



ORDINARY MEETING OF COUNCIL

ATTACHMENTS TO REPORTS

19 August 2019

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Boat Harbour Beach Master Plan



Final Report

August 2019



The Waratah Wynyard Council engaged ERA Planning & Environment Pty Ltd to lead a multi-disciplinary consultancy team to develop the master plan which comprised:

ERA Planning & Environment
Principal Consultant & Master Planning

Cumulus Studio
Architectural & Master Planning

Noa Group
Stakeholder Engagement

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Photography

All photographs unless otherwise referenced have been provided by Emma Riley & Clare Hester.

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Chapter 1

Introduction



01 Introduction

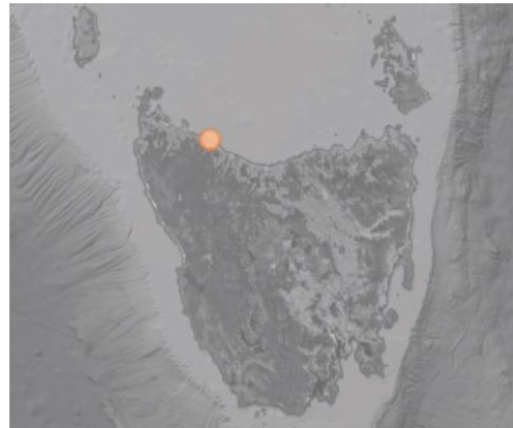
About Boat Harbour

Boat Harbour Beach is a small beachside settlement located on the northwest coast of Tasmania – approximately 30km west of Burnie within the Waratah Wynyard municipal area.

The township is predominantly a coastal shack community that has between 20-30 permanent residents and approximately 100 residential dwellings and a number of non-residential uses such as a surf club, café and visitor accommodation. It is part of the larger locality of Boat Harbour that includes services such as a primary school and convenience store that provides fuel adjacent to the Bass Highway.

Boat Harbour Beach has a unique natural landscape setting with aqua blue water and white sandy beaches. It sits at the bottom of a steep escarpment below rich agricultural land and within a dramatic amphitheatre-like location.

Boat Harbour Beach experiences significant seasonal fluctuations in population and visitors to the township that peak in the summer period. The township has developed incrementally over many years and was one of the shack site areas that the government divested themselves of in the early 2000's; with many of these shack sites approved outside the normal planning process.



Boat Harbour Beach Master Plan

Why Master Plan?

Planning, at its heart, is concerned with managing and providing for growth and change in towns, settlements and areas of economic activity.

Master planning is a key tool for Local Government to identify a future holistic vision for a place, based on its context and local conditions, in order to address opportunities and challenges experienced within a community.

In the case of Boat Harbour Beach, there have been particular challenges arising from seasonal fluctuations in visitation and usage.

The Boat Harbour Beach Master Plan provides a unifying vision for the area focusing particularly on the management of public spaces around the beach area and the provision of supporting infrastructure and development. In this context, the Master Plan:

- Identifies the overall values of the place which should be protected;
- Examines the role and function of the Boat Harbour Beach area in the context of North West Tasmania;
- Identifies current opportunities and constraints;
- Aligns the interests of all stakeholders towards common goals and achieves cohesiveness in future actions by those stakeholders;
- Gives clarity to the community, business, investors and government about the future direction for the area; and
- Provides an overarching framework to prioritise investment in the area.

Aims of the Master Plan

At the commencement of the master planning process the following aims were identified:

- Identify the overall vision for the township based on key directions.
- Develop clear objectives for the future development and character of the town including specific planning scheme requirements that may be required for Boat Harbour Beach to reflect the objectives.
- Consider and detail the key environmental constraints of the township.
- Consider and detail key infrastructure constraints including car parking and access for the township.
- Establish a plan to improve the quality of the areas available for public open space; including pedestrian access, BBQ facilities and play equipment.
- Identify a settlement boundary having regard to key land constraints and values.
- Consider further detailed work that may be necessary to support implementation of the plan such as streetscape design plans or precinct plans.

Boat Harbour Beach Master Plan

Structure of the Report

This report includes the context of the plan, details of the stakeholder engagement to date, and opportunities and constraints together with the strategic directions. The strategic directions are what have guided the preparation of the master plan outlined in Chapter 5.

The background analysis including the planning context is found in Appendix A.

Further refinement of the Master Plan may occur once the public comment period has been completed and all comments received.

Chapter 2

Context



Boat Harbour Beach Master Plan

02 Context

Spatial and Historical Context

Boat Harbour Beach sits between Table Cape and Rocky Cape National Park. It is approximately 5km east of Sisters Beach which is connected to Boat Harbour Beach by a coastal walking trail. The entrance to Boat Harbour Beach is steep, winding down along Port Road from the top of the escarpment to the beach and offering stunning views of the aqua blue water through large eucalyptus trees.

The area has both living and past cultural values for Aboriginal Tasmanians. It is a special place where they can continue to connect with the land, sea and sky, the traditions of their elders and stories of the past.

The current visual character of Boat Harbour Beach originates from the holiday houses which were predominantly constructed in the 1950s and 1960s, with many of these in their original condition. More recently, there has been a number of significant modern, extensions and alterations, particularly on the waterfront.

The township includes a surf club that acts as a kiosk and a restaurant located at the northern end of the beach. The surf club stores equipment on the opposite side of Port Road on Council-owned land at 287 Port Road and has a gymnasium in the public amenities building located between Port Road and Shelter Point.

The township also has self-contained visitor accommodation including a number of buildings located on the old caravan park site and a recently approved caravan and cabin park at 21 Moore Street. The coastal foreshore to the west of the amenities buildings, owned by the Crown, is used regularly by freedom campers. The use has no formal approvals or has formal management.

Traditionally, the township developed as a holiday destination for Tasmanians from the northwest. More recently, however, anecdotally some of the holiday houses are being purchased by people from interstate.

The settlement is severely constrained by the topography and the geology of the area. Geotechnical issues in the eastern area of the town prohibit further development, including extensions to existing dwellings. Additionally, Boat Harbour Beach experiences significant subterranean drainage issues.

A detailed analysis of existing conditions is provided for in Appendix A.

Boat Harbour Beach Master Plan

Planning Context

As a strategic planning document prepared by Waratah Wynyard Council as a Planning Authority, the Boat Harbour Beach Plan sits within the context of the Resource Management and Planning System of Tasmania (RMPS).

The specific policies and actions within the structure plan must therefore:

- Further the objectives of the Resource Management and Planning System (RMPS);
- Be consistent with relevant State Policies (in particular the State Coastal Policy 1996); and
- Be consistent with the objectives and desired outcomes in the Cradle Coast Regional Land Use Strategy 2010 - 2030.

A detailed analysis of the planning context is provided for in Appendix A

Boat Harbour Beach Master Plan



The existing playground near the tennis court. It is separated from the beach by the road and car parking area.



Freedom campers on the foreshore



Port Road with Azure Accommodation visible on the right hand side of road.



Existing boat sheds to the east of the Surf Club building



Looking north westerly over the beach area from the Surf Club.



Port Road near the kiosk. The width of the road here often provides challenges during summer months with car parks on the side of the road and patrons lined up at the kiosk.

Chapter 3

Engagement Outcomes



03 Engagement Outcomes

The Approach

Community engagement has been a critical component of input into the preparation of the Boat Harbour Beach Plan. The process involved the following stages:

- A planning for engagement workshop;
- A workshop with Council;
- A community workshop;
- Online Survey;
- One-on-one dialogue;
- Direct mailout to Boat Harbour Beach land owners to determine their position on public camping on the foreshore; and
- Four week public consultation of Draft Plan inclusive of two information sessions at Boat Harbour Beach.

Planning for the Engagement Workshop

A workshop was held between the consultant team, the project steering committee and Council officers. The purpose of the consultation was to map the entire engagement system. The second part of the workshop also identified potential opportunities and constraints for the township from the Council's perspective.

Councillor Workshop

A workshop was held with the Councillors, and the General Manager. This workshop also sought the Councillors' views in relation to opportunities, constraints, issues and challenges for the township and the desired future of the township.

Community Workshop

A community workshop was held on Sunday 11 December 2016 from 10am to 3pm. It was well attended by a mixture of residents, shack owners and members of the surf club.

Attendees were divided into five groups where each group discussed:

- public spaces and facilities;
- infrastructure, movement and access;
- development;
- character, look and feel; and
- the preferred future for Boat Harbour Beach.

An important part of the workshop involved a presentation from a number representatives of the Boat Harbour Beach Primary School (from Prep through to Grade 6). Each of the classes had included the Boat Harbour Beach Plan as part of the curriculum for the preceding few weeks of the workshop. In class they had focussed on the opportunities for Boat Harbour Beach and the desired future for the township. The children attending the workshop presented their respective class ideas to the other participants.

Online Survey

An online survey was undertaken for approximately 6 weeks from December 2016 through to January 2017. A total of 45 responses were received (survey attached Appendix A).

One on One

Direct dialogue was also held with two relevant government authorities including Taswater and Mineral Resource Tasmania.

Direct Mailout

The direct mailout resulted in 149 valid votes returned, with 72% supporting camping (either by public camping remaining the same, permitted with a Council by-law upheld or limited in another way). The majority indicated they supported public camping, however wanted it to be limited in terms of location and capacity.

Boat Harbour Beach Master Plan

Public Consultation of Draft Plan

There was general support for the Draft Plan, with the overwhelming concern raised during the 4-week period being the need to prohibit free overnight camping in public areas due to the land use conflict it is causing and the negative impact it is having on Boat Harbour Beach being a popular day trip destination for locals. The consultation also resulted in a number of minor changes to the master plan including increased grassed area and a shared pathway linking the Sisters Beach track with the point and public space.

Results of Consultation

A diverse range of views were raised within the community workshop as well as between the community and council workshops.

The key area of agreement among the workshops was around the preferred future for Boat Harbour Beach. Participants in the consultation process wanted the relaxed, informal, organic feel of the township to be retained. There was a desire for any new developments to involve natural materials and a preference for more shading with trees and the provision of intimate public spaces to provide shelter from the wind.

In addition to identifying the preferred future, other key points identified through the engagement process included:

- Access – there were varied opinions in regard to access, with some placing a strong importance on the retention of the dramatic windy access with other participants concerned with the cost of the ongoing maintenance of the road due to it being located in a Proclaimed Landslip Hazard A area and suggesting the need to gain access to the township from Banksia Park Road.
- Parking – there were varied views on parking, with some participants liking the informal nature of the car parking and opining that the existing arrangements are sufficient for 95% of the time; while an alternative view was that the car parking is not adequate for a much longer period (3-5 months of the year). There were a number of suggestions to reclaim some land on the west side of the public amenity building. Notwithstanding these different perspectives, people generally agreed that the car parking could be in a better location to improve the public open space adjacent to the beach. They also agreed the location of the car park is not safe for pedestrians and that there was a need for specific emergency vehicle parking.
- Public open space and facilities – There was general agreement in relation to public open space and facilities, including: the need for more shade (with a preference for tree shading); improved amenities (more toilets required); interest in having the jetty rebuilt on the point; more BBQ areas with improved seating; a better playground for children of all ages; and improved footpaths and trails (including the one linking Boat Harbour Beach with Sisters Beach). The majority of participants were not happy with the lack of opening hours of the restaurant and would like to see more than one restaurant in the township. The results of the online survey featured a concern around the lack of footpaths.
- Surf club – There was a mixture of views in relation to the surf club. Some participants opined that the club makes a significant contribution to the township and others that the club could be more inclusive. Similarly, there was a mixture of views in relation to the layout of the surf club, with some participants of the view that having the restaurant within the surf club was an important asset (providing the opportunity to watch the surf club participants whilst having a meal) with others of the view that the two should be separated.

Boat Harbour Beach Master Plan

- Caravan park and freedom campers –
A substantial number of participants commented that the 'feel' of the township had changed since the caravan park had been replaced by Azzure accommodation which demonstrated the adhoc nature of development and lack of vision for Boat Harbour Beach. There was general acceptability of allowing public camping on the foreshore within the community workshop at the beginning of the project, the majority of survey participants (noting that some survey participants identified ceasing the foreshore camping as the top priority) and in the direct mailout. There was however significant opposition to the foreshore public camping proposed received during the public exhibition of a development application that proposed to formalise it as well as overwhelming opposition during the 4-week public exhibition of the Draft Master Plan.
- Infrastructure – the participants were generally satisfied with the sewer and stormwater infrastructure with a mixture of reliance on spring water and tank water also receiving generally positive feedback. There was general consensus for a preference for underground powerlines. Council officers noted that the majority of geotechnical reports received are recommending overhead power in particular areas of Boat Harbour Beach due to underground water geology.
- Development requirements – a number of participants raised concerns in relation to the redevelopment of some of the shacks located on the beach and that they were not in keeping with the understated, coastal character of the township.

Chapter 4

Constraints and Opportunities



04 Constraints and Opportunities

Constraints

Land Stability

The major constraint for further development at Boat Harbour Beach is the underlying geology and, in particular, the landslide risk.

This hazard, along with the proximity of shacks to the foreshore and steep escarpment, severely constrains the expansion or further intensification of the township.

It is highlighted that this constraint contributes to ensuring the small coastal character of the township has and will be retained into the future.

Regular monitoring of ongoing landslide risks will assist in the management of this constraint.

Land Availability

There is currently very limited land supply in Boat Harbour. However, the capacity to provide for further land supply is restricted by the environmental constraints and agricultural activity in adjacent areas. The landslip constraints that generally surround the settlement (refer section 4.6) severely limit the possibility of any expansion of the settlement boundary.

Council owns only a single title within the township, 287 Port Road (refer figure 4). It was previously used as a tennis court and more recently has allowed for the construction of a shed for the surf club for storage purposes. The site also appears to be used for car parking associated with private residences. The remainder of the public land is owned by the Crown to the west of the beach and the Parks and Wildlife Service to the east of the beach.

This constraint on public land ownership limits the opportunity for the provision of car parking, public open space and further expansion of the surf club.

Access

The steep, windy character of Port Road as it winds down the edge of a hill offers the first glimpses of the aqua blue water and the white sandy beaches of Boat Harbour Beach through large eucalyptus trees. It is visually striking and a unique entrance into the township.

The road is however predominantly located on the Proclaimed Landslip Hazard A, and includes significant groundwater drainage lines, resulting in regular movements and slippage. The road therefore requires continuous, expensive maintenance and repairs. The Coffey report stated that in the 25 years from 2001, Port Road had reportedly dropped 1 metre.

Creating an alternate route from the west side of town is also potentially constrained. It will require the removal of vegetation, is on a steep slope, and will impact on adjoining lots. It may also detract from the landscape setting.

Parking

The car parking is limited and for peak periods the area available is inadequate.

Surf Club

The surf club is constrained given the use of the building for a restaurant, kiosk, storage and surf club. The key issue for the surf club is the lack of storage capacity in the building. This has resulted in the development of a storage shed on the only Council-owned site in the township.

Further, it has also been identified during the consultation phase that the surf club can be an intimidating space for some non-club members to enter.

Boat Harbour Beach Master Plan

Opportunities

Landscape Setting and Character

The aqua blue water, sandy white beaches, and the backdrop of rolling hills of agricultural land sitting above the township combine to provide a stunning location for a coastal settlement. Views down to Boat Harbour Beach from Port Road are particularly valued.

Buildings in the township are still predominantly 1-2 storey 1950's/1960's shacks with notable exceptions including a number of houses on the lower side of Port Road adjoining the beach and Azzure Beach Houses on the top side of Port Road.

Minimal fencing and the lack of formal edging to roads further contribute to the informal character of the township.

This character and setting is considered an important feature of the town that needs to be retained.

Public Open Space

The public open space appears to have developed in an ad hoc manner with the main grassed area that contains the BBQ area and playground being divided from the beach, surf club, kiosk and restaurant by the carparks and Port Road. There is a lack of shade and protection from the prevailing winds and a considerable portion of the foreshore is used for freedom camping. There is a significant opportunity to improve the quality, efficiency and connectedness of the public open space.

Tourism Activity

The increase in tourism activity on the North West Coast represents an opportunity for Waratah Wynyard; with Boat Harbour Beach being a destination for both overnight stays or as part of a day trip. The infrastructure and services available will therefore need to be at an appropriate standard.

It was highlighted throughout the workshops that the lack of camping and caravan/motor home sites available within the township since the closure of the caravan park has changed the 'feel' of the settlement and that there is a demand and desire for more opportunities for camping. Sharing the demand for camping and other services with Sisters Beach and Boat Harbour (not Boat Harbour Beach) will be required.

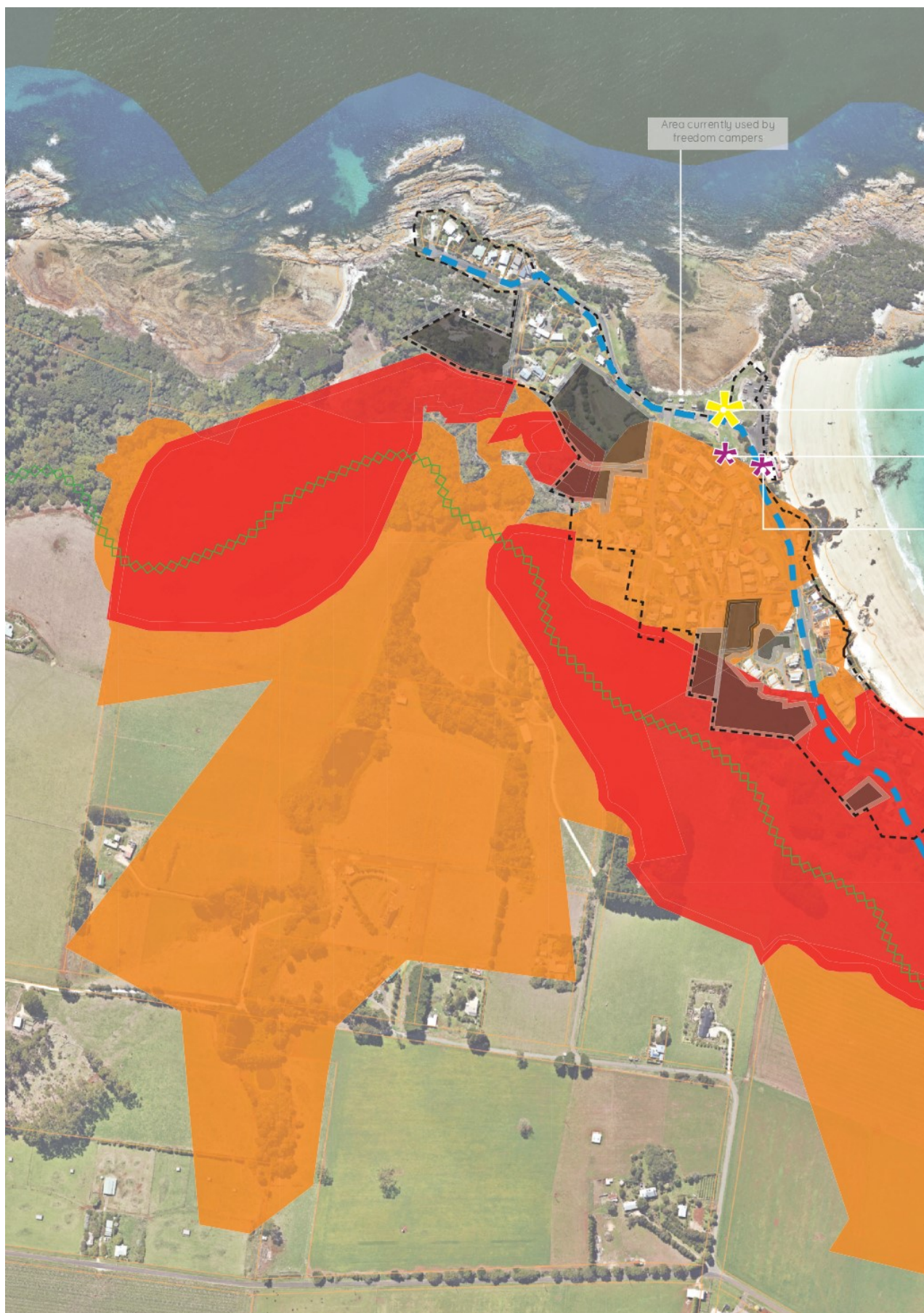
The Planning Scheme

The underlying zoning of Boat Harbour Beach is considered appropriate, however during the preparation of the Local Planning Schedules consideration of the suitability of the requirements for subdivision and dwelling density is important. For example, the management of land stability in the planning scheme is generally controlled through the Hazard Management Code. Boat Harbour does have significant and unique geotechnical issues which may not be adequately addressed through the current regional based provisions.

Importantly, the zoning already allows for appropriate non-residential uses including food services, visitor accommodation (including camping and caravan parks) and local shops.

Existing Infrastructure

Given the minimal further development of the township and that the township is predominantly a holiday destination, the existing infrastructure in terms of sewer, stormwater and water is considered adequate to meet the needs of the future.





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Chapter 5

The Master Plan



Boat Harbour Beach Master Plan

05 The Master Plan

Introduction

The master plan provides a framework for future development and infrastructure investment in Boat Harbour over the next 10 to 15 years.

It provides the basis for preparing the Local Planning Provisions relevant to the area and will guide the long-term growth of the town.

The master plan is comprised of the following elements: The Key Directions, the Concept Plan and the Surf Club and Cafe Design Principles

The Vision

The vision of the Boat Harbour Beach Plan was developed during the community workshop:

Boat Harbour Beach is a unique place within a pristine environment.

The plan will ensure new development and change will retain its natural beauty, village feel and community spirit.



Key Direction 1: Reshape and improve areas of public open space

As a priority the plan should focus on reshaping and improving public areas. This includes opportunities for shade, protection from the prevailing winds, improving shared pathway connections, increasing area of public space adjoining the beach, including improving the facilities such as BBQs and play equipment and considering of rebuilding the jetty. The northern rocky shore is a valued feature of Boat Harbour Beach for the residents and visitors, with the existing rock retaining wall in this area requiring maintenance and repair or replacement.

The Plan Response:

The plan reconfigures the access and parking areas, providing for a single integrated open space area that is comprised of both the beach and a larger grassed area.

The layout of the new building and open space areas includes a new undercover area for wind and sun protection as well as new bbq facilities, playground and a general grassed area.

Direct access to the beach and coastline is maintained for a range of different users. A shared pathway linking the Sisters Beach track to the point and public open space is identified.

Rebuilding the jetty is considered unnecessary at this point in time.

Boat Harbour Beach Master Plan



**Key Direction 2:
Improve the management of transport
and movement**

A consistent theme during the stakeholder engagement and one recognised by most of the community, is the inadequate transport infrastructure including specific loading bays, emergency vehicle parking, disability parking, bus/trailer parking, the inefficiencies of the parking areas together with subsequent compromise of pedestrian safety.

The Plan Response:

The plan provides for additional parking, with the parking and manoeuvring area having capacity for bus/trailer parking, emergency vehicle parking, school bus and loading/unloading areas. To address concerns around the number of designated car parking spaces provided, car parking will be limited for day use only with overnight camping in public areas prohibited. The access road includes traffic calming measures together with its relocation to facilitate direct access to the coastline from open space area as well as designated pedestrian paths.

The configured parking, access and manoeuvring areas will be able to accommodate a second town access if this is determined to be a viable option in the future. Although the plan does continue to rely upon the existing road in and out of the settlement, alternative access roads have been

investigated through a desktop assessment of eight routes. Whilst it is recognised that there are challenges associated with land instability and maintenance of the current access road, feasible alternatives would likely suffer similar issues. Due to significant costs and difficulty of construction it is considered the more economical option currently is to seek to improve the reliability of the existing access where possible.

Boat Harbour Beach Master Plan



Key Direction 3:
Boat Harbour is a place for everyone

It is important that the township stays accessible, welcoming and enjoyable for all including people such as campers, beach goers, schools, shack owners and permanent residents.

The Plan Response:

The plan provides for a central public open space area that will become the new 'heart' of community interaction and life within Boat Harbour, with the beach, grassed areas, public buildings and amenities functioning as a single integrated space.

A new centrally located building will provide for the surf club, a café, improved public amenities and undercover public space. The building will be designed to provide visual and physical connections to both the beach and playgroup area as well as provide opportunities for wind and weather protection.

Car parking and vehicular access is located around the outside, separating the public open space from moving vehicles.



Key Direction 4:
Future development is compatible with the character of Boat Harbour

The natural features of Boat Harbour Beach are a key visual element with the townscape responsive to the amphitheatre effect created by the landform. One and two storey dwellings are the dominant building form, with building stepping up with the slope.

Vegetation is the critical element that combines the landform and natural features with the built elements into a harmonious landscape. It gives the settlement it's informal, coastal character through its use to delineate boundaries between properties and roads. Future development should not change this characteristic of the settlement.

The Plan Response:

The plan intends for the physical extent of the settlement to be maintained with the extent of Low Density Residential defining the settlement boundary. Council's Local Provisions Schedule should ensure a like for like translation, with particular attention given to the suitability of the subdivision and dwelling density provisions together with the Landslip Hazard Code.

The physical improvements and new buildings shown on the concept plan are designed to be consistent with the established character. The concept plans have retained the existing coastline and minimised the use of 'engineered' solutions such as land reclamation.

