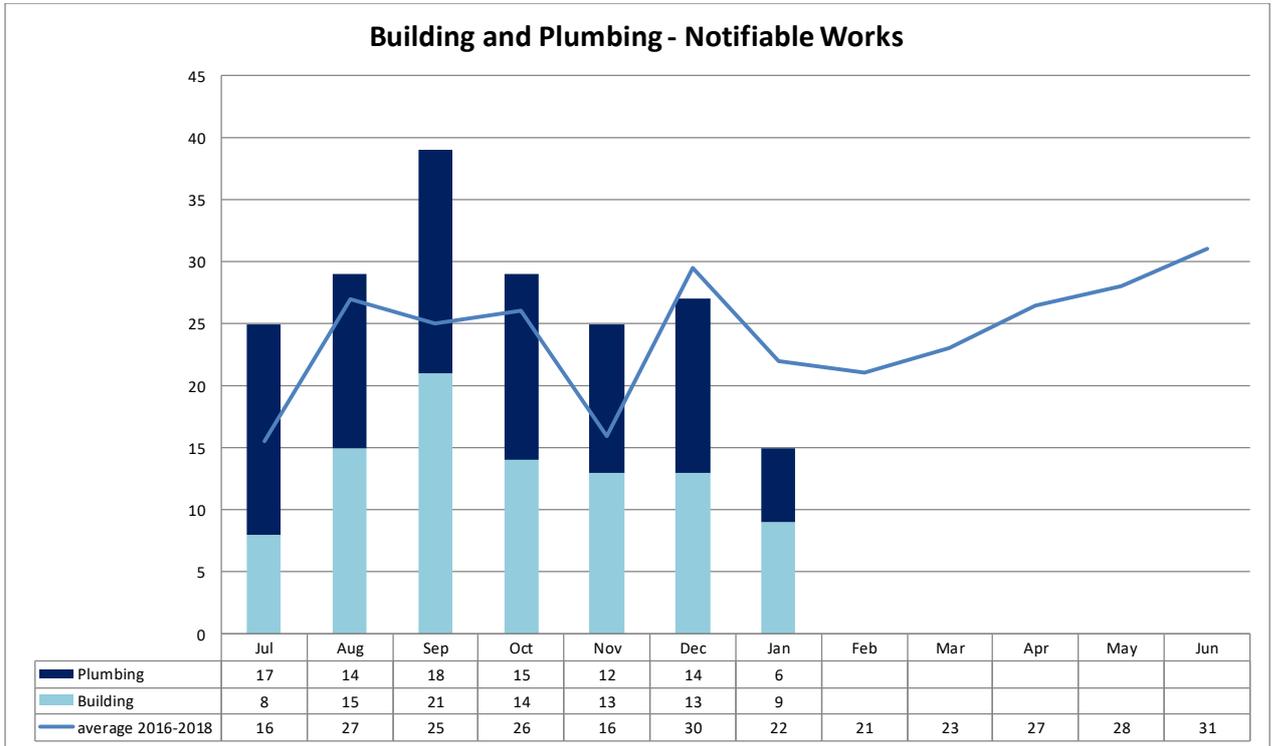
4.2. Building Applications for \$4,094,000 worth of building works was received in December and \$3,098,409 worth of building works was received in January. The following graph details the value of buildings works received through Building Applications compared to previous years:



4.3. 49 plumbing inspections were carried out in December and 38 in January. The following graph details the number of plumbing inspections carried out this financial year compared to previous years:



4.4. The following graph details the notifiable works received for building and plumbing that have been issued this year compared to previous years:



5. Environmental Health

5.1. The Environmental Protection Authority (EPA) revised the 'Guide to Environmental Impact Assessment conducted by the EPA Board'. The guide provides general information to project proponents, consultants and the community on the environmental impact assessment process under the Tasmanian *Environmental Management and Pollution Control Act 1994*.

A copy of the revised guide is available on the EPA's website:

<https://epa.tas.gov.au/assessment/assessment-process/guidance-documents>

5.2. The Department of Health (DoH) have developed a state-wide Food Business Risk Classification System (RCS). The RCS will be used by all Tasmanian Councils to classify food businesses based on the risk they present to public health and safety. By risk classifying food businesses, the business will be assigned a priority for inspections based on their food safety risk.

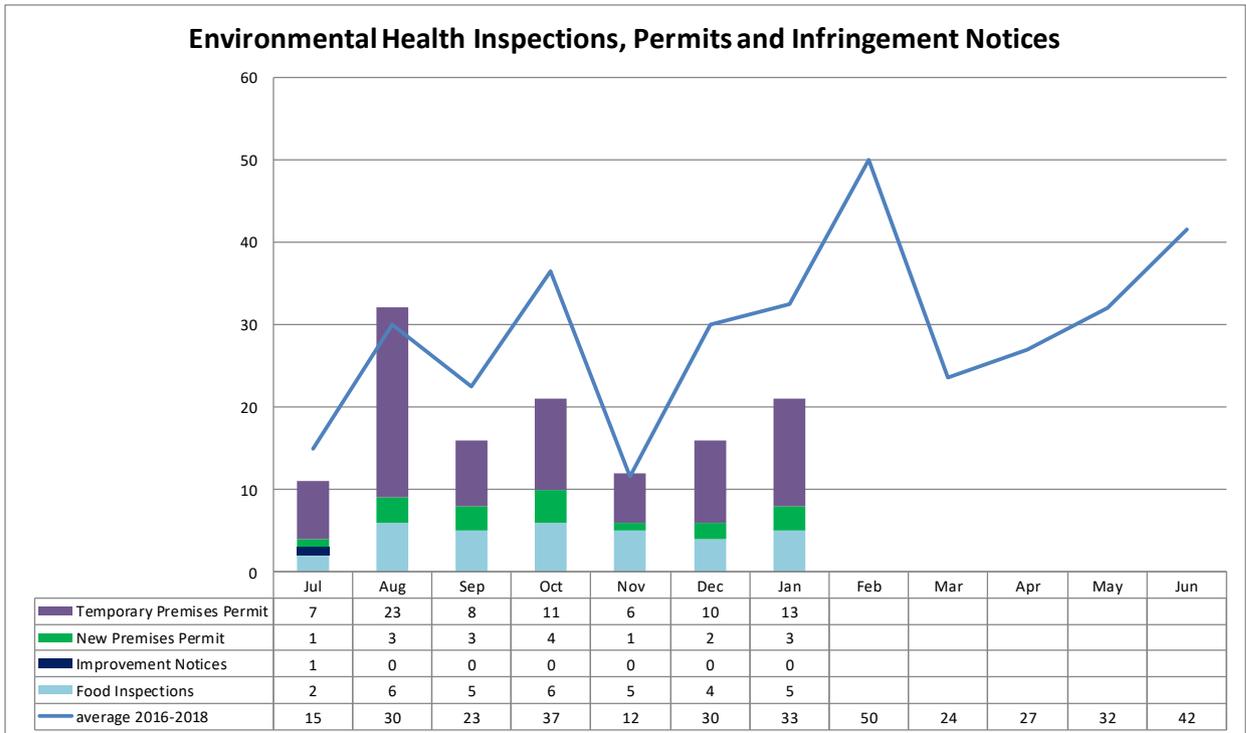
The changes will take effect from 1 July 2019.