Boat Harbour Beach Master Plan

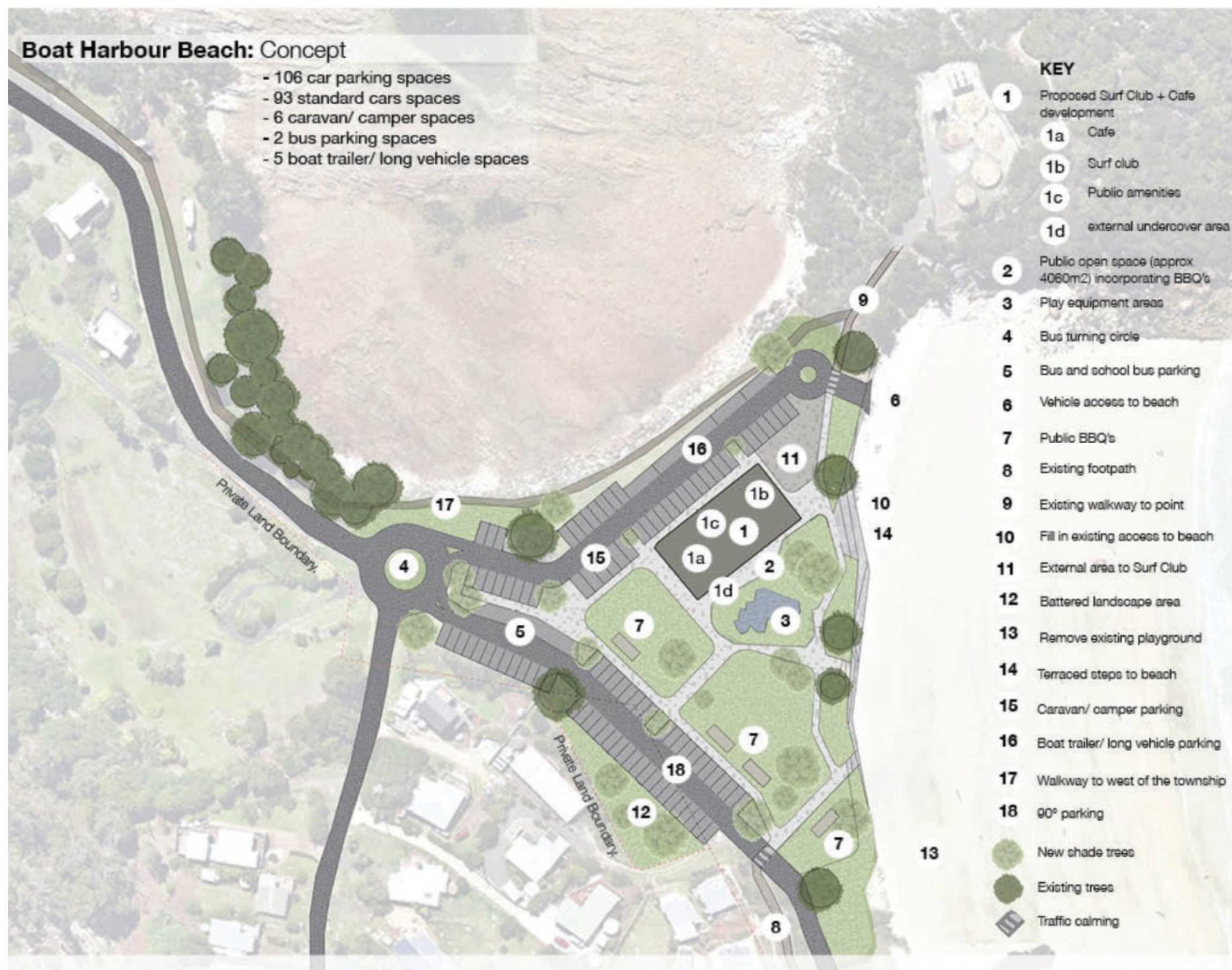


**Key Direction 5:
Public buildings within Boat Harbour are
suitable for the needs of the community**

The surf club currently utilise the surf club building, a new storage shed on Council owned land and a gym in the amenities building on the Crown land. The surf club building also accommodates a restaurant and a kiosk. A balance of how the needs of the surf club can efficiently be met and the restaurant/café and kiosk still be accommodated is required in future decision making.

The Plan Response:

The concept plan has adopted a balanced approach to meeting the needs of the surf club and the broader community. Operating and maintenance matters regarding the surf club building is outside of the scope of this development plan.

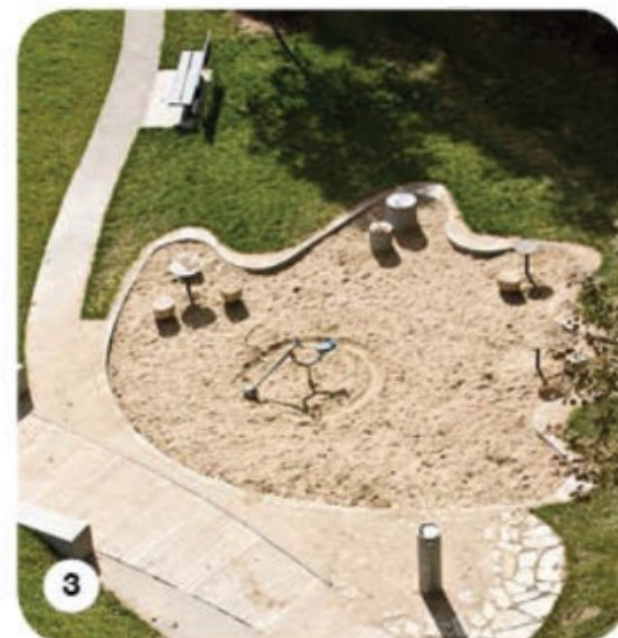


**CUMULUS
STUDIO**

Boat Harbour Beach: Landscape & Playground Precedents

KEY

- 2** Public open space (approx 4060m²) incorporating BBQ's
- 3** Play equipment areas
- 11** External area to Surf Club
- 12** Battered landscape area
- 14** Terraced steps to beach
- 18** Port Road Parking



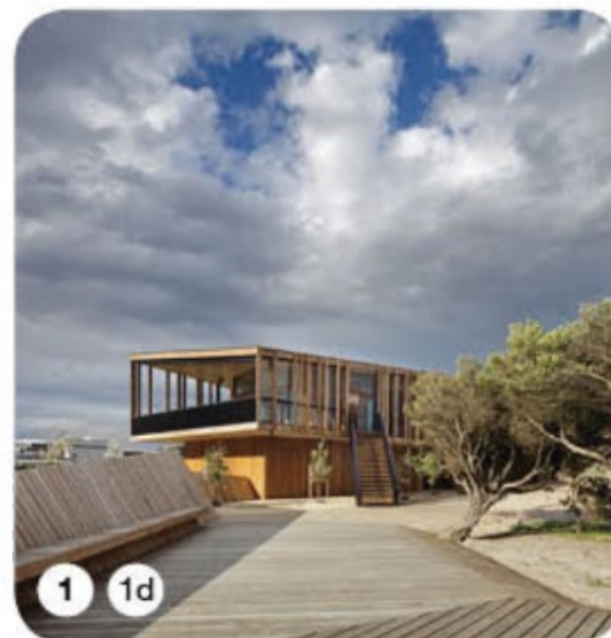
**CUMULUS
STUDIO**

Boat Harbour Beach: Architectural Precedents



KEY

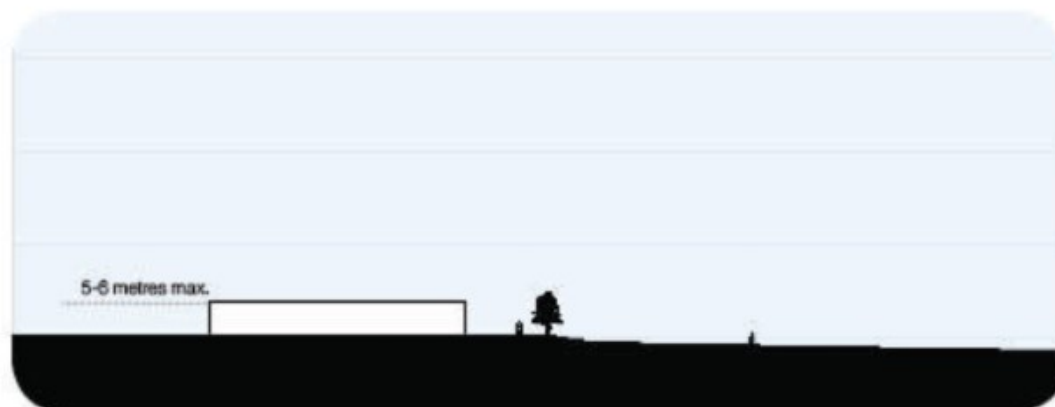
- 1** Proposed Surf Club + Cafe
 - 1a Cafe
 - 1b Surf club
 - 1c Public amenities
 - 1d external undercover area
- 7** Public BBQ's



Boat Harbour Beach: Surf Club and Cafe development design principles

Anticipated building scale

The proposed Surf Club and Cafe development should possess a civic scale to differentiate it from the surrounding residential buildings while at the same time responding to the sensitivity of its prominent positioning between the two bays. A single storey 'low slung' building (maximum 5-6 metres high including roof) would be suitable to house the Surf Club and Cafe and assist in reducing the visual impact on the site.



Anticipated building form

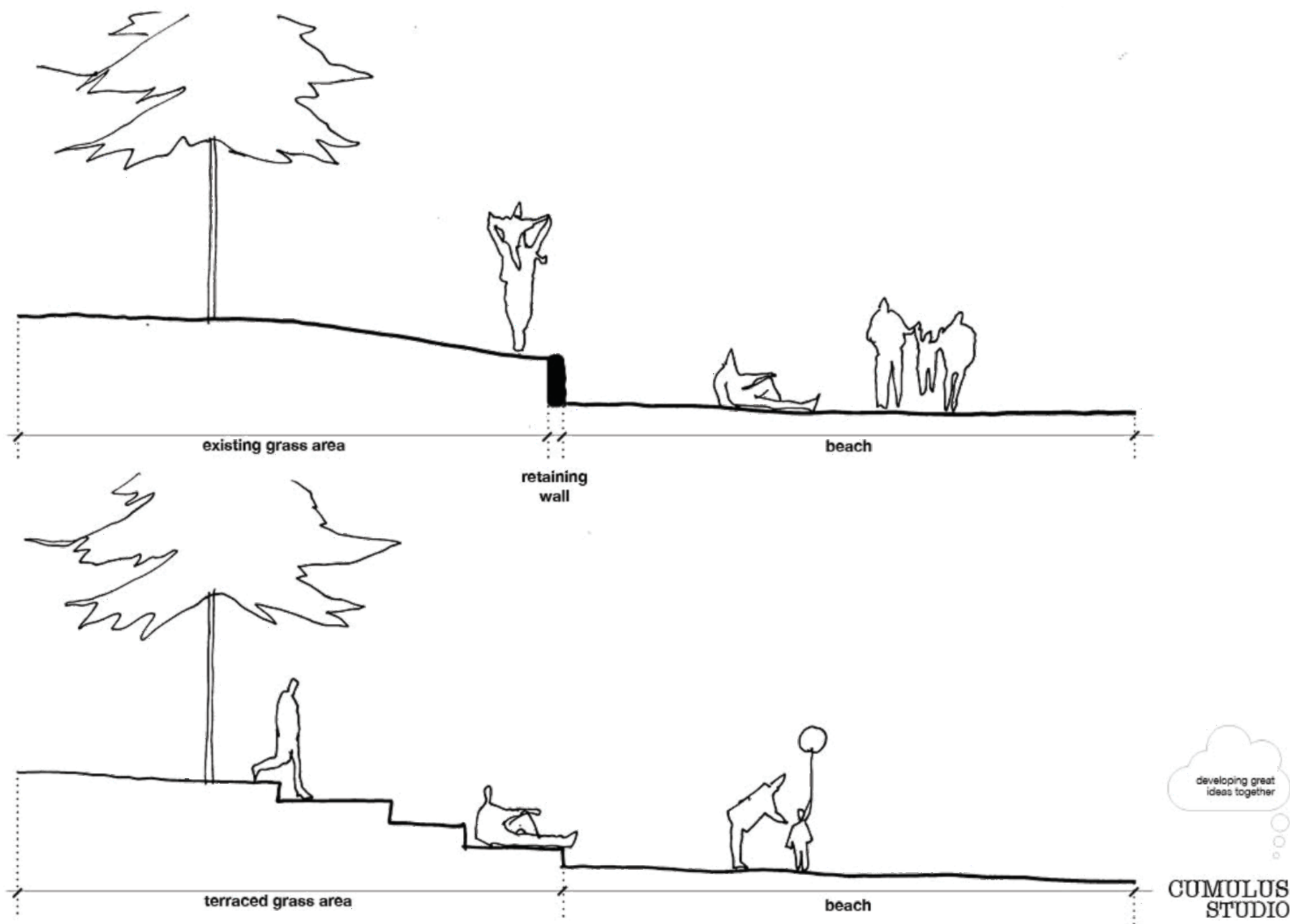
As the building will be predominantly viewed from above by either residents or from visitors travelling down Port Road the roof otherwise known as the '5th Elevation' requires careful consideration. Care should be taken to locate plant and equipment out of site from above and the design approach should explore either a graphic or expressive form to address the '5th Elevation'.



Potential design strategies to address the '5th Elevation'



**CUMULUS
STUDIO**



Appendix A Background Analysis

1 Planning Context

As a strategic land use document prepared by Waratah Wynyard Council as a Planning Authority, the Boat Harbour Beach Plan sits within the context of the Resource Management and Planning System of Tasmania (RMPS). The specific policies and actions within the structure plan must therefore:

- Further the objectives of the Resource Management and Planning System (RMPS);
- Be consistent with relevant State Policies (in particular the State Coastal Policy 1996); and
- Be consistent with the objectives and desired outcomes in the Cradle Coast Regional Land Use Strategy 2010 - 2030.

1.1 The Objectives of the RMPS

The objectives of the RMPS are outlined in Schedule 1 of the *Land Use Planning and Approvals Act 1993* (the Act) as follows:

Part 1 Objectives of the Resource Management and Planning System of Tasmania

1. *The objectives of the resource management and planning system of Tasmania are –*

- (a) to promote the sustainable development of natural and physical resources and the maintenance of ecological processes and genetic diversity; and*
- (b) to provide for the fair, orderly and sustainable use and development of air, land and water; and*
- (c) to encourage public involvement in resource management and planning; and*
- (d) to facilitate economic development in accordance with the objectives set out in paragraphs (a), (b) and (c); and*
- (e) to promote the sharing of responsibility for resource management and planning between the different spheres of Government, the community and industry in the State.*

PART 2 - Objectives of the Planning Process Established by this Act

The objectives of the planning process established by this Act are, in support of the objectives set out in Part 1 of this Schedule –

- (a) to require sound strategic planning and co-ordinated action by State and local government; and*
- (b) to establish a system of planning instruments to be the principal way of setting objectives, policies and controls for the use, development and protection of land; and*
- (c) to ensure that the effects on the environment are considered and provide for explicit consideration of social and economic effects when decisions are made about the use and development of land; and*
- (d) to require land use and development planning and policy to be easily integrated with environmental, social, economic, conservation and resource management policies at State, regional and municipal levels; and*
- (e) to provide for the consolidation of approvals for land use or development and related matters, and to co-ordinate planning approvals with related approvals; and*
- (f) to secure a pleasant, efficient and safe working, living and recreational environment for all Tasmanians and visitors to Tasmania; and*

- (g) to conserve those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value; and*
- (h) to protect public infrastructure and other assets and enable the orderly provision and co-ordination of public utilities and other facilities for the benefit of the community; and*
- (i) to provide a planning framework which fully considers land capability.*

1.2 State Policies

There are three (3) current State Policies existing within the RMPS:

- The *State Coastal Policy 1996*;
- The *State Policy on Water Quality Management 1997*; and
- The *State Policy on the Protection of Agricultural Land 2009*.

Only the State Policy on Water Quality Management 1997 and State Coastal Policy 1996 are relevant to the Boat Harbour Beach Plan.

State Coastal Policy 1996

There are three main principles identified in the State Coastal Policy:

- Natural and cultural values of the coast shall be protected.
- The coast shall be used and developed in a sustainable manner.
- Integrated management and protection of the coastal zone is a shared responsibility.

In particular, the second principle recognises:

The economic and social values of tourism and recreation in the coastal zone; and

The availability of the coastal zone for some activities, uses and development will be limited by the ability of natural and physical resources to meet the foreseeable needs of future generations and by the need to sustain the life-supporting capacity of air, water, soil and ecosystems.

Water Quality Management 1997

The Water Quality Management Policy includes the following objectives relevant to this plan:

- (a) Focus water quality management on the achievement of water quality objectives which will maintain or enhance water quality and further the objectives of Tasmania's Resource Management and Planning System;*
- (b) Ensure that diffuse source and point source pollution does not prejudice the achievement of water quality objectives and that pollutants discharged to waterways are reduced as far as is reasonable and practical by the use of best practice environmental management;*
- (c) Ensure that efficient and effective water quality monitoring programs are carried out and that the responsibility for monitoring programs are carried out and that the responsibility for monitoring is shared by those who use and benefit from the resource, including polluters, who should bear an appropriate share of the costs arising from their activities, water resource managers and the community;*

- (d) *Facilitate and promote integrated catchment management through the achievement of objectives (a) to (c) above; and*
- (e) *Apply the precautionary principle to Part 4 of this Policy.*

1.3 Cradle Coast Regional Land Use Strategy

The current Cradle Coast Regional Land Use Strategy was declared by the Minister for Planning on 27 October 2011. Under the *Land Use Planning and Approvals Act 1993* (the Act) planning schemes must be consistent with the Regional Land Use Strategy.

In addition to a range of regional planning policies which has been considered in the preparation of the plan, the following strategic outcomes identified under section 4.11 of the land use strategy are of particular relevance:

- *The growth and development of centres is contained to create compact places which optimise use of land and infrastructure services and minimise adverse impact on resources of identified resource, natural and cultural value.*
- *The pattern of settlement provides a network of compact, well connected and separate centres each with its individual character and identity.*
- *Land supply is matched to need.*
- *There is coordinated and equitable access to provision of regional level services.*
- *Each settlement provides an appropriate level of local development and facilities to meet daily requirements in employment, education, health care, retail and social and recreation activity for its resident population.*
- *Each settlement provides a healthy, pleasant and safe place in which to live, work and visit.*
- *There is diversity and choice in affordable and accessible housing.*

It is however important to recognise that the legislation provides for the regular review and update of the Regional Land Use Strategy. Local level strategies and plans such as the Boat Harbour Beach Plan can inform these reviews.

1.4 Municipal Strategic Plan

The Act also requires that planning schemes are to be consistent with the strategic plan in force for the municipal area. There are a number of key objectives identified in the Waratah Wynyard Strategic Plan 2017 – 2027 that the plan will contribute to fulfilling:

- Goal 3: Connected Communities
Waratah-Wynyard community members will fill a sense of inclusion, belonging and value within a thriving, innovative and diverse population. They will be actively engaged in developing Council facilities, services and programs, and will be encouraged to provide input to planning for community needs.
- Goal 4: Community Recreation and Wellbeing

Waratah-Wynyard will be a healthy community with access to more recreational choices in safe and welcoming environments. The community will enjoy programs and recreational spaces that are inclusive, thriving and energetic, and will have access to high quality facilities, services and equipment.

- Goal 7: Environment

Waratah-Wynyard will be an environment where green meets blue; where natural beauty and heritage values are appreciated, and managed through best practice. The natural environment will be shared and enhanced through sustainable development.

1.5 Sustainable Murchison 2040: Community Plan

The Sustainable Murchison 2040 Community Plan – Regional Framework Plan (Community Plan) 21 November 2016 is an initiative between Waratah Wynyard, Circular Head, West Coast, King Island and Burnie Councils which aims to inform a coordinated approach for municipal planning in the Murchison area over the next 25 years.

Spatial and strategic principles were developed to guide the creation of sustainable and liveable places in Murchison:

Principle 4: Distinctive, accessible, compact settlements

Distinctive characteristics of each settlement:

- *Urban morphology – the layout of the settlement with consideration to topography and legibility.*
- *Natural features in and around the settlement*
- *Urban design*
- *Building vernacular*
- *Activities, events and local customs*

Accessibility

- *Connected by private and public transport*
- *Range of transport options connection within and between settlements*
- *Diversity of built forms for all stages of life*
- *Cost for utilities and local infrastructure upgrades/ renewal for marginally sustainable settlements is weighed against alternative solutions to provide sustainable benefits.*

Sustainable urban settlements

- *Conserve valuable resources for agriculture and mineral extraction*
- *Compliment the region's valuable natural landscapes*
- *Minimise travel time and increase accessibility to key recreational, commercial and industrial destinations*
- *Infill development opportunities within the boundaries of existing urban centres/ localities*
- *Greenfield development of lot within 1,000 metres of the current UCL boundary to minimise land use conflicts with agricultural uses*

- *Industrial development priorities close to major highways/arterial roads with adequate buffers from residential development*
- *Cost for utilities and local infrastructure upgrades/renewal for marginally sustainable settlements is weighed against alternative solutions to provide sustainable benefits.*

Principle 6: Natural resource management balances development, production and conservation values

Balances values to resolve conflicts with:

- *Capable agricultural land, forestry and aquaculture*
- *Threatened vegetation, flora and fauna*
- *Reserves, such as conservation areas and National Parks*
- *CFEV wetlands, waterbodies and rivers*
- *Water use and water irrigation*
- *Listed and aboriginal heritage and cultural landscapes*
- *Landslip hazards, coastal vulnerability, flood vulnerability and bushfire vulnerability*
- *Climate change, including changes to rainfall, temperature change, pan evaporation and relative humidity*

The Community Plan also identifies a portfolio of investments (both public and private) in Appendix 6. Table 24 of the appendix identifies the development and implementation of the Boat Harbour Beach Plan as a project for Waratah Wynyard Council.

2 Existing Conditions

2.1 Population Growth

There is no specific data in relation to employment, household composition, income or age for Boat Harbour due to its size. Similarly, there is no population growth scenario specific, for Boat Harbour Beach.

The medium growth scenario in the Regional Land Use Strategy projections for the region is for a net increase of less than 0.5% per year. It notes that the distribution in growth is likely to be uneven. For example, the population growth forecast through to 2032 for Waratah Wynyard Council is a decline in population of 442.

The 2014 Tasmanian Population Projections an alternative source of population statistics, identifies a net increase of 3% for the population of the Waratah Wynyard local government area from 2013 – 2030.

Notwithstanding the differences in projections, any growth is not substantial with a 3% growth amounting to 454 people.

The locality of Boat Harbour has an identified growth scenario as Low and a settlement strategy of stable in the Cradle Coast Regional Land Use Strategy:

Low – demand is driven largely by internal population change and very low rates of inward migration. Growth relies on existing land supply (including vacant zoned land) and available infrastructure within the designated urban boundary without the need for intensification.

Stable- restricts new development to existing land supply within the designated urban boundary without priority for intensification.

2.2 Development Activity

Development activity in Boat Harbour Beach is minimal. Table A1 over page identifies the number of new dwellings or extensions/replacements of existing dwellings from 2006 – 2016 based on the development applications submitted to Council. The figure over page identifies the number of vacant parcels of land.

The character of existing residential development is primarily single detached dwellings. There have been a number of change of use applications more recently (5 in 2014, 2 in 2015 and 4 in 2019) to provide for short term visitor accommodation.

Anecdotally, there are a number of places available for short term visitor accommodation that have not obtained the required planning and building approvals. Lot sizes vary considerably from small residential size lots of less than 400sqm to much larger lots of 4,000sqm. Regardless there are only a minimal number of vacant lots (<5) zoned Low Density Residential, with a similar small number that have potential for further subdivision or development of multiple dwellings.

There are a small number of lots zoned Rural Resource directly adjoining the Low Density Residential Zone that have potential to be developed for residential purposes, visitor accommodation or similar.

Towards the end of 2016 and early 2017 two more substantial developments were proposed as follows:

- 21 Moore Street zoned Rural Resource – Four cabins used for visitor accommodation and 20 camping/caravan park spaces and associated amenities; and
- 293 Port Road and 305-307 Port Road – restaurant, swimming pool, 13 residential dwellings, 18 caravan/motorhome sites and 13 visitor accommodation cabins. The proposal also includes 21 camping bays on Crown Land.

Table A1: Approvals statistics for Boat Harbour Beach (Source: Waratah Wynyard Council)

| Year | New dwelling | Extension & Alternations |
|--------------|--------------|--------------------------|
| 2006 | 0 | 1 |
| 2007 | 1 | 1 |
| 2008 | 2 | 2 |
| 2009 | 0 | 3 |
| 2010 | 2 | 0 |
| 2011 | 1 | 4 |
| 2012 | 2 | 1 |
| 2013 | 0 | 3 |
| 2014 | 0 | 3 |
| 2015 | 0 | 2 |
| 2016 | 0 | 2 |
| TOTAL | 8 | 22 |

2.3 Tourism Activity

There is no specific data for tourism activity at Boat Harbour Beach, due to the township not being identified on the Tasmanian Visitors Survey.

Anecdotally, Boat Harbour Beach is 'off the beaten track' and is a holiday or day trip destination for predominantly people of the north and northwest coast of Tasmania.

Notwithstanding, the data provided by the Tasmanian Visitor Survey identifies a steady increase in visitor numbers to the north west and Wynyard with the number of visitors to the north west that visit a place not identified on the survey also increasing in numbers.

It can be extrapolated from this data (refer Table A2 below) that it is likely that the number of people visiting Boat Harbour Beach that do not live in Tasmania is also increasing.

Table A2: Places Visited (source: Tasmanian Visitors Survey)

| | Total NW | Wynyard | Other NW |
|-----------------|----------|---------|----------|
| Oct 12 – Sep 13 | 370,406 | 84,071 | 61,837 |
| Oct 13 – Sep 14 | 404,051 | 76,911 | 62,922 |
| Oct 14 – Sep 15 | 455,432 | 95,676 | 77,643 |
| Oct 15 – Sep 16 | 468,505 | 91,216 | 77,586 |

2.4 Carparking and Access

A specific traffic study has not been undertaken for Boat Harbour Beach. Again, anecdotally during the peak holiday periods, particularly on warm days which attracts beach goers, the car parking provided is considered insufficient to meet demand.

A traffic counter was located on Port Road entering the township from December 2009 – January 2010 and again for one week in April 2010. At the commencement of this project a traffic counter was again located on Port Road (see Table A3 below).

The data is not exhaustive given the limited times that the traffic was counted, although the following can be inferred from the data

- Sunday experiences the most traffic movements. This is likely a reflection of activity at the surf club and the number of weekend day trippers;
- The summer period is the busiest period;
- The number of traffic movements in one day do not generally exceed 2,000, even in peak periods;
- 90 to 95 per cent of vehicles are class 1 vehicles; and
- There no evidence of increase in vehicle numbers over the past 6 years. Indeed, there is a decrease in the traffic numbers in the same period of 2016 compared with 2010. This difference may be for range of reasons including such as the weather, public holidays and events.

There is also no specific area for loading and loading of goods for the restaurant at the surf club and no specific parking for people with a disability.

Community angst regarding the potential pedestrian – car conflict and no emergency vehicle parking available was evident during the consultation phase. It was explained by participants in the community workshop that on more than one occasion an emergency vehicle was forced to park in the middle of the road due to all car parking available being used.

Table A3: Traffic Movements (source: Waratah Wynyard Council)

| Date | No of movements |
|---------------------------------------|-----------------|
| December 2009 – 4 January 2010 | |
| 26 Dec | 1978 |
| 27 Dec | 2125 |
| 31 Dec | 2063 |
| 1 Jan | 2172 |
| April 2010 | |
| 13 April | 419 |
| 14 April | 453 |
| 18 April (Sun) | 564 |

| Date | No of movements |
|-------------------------------------|-----------------|
| December 2016 – January 2017 | |
| 6 Dec | 518 |
| 7 Dec | 487 |
| 11 Dec (Sun) | 1041 |
| 26 Dec | 1318 |
| 27 Dec | 1109 |
| 31 Dec | 999 |
| 1 Jan | 838 |
| 10 Jan | 1084 |
| 11 Jan | 841 |
| 15 Jan (Sun) | 1003 |
| 17 Jan | 832 |
| 18 Jan | 840 |
| 22 Jan (Sun) | 1738 |

2.5 Natural Features

The natural features of Boat Harbour Beach are predominantly the beach, the aqua blue water and the rocky outcrops. These natural features are a key attraction for the people that live there and the people that visit.

Boat Harbour Beach has predominantly been cleared of native vegetation. Small pockets of vegetation on the edge of the community remain with larger tracts to the west towards Rocky Cape National Park. These vegetation communities are *Eucalyptus obliqua* and coastal scrub. Neither are listed as a threatened community under the *Nature Conservation Act 2002*.

2.6 Geology

As part of the Shack Site Project assessment at Boat Harbour Beach, DPIPWE and Council engaged Coffey Geosciences to undertake a landslide assessment of the area. The Coffey report included a number of key recommendations as follows:

- No new houses be allowed on the known landslides and steep slopes. These are areas where existing landslides may move again or new landslides may occur in the lifetime of a house.
- Maintain good surface drainage which has the potential to improve the stability of existing landslides and reduce the likelihood of new landslides.
- Undertake ongoing monitoring of surface and subsurface movement in particular areas.

Figure A1 over page identifies landslip hazard areas of high and medium within and on the outskirts of Boat Harbour Beach. As demonstrated the settlement is largely surrounded by Landslide Hazard A to the south, east and west which effectively prohibits any physical expansion of the settlement in these directions.

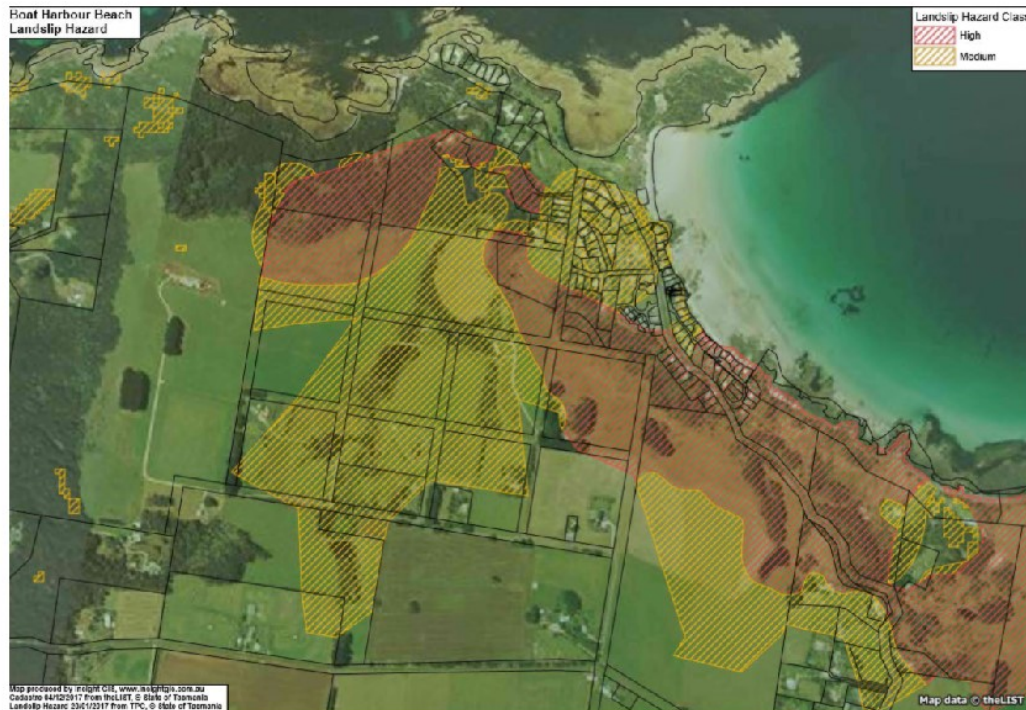


Figure A1: Land at Boat Harbour subject to medium and high landslip hazard (source: Waratah Wynyard Interim Planning Scheme 2013)

2.7 Aboriginal Heritage

The area was first used and by Tasmanian Aboriginals, who continue to use the area and surrounding coastal environment, its food, ritual and spiritual values. It is important to recognise that Aboriginal heritage values do not just lie in the artefacts of the past. The landscape and coastal environments are a living landscape, where Tasmanian Aboriginal people can continue to connect to the land, sea and sky, the traditions of their elders and the stories of the past.

Prior to colonisation, the Tasmanian Aboriginals from the North West Coast of Tasmania were known as the *Tommeginar* band of the North West nation who lived and moved from Table Cape to westward of Rocky Cape. Tasmanian

Aboriginal Heritage Tasmania (AHT) have advised that there are Aboriginal heritage sites within or close to Boat Harbour Beach, including shell middens and artefact scatters. AHT further advised that the surrounding landscape, which includes coastline is conducive to past Aboriginal occupation and is likely to contain additional Aboriginal heritage sites.

This advice correlates with an environmental and infrastructure report (Department of Environment and Land Management 1996) that stated there is an open cave of ironstone rock at Boat Harbour Beach which was an Aboriginal ceremonial site. Artefacts were found when Council were undertaking excavation in proximity to the cave.

A10

AHT advised that the future works at and around the surf club, the vehicle parking areas and the foreshore area would require an Aboriginal heritage investigation due to the presence of registered heritage sites and high probability of additional Aboriginal heritage sites within the area. While a previous Aboriginal Heritage Assessment was undertaken in 2001 for some of the coastal area this study may not satisfy current AHT requirements.

2.8 European Heritage

Boat Harbour Beach in the early days of European settlement was used as a harbour for boats, with the ships mainly loading potatoes, timber and general cargo. In the second half of the 1800's a jetty was constructed off the rocky headland from which potatoes and swedes were shipped. The port then went to Wynyard and eventually to Burnie.

The first shack was constructed in 1917, but did not become a holiday destination until the late 1920's.

2.9 Character

The character of Boat Harbour Beach is identified as being integral to the appeal of the settlement and consistently identified as needing protection.

The key element to understanding the character of Boat Harbour Beach is to not only identify the physical features of the settlement but how they interact with each other. In other words, it is the combination of the features that give the settlement its unique coastal character.

The key natural features of Boat Harbour Beach are considered to be the white sandy beach; the rocky outcrops along the coastline; the aqua blue water; and the escarpment sitting above the settlement that contains rich farmland to the east and south and vegetated slopes to the west. Together these form an amphitheatre effect: landform framing the beach.

The key man-made features are the limited boundary fencing (with exception of the front fencing on the lower side of Port Road); the two storey, single detached dwellings with low pitched roofs that are maximising the views of the coastline and step up with the slope of the land; and the limited amount of commercial uses. The boundaries delineating the dwellings are predominantly defined by vegetation on the side and rear boundaries between dwellings as well as the front boundary between the road and dwelling.

The landscaping and vegetation characteristics are the element that combines these two features and gives the settlement its informal, coastal character; in particular how the landscaping is used to delineate the boundaries and the scale of the buildings in comparison to the natural landscape.

2.10 Water

There are no reticulated water services in Boat Harbour Beach with reliance on tank water or spring water. Reliance on springs generally is from informal historical situation. A number of feasibility studies have been prepared for a reticulated water supply to the township which generally conclude that it is not feasible or only feasible if undertaken in conjunction with Sisters Beach. It is noted that no issues were raised in relation to this during the workshops.

2.11 Sewer

The township has reticulated sewerage infrastructure with the wastewater treatment plant being located on the point west of the beach. Taswater provided the following comments in relation to the infrastructure:

A11

- The wastewater treatment plant is effectively starving due to lack of inflows.
- It is anticipated that localised upgrades would be required to service any additional lots; as a minimum, emergency storage at Taswater's existing pump station would need to be augmented as required.

2.12 Stormwater

There is no reticulated stormwater infrastructure within Boat Harbour Beach. The Stephenson report (2.11.1) stated that while the condition and the quality of the stormwater drainage systems reflects the ad hoc nature of its construction, it is generally only properties below Port Road that experience drainage problems.

The natural springs and semi-permanent creeks that drain through the settled area are similarly adequately controlled with the natural slope of the area generally adequately minimising ponding. More problematic is the ground water where the subterranean stormwater issues contribute to the instability of the hill slope.

3 Waratah Wynyard Interim Planning Scheme 2013

3.1 Zoning

Boat Harbour Beach is predominately zoned Low Density under the *Waratah Wynyard Planning Scheme 2013*. The purpose of the zone is:

To provide for residential use or development on larger lots in residential areas where there are infrastructure or environmental constraints that limit development.

To provide for non-residential uses that are compatible with residential amenity.

The zoning includes specific desired future character statements for Boat Harbour Beach:

Has identity as a small isolated settlement set at the base of a steep coastal escarpment and nestled around the beach and rocky shoreline;

Is characterised by steep narrow roads and a general absence of fencing to provide physical delineation between adjoining sites and from the road;

Close spaced buildings of various height and form across the rising landform to enable opportunity for outlook over the beach and coastal landscape.

In addition to residential uses, the zoning provides for a small number of non-residential uses including a local shop, food services, visitor accommodation and educational and occasional care. Importantly, the planning scheme allows for non-residential uses with appropriate protection of residential amenity; the provision of these non-residential uses such as food services should be for the market to provide.

A number of development standards also apply. These include a 30% site coverage (acceptable solution), private open space of 25sqm and the standard building envelope including a maximum height of 8.5m (acceptable solution).

There is a specific single storey height requirement for building on the lower side of Port Road, although there is no specific height measurement.

The density requirements (for new lots and multiple dwellings) is 500sqm. In comparison, Sisters Beach has a larger permitted density of 800sqm.

Further consideration of the appropriateness of the standard requirements such as the building envelope under the Low Density Residential Zone provision for Boat Harbour Beach needs to be undertaken.

3.2 Hazard Management Code

Boat Harbour Beach is subject the hazard management code. Use and development within an area of risk from exposure to a natural hazard as shown on a map requires a hazard risk assessment to demonstrate a tolerable level of risk can be achieved and maintained for the nature and duration of the use and for the type, form, scale and duration to the development.

3.3 Water and Waterways Code

This code applies to land within 30m of the highwater mark of a shoreline to an ocean and of a bank of a watercourse. The purpose of the code is to assist protection and conservation of a water body, watercourse, wetland or coastal shoreline area.

3.4 Rural Resource Zone

A number of lots on the outskirts of Boat Harbour Beach, are zoned Rural Resource with lot size more rural residential in character; in the vicinity of 1ha in size.

Residential and visitor accommodation uses are allowable in the zone subject to the meeting of a number of zoning requirements including that the use does not constrain or conflict with a resource development use.

3.5 Waratah Wynyard Planning Scheme 2000

Under the previous planning scheme, specific provisions applied to Boat Harbour Beach including acceptable solutions such as no re-subdivision of existing titles, maximum height of 6m, and no front fences. The scheme also determined specific roof forms, cladding, materials and colours. These provisions were not translated into the Interim Planning Scheme.

It is noted that Azzure development was a result of these specific provisions and has attracted criticism within the community for its appearance.



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2019-2024

WASTE AND RESOURCE RECOVERY STRATEGY

2019-2024 Waste Strategy



| Rev No | Date | Section(s) Affected (amendments) | Author | Reviewer | Approver |
|--------|------------|----------------------------------|--------|----------|----------|
| 1.5 | March 2019 | All sections – full review | DH | DS | |
| | | | | | |

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INTRODUCTION

1. Purpose of this Strategy

The Waste Strategy 2019-2024 has been informed by the Community Strategic Plan (Sustainable Murchison) in the future direction theme of natural resource management. The Strategy seeks to critically assess the way waste services are provided to customers to ensure that Council is meeting the needs of the community whilst still providing value-for-money services. This Strategy relates only to the activities which generate waste from households and business directly.

The ongoing review of Council's policies and priorities in relation to waste ensures that the Council is suitably prepared and resourced to address the challenges and opportunities of a changing environment. Strategies form an integrated and holistic approach to service delivery within the municipal area. The intent of this Strategy is to inform Council's ten year works program and annual planning.

This Strategy is a commitment to achieving a 50% diversion of waste from landfill by 2024 and the continuous improvement in the way Council manages waste generated within the community. To be in the best position to meet the target, Council must introduce progressive ways to minimise waste to landfill through implementing targeted activities and broad education and advocacy programs.

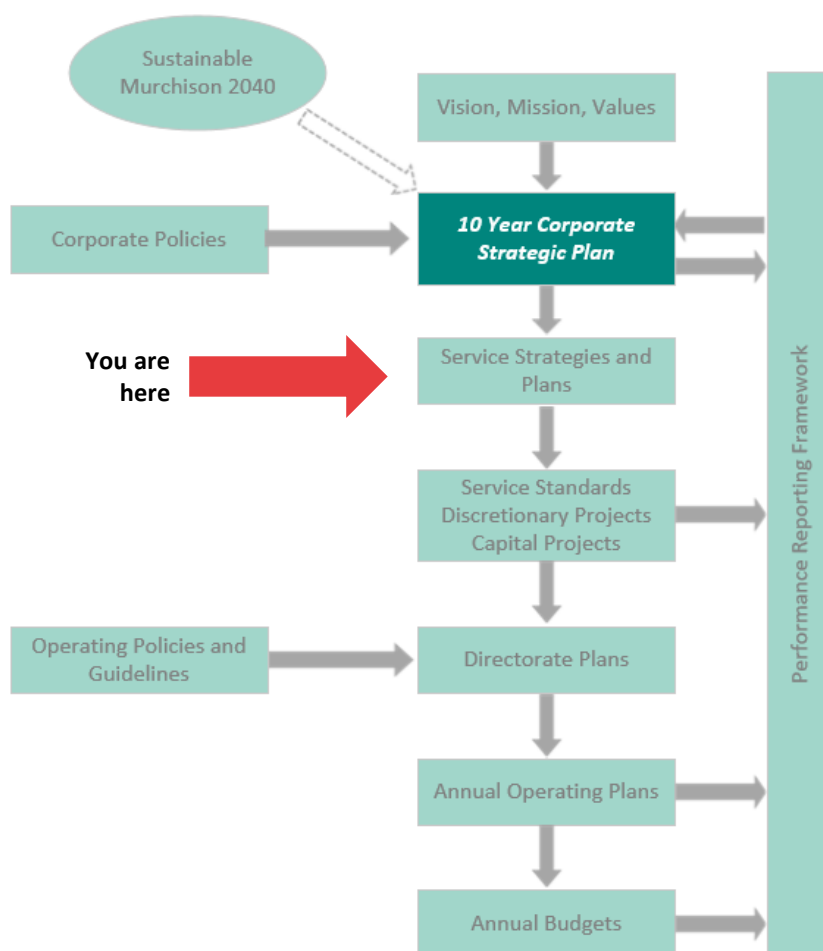
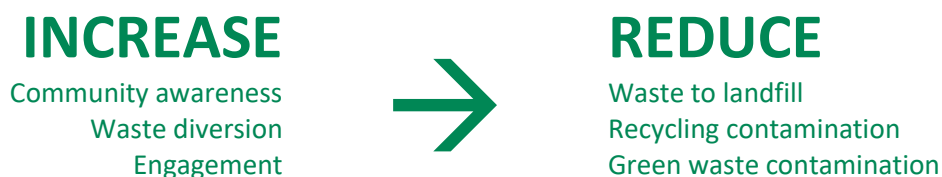


Figure 1 - Integrated Strategic Planning Framework

2. Strategy Aim

To grow a sustainable community through proactive waste initiatives and increasing materials recovery.



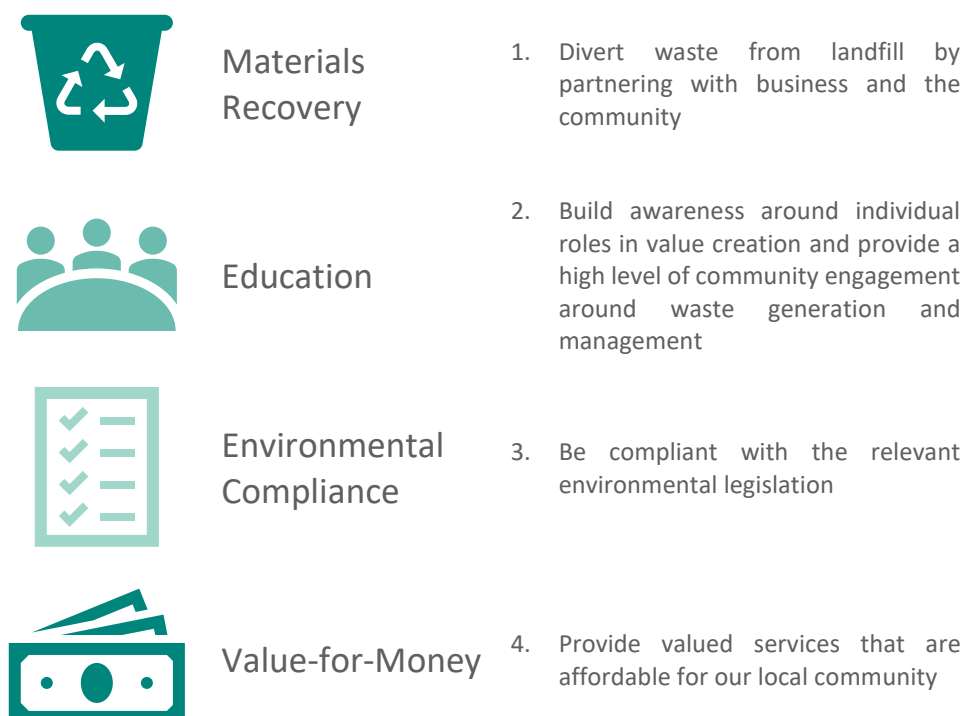
3. Strategy Objectives

In order to embed continuous improvement principles, this Strategy will be periodically reviewed to provide transparent and evidence-based decisions about waste service levels. It is imperative that reviews consider emerging drivers of change so that Council can make informed decisions related to the community's views and values around waste management.



Figure 2 - Strategy Objectives

To deliver on the aims and objectives of this Strategy, four focus areas have been highlighted as key priorities and will form the basis for decision making in relation to waste management. They are:



BACKGROUND & VALUE CREATION

4. Demographic Profile

Waratah-Wynyard is located on the north-west coast of Tasmania and has a population of 13,578. Factors relating to gross weekly income, property mortgages and unemployment impact on the way the community may prioritise waste management services and their ability to afford the associated costs.

There are 13,578 people living in Waratah-Wynyard and a total of 6,599 dwellings in this local government area



31%

of households
have a gross
income of less
than \$650 per
week
5.8% have a gross
income of >\$3,000 per
week

30%

are single (or
lone) person
households
68% are family
households



26%

are renting
71% own their own
property or have a
mortgage

13%

are unemployed
or away from
work
87% of people in the
labour force are
employed to some
extent



65%

of households
receive kerbside
waste collection
35% of households,
typically rural, do not
receive kerbside
collection

5. Integration with National, State and Regional Models

Cohesive waste management is viewed as a priority in Australia, where all levels of government are given responsibility for the delivery of improved waste services. The focus of the Australian Government is to set national policy to encourage collaboration between tiers of government and the integration of national legislation with obligations set through international agreements. The national policy does not identify tailored solutions for waste management in local and regional areas, nor does it provide those services directly to industry and households.

State and territory governments hold the primary responsibility for the regulation and management of waste through the execution of legislation and policies. Local governments are accountable for providing waste services to local households and business, managing landfill sites and delivering education and awareness campaigns. Regional groups, representing several local government areas, may be formed at the discretion of those involved. Regional bodies tend to have greater purchasing power than individual local areas and can advocate for waste related funding and support.

Currently, there are two overarching policy positions which provide direction to Council about waste management; being the National Waste Policy and Tasmanian Waste and Resource Management Strategy. Accordingly, there are schemes, campaigns and legislation which apply directly to the priority areas set by the policies which Council must be aware of throughout the life of this strategy.

In terms of the regional approach to waste management, Council currently participates as a member of the Cradle Coast Waste Management Group (CCWMSG). The CCWMSG represents seven local government areas along the north-west coast of Tasmania and aims to embed sustainable waste management actions and behaviours across the region.

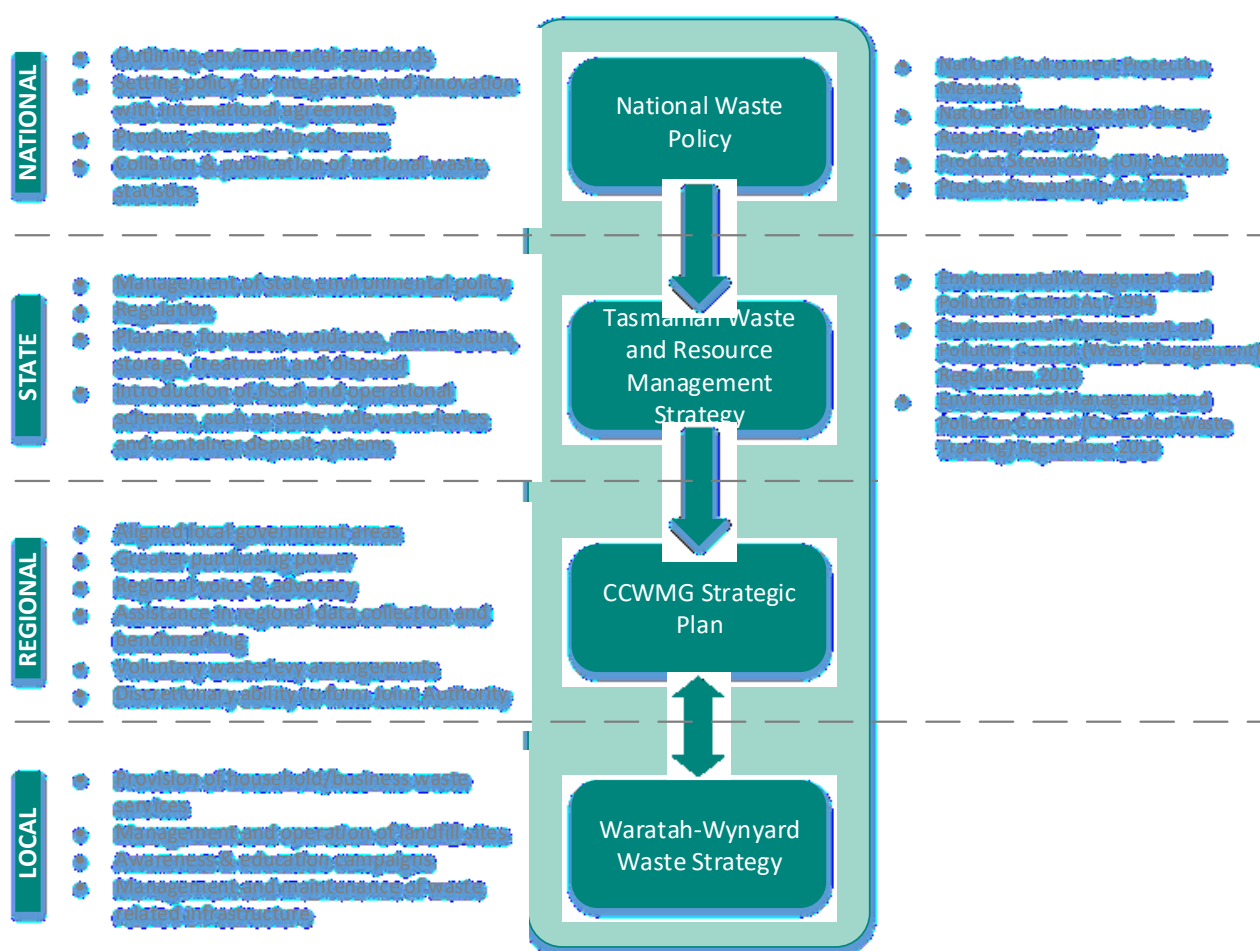


Figure 3 - Australian Waste Management Model

6. Public Value

The value generated by the services that Council provides are not solely related to operational and financial delivery, but also link directly with the social benefits received by the community. In order to take a strategic orientation to service planning, the net social and economic benefit from the provided service should be defined by the community and measured by the principles of equity and accessibility. This is known as the public value approach.

The use of a public value map (refer page 12) demonstrates visually how public value is created. It can be used as a tool to view the entire 'supply chain' of value; commencing at service inputs and working through the sequence of activities and outputs to produce short- and long-term outcomes. At the activities level, the public value map integrates with corporate strategic planning, as shown in the below diagram.

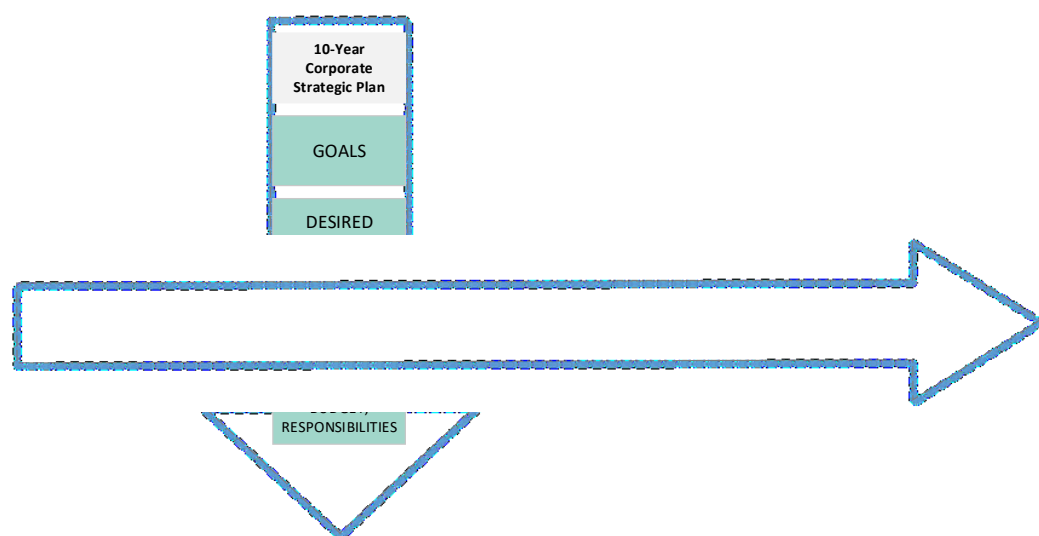


Figure 4 - Public Value and Corporate Strategy

In 2017, Council staff and community members were invited to participate in workshops to identify the public value delivered by waste management. Lower than anticipated interest for public workshops resulted in an in-depth interview with a local community member. Given the limited public participation, information was obtained through a community workshop with a neighbour council to mitigate the gaps. To further broaden the analysis, research was undertaken in 2018 to review national literature for waste management public value. Subsequently, all sources of information were collated and refined to deliver a public value map tailored to the Waratah-Wynyard community. Whilst this work has not been evaluative in nature and therefore does not uncover the extent to which public value has been delivered, it still provides a foundation for future service evaluation.