5.3. The Australian Government recently announced that Nimenrix® (MenACWY vaccine) will be funded as part of the National Immunisation Program (NIP) for adolescents from April 2019. This immunisation will be provided through:

- a schools based program for adolescents in Year 10 aged 14–16 years; and
- an ongoing GP based catch up for adolescents 15–19 years of age who have not received the vaccine through the school programs.

The Department of Health have advised Council that it is a requirement to offer Meningococcal ACWY vaccine to Year 10 students through the school based immunisation program.

5.4. The following graph details the inspections, permits and infringement notices that have been issued by the Environmental Health Officers this year compared to previous years:



6. Animal Control

6.1. The Tasmanian Cat Management Project was established in July 2018 through funding from the State Government. It is a state-wide joint initiative to promote and facilitate responsible cat ownership in the Tasmanian community through partnerships with local government and other key stakeholders.

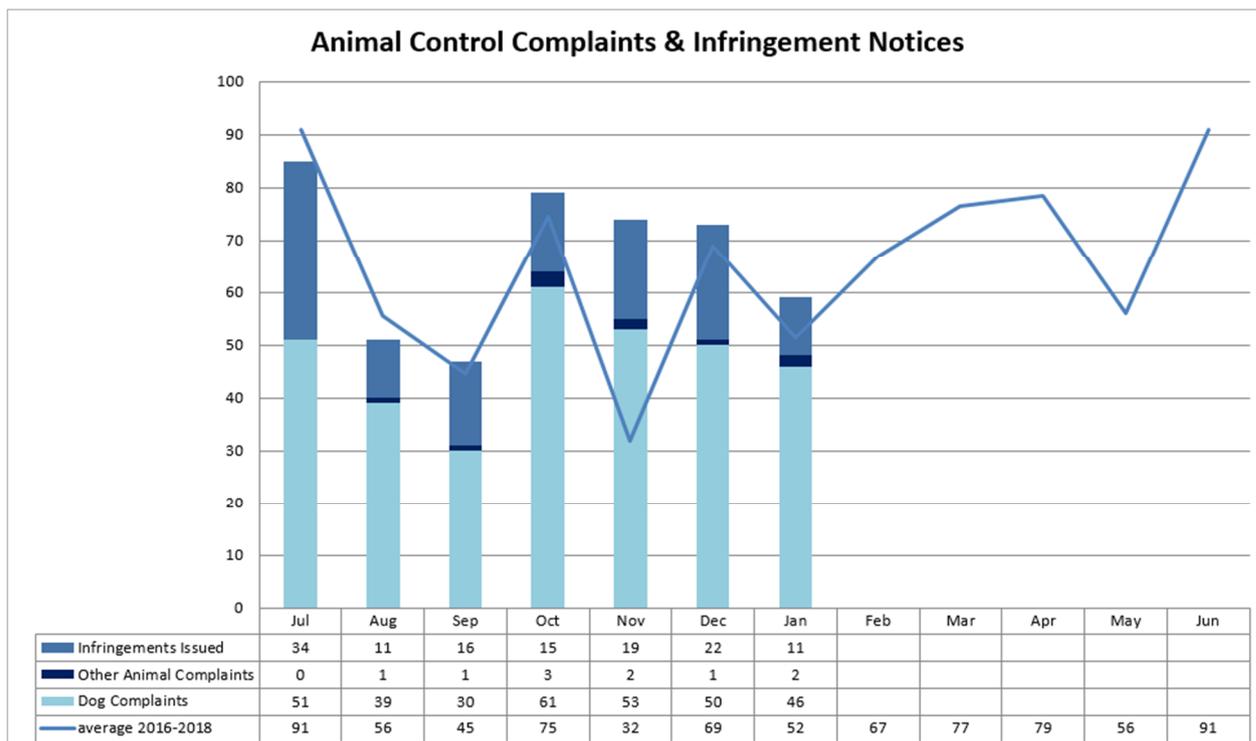
The project has recently launched a new website to promote advice and resources to help Tasmanians keep cats, communities and wildlife safe.

The website can be found at: <https://www.tassiecat.com/>

6.2. At the end of January there were 3,889 dogs registered in Devonport.

6.3. In December and January, a total of 96 animal complaints were received. These complaints predominately related to dog at large and barking dogs. Eight dog attacks were reported and dealt with, within the period. All complaints were responded to within two working days.

6.4. The following graph details the number of animal complaints for this financial year compared to the same period last year:



7. Risk and Compliance

7.1. The *Emergency Management Amendment Act 2018* was passed through State Parliament and given Royal Assent. The Amendment Act followed a number of reviews, including the independent review of Tasmania's emergency management arrangements, following the 2016 floods.

The amendments specific to Councils and Municipal Committees included:

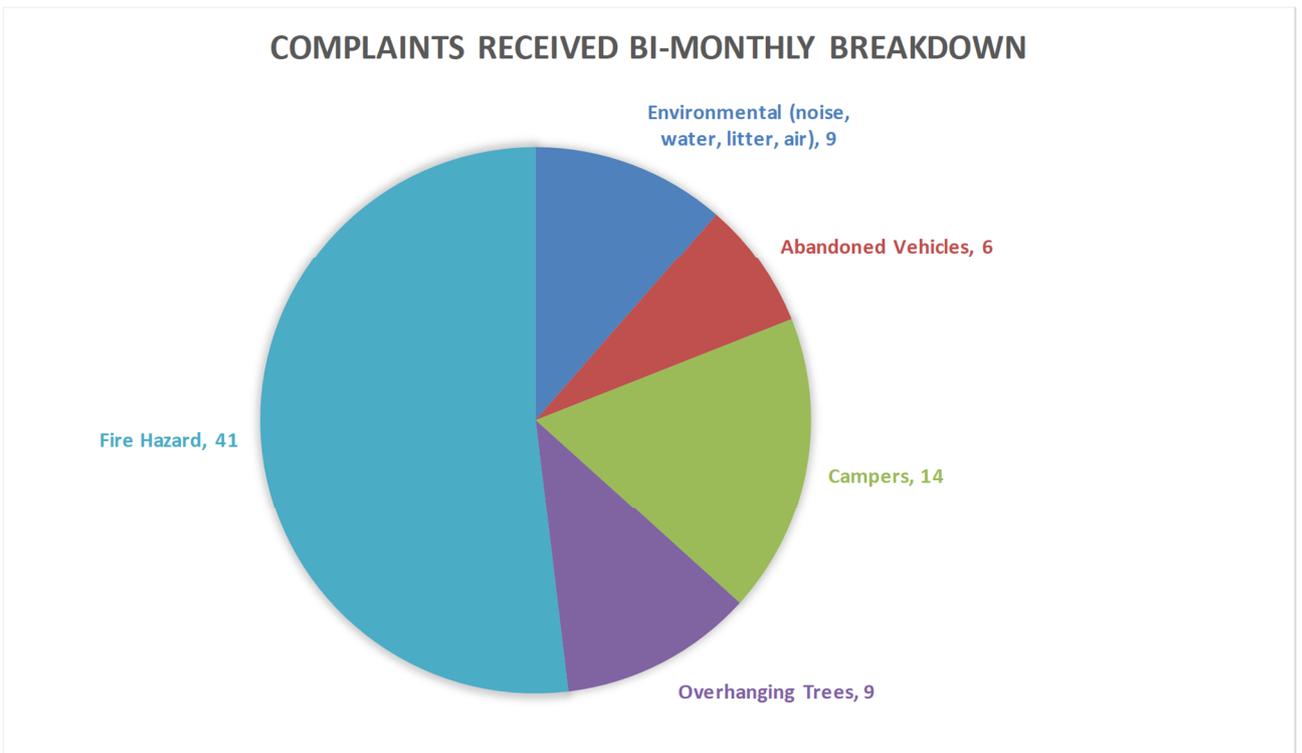
- Clarity around municipal emergency management functions and responsibilities, such as the need for Municipal Coordinators to establish and coordinate evacuation and recovery centres;
- Creation of new positions, called Municipal Recovery Coordinators to perform specific functions in relation to municipal-level recovery;
- Formal provisions allowing Municipal Committees to form subcommittees;
- New provisions for the administration of recovery arrangements, providing more clarity around responsibility for recovery activities;
- Provisions allowing flexibility in the appointment of a suitable person to be Executive Officers for Municipal Emergency Management Committees;
- Ability for Deputy Municipal Coordinators to sub-delegate functions;
- New emergency power to remove debris from, or demolish, damaged premises if the removal or demolition is necessary to avert an emergency or minimise the possibility of aggravating an emergency or effects of an emergency.

7.2. The *Risk Management Standard AS/NZS ISO 31000:2009* has been reviewed and revised and renamed *Risk Management Standard AS ISO 31000:2018*. The main changes include:

- review of the principles of risk management, which are the key criteria for its success;

- highlighting of the leadership by top management and the integration of risk management, starting with the governance of the organisation;
- greater emphasis on iterative (repetitive) nature of risk management, noting that new experiences, knowledge and analysis can lead to a revision of process elements, actions and controls at each stage of the process; and
- streamlining of the context with greater focus on sustaining an open systems model to fit multiple needs and contexts.

7.3. The following graph details the breakdown of the complaints received by the Risk Department during December and January:



7.4. 14 internal incidents and 19 external incidents were reported during December and January. The following table details the types of incidents:

Internal Incident Type	No. of Reports	Description
Personal Injury	1	<ul style="list-style-type: none"> • Hit to forehead
Property Damage	7	<ul style="list-style-type: none"> • Stolen equipment • Bluff amenities – smashed glass bricks • Visitor Centre – smashed glass in door • Transfer Station – fence cut • Chevron hoop hit by motor vehicle
Motor Vehicle	3	<ul style="list-style-type: none"> • Object hit motor vehicle • Rear bumper hit by another vehicle
Hazard	1	<ul style="list-style-type: none"> • Syringe found in road reserve
Near Hit	2	<ul style="list-style-type: none"> • Verbal abuse • Two public vehicles almost collided in loading bay

External Incident Type	No. of Reports	Description
Personal Injury	6	<ul style="list-style-type: none"> • Trip and fall • Fall off push bike • Hurricane ride malfunction – oil spray on public
Near Hit	2	<ul style="list-style-type: none"> • Public toilet incident • Driving incident
Property Damage	6	<ul style="list-style-type: none"> • Bollards hit • Power pole hit • Tree branch hit fence • Amenities vandalism • Chevron hit • Rock hit vehicle
Motor Vehicle	2	<ul style="list-style-type: none"> • Rim and tyre damage
Hazard	3	<ul style="list-style-type: none"> • Substance in creek • Loose gravel on road • Overhanging branches

The following table details the breakdown of potential and actual insurance claims:

	Internal Incidents	External Incidents
Potential Claims	1	3
Potential Claim Costs	\$0	\$0
Actual Claims	0	0
Actual Claim Costs	\$0	\$

COMMUNITY ENGAGEMENT

The information provided above details any issues relating to community engagement.

FINANCIAL IMPLICATIONS

Any financial implications arising out of this report will be reported separately to Council.

RISK IMPLICATIONS

There are no specific risk implications as a result of this report.

CONCLUSION

This report is provided for information purposes only about the activities of the Development Services Department in December 2018 and January 2019.

ATTACHMENTS

Nil

RECOMMENDATION

That it be recommended to Council that the Development Services Report be received and noted.

Author:	Kylie Lunson	Endorsed By:	Paul West
Position:	Development Services Manager	Position:	General Manager

6.2 INFRASTRUCTURE AND WORKS REPORT

File: 29528 D565541

RELEVANCE TO COUNCIL'S PLANS & POLICIES

Council's Strategic Plan 2009-2030:

Strategy 5.2.2 Develop an integrated approach to promoting, marketing and supporting a culture of "volunteerism" in our community

SUMMARY

This report provides a summary of the activities undertaken by the Infrastructure and Works Department during the months of December 2018 and January 2019.

BACKGROUND

The report is provided to the Infrastructure, Works and Development Committee and aims to update Aldermen and the community on matters of interest. The functional areas of Council covered by this report are:

- Asset Management Program (forward planning and maintenance)
- Capital Works
- Roads, Footpaths and Cycleways
- Streetscape Design (including lighting, signs, furniture, vegetation)
- Stormwater Management
- Traffic Management
- Waste Management
- Recreation Reserves (including playgrounds, parks and gardens)
- Sporting Grounds and Facilities
- Tracks and Trails
- Public Buildings (including public halls, toilets)
- Marine Structures (including jetties, boat ramps)
- Recreation and open space planning

STATUTORY REQUIREMENTS

Council is required to comply with the provisions of the *Local Government Act 1993* and other relevant legislation.

DISCUSSION

1. 2018/2019 Capital Works Program

- 1.1. The 2018/2019 Capital Works Program is progressing with some projects already completed, others underway, and many more in the design or planning phases.
- 1.2. Work has commenced on the Southern Rooke Street renewal program, with the major stormwater infrastructure installed in the street. Work has been generally completed between 3pm and 12am to manage the impact on businesses, although this schedule has had some impact on a small number of residents in Rooke Street.



- 1.3. The 2018-19 reseal program is progressing with the spray seal contract being substantially completed in January. 25 sites were completed with two remaining, while the remaining asphalt sites are programmed for completion in February and March.
- 1.4. Work to construct pedestrian infrastructure at the western end of Coles Beach Road is complete. This work provides a link between Coles Beach and the Coastal Pathway.