Identified through the workshops and research, waste management services are recognised as being co-produced with the community, in that the success of the services relies on community member contribution. To build this mutual responsibility for developing the community's desired outcomes,

there is an opportunity for Council to create awareness in the community about their role in the service and the resulting outcomes of correct/incorrect waste management. This level of support and engagement aligns directly with the key focus of education within this Strategy.

Participants within the workshops recognised that the majority of the community genuinely wanted to dispose of waste in effective ways, but there were barriers to enabling this. Of note, cost was acknowledged as a barrier to service uptake, where there was a belief that the additional payment to drop waste at the transfer station was creating the perception that waste management is a Council 'business' and not a service; building negativity within the community. Another barrier was the perceived lack of options for the correct disposal of products, such as hard plastics, e-waste or silage wrap. Again, there is an opportunity for Council to build on this research and enable a positive direction in waste management through aligning materials disposal/recovery options and building public education and awareness.

Public Value Map—Waste Management

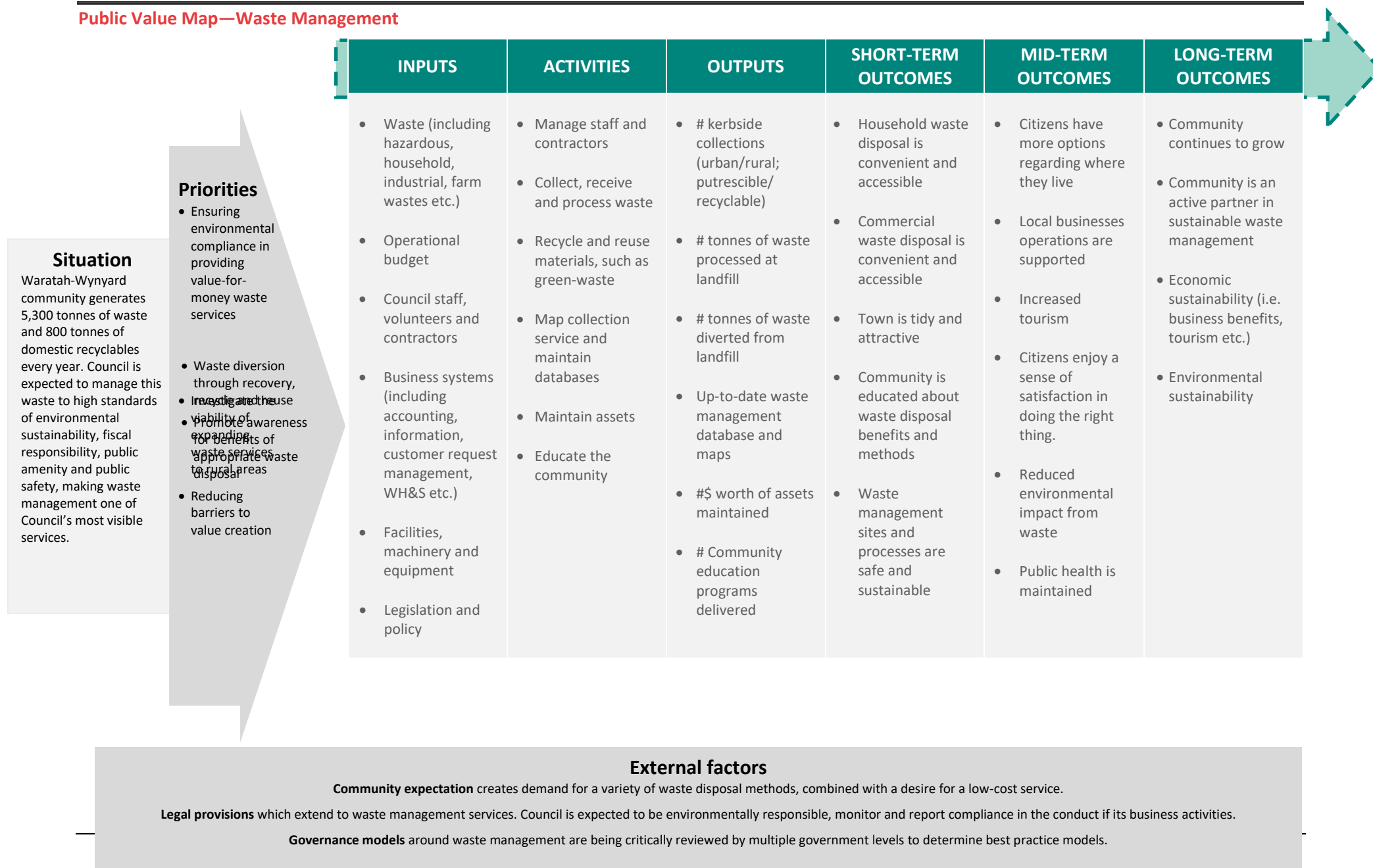


Figure 1 - Public Value Map

CURRENT WASTE MANAGEMENT MODEL

7. Waste Levels of Service

Council currently provides an urban kerbside service, made up of a weekly collection for general waste (fortnightly Waratah) and a fortnightly collection for domestic recycling. All properties within the collection zone (with exception to vacant blocks) are registered and contribute to the cost of the service. In 2017-18, approximately 4,500 properties were registered for the urban kerbside collection service. No rural kerbside collection is currently offered.

Where bins are damaged, vandalised or stolen, the costs associated with their replacement are generally borne by the individual (either property owner or occupier) unless the damage has occurred due to negligent damage by the Council or its collection contractor. Green-lidded general waste wheelie bins are purchased by the individual. Yellow-lidded recycle bins must be purchased through the Council and are expected to stay at the property it was purchased for.

A Waste Transfer Station is provided in Wynyard, which is open to the public seven days a week from 10am-4pm. A second communal waste disposal location is offered in Waratah and is always accessible.

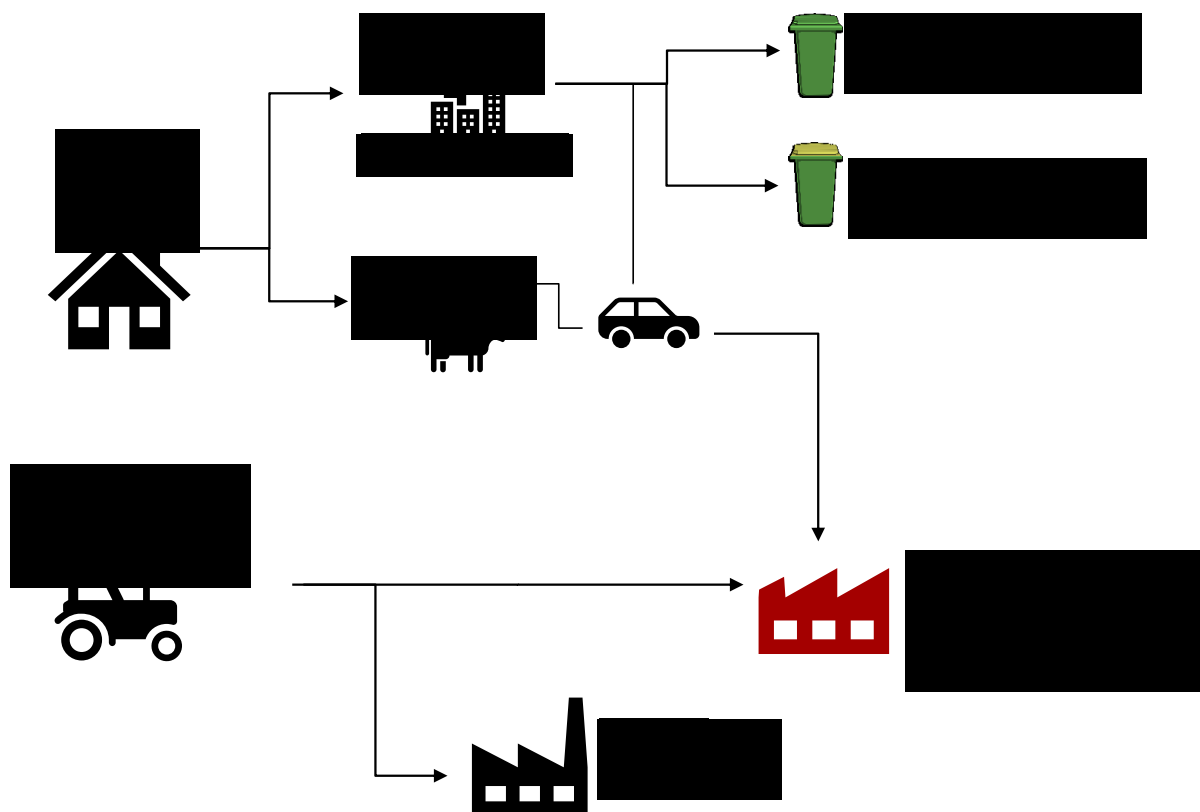


Figure 6 - Existing Levels of Service

8. Landfill

Council currently holds an agreement with Circular Head Council to utilise the Port Latta Landfill site for the disposal of waste. The remaining life of the landfill is currently being reviewed to ensure changes in waste volumes are accounted for, however its capacity is expected to last much longer than the life of this Strategy. In instances where the Port Latta site is unavailable or offline, Council will arrange to dispose of waste at the nearest available landfill.

9. Funding Model

The current funding model is based on a user pays approach, with the intent that the full cost of waste management is recovered through separate charges. In doing so, the true cost of waste management is transparent to the community and avoids subsidisation through general rate revenue that is already distributed to fund the costs of other services. Each year, charges to properties are set to generate an income that is predicted to cover the expenses related to the waste management service. In 2018/19, the total forecasted operational expenditure for waste related activities was \$1,984,400.

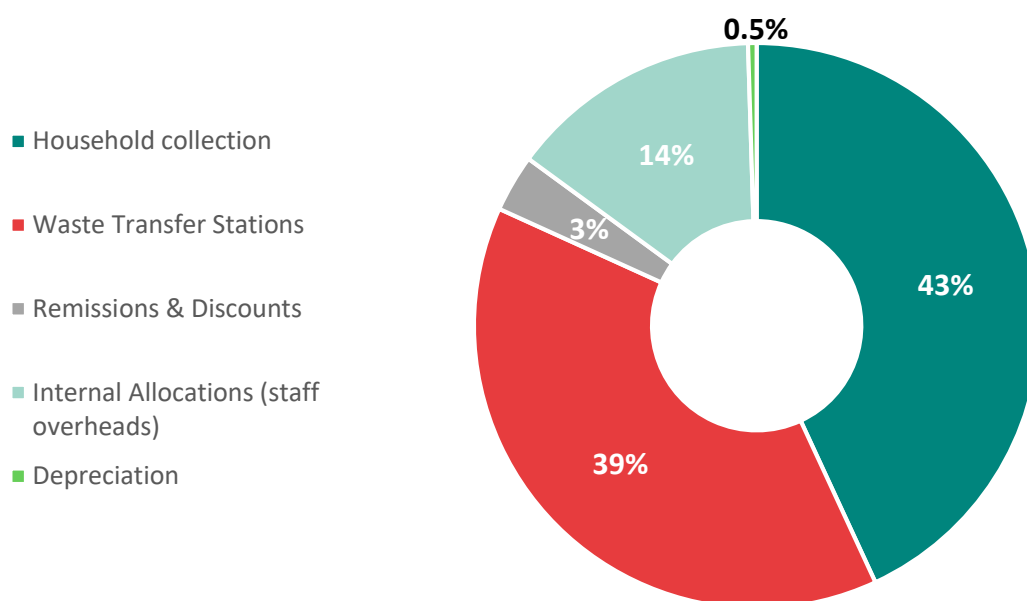
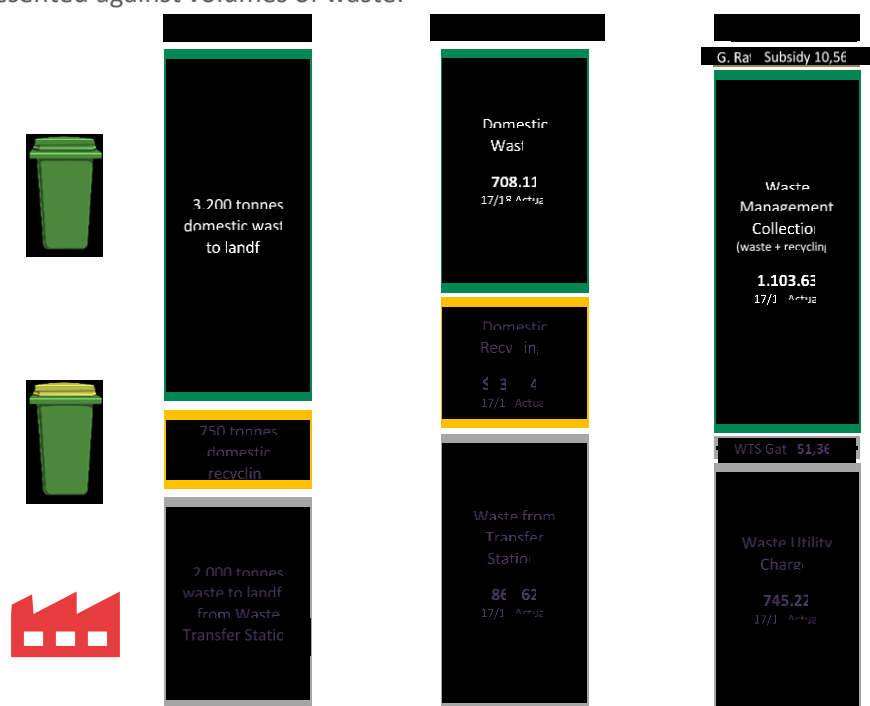


Figure 2 - 2018/19 Cost Breakdown

Whilst Council aims for a full cost recovery model, the future expenditure for waste services can be difficult to predict which has an impact on determining the appropriate income requirements for that year. An example is illustrated by the below graph, demonstrating the actual expenditure and revenue received in 2017/18 represented against volumes of waste.



A Waste Utility Charge (2018/19 = \$100) is charged to all properties to cover the majority of costs associated with the Waste Transfer Stations. At the time of preparing this Strategy, the cost of the Waste Transfer Stations is not fully recovered by the utility charge as the revenue received (utility charge \$745,000; gate fees \$51,000) is approximately \$70,000 short of the total expenditure incurred.

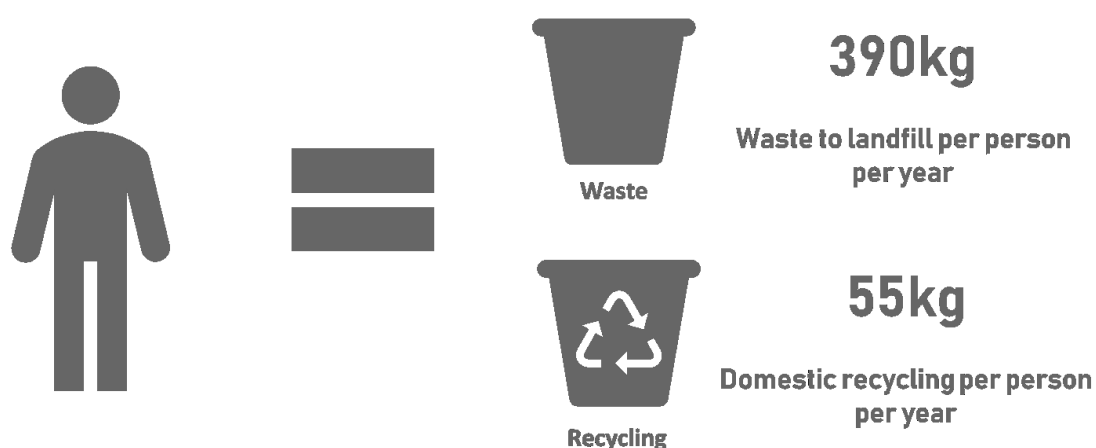
In addition, a separate charge of \$220 is levied to all households within the urban zone to cover the expenditure related to kerbside waste and recycling collection. Households that are not in a kerbside serviced area, such as rural properties, do not contribute to the cost of providing that service.

10. Council's Waste Journey

In 2003, the Council identified a need to prepare a Solid Waste Management Strategy to address increasing community expectation and demand for a formalised waste disposal arrangement with the neighbouring municipal area of Circular Head. The Strategy was to be endorsed post the finalisation of the Cradle Coast Authority audit report in 2004. A key focus of this strategy was to document current activities in waste management and ensure any recommendations were readily achievable. The Solid Waste Management Strategy has since expired.

The development of the new Waste Strategy (2019-2024) is instead focussed on minimising waste to landfill through various diversion schemes and improved education efforts. Emphasis has been placed on continuous improvement through evidence-based outcomes for waste management, which are both affordable and valued by the local community.

As a result of Council's previous strategy, waste to landfill has improved by 21% and kerbside recycling volumes have shown an upwards trend. Almost two-thirds of municipal waste to landfill originates from urban kerbside collection.



Information based on Waratah-Wynyard 17/18 tonnages and ABS 2016 Census

Figure 9 - Waste per person

Each week, Council's collection contractor collects up to 4,300 general waste wheelie bins, which are then emptied, and its contents transported to the Port Latta Landfill facility. Given the quantum of waste received through this service, any improvements to reduce waste in household generation can have a significant impact on the level of diversion from landfill. Whilst no formalised audit program has been undertaken for the composition of the general waste bins, anecdotal evidence suggests that up to 50% is comprised of organic materials (food wastes and garden wastes) which may fluctuate during the year depending upon season. This is clearly the largest area for improvement in managing volumes of waste to landfill from kerbside collection.

The Council has participated in a regional recycling bin audit program, providing evidence to support its future decision making. The 2017/18 audit demonstrated that 2,387 properties were visited and during this time 2,043 bins were presented and available for inspection, indicating that 15% of bins were not placed for collection at the time of inspection. Additionally, 88% of the bins inspected were rated with a 'pass' as less than 5% of the bins contents were contaminated.

GENERAL WASTE COMPOSITION



RECYCLING CONTAMINATION

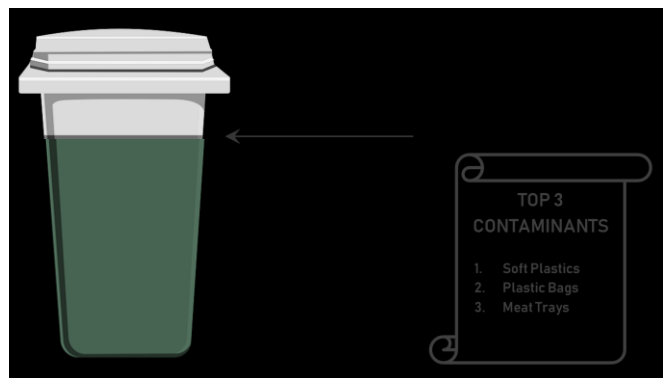


Figure 4 - Waste Composition and Recycling Contamination

WASTE MANAGEMENT FOR THE FUTURE

11. Being Accountable: Measurement of the Strategy Progress

A range of measurement processes will track the progress against this Strategy. The production and regular update of the waste services dashboards is the intended tool to monitor the progress against each strategy focus area and advancement towards the 50% reduction of waste to landfill by 2024. Key performance indicators (KPI's) will be developed and reported against using the dashboard.

Challenges in measurement include the lack of systems to easily measure waste as it is received during collection or disposal. Waste streams such as the tip shop, green waste and builder's rubble currently have no systematic way of measurement and tonnages of waste is only measured at the landfill gate, where appropriate. This represents an opportunity to improve data systems and ultimately improve Council's ability to track performance against strategy objectives.

12. Strategy Actions to Deliver Objectives

Each key focus area (materials recovery; education; environmental compliance; value-for-money) of this Strategy has been considered and actions have been prepared to deliver upon the commitment of reducing waste to landfill. The discussion relating to opportunities aligned with the focus areas has been included below.

12.1. Focus 1: Materials Recovery

Food Organics and Garden Organics (FOGO)

FOGO is considered to be the largest individual component identifiable within the waste stream that is deposited at the landfill site. Organics deposited at landfill take up vital capacity and thus shorten the lifespan of the landfill. Upon decomposition, the organic material produces methane, a known contributor to greenhouse gas.

Significant interest has peaked around a separate organics collection both locally and regionally, all of which warrant further investigation. However, it is noted that the transport of organic material to any facility (landfill or organics processing) is a large deciding factor when assessing against the principles of environmental compliance and value-for-money. The consideration of these factors, alongside market and commercial opportunities licenses a future feasibility assessment that is tailored to the municipal area.

Therefore, it is recommended that further analysis is undertaken to determine the viability and community appetite for the provision of an organics collection service.

Expanded kerbside collection

A preliminary feasibility survey was undertaken in early 2019 in order to determine the rural community's appetite and willingness to pay for an expanded household kerbside collection service. The survey made available to residents three options; a rural general waste collection; rural recycling collection or no change to current service levels. Estimated cost per annum was provided for each option, however predicting cost was difficult to determine without scope of collection. Instead, costs were formed on the basis of benchmarking with neighbouring communities and comparatives in relation to the Waratah-Wynyard urban collection.

Survey participants were selected at random across the rural network. A total of 300 surveys were mailed to property owners, which represented 15% of the possible rural household community. Surveys were asked to be returned to Council within two weeks. A total of 169 responses were received, the majority of which received by the allocated due date. The response rate has provided a 99% statistical confidence level with a 10% margin of error.

As a result, 56% of the 169 replies did not want an expanded kerbside collection. The remainder wanted some form of kerbside collection, with almost an even third split between those that wanted only general waste collection, only recycling collection or both.

Some participants provided comments alongside their response, ranging from cost of service through to distance between house and probable collection point. Some ratepayers thought the service was already paid for through the waste utility charge or that they were subsidising urban residents who already receive kerbside collection. This indicates an opportunity to improve cost transparency and understanding throughout the community.

Given these results did not clearly articulate a strong community position in relation to an expanded collection service, it is recommended that further work is undertaken to gain a higher level of confidence in the predicted costs and undertake a larger survey to determine community appetite.

Other materials recovery programs

A key priority of Council is to minimise waste to landfill through the identification and delivery of recovery schemes and through encouraging the community to adapt disposal behaviours accordingly. These activities align with the key focus areas of materials recovery and environmental compliance, alongside current community expectations which have been identified through consultation associated with the development of this strategy. Maximising materials recovery would be supported through the following recommendations:

- Introducing accessible recycling opportunities, such as e-waste and household batteries schemes
- Expansion and formalisation of the 'tip shop' and encouraging greater utilisation
- Investigating the viability and opportunities associated with providing household hard waste (bulky item) collection
- Advocating for state- and nation-wide schemes



12.2. Focus 2: Education and Awareness

Contamination

The minimisation of contamination in waste streams is an ongoing issue for waste managers. At Waratah-Wynyard, the kerbside recycling bin audits indicate that 88% of the bins inspected achieved a pass rating of less than five percent contamination. Whilst this is a commendable result, there is still much that can be done to minimise confusion at the point of disposal and improve contamination rates even further; such as targeting the top three contaminants of soft plastics, plastic bags and meat trays through awareness and education campaigns.

However, it is not just in recycling collection that Council can identify issues with contamination. Council's green waste pile, managed entirely through the Wynyard Waste Transfer Station, is prone to contamination which includes items like lead painted timber, plastics, noxious weeds and tyres. This increases the cost to manage green waste when chipping and can limit the future possibilities for reuse.

Targeting contamination and good practice waste sorting and disposal in Council communications may assist with minimising the issue and provide an opportunity for Council to maximise value creation.

Recommendation: A proactive and innovative engagement strategy is established to address specific waste-related contamination issues.

Illegal dumping

Illegal dumping within Waratah-Wynyard requires further investigation in order to determine the scale and costs of the issue. A barrier to this research is the suggestion that much of the illegal dumping issue occurs on land not maintained or controlled by Council. In establishing a baseline for this data, the Council could expand its activities to include private property owners to participate in regional illegal dumping monitoring and development of campaigns which aim to alter attitudes and behaviours for waste disposal.

Recommendation: Further investigation is undertaken to determine the causes of illegal dumping and to obtain a better understanding of these issues.

12.3. Focus 3: Environmental Compliance

Air, water and noise disturbances

Council will continue to plan and implement waste activities with increasing diligence as community expectation continues to influence policy. It is vital that Council considers the range of national and state legislation and policy when performing its role within the local community. The performance of regular audits and reporting in this regard will help maintain accountability and compliance with this legislation.

Additionally, Council has a responsibility to manage its operations in a way that mitigates air, water and noise disturbances to the nearby community. One of the challenges associated with this phenomenon is the proximity of the Wynyard Waste Transfer Station and local households and should be addressed through continuous review of services and operations.

Recommendation: A regular audit program is established to manage environmental compliance issues and that Council's operations are reviewed to determine new technologies or methods which may reduce impact to nearby residents.

12.4. Focus 4: Value-for-Money

Tip tickets and fee structure

At the setting of the 2011/12 Annual Plan, the Council introduced a waste utility charge to each rateable property and issued a total of ten tip tickets that provided "pre-paid" entry to the Wynyard Waste Transfer Station. The tickets were installed as a method to incentivise appropriate waste disposal at the waste transfer station. Approximately 37% of the tip tickets issued per year are used for access to the transfer station.

Since introducing the tip ticket system, the Council has received mixed feedback relating to the associated benefits and general confusion around the purpose of the tickets. Over this time, residents requested that users pay the full and true costs at the gate, given their personal use of the waste transfer station was considered low. In addition, the provision of the tip tickets presents an inequity as they are not always passed down from property

owners to their tenants. Given that a quarter of Waratah-Wynyard residents were known to be renting during the 2016 census, this can be considered a significant matter.

The waste utility charge is levied to properties as a fixed charge subsidy, that is intended to cover the costs associated with managing and operating the transfer stations, supplemented by the revenue received at the gate to the Wynyard Waste Transfer Station. In the first year of implementing the tip ticket system, revenue received over the gate reduced by 35% and continued to decline over the following two years to represent a total 50% reduction. In 2017/18, the actual revenue received at the gate was \$51,000, which is approximately 6% of the total costs of the transfer stations. The remaining 94% of the transfer station costs are funded through the existing waste utility charge.

An opportunity for Council is to revisit its current funding model for the waste transfer stations. The removal of the tip tickets appears to be an efficient solution to resolving the confusion around their purpose. However, there are some views in the community that the waste utility charge funds the provision of the tickets and the removal of them would equally remove the utility charge. If the utility charge was removed, the costs associated with the transfer station would be subsidised by the general rate, which on 2018/19 figures would equal a rate rise of approximately 8%.

An alternative would be to supplement the removal of the tip tickets with the removal of gate fees at the Wynyard Transfer Station for Waratah-Wynyard residents. The loss in revenue from the gate could be received through an increase to the fixed utility charge per rateable property. Fees could be charged at the transfer station gate for difficult to dispose of items (i.e. tyres), non-residents and commercial entities so that the cost to dispose isn't subsidised by ratepayers.

Another alternative for full cost recovery of the waste transfer station without a general rate subsidy would be to implement a user pays system. In this model, the cost of entry for a car/station wagon would increase to \$24 up from \$6 which would likely discourage use of the waste transfer station and thus increase the potential for illegal dumping or incorrect disposal methods.

Recommendation: The provision of tip tickets and Waste Transfer Station gate fees are removed, and the costs of the transfer stations are funded fully through the waste utility charge.

Green waste contamination

The storage of the green waste pile is currently located towards the western end of the boundary at the Wynyard Waste Transfer Station. The site layout prohibits visibility of the pile from the main entry and disposal points. As a result, an estimated 5-7% of 3,470m³ of green waste is considered contaminated. Once contaminated materials are chipped with the green waste, the entire stockpile is considered as contaminated. The main contaminants

include tyres, tin, noxious weeds and plastics. The quality of the green waste and the costs to chip and dispose are therefore higher than predicted with a lower contamination rate.

Options have been considered but require greater investigation to determine value.

Regardless of the option selected, community education around the impacts of contamination is decidedly an important factor. Methods for education include communications and signage.

One option includes additional resourcing, so the area can be physically monitored, however the construction of a suitable shelter and amenities would be required in this instance. Alternately, monitoring systems such as CCTV and PA Systems could be installed for a fraction of the cost, although resource would



still need to be considered for the ongoing management and maintenance of such equipment. Another option to consider includes the placement of skip bins at the green waste site, enabling customers to “do the right thing” in a way that is easier than the current layout. Finally, the green waste pile may be moved to an alternate location that is more visible by staff onsite. Constraints of the property currently exclude most areas within the existing property, but this idea may factor in to the design of a possible future greenfield site.

Recommendation: Issues associated with green waste contamination are investigated and appropriate methods of managing the contamination is implemented.

13. Waste Strategy Action Plan

| | Recommendations | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Priority | Measures of Success |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Materials Recovery <i>Divert waste from landfill by partnering with business and the community</i> | | | | | | | |
| A | Explore opportunities to reduce organic waste to landfill | | | | | | High | <ul style="list-style-type: none"> • Reduction in waste to landfill, measured per tonne • Reduction in household waste generation • Reduction in recycling contamination • Increase in household recycling generation balanced against population growth |
| B | Determine community's appetite for a change in opening hours at the Wynyard WTS and implement changes (if any) the following year | | | | | | Medium | |
| C | Provide services for paint, e-waste and household battery collection at a central location | | | | | | Medium | |
| D | Investigate opportunities for the provision of an enclosed 'tip shop'; including location, management and security. Implement recommendations the following year | | | | | | Medium | |
| E | Provide a detailed analysis of an expanded kerbside collection service to rural areas which: <ul style="list-style-type: none"> • Examines costs and further explores the rural community's appetite for expansion (2019/20) • Develops an implementation plan for the roll out of an expanded collection service, including a community engagement strategy (2019/20) • Expand kerbside collection per recommendations from analysis and community desirability (2020/21) | | | | | | Medium | |
| F | Assist event organisers to identify opportunities that minimises waste to landfill at future events, including the trial of bin toppers, encouraging the removal of single-use plastics, or introducing other recycling and waste reduction methods | | | | | | Medium | |
| G | Work with stall holders at the Bloomin' Tulips Festival to phase-out single use plastics | | | | | | Medium | |
| H | Explore opportunities to maximise capacity and value of scrap metal | | | | | | Low | |
| I | Investigate the viability of the kerbside collection of household hard waste (bulky items) and prepare implementation options | | | | | | Low | |
| J | Continue to use builder's rubble in Council's future works program, as required | | | | | | Low | |

Enclosure 1 Waste and Resource Recovery Strategy 2019-2024

| | Recommendations | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Priority | Measures of Success |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | Education and Awareness <i>Build awareness around individual roles in value creation and provide a high level of community engagement around waste generation and management</i> | | | | | | | |
| A | Reduce contamination in recycling and promote initiatives that aid in recycling products, such as silage wrap and chemical drums. | | | | | | High | <ul style="list-style-type: none"> • Improved recycling and reduced contamination • Improved engagement levels • Minimum number of education efforts achieved per annum • Reduction in illegal and incorrect waste disposal |
| B | Improve the use of the WTS compactor and reduce green waste contamination through innovative engagement techniques | | | | | | High | |
| C | Actively pursue regional partnerships and funding that help support Council's Strategy, including alternate waste technologies and reducing waste production | | | | | | High | |
| D | Prepare and deliver campaign to promote awareness of public value in relation to the short/mid/long-term outcomes received in waste management | | | | | | High | |
| E | Provide clarity around how waste and recycling is being managed and processed | | | | | | High | |
| F | Investigate systems and methods to improve measurement of waste streams | | | | | | Medium | |
| G | Support and promote at home initiatives, such as composting | | | | | | Low | |
| H | Investigate the causes and effects of illegal dumping and implement recommendations to reduce incidences | | | | | | Low | |
| I | Support and promote programs and activities available to the community, such as Clean Up Australia Day and Plastic Free July | | | | | | Low | |

Enclosure 1 Waste and Resource Recovery Strategy 2019-2024

| | Recommendations | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Priority | Measures of Success |
|---|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | Environmental Compliance <i>Be compliant with the relevant environmental legislation</i> | | | | | | | |
| | A | Develop an audit program to confirm compliance with environmental legislation | | | | | Medium | • Waste management operations complies with legislation • Reduction in complaints relating to air, water or noise disturbances for waste management |
| | B | Ongoing audits are conducted per recommendations from 3A | | | | | Medium | |
| | C | Continue to review operations to ensure practices do not constitute air, water or noise disturbances in relation to waste management, based on an identified improvement or receipt of complaint | | | | | Medium | |
| 4 | Value-for-Money <i>Provide valued services that are affordable for our local community</i> | | | | | | | |
| | A | Maintain best value through further reviews and improvements to service delivery when an opportunity for improvement has been identified | | | | | High | • Waste related funding model supports the user pays principle • Waste management operations meets service performance targets • Costs and benefits for ratepayers meet or exceed expectations in relation to local benchmarking |
| | B | Commence engagement for new WTS funding model (i.e. tip tickets and gate fees) and implement solution following year | | | | | High | |
| | C | Investigate and implement methods for monitoring and managing green waste contamination | | | | | High | |
| | D | Fully recover costs associated with the WTS through the Waste Utility Charge within three years | | | | | High | |
| | E | Review viability of in-house waste management operations | | | | | Medium | |
| | F | Investigate opportunities to include smart technology in Council's waste management practices | | | | | Medium | |

DRAFT WASTE STRATEGY

FEEDBACK RECEIVED DURING CONSULTATION PERIOD

| FEEDBACK RECEIVED | RECOMMENDED ACTION |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Could the hours of the tip be extended, it makes it hard to get there when your working. Even if its 2 days a week open at 7 or close at 6. Also, having a covered tip shop is a good idea. How about looking further at recycling and invest in equipment to manufacture products out of recycling and become a municipality that is taking the environment seriously. After all, look where we live, I for one would feel proud to live within a community that leads the way on reducing landfill. A clean up of rubbish and car bodies in our area would help too. Tourists have mentioned some of the wrecks and rubbish they've noticed. Not good comments coming from our "Clean, Green State" | <ul style="list-style-type: none"> • Waste Transfer Station opening hours has been included in strategy • Amend strategy to include the partnership with manufacturers to aid in the awareness of recycling opportunities • The promotion of local clean-up events has been included within strategy |
| We say no to any future need for a green waste bin or bins. We are on two acres and green waste is not a problem here. | <ul style="list-style-type: none"> • Comment noted, no change to strategy. Organics review will include community appetite survey |
| Please move the sewage treatment plant around the corner, west side. Its so embarrassing when tourists give you a dumbfounded look when telling them what it is. A sewage plant right at the front of paradise. Community area could be developed opening up the confined space. Thankyou | <ul style="list-style-type: none"> • No change to strategy, responsibility for moving sewage treatment plant belongs with the asset owner (TasWater) |
| Please consider that item 2C (public value) in the WSAP (Section 12) should be implemented ASAP and not deferred until 2021/22. It's takes time to develop the Communication Strategy, create messages for target groups (ie residents, schools, businesses, etc), and then to get people on board and provide feedback on performance. | <ul style="list-style-type: none"> • Public value campaign brought forward to 2019/20 |

Enclosure 2 Feedback Summary for Draft Strategy

| FEEDBACK RECEIVED | RECOMMENDED ACTION |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Thanks for sharing your waste management plan, it was great to have a look. I really applaud your target of 50% reduction diversion from landfill by 2024. Commendable. * I like the idea of central drop off points for ewaste, paint and battery collection and education about where these are. * I'm sure this has already been discussed, but would green waste kitchen bins be an option? We have relatives with these in Albury - they put the food waste from their kitchen in there, are provided with compostable bags and have their own separate bin for collection. It all gets composted and sold back cheaply for their gardens. From what I can gather, it's very popular. * I'd also be happy to pay extra to have a green bin to put my other green waste in. * For soft plastics, I think more education would help, Woolies have the collection bin but a lot of people don't know it's there or they feel that the plastic in there is going to landfill anyway. I've had this conversation multiple times with many people. Also from personal experience, some soft plastic is just really hard to clean, so some tips on that might be helpful, * I also like the idea of working together with business owners to get their help, Maybe some monitoring of how many of their things end up in landfill might raise awareness and motivation. Some thoughts on a Saturday night, but really I just wanted to say thanks. It's great to have a council that is so proactive and forward thinking, good luck with it!</p> | <ul style="list-style-type: none"> • Kitchen caddy's for green waste and food scraps will be considered as part of the Food Organics Garden Organics (FOGO) feasibility study • Incorporate a targeted business education campaign into the strategy's education and awareness program |
| <p>Organic waste collection is a great ideas. Rubbish collection along Tollymore Road would be much appreciated by residents.</p> | <ul style="list-style-type: none"> • Comments noted. Rural collection has been included in Strategy |
| <p>I would love to see a better utilisation of a tip shop and second hand resources. As well as green waste options. So pleased to see the start of ideas here.</p> | <ul style="list-style-type: none"> • Comments noted |
| <p>It would be great if Council could encourage residents to compost their kitchen scraps. They can do this by having a worm farm or a compost bin (I have both and by putting the compost worms in the compost bins I have heaps of beautiful compost for the gardens and pot plants every year). OR do what our forefathers did and dig a trench in the garden and bury the scraps. All ready to grow their own vegetables or have beautiful flower beds. I guess failing all that why not encourage them to buy a bucket with a lid and deliver to maybe the gardens in Frederick Street or I would think that they would even pick them up?</p> | <ul style="list-style-type: none"> • Comments noted. Organics options will be considered as part of the Strategy |
| <p>Periodically Melbourne has a hard rubbish pick up where people can place large rubbish items on the nature strip for the council to remove. Much of this rubbish is taken by others to reuse which helps to reduce the amount of rubbish needing to be collected. 2. Perhaps the council could allocate a period of time where rate payers could bring rubbish to the tip free of charge. The people who are dumping rubbish in the bush obviously have the ability to transport their rubbish so hopefully they would take it to the transfer station instead of the bush.</p> | <ul style="list-style-type: none"> • Hard waste collection is included within strategy • Proposed change to tip ticket system will provide ratepayers/residents no-fee entry to the transfer station |

Enclosure 2 Feedback Summary for Draft Strategy

| FEEDBACK RECEIVED | RECOMMENDED ACTION |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Well done on producing the draft waste management strategy, I think it is very thorough and it is made a stronger document in that it has detailed actions to deliver waste management and resource recovery. For this strategy to be implemented successfully it will need to be supported by a sufficient budget and funding from the council. Has this been taken into account in the development of your actions articulated at the back of the plan. So many times have I seen a comprehensive plan that is never been supported with funding to implement. Also, there is not much detail about landfill. You only mention the port latta facility but what is it's current capacity/ remaining airspace? What is the contingency planning if this site is off-line or what is the scheduling for future landfill sites assuming it's closure in the future. It may be 50 years are 100 years away but it would be good to spell this out if that is the case. You make good links to national and state waste policy in the introduction to the strategy and provide good context to the waste management and resource recovery system within the municipality. Wouldn't it be worth calling it a waste and resource recovery strategy? It's not just about waste management it's about recovering resources like organic green waste and commingled recyclables etc too When driving around the municipality I noticed that you have all sorts of bins sizes in bin colours, everything from pink, purple and yellow bins . I appreciate it would cost a lot of money to go and change these to a consistent Australian standard, however as you replace old and lost bins wouldn't it be good to move towards the standard - yellow lid for coming or recycling, red lid for landfill and green lead for Garden (and possibly food) organics. It could be good to include this as an action and it would help with the broader education campaign around proper use of the kerbside recycling system and reducing contamination. Does the bar graph on page 15 also include commercial and industrial waste from Waratah Wynyard? It would be good to see the breakdown between municipal, commercial and industrial, and construction and demolition waste. Do you have a lot of useful graphs and data there, it would be useful if they were titled and given a figure number, figure 1, figure 2 etc I have 15 years experience in working in waste management with local government in Melbourne so if you would like to discuss further I would be happy to talk to you on the phone. Well done on a comprehensive strategy.</p> | <ul style="list-style-type: none"> • Actions from waste strategy will be included in Council's annual budgeting process for consideration • Discussion about the Port Latta Landfill and contingency planning added to strategy • Changed name to Waste and Resource Recovery Strategy • Breakdown of information between municipal, commercial, industrial waste will be included if the data is captured in future • Bin ownership and standards to be investigated at the finalisation of the FOGO feasibility study • Figures have been numbered and a Table of Figures included in strategy |

Enclosure 2 Feedback Summary for Draft Strategy

| FEEDBACK RECEIVED | RECOMMENDED ACTION |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>To whom it may concern: Please find below a combined response to Council's call for feedback on the draft Waste Management Strategy 2019-2024. We are a group of residents and mums of pre-schoolers with an increasing interest in waste and climate change. Collectively we have decided to seek opportunities to act locally and provide a voice on issues that are important to us and our families. We support the draft plan and Council's commitment to divert 50% of waste from Landfill and strive for continuous improvement in the way Council manages waste generated within the community. We also support using targeted activities and broad education and advocacy programs to achieve these commitments. One area which we feel is not appropriately highlighted within the plan is education and targeted action around waste prevention. The plan misses one key element of the traditional "reduce, re-use and recycle" which has been spruiked since we were children. Rather than just waste diversion into reuse and other traditional and non- traditional recycling methods, we must also consider ways to reduce waste production. Some existing ways to support this include: - Hobart City Council's single use plastic by-law. Waratah Wynyard Council could piggy back on the findings and research that this large Council has already undertaken and introduce a similar by-law. - Waratah Wynyard Council could undertake a similar policy framework as Launceston City Council who have committed to phase out single use plastics at Council-supported events by the year 2022. - Actively support and promote businesses which encourage people to buy second hand, recycled or up-cycled items such as Opportunity Shops, Salvage shops and the formalisation of the Council Tip shop. - Support events such as Plastic Free July which educate and encourage people to reduce waste. - We would welcome other waste reduction ideas which are already widely promoted but which could be more effective and persuasive if council was seen to support such ideas. We also support a 'hard-rubbish' pick-up. This could be coordinated alongside opportunity shops and businesses which source secondhand goods. We support the formalisation and expansion of the Tip Shop. We support the expansion of kerbside recycling collection to rural areas and a feasibility study on the introduction of FOGO bins. As farming families and rural residents we have also identified a serious issue of silage plastic waste which needs to be addressed within our community. Silage plastic wrap is currently being dumped or burnt on farms in huge quantities and is a significant risk to the environment and a waste of resources. In other rural areas around the State and country this wrap is collected and recycled into various plastic products. This is a significant waste product within our municipality which needs to be reviewed and addressed. Along this same theme are plastic chemical drums used by farmers and other large commercial operations, Schemes such as Drum Muster should be accessible and actively encouraged. We would also like more clarity and information about how all waste and recycling is managed where recycling is processed and for what end. We applaud council for the forward thinking nature of this plan. We look forward to seeing the actions being delivered and hearing the outcomes of various further investigations identified within the plan.</p> | <ul style="list-style-type: none"> • Added to strategy – the phasing-out of single use plastics at Council's Bloomin' Tulips Festival • Added to strategy – Council to work with other event organisers to encourage removal of single-use plastics • Silage wrap recycling and drum muster is incorporated within education and awareness programs • Added to Strategy – Providing clarity regarding recycling and waste management and processing |

An aerial photograph of a dense forest with a road running horizontally across the middle. The trees are mostly green, with some showing autumnal colors of orange and brown. The road has white dashed lines. The title text is overlaid on the upper half of the image.

Reimagining Our Regions: Far North-West

Stage 1 – Field Trip Summary Report

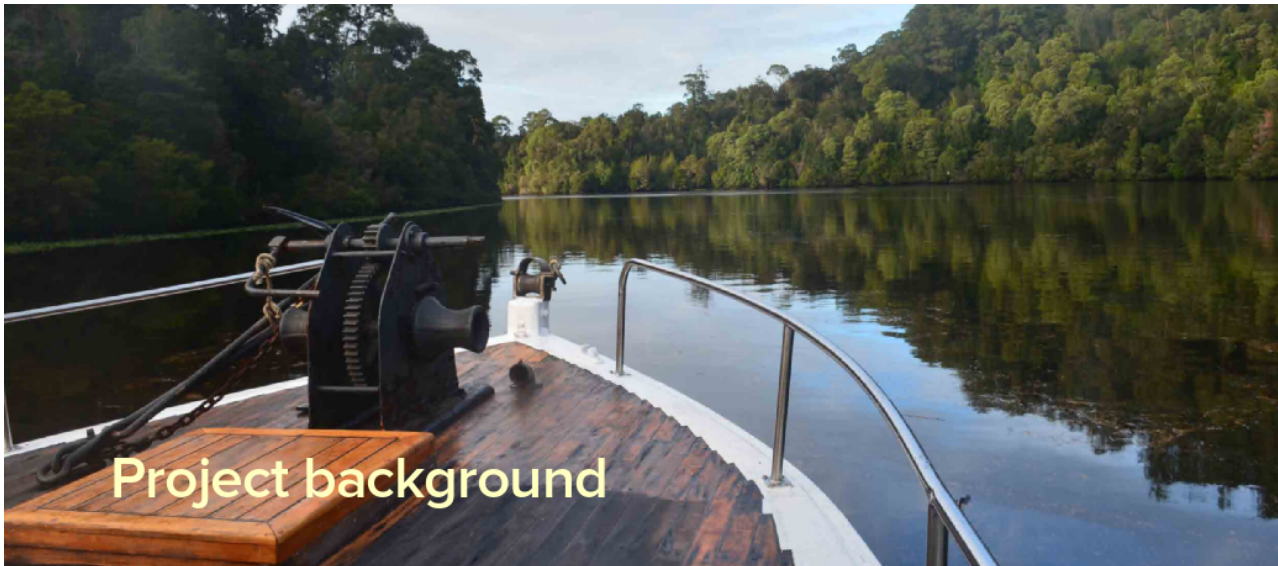




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Table Cape Lighthouse © Jess Bonde



Pieman River Cruise © John Fitzgerald

The Reimagining Our Regions project seeks to generate new and creative tourism concepts and stimulate investment in tourism products in the far north-west of Tasmania.

The Reimagining Our Regions project has been initiated under the T21 Visitor Economy Strategy framework of government working with industry to proactively manage Tasmania's visitor economy. The project is led by the Office of the Coordinator-General in partnership with Tourism Tasmania.

Project objectives

The primary objectives of this project are to identify product development and investment opportunities that will drive visitor demand. The project also seeks to identify barriers to investment, provide recommendations to government, and develop an Action Plan to realise the region's tourism potential.

The concepts and recommendations identified through this project aim to increase first-time and repeat visitation to the target region; increase the average length of stay; increase visitor expenditure; increase visitor dispersal (geographically and seasonally); increase visitor satisfaction, and consequently, increase the contribution of tourism to the social and economic life of the far north-west.

Project design

The Reimagining our Regions project was designed in three stages.

Stage 1 – Field Trip

The purpose of the field trip was to immerse a group of tourism leaders in the target region. This group was tasked with generating new ideas for tourism experiences and identifying potential barriers to growth in the far north-west.

The field trip produced a range of tourism concepts to encourage visitation and further investment in the region. The participants also identified a range of opportunities that could contribute to growth and overcome potential barriers to investment. These issues and opportunities and a shortlist of priority projects, are summarised in this report.

Stage 2 – Action Plan Development

SMA Tourism has been engaged as the project consultant to undertake the second and separate stage of Reimagining Our Regions for the far north-west.

In Stage 2, SMA Tourism will take the ideas and priority projects identified in this Stage 1 report and:

- Synthesise the field trip outcomes with relevant strategies, research data and market intelligence
- 'Ground truth' the outcomes with local stakeholders
- Identify the 'enabler' projects with the greatest potential impact and develop the evidence for investment
- Determine an action plan to overcome barriers and bring the priority projects to fruition and
- Provide recommendations to government to inform strategy development, considering national and global best practice exemplars.

Stage 3 – Business Case Development

The Stage 2 Action Plan will determine the steps required for Stage 3 of the project and inform the development of value propositions for private investment opportunities and 'enabler' projects.

Stage 3 procurement will commence upon the finalisation of Stages 1 and 2.



nungu / West Point, Arthur-Pieman Conservation Area © Jess Bonde

The 'far north-west' encompasses two municipalities in the Cradle Coast tourism region: Waratah-Wynyard and Circular Head. The far north-west spans an area of 8,500km, just over 12 per cent of Tasmania's total land area. This area includes several reserves, including pinmatik / Rocky Cape National Park, Savage River National Park, the Arthur-Pieman Conservation Area, and more. The takayna / Tarkine temperate rainforest area occupies 447,000 hectares bounded by the Arthur River, the Murchison Highway, the Pieman River, and the Southern Ocean.

The Cradle Coast tourism region (nine municipalities) has experienced a 30 per cent increase in visitors over the last ten years, compared to 45 per cent for the whole state. Over the same period, the far north-west (two municipalities) has experienced

a 12 per cent increase in visitors. In the context of lower overall growth in the past ten years, growth in visitation to the far north-west has improved in the past five years, tracking closer to visitor growth for the whole state. Visitors to Tasmania increased 22 per cent over the past five years, and visitation to the far north-west increased 25 per cent; however, visitation to the far north-west has dropped 2 per cent in year ending December 2018 compared to December 2017, while overall visitation to Tasmania and the Cradle Coast region has continued to increase by 4 per cent.

The Tasmanian Visitor Survey (TVS) measures visitation to four towns in the far north-west: Wynyard, Stanley, Smithton, and Arthur River¹. The four towns together welcomed 157,000 visitors, 12 per cent of all visitors to Tasmania in the year ending September 2018. The TVS also measures visitation to three attractions within this area: pinmatik / Rocky Cape National Park (24,000 visitors in the year ending December 2018), the Tarkine region (48,000), and Corinna (27,000).

Visitors to the far north-west generally include the region as part of a longer trip around Tasmania, and half of all visitors to the far north-west also visit Cradle Mountain during their trip to Tasmania.

The far north-west of Tasmania was selected as the pilot region for the Reimagining Our Regions project as it was identified as having great potential to develop its tourism offering, especially considering its proximity to several demand-generating projects in the pipeline within the Cradle Coast tourism region. These pipeline projects include: the Cradle Mountain Visitor Centre and Cableway; increased capacity on the Spirit of Tasmania; investment in Tasmanian Drive Journeys; luxury accommodation projects planned for Stanley and Table Cape; the University of Tasmania's Burnie Campus transition and more.

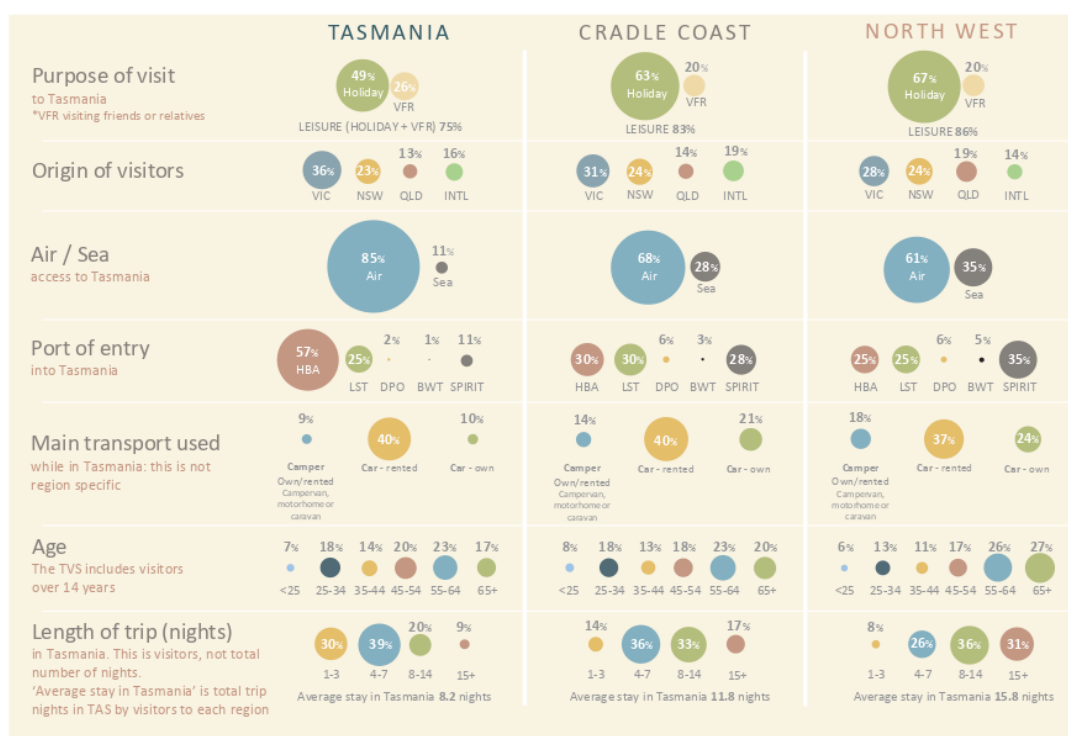
Visitor profile

Visitors to the far north-west are primarily travelling for leisure (86 per cent), with 67 per cent travelling for the purpose of a holiday, and 20 per cent for the purpose of visiting friends and relatives in Tasmania. Visitors to the far north-west are more likely to have arrived via the Spirit of Tasmania (35 per cent), or flown into one of the local airports, Devonport or Burnie-Wynyard (11 per cent) however a larger proportion fly first into Hobart (25 per cent) or Launceston airports (25 per cent). Among visitors to the far north-west, the chance to 'self-drive / tour around' was a strong influence



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Far North-West Stage 1 – Field Trip Summary Report

¹ Waratah and Corinna were added to the TVS from July 2018 (limited data).



behind their decision to visit Tasmania (60 per cent). While travelling in Tasmania, those who visit the far north-west tend to self-drive (79 per cent), using their own or a rented car or campervan.