- 1.5. Work on the Wenvoe Street renewal project is continuing with kerbs and footpaths being poured in Wenvoe Street in January. To manage the impact on local businesses, the pavement excavation and replacement, which creates the most disruption for traffic has been scheduled to occur during night shift until mid-February.



- 1.6. The project to renew the section of North Street east of William Street was completed in December.

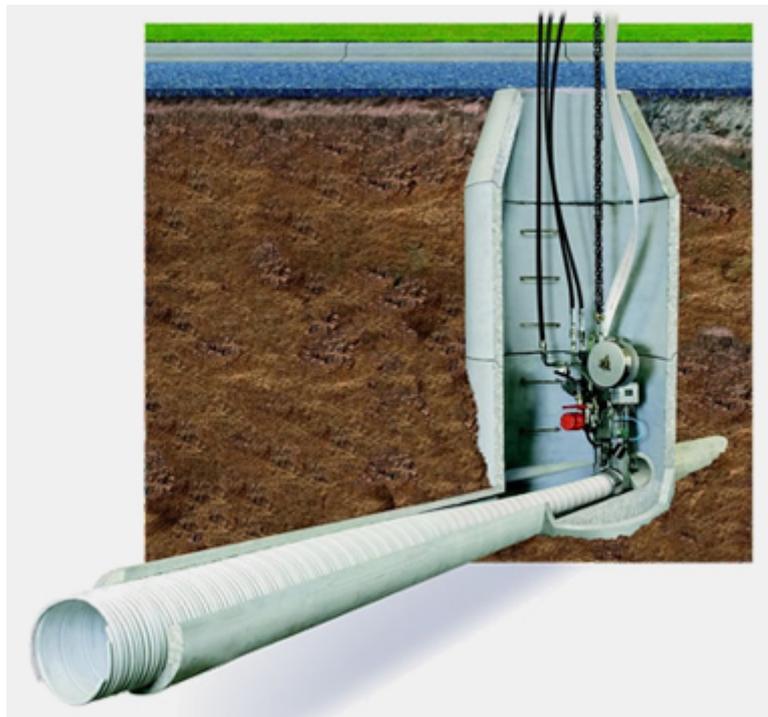


- 1.7. Council officers have been working with the Department of State Growth to deliver the infrastructure required for the new bus routes, scheduled to commence in 2019. Council will deliver the project which includes new footpaths, ramps, shelters and signs funded by a grant from the Department.

- 1.8. Work is underway on the construction of William stormwater catchment upgrade – stage 8. A 1050mm diameter pipe is being laid through the Eugene Street field, which may result in the area being unavailable to sports teams who use the field in coming months. However, alternatives will be available for affected users.



- 1.9. The renewal of a stormwater pipe on Madden Street was completed. As the capacity of the line was suitable, structural relining was the preferred option. This is done using a band of PVC wound in a spiral through the existing pipe. The band interlocks and creates a new structural pipe within the old pipe. The relining was completed in a single day with no excavation.



- 1.10. There has been no work on the “Brooke St Upgrade - Caroline Catchment Stage 1” project. Following the analysis of the East Devonport stormwater catchments (Min IWC44/18 refers), the John Stormwater Catchment is a higher priority for

work. Work in the John Street catchment includes the construction of a stormwater detention basin on the site of the East Devonport Recreation Centre. It is proposed that the \$200,000 allocated to the “Brooke St Upgrade - Caroline Catchment Stage 1” project be re-allocated to a new project in the John Stormwater Catchment.

- 1.11. This year's stage of Victoria Parade path lighting is complete. Dedicated path lighting is now provided between Lower Madden Street and the Vietnam War Memorial Park.
- 1.12. New park furniture was installed in Highfield Park in time for the Devonport Community House's Christmas party. Trees will be planted in autumn to complete the 2018-19 actions from the master plan.
- 1.13. An order has been issued for the replacement of the Girdlestone Park scoreboard. Commissioning is expected in time for the start of the 2019 NWFL season.
- 1.14. A period of public consultation on the East Devonport foreshore playground project has been completed, where the community was asked to nominate their preferred option from a shortlist of two. 94 responses were received through Speak Up Devonport, with a majority preferring the 'tower' option. An order has been issued to the supplier and installation is expected in March or April.



- 1.15. The design of the Mersey Bluff pedestrian links is underway, with improvements proposed on Bluff Road at Meercroft Park and near Clements Street. Some signage improvement will also be included in the 2018-19 scope of work. A proposal to implement more of the recommendations from the Traffic, Parking and Pedestrian Study of the precinct in 2019-20 will be included for consideration in the 2019-20 capital works program.

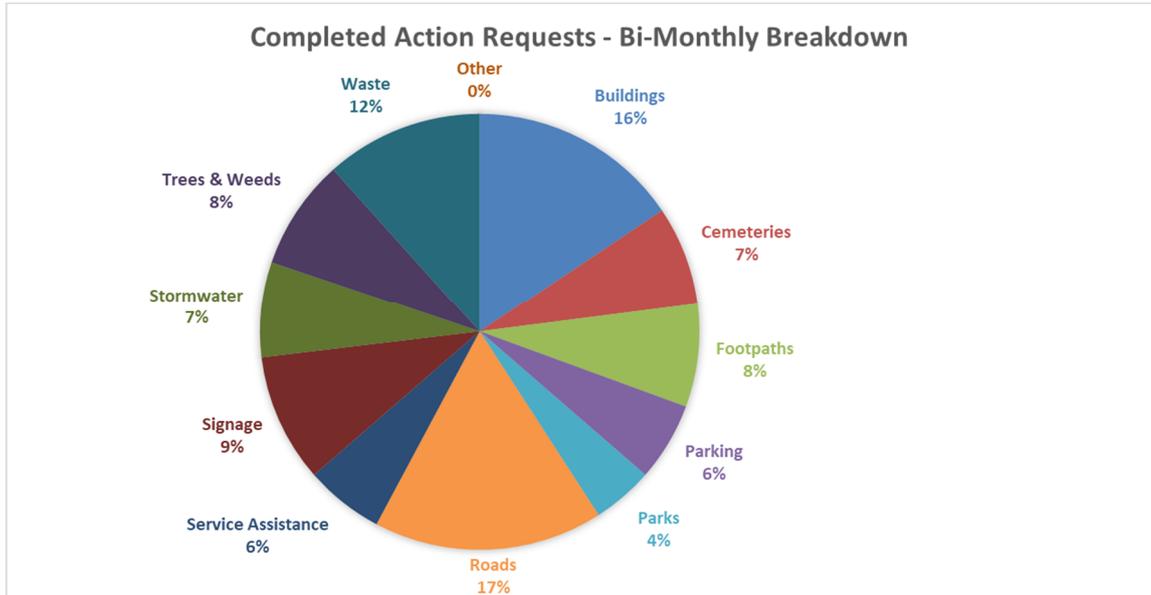
2. Management

- 2.1. The following table is a summary of the action requests for the Infrastructure and Works Department:

Balance of Action Requests as at 30 th November 2018	561
Number of Action Requests created in December 2018	209

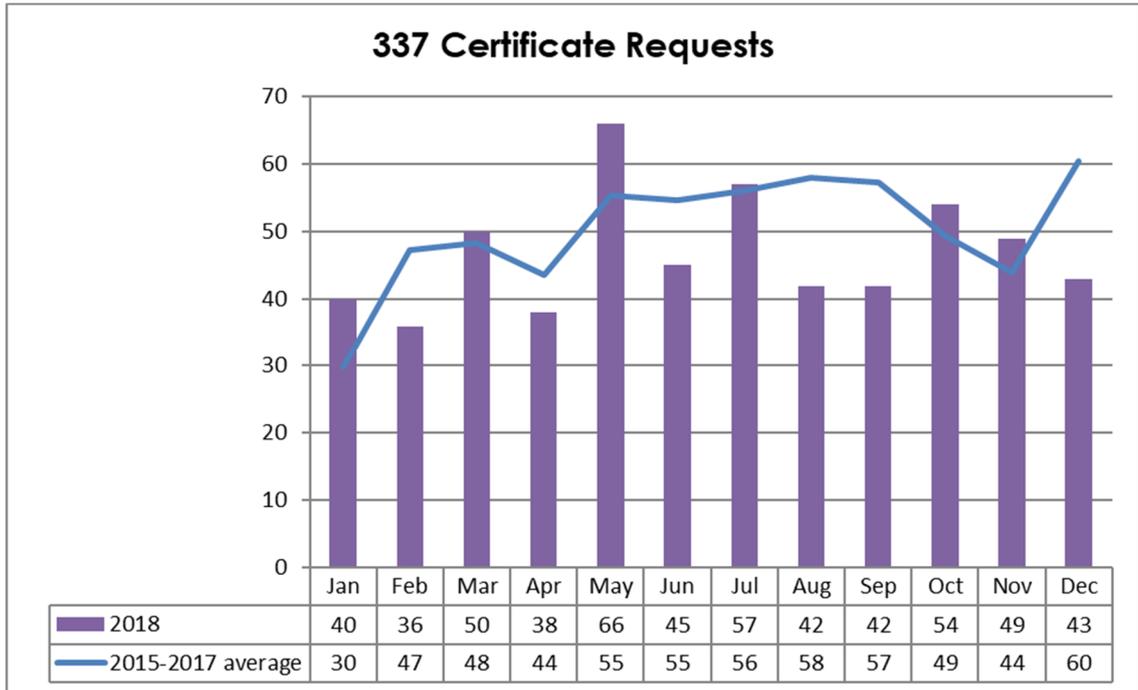
Number of Action Requests completed in December 2018	275
Balance of Action Requests as at 31 st December 2018	495

2.2. The following graph details the breakdown of the action requests completed during December:



3. Technical and Engineering

- 3.1. Council staff have been appointed to the Coastal Pathway Project Control Group, along with representatives from Latrobe and Central Coast Councils and the Cradle Coast Authority. CCA is finalizing its \$4.8M funding deed with the Federal Government and the grant from the State Government. Design work will continue, with construction expected to commence later in 2019, with completion expected in 2021.
- 3.2. New signs have been designed and ordered for the restaurant parking area at the Bluff. The operators had again raised concerns about the availability of parking. The signs are designed to more clearly designate the area as parking for restaurant customers only and to highlight the availability of 45 spaces near the former Sound Shell and on the Bluff headland. Installation is expected in February.
- 3.3. Council staff have been working with Sustainable Living Tasmania to develop a business case to transition Council's light vehicle fleet to electric and/or hybrid vehicles. The business case is expected to be delivered to Council in March.
- 3.4. Repair work continues on the 25m indoor pool at Splash, which required the pool to be drained. Repairs are programmed to be completed and the pool reopened during the week commencing 18 February 2019.
- 3.5. Progress on the hydraulic modelling of stormwater catchments is continuing. The survey of stormwater assets in the various catchments in Spreyton is complete. Quotations have been requested for the modelling and analysis of the Bluff catchments, while the modelling and analysis of the CBD catchments is being finalised.
- 3.6. 43 Section 337 Certificates were processed in December. The following graph details the 337 Certificates that have been assessed by the Infrastructure and Works Department this calendar year compared to previous years:

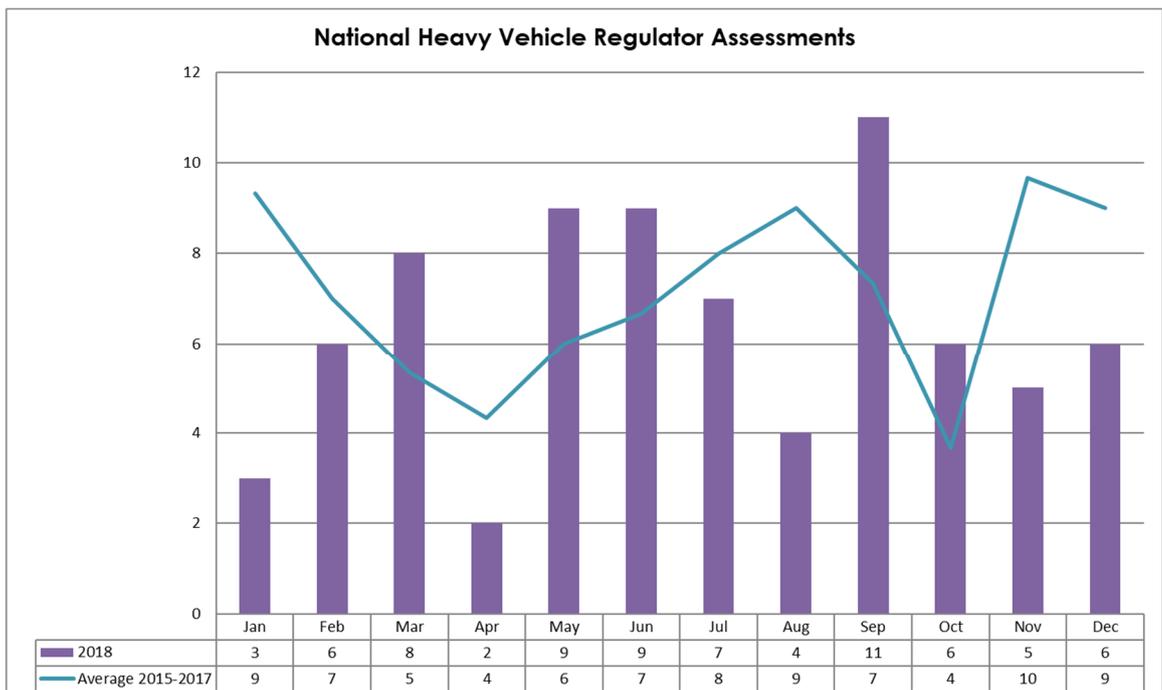


3.7. The following is a summary of the projects capitalised to 31 December 2018.

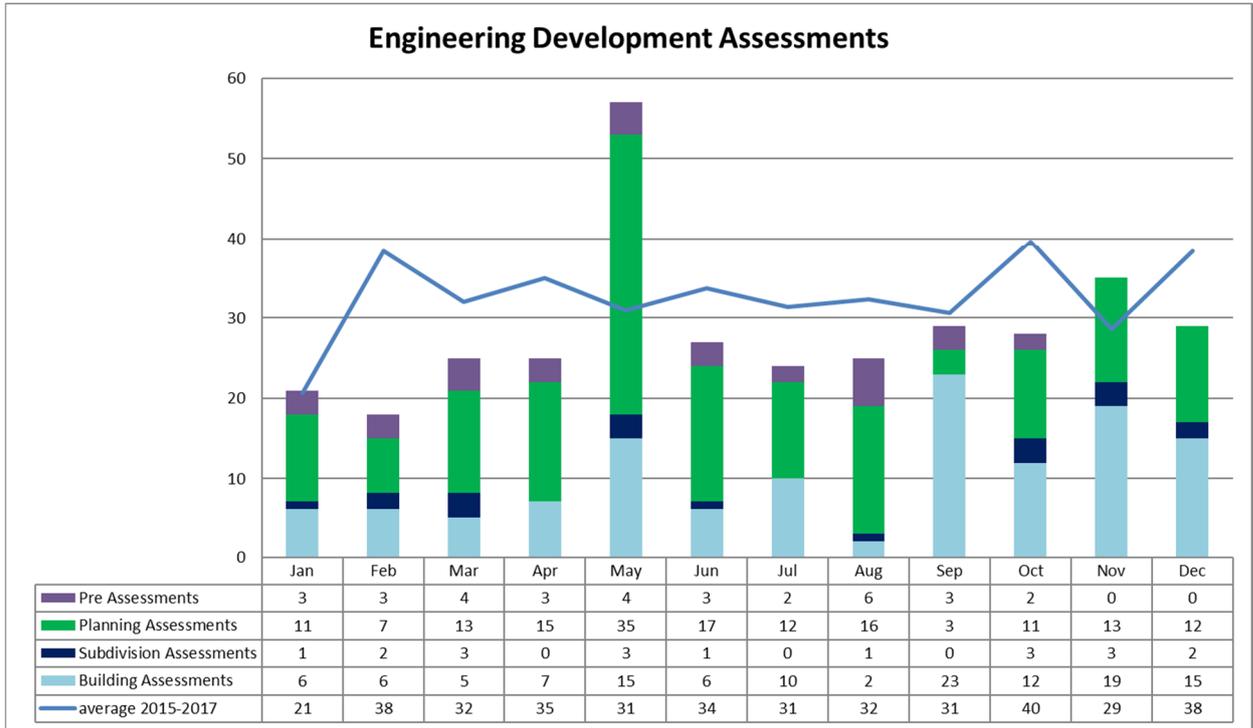
Number of projects capitalised in December	13
Total value of capitalisations in December	\$0.41M
Total value of Works in Progress (WIP) as at 31 December	\$63.7M*
Donated Asset Capitalised (Subdivisions) in December	\$0.09M
Number of projects awaiting capitalisation next month	2

* includes \$58.1 LIVING CITY costs yet to be capitalised

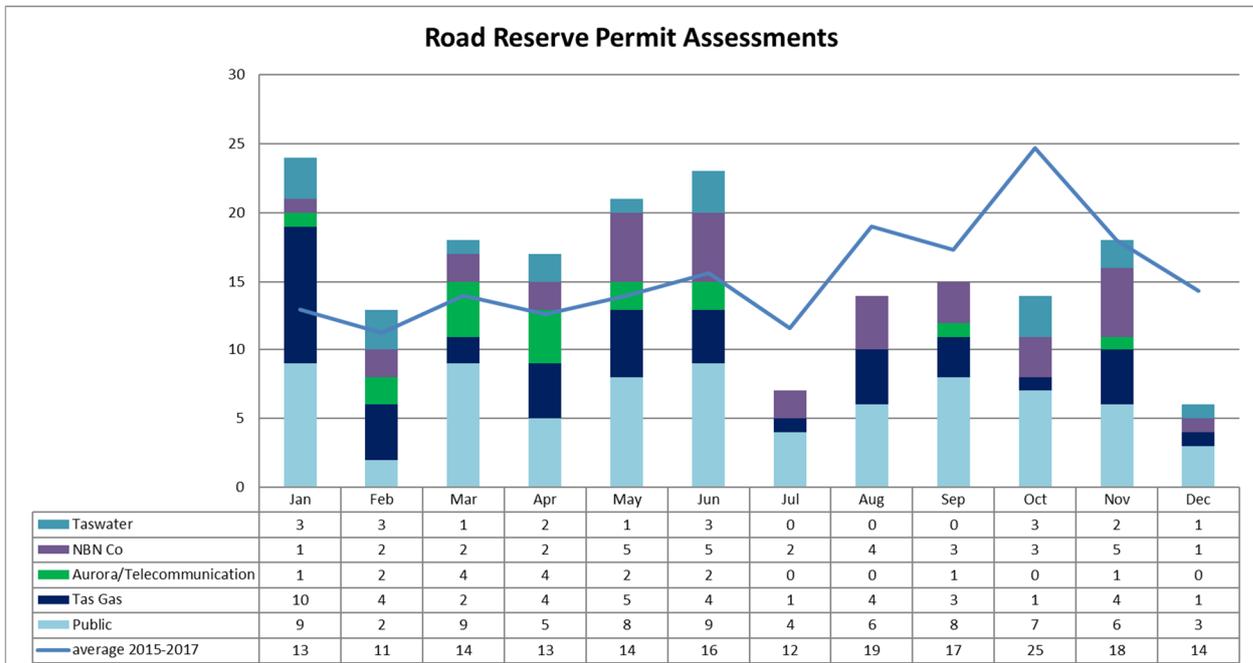
3.8. Six National Heavy Vehicle Regulator Assessments were completed in December. The following graph details the National Heavy Vehicle Regulator Assessments that have been issued this year compared to previous years:



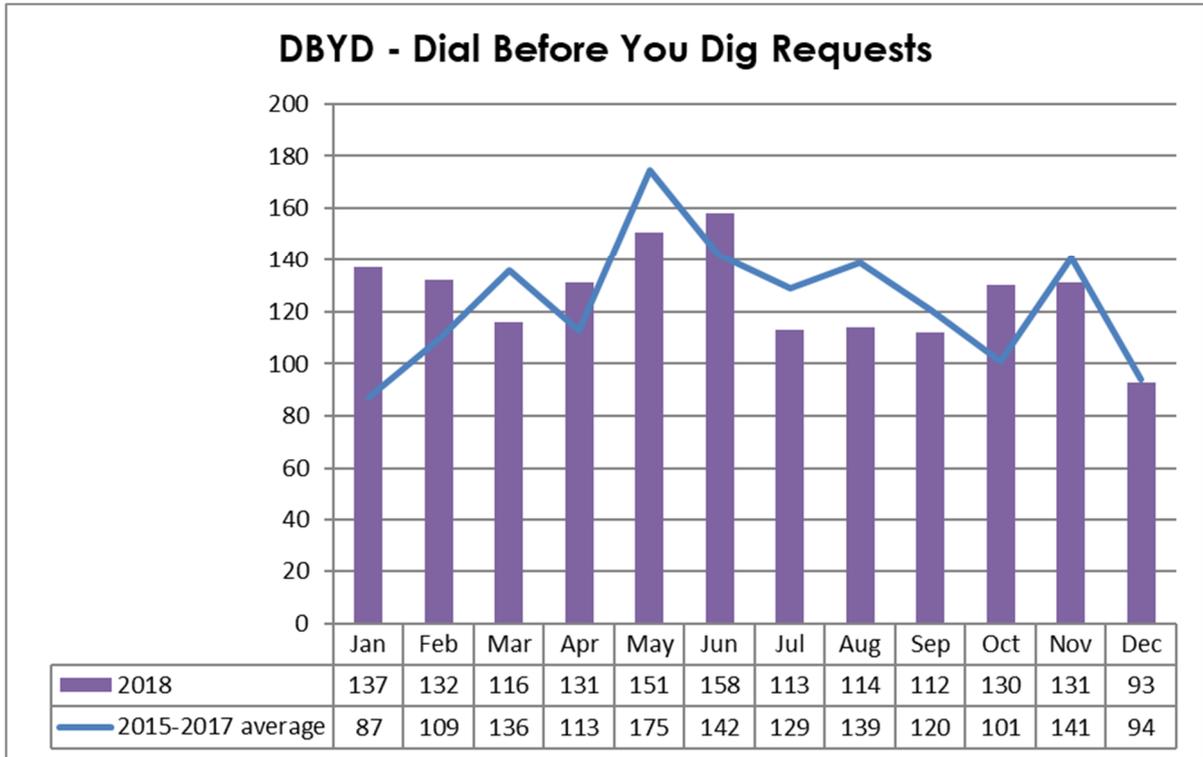
3.9. The following graph details the Engineering Assessments for Development Applications that were completed in December compared to previous years:



3.10. Six Road Reserve Permits were issued in December. The following graph details the permits that were issued this year compared to previous years:



3.11. 93 Dial Before You Dig requests were processed in December. The following graph details the Dial Before You Dig requests that have been processed this year compared to previous years:



4. Operational Contracts

4.1. The following table details the contracts managed within the Infrastructure and Works Department that have been extended this financial year:

Contract	Contract Period	Extension Options	\$ Value (Excluding GST)	Contractor
Contract - 1276 Waste Transfer	30/11/2017 option 1+1	The original contract signed in June 2014 was for a 36-month period and had an option for two 12-month extensions. Further to a review the option for the additional 12 months was accepted.	\$247,159 per annum	Veolia Environmental Services
Tree Maintenance and Removal Services	30/4/2018 option 1+1	The original contract signed in May 2017 was for a 12-month period and had an option for a further one year plus one-year extension. Further to a review the option for the additional 12 months was accepted.	Schedule of Rates	AI Trees
Contract - 1288 Security Patrol & Associated Services	30/6/2015 two years option 1+1	The original contract signed in May 2015 was for a 24-month period and had an option for a further one year plus one-year extension. Further to a review the option for the additional 12 months was accepted.	\$32,738 per annum	JRB Protection
Contract 1314 Supply & Delivery of Pre-	30/06/2018 option 1+1	The original contract signed in June 2017 was for a 12-month period and had an option for two 12-month extensions.	Schedule of Rates	Boral Construction Materials

mixed Concrete		Further to a review the option for the additional 12 months was accepted.		
Contract 1312 Essential Safety and Health Measures	22/11/18 option 1+1	The original contract signed in November 2016 was for a 24-month period and had an option for two 12-month extensions. Further to a review the option for the first 12-month extension was accepted.	Schedule of Rates	Safe Workplace Solutions Pty Ltd, MJ Miller Electrical and Electrical Testing & Compliance Service

5. Civil Works and Stormwater Maintenance

5.1. Maintenance in accordance with the Service Level Document, undertaken in December and January included:

- Road repair works on Stewart Street and Nixon Street near primary schools (in school holidays)
- Alterations to a traffic island on Best Street to improve bus manoeuvrability
- Repairs to rural roads including Ellice Hill Drive and Paloona Road
- Shouldering on Tugrah Road

5.2. In February and March, it is anticipated that civil works and stormwater maintenance works will include:

- Shouldering on Forthside Road
- Open drain work on Brooke Street
- Road repair work on Lillico Road

6. Parks and Reserves Maintenance

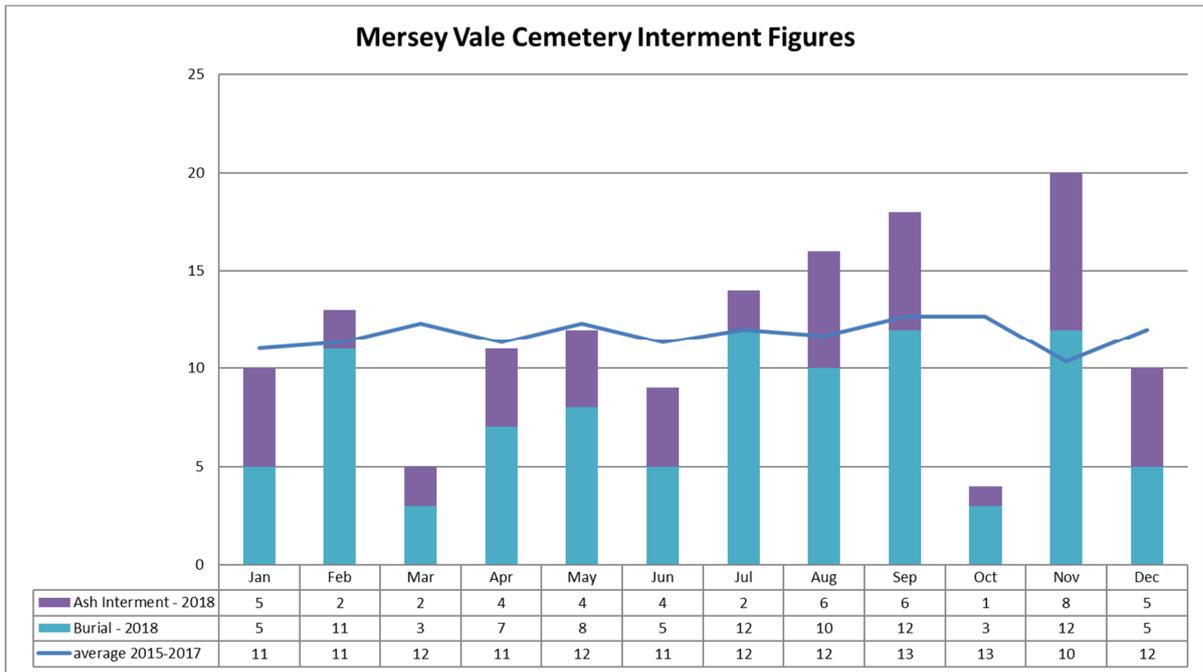
6.1. Maintenance in accordance with the Service Level Document, undertaken in December and January included:

- Removal of Shingle from Bluff Beach
- Turf repair in front of Devonport SLSC
- Preparation of Devonport Oval for the annual carnival
- Maintenance of sports fields during summer sports
- Removal of concrete cricket wicket from Girdlestone Park

6.2. In February and March, it is anticipated that parks and reserves maintenance works will include:

- Preparation of Cenotaph for ANZAC day
- Prepare Valley Road soccer ground for National Skills Acquisition Program event
- Commence transition of sports grounds from summer sports to winter sports

6.3. Mersey Vale Memorial Cemetery interment figures for last year compared to previous years are as follows:



7. Building and Facilities Maintenance

7.1. Maintenance in accordance with the Service Level Document, undertaken in December and January included:

- Install drinking fountain at Pioneer Park
- Paint external trims at Byard Park
- Remove Christmas tree and decorations
- Service assistance for Christmas events, Breakfast on the Park and New Year's Eve
- Annual pest control of buildings
- Sand and reseal stadium floors at Devonport and East Devonport Recreation Centres



- Re-stain external boards at BSMC

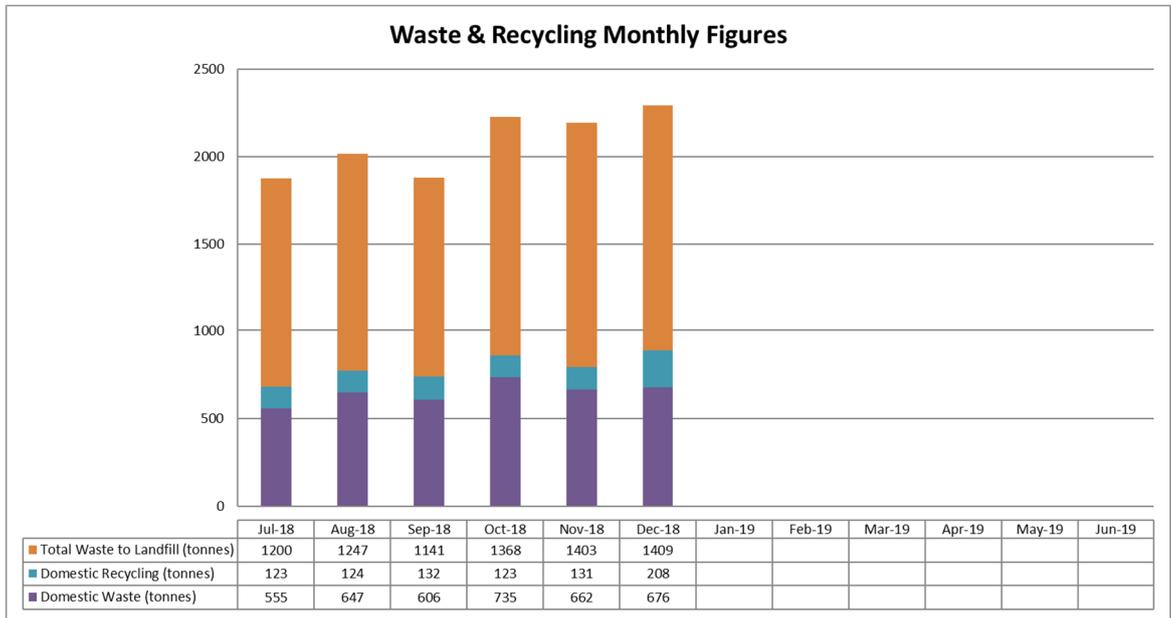


7.2. In February and March, it is anticipated that building and facilities maintenance works will include:

- External painting of Devonport Cricket Club
- Re-stain outdoor deck of BSMC
- Repaint entrance to Devonport Oval
- Grind and recoat changeroom floors at Devonport Recreation Centre basketball stadium

8. Waste Management Operations

8.1. Waste Management Services were conducted in accordance with the Service Level Document during December and January. The following graph details the volumes of waste and recycling from the domestic collection services and the total volume of waste to landfill from the Spreyton Waste Transfer Station:



8.2. The following table details the monthly figures for the Spreyton Waste Transfer Station:

Item	Dec 2018	18/19 YTD	17/18 Total	16/17 Total	15/16 Total
Asbestos – large loads (Tonnes)	0.56	5.62	9.94	11.02	12.8 tonnes
Asbestos – small loads (m ³)	6.5	41	90.5	102.5	109
Mattresses (no.)	87	526	828	695	500
Vehicle Loads – up to 0.5m ³ (no.)	689	3,225	5,117	4,859	7,958
Vehicle Loads – 0.5m ³ to 1.5m ³ (no.)	1,634	7,974	11,724	13,985	12,492
Vehicle Loads – 1.5m ³ to 2m ³ (no.)	423	1,781	6,380	6,422	6,548
DCC Garbage Trucks (Domestic & Commercial Collection Services) (tonnes)	799	4627	9,207	9,192	9,376
Steel Recycling (tonnes)	85	579	845	897	843
e-Waste (tonnes)	12	24	12	0	9.9
Tyres (no.)	35	162	348	293	359

COMMUNITY ENGAGEMENT

The information provided above details any issues relating to community engagement.

FINANCIAL IMPLICATIONS

Any financial or budgetary implications relating to matters discussed in this report will be separately reported to Council.

RISK IMPLICATIONS

Any specific risk implications have been outlined in the discussion above. Any specific issue that may result in any form of risk to Council is likely to be the subject of a separate report to Council.

CONCLUSION

This report is provided for information purposes only and to allow Council to be updated on activities undertaken by the Infrastructure and Works Department.

ATTACHMENTS

Nil

RECOMMENDATION

That it be recommended to Council that the Infrastructure and Works report be received and noted, and that Council authorise the \$200,000 budget allocation for “Brooke Street Upgrade - Caroline Catchment Stage 1” be reallocated to a new project “John Stormwater Catchment Upgrade”. Due to the timing of the cut off for reports for this agenda, there is no Capital report.

Author:	Michael Williams	Endorsed By:	Paul West
Position:	Infrastructure & Works Manager	Position:	General Manager

7.0 CLOSURE

There being no further business the Chairperson declared the meeting closed at pm.