Visitors to the far north-west are generally including the region as part of a longer trip around Tasmania. Sixty-seven per cent of visitors to the region are staying more than 8 nights in Tasmania, while short-stays of 1-3 nights in Tasmania are associated with just 8 per cent of visitation in the far north-west. Half of all visitors to the far north-west also visited Cradle Mountain during their trip to Tasmania.

The average length of stay in the far north-west is 1.8 nights. Stanley is the tourism hub of the sub-region, welcoming 70 per cent of visitors to the far north-west, and 34 per cent of overnight stays.

The average age of visitors to the far north-west is higher than the average age of all visitors to Tasmania: 53 per cent of visitors to the far north-west are over 55, compared to 40 per cent for the state.

Economic profile

The far north-west has access to some of the best wind resources in the world, with prevailing westerly winds from the 'Roaring Forties'. A 140MW windfarm exists at Woolnorth (past Stanley), and there is over 1,000MW of renewable wind energy in the pipeline in the Cradle Coast region.

The northern part of the region has a reputation for growing premium produce especially dairy, beef and seafood. The region benefits from a good reliability of rainfall relative to other regions in Australia, as well as investments in irrigation.

The far north-west is home to approximately 22,000 people, or four per cent of Tasmania's population (2016 census). The median age is 46 in Waratah-Wynyard and 41 in Circular Head, compared to 42 for Tasmania. The labour force participation rate is 51 per cent in Waratah-Wynyard, and 60 per cent in Circular Head, compared to 56 per cent for the whole state (2016 census). The unemployment rate is 7.7 per cent in Waratah-Wynyard, and 5.0 per cent in Circular Head, compared to 7 per cent across Tasmania.

The proportion of residents with a university education is much lower in Waratah-Wynyard (10 per cent) and Circular Head (6 per cent) compared to the whole Tasmanian population (16 per cent). The proportion of trade qualifications is somewhat higher: Tasmania 21 per cent; Circular Head 23 per cent; Waratah-Wynyard 24 per cent. Technicians and trades (15 per cent in Waratah-Wynyard) and labourers (25 per cent in Circular Head) are the largest categories of occupation in the far north-west.

More Waratah-Wynyard residents worked in health care and social assistance than any other industry in 2016 (15 per cent), with retail (9 per cent) and agriculture, forestry, and fishing (9 per cent) the next largest sectors of employment. In Circular Head, the largest sector of employment was agriculture, forestry and fishing (24 per cent), followed by manufacturing (18 per cent) and retail (8 per cent) in 2016. Accommodation and food services accounted for 6 per cent of employment in both Waratah-Wynyard and Circular Head in 2016.



© John Fitzgerald

The purpose of the Field Trip was to take a group of experts in brand, marketing, product and industry development to the far north-west, where they were tasked with generating new ideas for tourism experiences and identifying constraints on visitation in the region.

The Field Trip to the far north-west took place from 7-11 May, 2019.

Participants

Tourism leaders from Tasmania, other Australian states, and New Zealand were invited to join the Field Trip, based on their creativity and expertise in different tourism sectors.

Representatives from Tourism Tasmania, the Office of the Coordinator-General, Tasmania Parks and Wildlife Service, the Stage 1 'scribe', and the Stage 2 project consultant from SMA Tourism also attended and contributed to the concepts and recommendations produced during the Field Trip.

| | |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Andrew McEvoy (Trip Leader) | <i>Chair: SeaLink Travel Group, SkyBus (AATS), and Tourism and Transport Forum. Former Managing Director, Tourism Australia</i> |
| Michelle Cox | <i>Board member: Tourism Tasmania; Linchpin Company. Company Director Bastion Effect and Bastion EBA. Former Executive Director and Global Chief Operating Officer, Bastion Collective. Former Managing Director: STA Travel - Asia Pacific; Southern Lodges Australia.</i> |
| John Fitzgerald | <i>Chief Executive Officer, Tourism Tasmania</i> |
| Robert Pennicott | <i>Tourism operator; entrepreneur; and founding owner of Pennicott Wilderness Journeys</i> |
| Dana Ronan | <i>Former owner, Twelve Apostles Lodge Walk; former Executive Officer, Great Walks of Australia; and former Chief Marketing Officer, Discovery Holiday Parks</i> |
| John Sharpe | <i>Tourism operator; entrepreneur; and founding owner of Riverlife Brisbane; Tangatours; Northshore Harbour, P&O Edge; and Walkabout Creek Adventures</i> |
| Brett Torossi | <i>Tourism operator; entrepreneur; and director of Avalon Coastal Retreat Pty Ltd. Chair of the Heritage Council of Tasmania. Board member: Tourism Tasmania; Brand Tasmania; Tasmanian Museum and Art Gallery</i> |
| Darryl Wilson | <i>Chief Executive Officer, Wilsons Abel Tasman National Park; tourism operator, entrepreneur; Founding Trustee: Abel Tasman Bird Song Trust (environmental restoration); Nelson Tasman Great Taste Cycle Trust; committee member Tasman Bays Promotion Association and Information Centre; former Board member Nelson Tasman Chamber of Commerce; former Chairman TNZ Great Walks Network; Tourism advisor to local Iwi</i> |
| Tourism Tasmania | <i>Mark Jones, T21 Director (Day 1 only) Allison Anderson, Manager Research and Insights (Day 1 only) Renee Harrington, Driver/Guide</i> |
| Office of the Coordinator General | <i>John Perry, Coordinator-General (except Day 3) Jessie Stanley, Project Manager – Reimagining Our Region: Far North-West</i> |
| Tasmania Parks and Wildlife Service | <i>Brendon Clark, PWS Regional Operations Manager, North West (Day 1 and 2 only)</i> |
| Project consultants | <i>Megan Tighe, Stage 1 – Field Trip Summary Report Simon McArthur, SMA Tourism, Stage 2 – Action Plan Development</i> |

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Far North-West **Stage 1** – Field Trip Summary Report

Itinerary

The logistics of the Field Trip were coordinated by Tourism Tasmania. As a typical entry point to the far north-west, Devonport was selected as the key access point for participants to commence the journey arriving via air or land transport.

The Field Trip participants were immersed in the far north-west for three days. The Field Trip drove directly from Devonport to the target region, travelling through Wynyard, Boat Harbour, Stanley, Smithton, takayna / Tarkine, Marrawah, Arthur River, Corinna, and Waratah. The itinerary included stops in towns and at viewpoints, as well as short famils at a range of existing tourism attractions and experiences. Participants experienced the region on foot, by bus and on water. The Field Trip also included a meet and greet 'mini-expo' with local tourism and agribusiness operators, held in Stanley.

The Field Trip concluded at Cradle Mountain, which exercises a strong influence on visitation to the far north-west, although just outside the target region. Participants were provided with a briefing on the Cradle Mountain Masterplan, before a final workshop to capture ideas and identify challenges for growing tourism in the far north-west.

Process and outcomes

Participants were briefed on the far north-west's economy and visitation, and they could request further market intelligence via the Project Manager (and operators met in the region) during the Field Trip. The group were also briefed on the latest articulation of the Tasmanian tourism brand and the main target audiences for promoting visitation to Tasmania. This information assisted participants to identify which concepts and recommendations may best align with target audiences and the brand to bring about growth; however participants were also encouraged to 'think outside the box', bring 'fresh eyes' to the region, and feel free to suggest ideas that may attract new



Stanley Chairlift, The Nut © John Fitzgerald

markets or 'reimagine' how visitors perceive the region into the future.

A 'blue sky' atmosphere and regular facilitated discussions throughout the Field Trip produced a range of ideas for new products and experiences that could increase the visitor appeal of the far north-west. Some ideas focus on developing the attributes of specific locations or experiences, others address gaps in the current product offering across the target region. These ideas are summarised against 'key themes / stories' in the next section of this report.

Five ideas were identified by the Field Trip participants as the most appropriate for market testing in Stage 2 of the Reimagining Our Regions project. They are:

- Experience/s associated with the Robbins Island wagyu cattle muster, e.g. horse-riding the muster route, a mock muster re-enactment, or ways to view or join the actual muster;
- A Cape Grim 'rain farming' experience
- An improved package of assisted exploration at Corinna
- An upgrade and diversification of adventure activities at Tarkine Forest Adventures at Dismal Swamp and
- A journey / experiences based on the North West Aboriginal nation's experience of colonisation, catastrophe, and reconciliation.

The Field Trip participants also provided constructive criticism of the current visitor experience in the far north-west. They identified issues that may be placing constraints on growth and investment, as well as infrastructure considerations that will need to be considered when planning for growth in the region. These contributions are summarised in the final section of this report.

Some ideas and infrastructure recommendations represent 'quick wins', achievable in the short-term, while other, longer-term projects will require more significant lead-times to secure appropriate investment, planning, or to build important relationships in the community.



Lobster World, Flowerdale © John Fitzgerald



North Cave, pinmatik / Rocky Cape National Park © Jess Bonde

The Field Trip identified a lack of coherence to the self-drive touring experience in the far north-west. A clearer set of themes / stories could help structure the collective product offerings for marketing.

In addition a stronger sense of 'journey' following the key themes / stories could encourage more effective dispersal through the region.

Field Trip participants distinguished three overarching themes / stories that could be used to develop touring routes and package destinations in the far north-west:

- **The rich and fertile 'foodbowl' in the northern part of the region** – the exceptional purity of the environment, the volcanic history of the land, how it is cultivated, what it produces, and the bounty to be had from the nearby sea;
- **The raw and wilder western coast** – a place of sanctuary, retreat and escape. The absence of crowds, pollution, noise and even phone reception provides opportunities for connection with nature, family and self; it offers a different kind of adventure

- The overlapping north-west corner – key sites relating to the North West Aboriginal nation's pre-colonial heritage, **the catastrophe of colonisation, and the gradual process of reconciliation.**

Almost all the ideas for tourism products and experiences suggested by participants during the Field Trip do naturally cohere under the three broad themes identified above. As such, they are organised against these themes below.



pinmatik / Rocky Cape © Tony Crehan

[8] Reimagining Our Regions:
Far North-West **Stage 1** – Field Trip Summary Report



Magnet Mine © John Fitzgerald

There is no 'silver bullet' for increasing visitation to the Far North-West; however, complementary layers and clusters of tourism products and experiences around the region's strongest attributes can provide a compelling reason to visit and encourage longer stays in the region. Depth of product, rather than one big attraction, serves a wider variety of audiences and holds greater promise for sustainable growth in visitor demand.

While some specific opportunities for high-end products and corporate packages are listed below, business events attraction and growing high-end accommodation and experiences were both identified as priorities for increasing visitation and spend in the far north-west. Business events ('fresh ideas from the freshest air in the world') play an important role in combatting seasonality, while high-end products can attract high-value visitors as well as generating excitement around a destination. However attracting both business events and high-end product investment requires a critical mass of existing product. Many of the product development opportunities listed below should also be read as opportunities to encourage all visitors to stop and stay longer in the region, as well as opportunities to realise and support expansions into the business events and high-end markets.

The rich and fertile 'foodbowl'

There are few places so fertile in Australia. The north-west coast of Tasmania is a rich alluvial landscape of red volcanic soil and rolling green hills. It supports stories about how the earth's history has shaped the landscape, how that influences what farmers grow or fishers catch, and how it contributes to the quality of the produce we can enjoy from this region.

Producers such as Cape Grim Beef have already built strong international brands from this region. Premium agricultural production is linked to some tourism operations at farm-gates and hospitality venues offering a paddock to plate experience.

Five members of the Cradle to Coast Tasting Trail are located in the far north-west; however, with the rest of Tasmania competing strongly on food and wine, the far north-west needs more to distinguish itself.



Robbins Island from Montagu Park © Kathryn Leahy



The Doughboys, Cape Grim © Kraig Carlstrom

The Field Trip recognised scope for more regionally specific and premium experiences based around agriculture and food, to develop the far north-west's potential as a distinct agri-tourism region:

- **Experience/s associated with the Robbins Island wagyu cattle muster and/or Cape Grim Beef** could deliver an iconic product for the far north-west, tapping into strong international brand associations and existing demand for an associated visitor experience. The proposed construction of a windfarm and new causeway access to Robbins Island could open up further opportunities:
 - Horse-riding the Robbins Island muster route
 - Mock Robbins Island muster re-enactment/s
 - Ways to view the Robbins Island muster e.g. safari style observation platforms

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Far North-West Stage 1 – Field Trip Summary Report

- Eco-lodge on or looking out to Robbins Island
- On-farm pod accommodation;
- Exclusive on-farm tours and/or 'adopt a cow' program
- Beef themed events and/or festival in Stanley/Smithton and surrounds.
- **Cape Grim rain farming experience:**
 - Fill your own Cape Grim Water branded bottle from a tap in the sky (sculptural)
 - Catch and bottle the cleanest air in the world.
- Behind the scenes **factory tours**, including traditional and high-tech dairy operations, could represent a unique product offering within Tasmania or even Australia.
- **Fishing experiences from the historic ports of Stanley and Wynyard:**
 - Creating a viewing opportunity / 'Instagrammable moment' around the Bass Strait fishing fleet coming into the wharf at Stanley
 - 'Fresh off the boat' tastings and sales
 - Fishing tours / charters and hire opportunities.
- Activate Highfield House (and other relevant event spaces) for food events e.g. regular **produce markets, a winter colonial feast**.
- Augmented reality app / experience to substitute tulip fields in bloom
- Outpost location, or relocation for Wynyard Visitor Information Centre (Wonders of Wynyard)
- New observatory building, hidden from the road, that references tulips / tulip farming in its architecture and design (could incorporate lookout, amenities, visitor information and interpretation)
- Better signage / wayfinding for the walk between the lookout and the lighthouse
- Improvements to the walk between the lookout and the lighthouse: wheelchair accessibility, second lookout or walkway suspended over the side of the cliff
- Ensure lighthouse tours are maintained
- Pop-up food offerings.
- More **innovative and immersive farm-gate experiences** (not just tastings).
- More **high-end food offerings** across the region e.g. restaurants, cooking classes, producers' luncheons.
- A **'signature dish' / local flavours program** to encourage hospitality venues to sign up to deliver on the brand promise.
- Encourage **food and coffee vans / pop-ups** to set up at scenic stops that do not have a permanent food and beverage operator e.g. Table Cape, pinmatik / Rocky Cape National Park and Marawah.
- **High-end accommodation options:** boutique hotels with food offerings; self-contained retreats, especially in and around Stanley.
- **Farm-stays and farm-shed accommodation** / 'tin shed hideaways' converting disused sheds to diversify farm incomes, or as a social enterprise.
- Install **signage to name the crops** being grown in the fields along driving routes.
- Find **'instagrammable moments' in agricultural settings:** e.g. construct new lookouts over farmland; secure public access to a piece of paddock.

Table Cape Tulip Farm © Lauren Bath



Raw and wild: escapes / retreats

Travelling west, the region becomes more rugged. The forests and rivers of the Tarkine meet craggy coastlines, buffeted by the pure but scouring winds of the Roaring Forties. When the wind and rain settle in, just stepping outside is an adventure, providing an immediate and visceral connection with the forces of nature. Small and isolated shack towns hunker against the coast, sanctuaries from the modern world that offer both the privacy to retreat as well as a resilient sense of community at 'the edge of the world'.

There are few existing attractions, accommodation, and hospitality operations in the western parts of the far north-west (past Stanley and Smithton). The Tarkine Drive, Tarkine Forest Adventures at Dismal Swamp, the cruises at Arthur River, and Corinna are the main, established tourism products in this region. Nature-based tourism experiences in the region tend towards passive engagement with the environment.



Trowuta Ach © Rob Burnett

The Field Trip reimagined the far north-west as an adventure tourism destination, especially in the area west of and including Stanley. Off-beat and off the beaten track, the wilder western coast could support a diverse adventure tourism product offering that prioritises active, hands-on engagement with nature, and presents a contrast to the dominance of walking and mountain biking experiences in other areas of the state. Alongside the 'escape' offered by adventurous experiences and connection with nature, the raw beauty and isolation of the west also offers product development opportunities for places to retreat and seek connection with family and self.

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Far North-West **Stage 1** – Field Trip Summary Report

Escape / adventure

• An improved package of assisted exploration at Corinna:

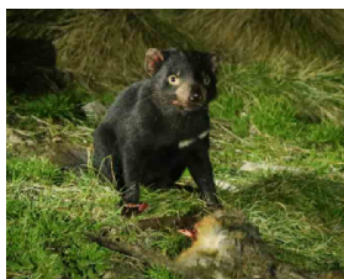
- Provide dinghies (e.g. using low horse-power electric motors) and/or other small boating options for hire alongside the existing canoe/kayaks inventory
- Create an experience / improve interpretation around the burrowing lobster
- Implement activity schedule with dedicated guides
- Improve packaging of activities / multi-night stays: cruise and vehicle pick up/drop off connections for walks and canoeing
- Refurbish building interiors
- Explore viability of extended operating season.

• An upgrade and diversification of activities at Tarkine Forest Adventures at Dismal Swamp:

- Resolve terms of the lease with Tasmania Parks and Wildlife Service and seek investment
- Refurbish existing infrastructure: slide, pathways, interpretation, amenities
- Restore mountain bike trails
- Construct new activities, e.g. high ropes course, rope ladders, nets, 'cave drop' into the sinkhole, controlled descent 'jump', walk the plank, abseiling, etc.
- Improve food and beverage offering
- Provide on-site accommodation
- Develop business events packages.

• Improve storytelling / the experience of the Tarkine Drive for self-drive touring visitors:

- Add theatre to the experience and embed conservation lessons in forest encounters e.g. boot cleaning stations at the start of short walks



Tasmanian devil (Sarcophilus harrisii)
– King's Run Wildlife Tours © Graham Freeman

- Create a specific experience of 'touching the forest' as a stop on the Tarkine Drive.

• Pack rafting and/or drift rafting and guided canoe/kayak trips on the Arthur River (Grade 2).

• Provide encounters with wildlife in the takayna / Tarkine:

- Re-establish King's Run style **wildlife tours**
- Set up a small Tasmanian Devil / **wildlife sanctuary** (e.g. as an outpost of an existing Cradle Coast wildlife park/sanctuary)
- Opportunities to participate in **conservation / scientific expeditions**, e.g. participate in collecting data on the healthy Tasmanian devil populations
- Install **signage / interpretation** e.g. Lobster Crossing, Platypus Crossing; Tasmanian Tiger spotted here [date]; This way to Tasmanian Devils and the Tarkine etc.

• Enhance the reputation of Marawah as a surf outpost and 'must do' coastal stop:

- Invest in improved public facilities / amenities and interpretation that tell the story
- **Surfing tours and packages**
- Laid-back budget accommodation / **hostel with equipment hire** (surfing, cycling, fishing)

• Fishing tours / hire from shack towns including floundering trips and diving for abalone.

• Horse-riding (outside of reserves); shorter beach/trail rides and multi-day trips.

• Explore opportunities for appropriate and sustainable 4WD access and experiences, including old mining towns such as Balfour and Magnet:

- Add on activities including fossicking for minerals and metal detecting
- Introduce virtual or augmented reality technology and/or soundscapes to bring ghost towns back to life.

• Golf course at Robbins Island.

• Improve / expand the visitor experiences available at the Nut in Stanley:

- Improved interpretation and more specific 'photo



© John Fitzgerald

opportunities' (in partnership with chairlift operations)

- Downhill **zipline** or luge alongside walking track
- **Coasteering** and/or **rock-climbing** (the Nut, and Rocky Cape National Park).
- **Close encounters with sea life** in Stanley:
 - Revamped **Seal Cruise** with fit-for-purpose boat and enhanced interpretation to provide a stronger experience and enable a longer operating season
 - Make the proximity to **little penguins** an essential part of the Stanley experience:
 - Provide red-lights and wildlife spotting guidelines in accommodation
 - **Infra-red goggle night tours** of Stanley's best penguin / wildlife viewing locations.
- **Niche events**, e.g. a Crime Writing Festival at Highfield House, inside looking out at the moody winter weather.
- Explore opportunities for a new **multi-day 'great walk'** in the Far North-West, such as:
 - A route incorporating coast, forest and river-based landscapes on the western coast
 - A route from Granville/Trial Harbour to Pieman Heads
 - A route based on the 'Gone Nuts Run' from Stanley to Wynyard (with commercial viability spread through the community e.g. shuttle services, accommodation/ food based in towns with options for tiered packages from camping to luxury)
 - Not just walking – multi-activity options including rafting and cycling
 - Using a hub and spokes lodge model to avoid forcing walkers to continue a linear journey in adverse weather conditions
 - A journey/interpretation based on the seasonal movements of North West clans, or 'tracking the Tasmanian tiger'.

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Far North-West Stage 1 – Field Trip Summary Report

Retreat / sanctuary:

- A **museum of Tasmanian shacks** / shack life.
- Retro-cool **shack accommodation** 'the way we used to holiday'; utilise existing shack infrastructure, employing locals to coordinate booking systems, housekeeping and experiences.
- **Character pub/s** at 'The Edge of the World' (Arthur River and/or Marawah).
- A boutique **health retreat** and/or **spa**.
- **Treetops camping / tree houses** and **glamping** in the takayna / Tarkine.
- **Self-contained pod accommodation** and tin-shed hideaways.



Cape Grim cave © Kaig Carlstrom

North West nation: culture, colonisation, catastrophe – and reconciliation

Field Trip participants identified the rich Aboriginal cultural heritage of the far north-west as one the region's most significant attributes; however there are currently limited attempts to communicate these cultural attributes as part of the visitor experience of the region.

The far north-west is rich in material heritage, including middens, rock shelters, rock carvings and fish traps associated with the clans of the North West Aboriginal nation: the Tommeginer whose territory centered around Table Cape; the Parperloihener of Robbins Island; the Pennemuker of Cape Grim; the Pendowte of Studland Bay (Woolnorth); the Peerapper of nungu / West Point; the Manegin from the mouth of the Arthur River; the Tarkiner of Sandy Cape (Arthur-Pieman), and the Peteridic from the mouth of the Pieman River².

The North West nation suffered a high rate of dispossession and killings and the far north-west carries a dark legacy of historical sites and stories, many associated with the Van Diemen's Land (VDL) Company and George Augustus Robinson's 'friendly mission'. The story of 'colonial expansion, commercial opportunism and cultural arrogance' is central to the interpretation at the original VDL Company headquarters, Highfield House (managed by Tasmania Parks and Wildlife).

One tourism operator is licensed to run tours at VDL's Woolnorth/Cape Grim property, however there are few other attempts to grapple with this history within the region.

The far north-west is also a place of survival for contemporary Aboriginal people and culture, and a place for reconciliation. Again, there is little in the region that incorporates these themes into the mainstream visitor experience, with the exception of interpretive panels sharing some of this cultural heritage and the story of Tunnerminnerwait (a Parperloihener man who witnessed the Cape Grim massacre and travelled with Robinson) at the Edge of the World (Arthur River) and taypalaka / Green Point (Marawah). These were installed by Circular Head Council as a result of community education and reconciliation projects between the Circular Head Aboriginal Corporation and local schools.

Field Trip participants stressed the need for better inclusion and interpretation of Aboriginal cultural heritage and histories in mainstream information, attractions and experiences. Further, there is a real opportunity for the far north-west to become a leader in developing visitor experiences that openly educate and encourage discussion about the conflict and confrontation between Australia's Aboriginal nations and white colonisers. The region could provide key spaces to put Aboriginal people's experiences at the forefront of retelling of shared histories, in a way that builds empathy, and contributes to

reconciliation by enabling people from diverse backgrounds to engage with grief, guilt, and other emotions about this dark legacy.

New Aboriginal tourism products should be led by the local Aboriginal community, or developed in close partnership. Some product development ideas were put forward during the Field Trip, namely, the idea of a journey or pilgrimage around three or four key sites relating to cultural heritage, colonisation / catastrophe, and reconciliation:

- Cultural heritage – pinmatik / Rocky Cape: middens, tidal fish traps, rock shelters, cave art, contemporary cultural uses
- Colonisation – Highfield House: VDL headquarters
- Catastrophe – Woolnorth/Cape Grim: Escalating conflicts and the Cape Grim Massacre
- Reconciliation – Marawah: proximity to preminghana / Mount Cameron West (land returned to the Tasmanian Aboriginal community, used for contemporary cultural camps).



takayna / Tarkine Coast Walk © Rob Blakers

In addition, some participants put forward loose concepts for facilitating public and community engagement at or nearby to key sites, including:

- Securing public ownership and/or a land handback of a site to host a memorial or reconciliation centre
- A national reconciliation/apology centre or monument – something that is inclusive, and which demands active participation/contemplation from those who come
- Memorials based on Aboriginal customs (not the stone monuments of colonisers)
- Night events / experiences using sound and light.

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Far North-West Stage 1 – Field Trip Summary Report

²Clan names and spelling follow Ryan, Lyndall (1996), *The Aboriginal Tasmanians*, 2nd ed., Allen & Unwin, St Leonards: pp. 15-16.



Supporting growth and investment

Blue Hills Honey © Rob Burnett

In addition to the ideas for new and 'reimagined' tourism products, Field Trip participants identified a range of opportunities to support these product development opportunities, lift the general visitor experience in the far north-west, and make the region more attractive to investment.

Growing the visitor economy through the initiatives for product, industry, and infrastructure development proposed in this report also promises to deliver a range of economic and social benefits to the communities in the far north-west, including: local employment and business opportunities in construction, hospitality and tourism; improved transport connections to the mainland and west coast; improved public facilities and more options for recreation and dining.

Visitor infrastructure and planning

There are opportunities and different roles for state and local government, regional and local tourism organisations to play in developing the far north-west's visitor economy. Strategies for planning and managing for visitor growth across transport and access, visitor information and wayfinding, accommodation and service hubs, land use and management are outlined in brief below.

How the themes / stories and visitor journeys in the far north-west relate to existing initiatives such as the Cradle to Coast Tasting Trail and the Western Wilds Drive Journey will need to be considered in the process to develop a new Drive Journey for the Cradle Coast. In turn, the development of the new Drive Journey should inform considerations regarding the structure of branding and narrative for visitor information and facilities in each area of the far north-west.

Transport and access

- Collaborate with TT Line to:
 - Enhance consumer awareness of visitor experiences in the Cradle Coast to motivate greater visitor dispersal beyond Cradle Mountain
 - Improve sense of journey and arrival to this region via the new Spirit of Tasmania ships (customer journey mapping process).
- Collaborate with airports, airlines and car rental companies to:
 - Increase consumer awareness of Devonport and Burnie-Wynyard as access points for the Far North-West
 - Increase regular air services into Devonport and Burnie-Wynyard
 - Ensure the availability of hire cars for collection from Devonport and Burnie-Wynyard.

- Collaborate with cruise lines to ensure the far north-west features in shore excursions from the port of Burnie.
- Collaborate with major national tour companies to include the far north-west on more coach touring itineraries.
- Upgrade the Western Explorer (Norfolk Road) from Arthur River to Corinna.
- Upgrade Woolnorth Road.

Visitor information and wayfinding

- Improve road signage and visitor information points along key visitor routes:
 - Link to key themes / stories
 - Ensure storytelling and graphic design aligns with the Tasmanian Brand.
- Collaborate with telecommunications providers to extend mobile coverage south of Marrawah to encourage greater visitor dispersal and length of stay in the western coastal area and takayna / Tarkine.

Accommodation and service hubs

- Conduct a full audit of accommodation occupancy and supply in key access points (Devonport and Wynyard) and visitor hubs (Stanley / Smithton) for the region
- Unlock accommodation capacity to encourage greater visitor dispersal and length of stay in the western coastal area and takayna / Tarkine

- Advertise opportunities for investment in accommodation construction and refurbishment to ensure adequate capacity and an appropriate mix of accommodation styles in the region.
- Conduct a full audit of food and beverage offerings at visitor nodes and in the accommodation hubs.
- Advertise opportunities for new hospitality operations to ensure the availability of food and beverage offerings at visitor nodes, and an appropriate mix of options in accommodation hubs.
- Ensure an appropriate standard and distribution of public toilets, shelters and lookouts:
 - Link to key themes / stories in selection of location and unique design.
- Plan for growing RV capacity with campsites/caravan parks, dump points etc.
- Safeguard the impressive quality and character of Stanley as a heritage town.

Land use and management

While the far north-west welcomes just 12 per cent of all visitors to Tasmania, there are already community concerns about the impact of increased visitation and visitor infrastructure in some areas, such as Boat Harbour. Planning schemes and development approval processes will play an important role in ensuring tourism in the region develops in a sustainable and appropriate manner.

Proposals for additional commercial developments should take care to obtain and maintain a social license for tourism in the region. Prioritising investment in new products and infrastructure that encourage greater seasonal and geographic dispersal of visitors and that help to reduce the impacts of tourism on the local environment and community life will assist.

Significant areas of the far north-west are owned and managed privately by large agricultural landowners, and the Tasmanian Aboriginal Centre (TAC) at preminghana and King's Run. A large proportion of the region is



Tarkine Forest Adventures - Dismal Swamp © Rob Burnett

also covered by National Parks and reserves managed by Tasmania Parks and Wildlife Service. To secure sustainable access to key sites and product development opportunities, it will be important for proponents of tourism to:

- Build proactive and respectful relationships with major landholders / land managers:
 - Checking whether landholder / land managers have an existing interest in facilitating or operating new tourism opportunities on their land
 - Introducing landholder / managers to what tourism opportunities may exist on their land based on relevant market research
 - Listening and responding genuinely to landholder / manager concerns regarding land use impacts e.g. conservation of natural and cultural values; maintaining biosecurity; public safety and liability etc.
 - Facilitating connections between landholder / managers and mentors and/or business partners (operators, investors, distributors)
 - Providing product development support and advice to landholder / managers entering the tourism industry, and/or
 - Contributing to, supporting and complying with the development and implementation of appropriate management plans, lease and licensing arrangements for outside businesses to operate commercially on the land.



Edge of the world © John Fitzgerald

Industry support and governance

The Field Trip identified a range of common issues among hospitality and tourism businesses in the far north-west, as well as some strategic opportunities for leadership in the local tourism industry.

While the councils and local tourism associations of the two municipalities will have an important role to play, supported by the marketing, industry development and investment attraction activities of the Tasmanian Government, the new Cradle Coast regional tourism organisation (RTO) will be a critical actor in coordinating industry support and governance across the far north-west, surrounding sub-regions and access points.

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Far North-West **Stage 1** – Field Trip Summary Report

Business coaching and mentoring

Many tourism operators in the far north-west have experienced periods of low visitation, constraining re-investment in their businesses; or they may lack the specific training in tourism or business management that could help them see the next steps to growing their business. Limited opening hours and short operating seasons were observed as a major issue constraining the current visitor experience. Other common issues identified in businesses across the region included:

- Inconsistent levels of customer service
- Opportunities for improvement in thematic interpretation and storytelling
- Limited understanding of brand and marketing
- Difficulty accessing finances / lack of financial planning capabilities to achieve product improvement and expansion
- Difficulties attracting and retaining skilled workers and
- Lack of succession planning.

Field Trip participants suggested a significant investment in business coaching and mentoring could achieve substantial returns for individual businesses and the general tourism experience across the region. Funding for programs or a permanent product development position based in the Cradle Coast could facilitate a variety of initiatives to support operators wanting to take their product and business to the next level, such as:

- Market ready (introductory) courses
- Once-off product reviews / audits
- Skills workshops
- Intensive business coaching
- Facilitated study trips to products in other regions and
- High-level mentoring.

Long-term and wide-ranging programs of support focused in the far north-west and surrounding sub-regions could be sustained by incorporating greater supply-side responsibilities in the structure of the new RTO.

Regional leadership

Finally, achieving a 'reimagined' visitor experience in the far north-west will require leadership and drive from people living and working within the region. It will also require collaboration within the region and between the local, regional and state levels of industry and government.

Field Trip participants recognised some business leaders and supportive local governments in the far north-west; however they noted several challenges that will need greater leadership as visitor demand grows. Again, there is a critical role to be played by the new Cradle Coast RTO in providing leadership and resources to address structural issues like skills shortages in remote and regional areas.

Field Trip participants identified the following opportunities and challenges requiring clear industry leadership and collaboration across local, regional and state levels:

- Managing community expectations about what tourism can do for the community, including its limitations and potential contributions to the region
- Monitoring impacts and community views of tourism to inform destination management and planning
- Coordinating programs to ensure businesses realise their role in the visitor economy, have access to information and resources to develop their business, and



Seal Cruise © John Fitzgerald

participate in mutually supportive industry networks

- Guiding local operators to implement product delivery and marketing adjustments in order to overcome and celebrate 'bad weather' as an integral part of the visitor experience in the far north-west, contributing to longer operating hours/seasons
- Encouraging local collaborations to develop new regional events and/or submit bids to attract business, sporting and other events
- Facilitating collaborative marketing programs between local operators/associations and Tourism Tasmania to increase consumer awareness and generate demand for the far north-west
- Brokering initiatives to skill locals and attract new people to staff and run tourism and hospitality businesses in the region
- Undertaking initiatives to discover and grow leaders in the local industry and community.



Sumac Lookout, Tarkine Drive © John Fitzgerald

Reimagining Our Regions: [15]

Far North-West Stage 1 – Field Trip Summary Report



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Milkshake Hills Forest Reserve © Rob Burnett

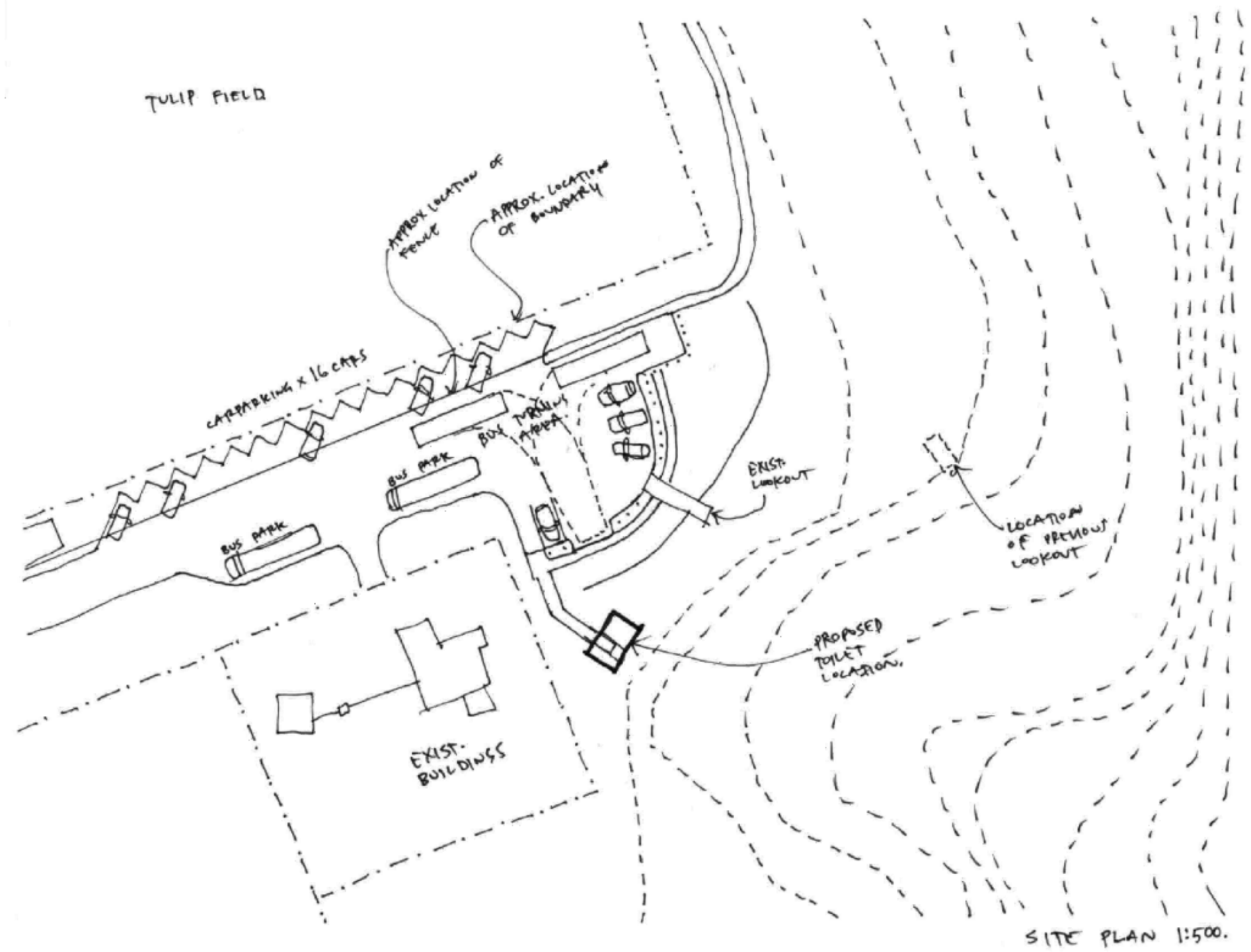
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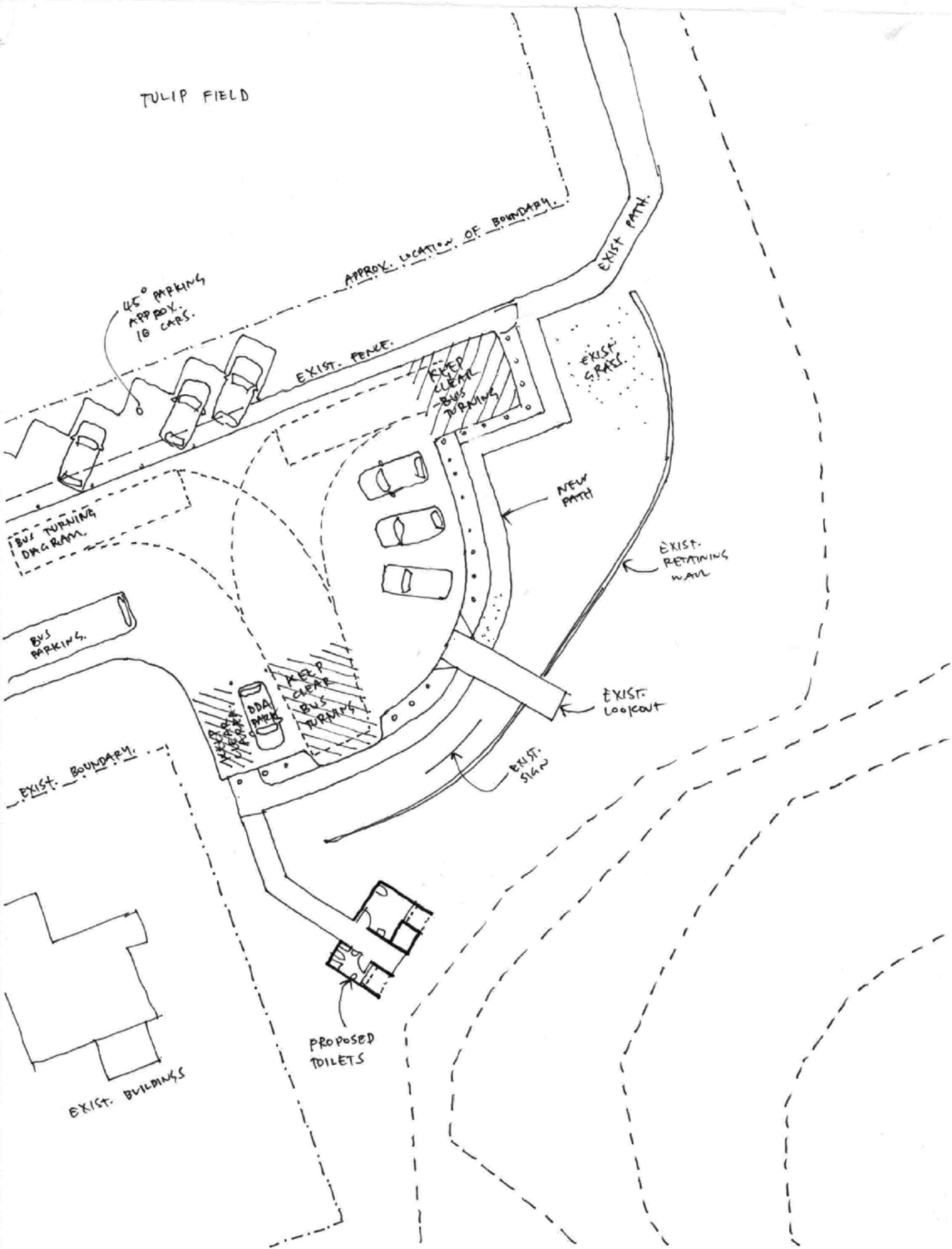
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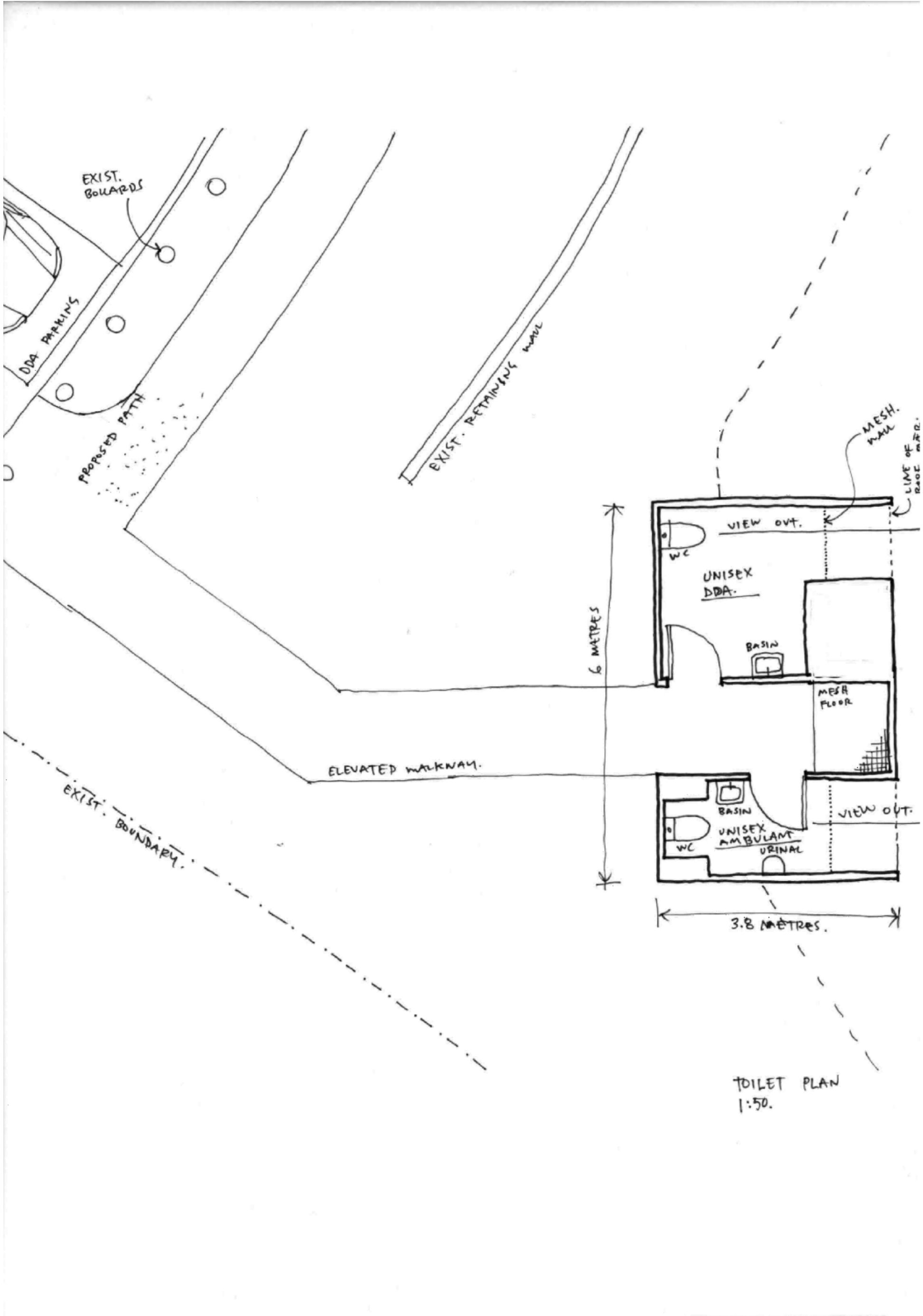
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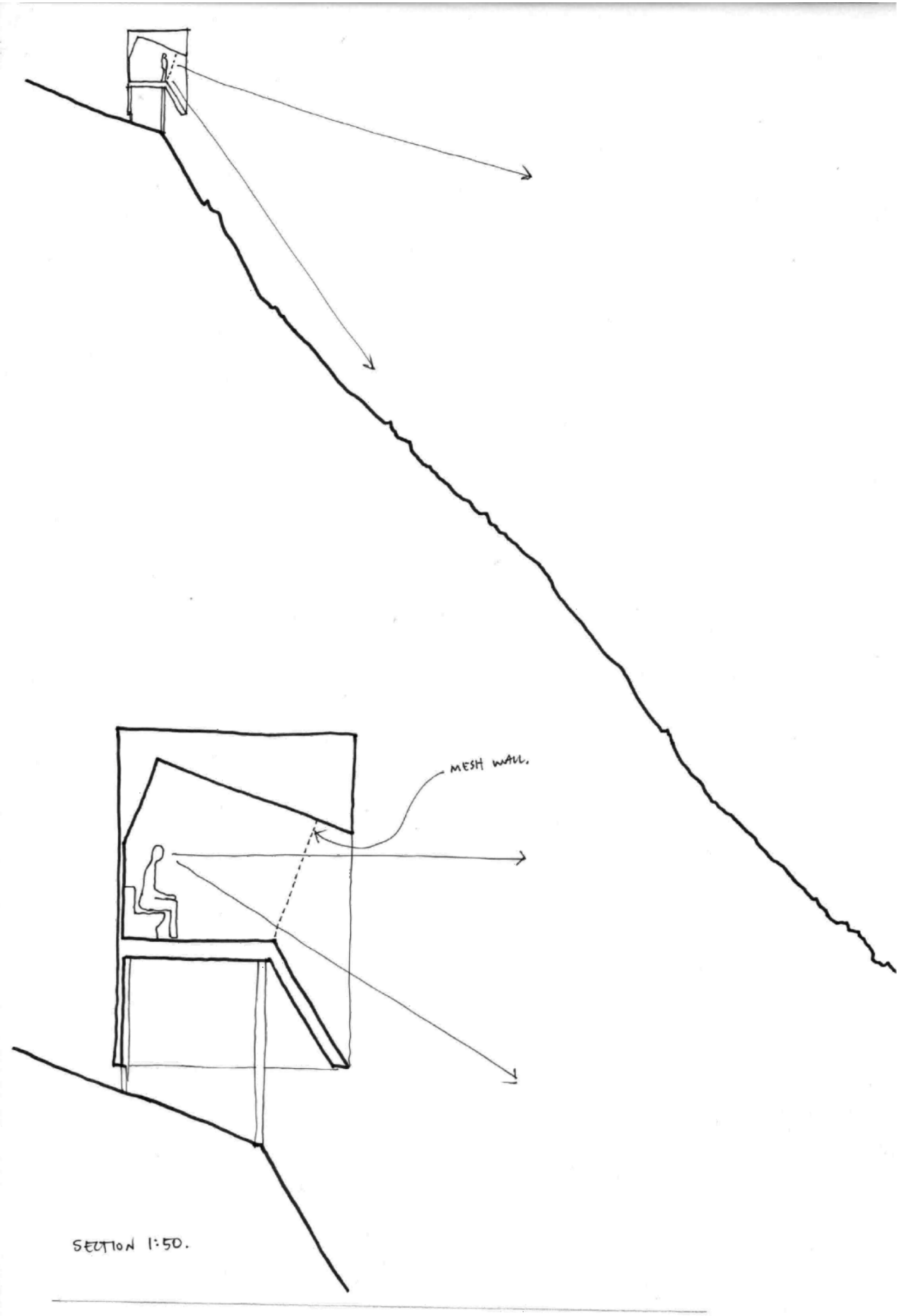


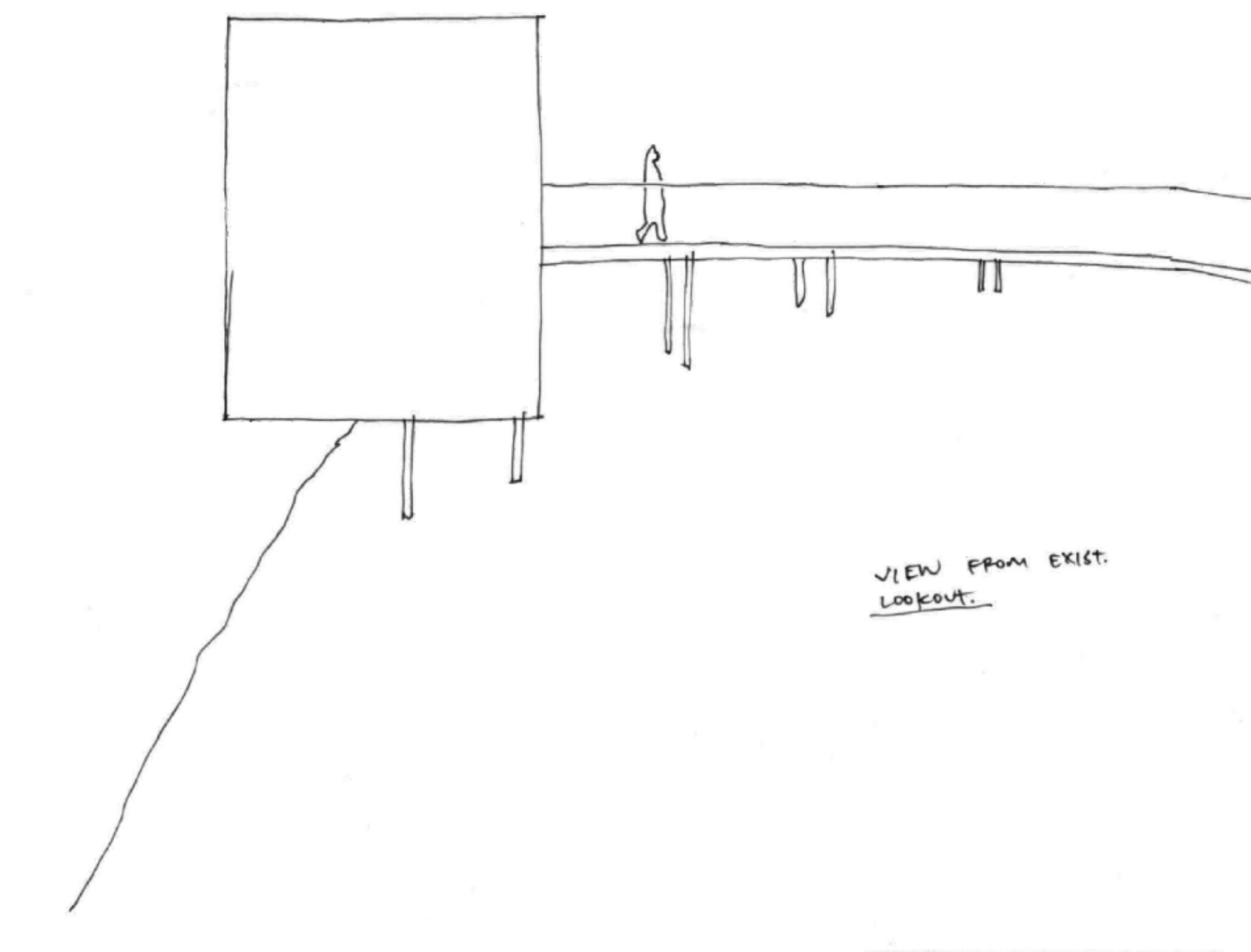
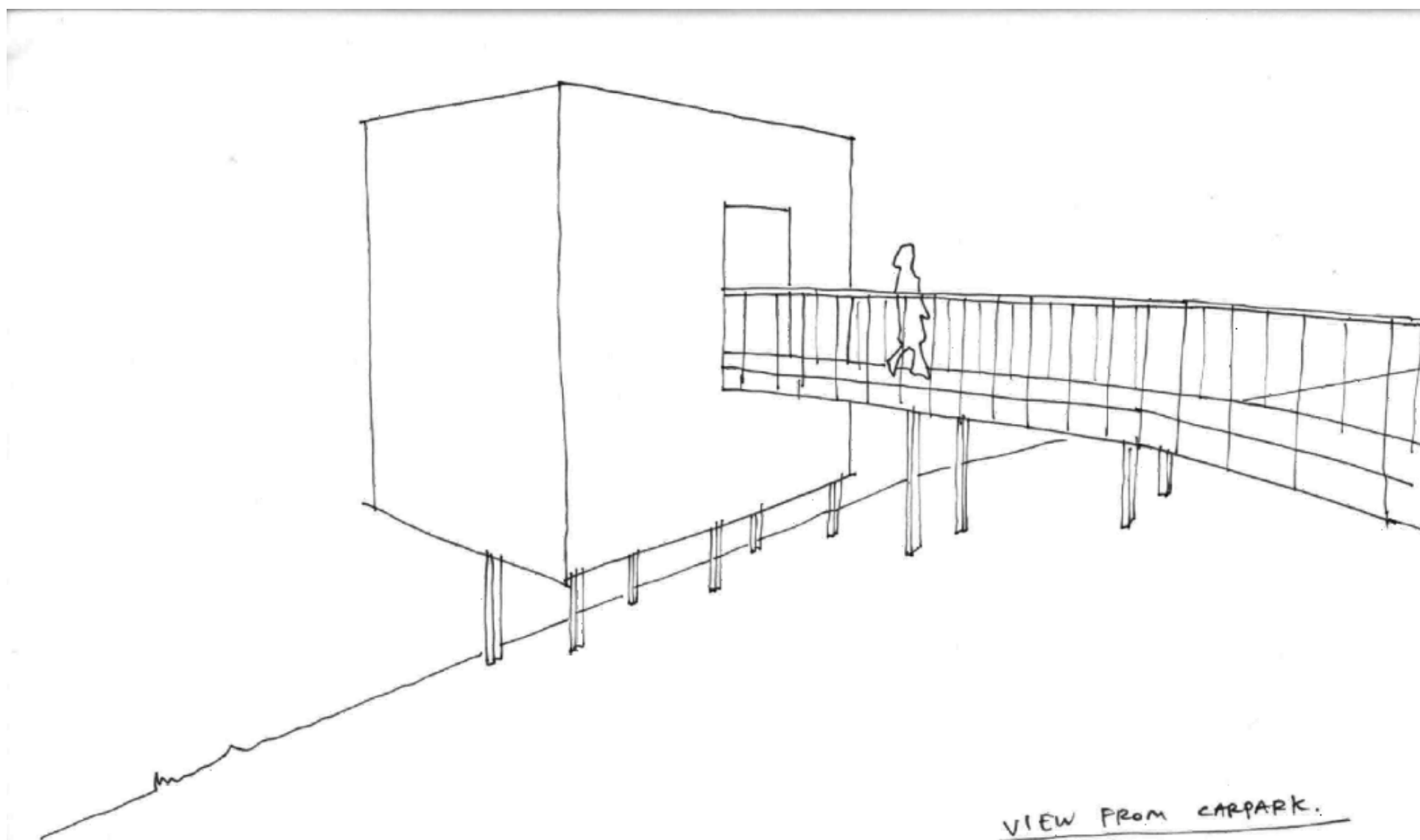
Sept 2018













LOO WITH A VIEW CONCEPTUAL ESTIMATE

Date

| | Unit | Quantity | Rate |
|--------------------------------------------------------|------|----------|------------|
| Project planning & Design | | | |
| Prelim design | item | 1 | \$ 5,000 |
| Landholder consultation (Roberts Thompson & PWS) | item | 1 | \$ 1,000 |
| Geotech investigation and reporting | item | 1 | \$ 10,000 |
| Public consultation | | | |
| Planning assessment report | item | 1 | \$ 2,500 |
| Planning permit (discretionary permit, advertising) | item | 1 | \$ 300 |
| Detailed Design, specification and tender docs | item | 1 | \$ 12,000 |
| Building Permit (category 4) | item | 1 | \$ 420 |
| Plumbing permit (category 4) | item | 1 | \$ 745 |
| Tendering (advertising, evaluation, recommendation) | item | 1 | \$ 1,000 |
| Executing | | | |
| Site and traffic management | item | 1 | \$ 5,000 |
| <i>Car Parking augmentation</i> | | | |
| Site Prep (remove fences, grub top soil) | item | 1 | \$ 5,000 |
| Bulk Earthworks (fill 0.5m deep) for 45 degree parking | m^3 | 2400 | \$ 50 |
| Pavement 200 deep | m^3 | 276 | \$ 90 |
| AC (40mm) seal per design | m^2 | 1380 | \$ 30 |
| DDA and other linemarking | item | 1 | \$ 4,000 |
| New boundary fence | m | 100 | \$ 60 |
| <i>Toilet/viewing unit</i> | | | |
| Site prep (erect safety barriers to edges etc) | item | 1 | \$ 10,000 |
| Assume piered foundations (say 4 piers) | No. | 4 | \$ 10,000 |
| Landing ramps and ballustrades | item | 1 | \$ 30,000 |
| Toilet/building unit offsite build | item | 1 | \$ 300,000 |
| Crane placement of building unit | item | 1 | \$ 5,000 |
| On site waste water system | item | 1 | \$ 50,000 |
| On site water tank and feed | item | 1 | \$ 10,000 |
| New footpath | m | 40 | \$ 120 |
| Elevated walking platform | item | 1 | \$ 10,000 |
| Power connection | item | 1 | \$ 15,000 |
| Allowance for electronic boom gate (purchase, install) | item | 1 | \$ 30,000 |
| Allowance for augmented reality & other smart sensors | item | 1 | \$ 75,000 |
| Allowance for landscaping | item | 1 | \$ 15,000 |
| Demobilisation | item | 1 | \$ 12,000 |

| | | | | |
|------------------------------|------|-----|----|-------|
| Make good of site to re-open | item | 1 | \$ | 5,000 |
| SUB TOTAL | | | | |
| Contingency | % | 25% | | |
| ESTIMATE TOTAL | | | | |

15/07/2019

Total

\$ 5,000
\$ 1,000
\$ 10,000

\$ 2,500
\$ 300

\$ 12,000
\$ 420
\$ 745

\$ 1,000 \$ 32,965

\$ 5,000

\$ 5,000
\$ 120,000
\$ 24,840
\$ 41,400
\$ 4,000
\$ 6,000 \$ 206,240

\$ 10,000
\$ 40,000
\$ 30,000
\$ 300,000
\$ 5,000
\$ 50,000
\$ 10,000
\$ 4,800
\$ 10,000
\$ 15,000 \$ 474,800

\$ 30,000

\$ 75,000

\$ 15,000

\$ 12,000

Total estimated project cost

Total estimated ongoing annual cost

^Approx. Equivalent rate rise for annual costs

Life Cycle Cost estimation assumptions

Useful life

a Annual depreceation

Operations and maintenance

Budget 18/19 total public toilets

*approx total public toilet locations

b O & M (Pro rata per location) + 100% for a high serv

a+b **Total estimated ongoing annual cost**

Additional assumptions

^ 2018/19 general rate of \$9.25M

* (Sisters Beach x2, Boat Harbour, Waratah, Woolw

O & M

Cleaning

Onsite waste water system clearing

Augmented reality support

CCTV support

Lighting and power

Water supply

General maintenance

Vandalism

Consumables

Total

\$ 5,000

\$ 851,005

\$ 212,751

\$ 1,063,756

\$ 1,063,756
\$ 55,985
0.61%

50 years
\$ 21,275
\$ 173,550
10
\$ 34,710
\$ 55,985

orths, Gutteridge gardens, East Wynyard, Cam River, Wragg St, Anzac park)

11000
5000
5000
4000
1000
1000
3000
2000
1500

33500

26.2 Use Table

No Permit Required Use Class Qualification

Natural and cultural values
management

If conservation, rehabilitation, or protection against degradation, but must not include a building for information, interpretation, or display of items or for any other use

If agricultural use –

(a) is dependent on the soil as a growth medium; or

Resource development

is conducted in a manner which does not alter, disturb or damage
(b) the existing soil profile if not dependent on the soil as a growth medium

Permitted Use Class Qualification

Emergency services

If not intended for deployment beyond the local area, or as a facility for training, maintenance, storage, command or administration

Extractive industry If not on prime agricultural land

If –

Residential

(a) Not a new residential use; or

(b) Home based business in an existing dwelling

If –

Resource development

(a) aquaculture or intensive animal husbandry; and

(b) conducted in a manner which does not alter, disturb or damage the existing soil profile

If –

Service industry

(a) not on prime agricultural land; and

for repair or maintenance of equipment, plant or vehicles
(b) associated with a primary industry use of a type conducted on land in the zone

If –

Storage

(a) a depot for the storage of plant, machinery, equipment, materials, and other goods if required for primary industry use on land in the zone; or

a warehouse primarily or exclusively used for storage and handling of the products of primary industry use produced or
(b) required on land in the zone pending distribution for sale or use on another site; and

(c) not be a liquid fuel depot or a solid fuel depot

Transport depot and distribution

If for goods and materials of a primary industry use produced or required on land in the zone

Utilities If minor
utilities

If –

(a) farm stay accommodation; and

| | |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visitor accommodation | (b) guest accommodation of not more than 16 people |
| Discretionary Use Class Qualification | |
| Bulky goods sales | If wholesale of agricultural product or supplies, construction aggregate, harvested native resources, landscape or garden material, plants, or timber produced on land in the zone |
| Business and professional services | If for services related to primary industry use on land in the zone |
| Community meeting and entertainment | |
| Custodial facility | If a prison farm associated with a primary industry use of land in the zone |
| Crematoria and cemeteries | |
| Domestic animal breeding, boarding or training | |
| Educational and occasional care | If for vocational training in a primary industry use of a kind conducted on land in the zone |
| Equipment and machinery sales and hire | If related to requirements of a primary industry of a type conducted on land in the zone |
| Extractive industry | |
| Food services | If not including a drive-through |
| | If – |
| General retail and hire | (a) primary produce sales; or (b) door sales of products from a vineyard, dairy, farm, orchard or similar primary production enterprise |
| Hotel Industry | Only if for a hotel industry use existing at the commencement of the scheme. |
| Manufacturing and processing | |
| Motor racing facility | |
| Passive recreation | |
| Pleasure boat facility | |
| Natural and cultural values management | |
| Recycling and waste disposal | |
| Research and development | |
| Residential | |
| Resource development Note: R26 | |
| Resource processing | |
| Sports and recreation | |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | If – |
| Tourist operation | (a) based on a building, area or place of regulated scientific, aesthetic, architectural or historic interest or otherwise of special cultural value on the site; or |
| | (b) based on a primary industry use of a type conducted on land in the zone |
| Transport depot and distribution | If related to primary industry use on land in the zone |
| Utilities | |
| Vehicle fuel sales and service | |
| Visitor accommodation | |
| Prohibited | |
| Use Class | Qualification |
| All other uses | |
| R26: Resource development is required to be assessed through a discretionary pathway if it cannot meet either the no-permit-required or the permitted qualifications | |

26.0 Rural Resource Zone

26.1 Zone Purpose

26.1.1 Zone Purpose Statements

26.1.1.1 To provide for the sustainable use or development of resources for agriculture, aquaculture, forestry, mining and other primary industries, including opportunities for resource processing.

26.1.1.2 To provide for other use or development that does not constrain or conflict with resource development uses.

26.1.2 Local Area Objectives

- (a) The priority purpose for rural land is primary industry dependent upon access to a naturally occurring resource;
- (b) Air, land and water resources are of importance for current and potential primary industry and other permitted use;
- (c) Air, land and water resources are protected against –
 - (i) permanent loss to a use or development that has no need or reason to locate on land containing such a resource; and
 - (ii) use or development that has potential to exclude or unduly conflict, constraint, or interfere with the practice of primary industry or any other use dependent on access to a naturally occurring resource;
- (d) Primary industry is diverse, dynamic, and innovative; and may occur on a range of lot sizes and at different levels of intensity;
- (e) All agricultural land is a valuable resource to be protected for sustainable agricultural production;
- (f) Rural land may be used and developed for economic, community, and utility activity that cannot reasonably be accommodated on land within a settlement or nature conservation area;
- (g) Rural land may be used and developed for tourism and recreation use dependent upon a rural location or undertaken in association with primary industry
- (h) Residential use and development on rural land is appropriate only if –
 - (i) required by a primary industry or a resource based activity; or
 - (ii) without permanent loss of land significant for primary industry use and without constraint or interference to existing and potential use of land for primary industry purposes

26.1.3 Desired Future Character Statements

Use or development on rural land –

- (a) may create a dynamic, extensively cultivated, highly modified, and relatively sparsely settled working landscape featuring –
 - (i) expansive areas for agriculture and forestry;
 - (ii) mining and extraction sites;
 - (iii) utility and transport sites and extended corridors; and
 - (iv) service and support buildings and work areas of substantial size, utilitarian character, and visual prominence that are sited and managed with priority for operational efficiency
 - (b) may be interspersed with –
 - (i) small-scale residential settlement nodes;
 - (ii) places of ecological, scientific, cultural, or aesthetic value; and
 - (iii) pockets of remnant native vegetation
 - (c) will seek to minimise disturbance to –
 - (i) physical terrain;
 - (ii) natural biodiversity and ecological systems;
 - (iii) scenic attributes; and
 - (iv) rural residential and visitor amenity;
-

(d) may involve sites of varying size –

(i) in accordance with the type, scale and intensity of primary industry; and

(ii) to reduce loss and constraint on use of land important for sustainable commercial production based on naturally occurring resources;

(e) is significantly influenced in temporal nature, character, scale, frequency, and intensity by external factors, including changes in technology, production techniques, and in economic, management, and marketing systems

26.2 Use Table

| No Permit Required | |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Use Class | Qualification |
| Natural and cultural values management | If conservation, rehabilitation, or protection against degradation, but must not include a building for information, interpretation, or display of items or for any other use |
| Resource development | If agricultural use – (a) is dependent on the soil as a growth medium; or (b) is conducted in a manner which does not alter, disturb or damage the existing soil profile if not dependent on the soil as a growth medium |
| Permitted | |
| Use Class | Qualification |
| Emergency services | If not intended for deployment beyond the local area, or as a facility for training, maintenance, storage, command or administration |
| Extractive industry | If not on prime agricultural land |
| Residential | If – (a) Not a new residential use; or (b) Home based business in an existing dwelling |
| Resource development | If – (a) aquaculture or intensive animal husbandry; and (b) conducted in a manner which does not alter, disturb or damage the existing soil profile |
| Service industry | If – (a) not on prime agricultural land; and (b) for repair or maintenance of equipment, plant or vehicles associated with a primary industry use of a type conducted on land in the zone |
| Storage | If – (a) a depot for the storage of plant, machinery, equipment, materials, and other goods if required for primary industry use on land in the zone; or (b) a warehouse primarily or exclusively used for storage and handling of the products of primary industry use produced or required on land in the zone pending distribution for sale or use on another site; and (c) not be a liquid fuel depot or a solid fuel depot |
| Transport depot and distribution | If for goods and materials of a primary industry use produced or required on land in the zone |
| Utilities | If minor utilities |

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| Visitor accommodation | <p>If –</p> <p>(a) farm stay accommodation; and</p> <p>(b) guest accommodation of not more than 16 people</p> |
| Discretionary | |
| Use Class | Qualification |
| Bulky goods sales | If wholesale of agricultural product or supplies, construction aggregate, harvested native resources, landscape or garden material, plants, or timber produced on land in the zone |
| Business and professional services | If for services related to primary industry use on land in the zone |
| Community meeting and entertainment | |
| Custodial facility | If a prison farm associated with a primary industry use of land in the zone |
| Crematoria and cemeteries | |
| Domestic animal breeding, boarding or training | |
| Educational and occasional care | If for vocational training in a primary industry use of a kind conducted on land in the zone |
| Equipment and machinery sales and hire | If related to requirements of a primary industry of a type conducted on land in the zone |
| Extractive industry | |
| Food services | If not including a drive-through |
| General retail and hire | <p>If –</p> <p>(a) primary produce sales; or</p> <p>(b) door sales of products from a vineyard, dairy, farm, orchard or similar primary production enterprise</p> |
| Hotel Industry | Only if for a hotel industry use existing at the commencement of the scheme. |
| Manufacturing and processing | |
| Motor racing facility | |
| Passive recreation | |
| Pleasure boat facility | |
| Natural and cultural values management | |
| Recycling and waste disposal | |
| Research and development | |
| Residential | |
| Resource development | Note: R26 |
| Resource processing | |
| Sports and recreation | |

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| Tourist operation | If – (a) based on a building, area or place of regulated scientific, aesthetic, architectural or historic interest or otherwise of special cultural value on the site; or (b) based on a primary industry use of a type conducted on land in the zone |
| Transport depot and distribution | If related to primary industry use on land in the zone |
| Utilities | |
| Vehicle fuel sales and service | |
| Visitor accommodation | |
| Prohibited | |
| Use Class | Qualification |
| All other uses | |

R26: Resource development is required to be assessed through a discretionary pathway if it cannot meet either the no-permit-required or the permitted qualifications

26.3 Use Standards

26.3.1 Requirement for discretionary non-residential use to locate on rural resource land

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| Objective: | |
| Other than for residential use, discretionary permit use of rural resource land is to minimise – | |
| (a) unnecessary loss of air, land and water resources of significance for sustainable primary industry and other permitted use, including for agricultural use dependent on the soil as a growth medium; and | |
| (b) unreasonable conflict or interference to existing or potential primary industry use, including agricultural use, by other land use | |
| Acceptable Solutions | Performance Criteria |

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| <p>A1</p> <p>There is no acceptable solution</p> | <p>P1</p> <p>Other than for residential use, discretionary permit use must –</p> <ul style="list-style-type: none"> (a) be consistent with the local area objectives; (b) be consistent with any applicable desired future character statement; (c) be required to locate on rural resource land for operational efficiency – <ul style="list-style-type: none"> (i) to access a specific naturally occurring resource on the site or on adjacent land in the zone; (ii) to access infrastructure only available on the site or on adjacent land in the zone; (iii) to access a product of primary industry from a use on the site or on adjacent land in the zone; (iv) to service or support a primary industry or other permitted use on the site or on adjacent land in the zone; (v) if required – <ul style="list-style-type: none"> a. to acquire access to a mandatory site area not otherwise available in a zone intended for that purpose; b. for security; c. for public health or safety if all measures to minimise impact could create an unacceptable level of risk to human health, life or property if located on land in a zone intended for that purpose; (vi) to provide opportunity for diversification, innovation, and value-adding to secure existing or potential primary industry use of the site or of adjacent land; (vii) to provide an essential utility or community service infrastructure for the municipal or regional community or that is of significance for Tasmania; or (viii) if a cost-benefit analysis in economic, environmental, and social terms indicates significant benefits to the region; and (d) minimise likelihood for – <ul style="list-style-type: none"> (i) permanent loss of land for existing and potential primary industry use; (ii) constraint or interference to existing and potential primary industry use on the site and on adjacent land; and (iii) loss of land within a proclaimed irrigation district under Part 9 Water Management Act 1999 or land that may benefit from the application of broad-scale irrigation development |
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26.3.2 Required residential use

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| <p>Objective:</p> <p>Residential use [R29] –</p> <ul style="list-style-type: none"> (a) is required as part of a resource development or other non-residential use; and (b) does not confine or restrain use of land for resource development or other non-residential use | |
| <p>Acceptable Solutions</p> | <p>Performance Criteria</p> |

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| <p>A1</p> <p>Residential use required as part of a use must –</p> <ul style="list-style-type: none"> (a) be an alteration or addition to an existing lawful and structurally sound residential building; (b) be an ancillary dwelling to an existing lawful and structurally sound single dwelling; (c) not intensify an existing lawful residential use; (d) replace a lawful existing residential use; (e) not create a new residential use through conversion of an existing building; or (f) be home based business in association with occupation of an existing lawful and structural sound residential building; and (g) there is no change in the title description of the site on which the residential use is located | <p>P1</p> <p>Residential use required as part of a use must –</p> <ul style="list-style-type: none"> (a) be consistent with local area objectives; (b) be consistent with any applicable desired future character statement; (c) be required to locate on rural resource land if – <ul style="list-style-type: none"> (i) the type, scale, intensity, or operational characteristics of a permitted use make it necessary for a person to live on the site for the purpose of undertaking such use; (ii) residential use will be integral and subservient to the principal use; and (iii) there is no other available dwelling on the site; and (d) if the required residential use relies on land in two or more titles in different ownership, the written consent of the owner of each title to enter into a Part 5 agreement to be registered on the title for each of the lots and providing – <ul style="list-style-type: none"> (i) the dwelling is required as part of a nominated permitted use; and (ii) the lots are not to be sold separately |
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Footnotes

[R29] For the purpose of this clause residential use is not categorized as a use directly associated with and a subservient part of a primary production or other permitted use. The requirements of Principle 3 and Principle 5 of State Policy for the Protection of Agricultural Land 2009 intend residential use is categorized as a separate use class regardless of any association with an agricultural use of the land. The outcome of the PAL principles are applied in this planning scheme for all forms of primary production and other permitted use.

26.3.3 Residential use

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| <p>Objective:</p> <p>Residential use that is not required as a part of other use –</p> <ul style="list-style-type: none"> (a) minimises the permanent and unnecessary loss of land with potential for resource development or an extractive industry; and (b) minimises likelihood to interfere with or constrain the existing or potential use of land for resource development or an extractive industry | |
| <p>Acceptable Solutions</p> | <p>Performance Criteria</p> |

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| <p>A1</p> <p>Residential use that is not required as part of an other use must –</p> <ul style="list-style-type: none"> (a) be an alteration or addition to an existing lawful and structurally sound residential building; (b) be an ancillary dwelling to an existing lawful and structurally sound single dwelling; (c) not intensify an existing lawful residential use; (d) not replace an existing residential use; (e) not create a new residential use through conversion of an existing building; (f) be an outbuilding with a floor area of not more than 100m² appurtenant to an existing lawful and structurally sound residential building; or (g) be home based business in association with occupation of an existing lawful and structural sound residential building; and (h) there is no change in the title description of the site on which the residential use is located | <p>P1</p> <p>Residential use that is not required as a part of other use must –</p> <ul style="list-style-type: none"> (a) be consistent with local area objectives; (b) be consistent with any applicable desired future character statement; (c) be on a site within which the existing or proposed development area – <ul style="list-style-type: none"> (i) is not capable by reason of one or more of factors of topography, resource capability, size or shape of being utilised for resource development or extractive industry use; and (ii) is not capable of utilisation in the operations of a resource development or extractive industry enterprise, regardless of ownership; and (iii) does not constrain or interfere with existing or potential resource development or extractive industry use of land including the balance area on the site. (d) not be likely to impose an immediate demand or contribute to a cumulative requirement for public provision or improvement in reticulated or alternate arrangements for utilities, road access, or community service. |
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26.4 Development Standards

26.4.1 Suitability of a site or lot on a plan of subdivision for use or development

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| <p>Objective:</p> <p>The minimum properties of a site and of each lot on a plan of subdivision are to –</p> <ul style="list-style-type: none"> (a) provide a suitable development area for the intended use; (b) provide access from a road; and (c) make adequate provision for a water supply and for the drainage and disposal of sewage and stormwater | |
| <p>Acceptable Solutions</p> <p>A1</p> <p>A site or each lot on a plan of subdivision must –</p> <ul style="list-style-type: none"> (a) unless for agricultural use, have an area of not less than 1 hectare not including any access strip; and (b) if intended for a building, contain a building area – <ul style="list-style-type: none"> (i) of not more than 2000m² or 20% of the area of the site, whichever is the greater unless a crop protection structure for an agricultural use; (ii) clear of any applicable setback from a frontage, side or rear boundary; (iii) clear of any applicable setback from a zone boundary; (iv) clear of any registered easement; (v) clear of any registered right of way benefiting other land; (vi) clear of any restriction imposed by a utility; (vii) not including an access strip; (viii) accessible from a frontage or access strip | <p>Performance Criteria</p> <p>P1</p> <p>A site or each lot on a plan of subdivision must be of sufficient area for the intended use or development without likely constraint or interference for –</p> <ul style="list-style-type: none"> (a) erection of a building if required by the intended use; (b) access to the site; (c) use or development of adjacent land; (d) a utility; and (e) any easement or lawful entitlement for access to other land |

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| <p>A2</p> <p>A site or each lot on a subdivision plan must have a separate access from a road –</p> <p>(a) across a frontage over which no other land has a right of access; and</p> <p>(b) if an internal lot, by an access strip connecting to a frontage over land not required as the means of access to any other land; or</p> <p>(c) by a right of way connecting to a road –</p> <p>(i) over land not required as the means of access to any other land; and</p> <p>(ii) not required to give the lot of which it is a part the minimum properties of a lot in accordance with the acceptable solution in any applicable standard; and</p> <p>(d) with a width of frontage and any access strip or right of way of not less than 6.0m; and</p> <p>(e) the relevant road authority in accordance with the <i>Local Government (Highways) Act 1982</i> or the <i>Roads and Jetties Act 1935</i> must have advised it is satisfied adequate arrangements can be made to provide vehicular access between the carriageway of a road and the frontage, access strip or right of way to the site or each lot on a proposed subdivision plan.</p> | <p>P2</p> <p>(a) A site must have a reasonable and secure access from a road provided –</p> <p>(i) across a frontage; or</p> <p>(ii) by an access strip connecting to a frontage, if for an internal lot; or</p> <p>(iii) by a right of way connecting to a road over land not required to give the lot of which it is a part the minimum properties of a lot in accordance with the acceptable solution in any applicable standard; and</p> <p>(iv) the dimensions of the frontage and any access strip or right of way must be adequate for the type and volume of traffic likely to be generated by –</p> <p>a. the intended use; and</p> <p>b. the existing or potential use of any other land which requires use of the access as the means of access for that land; and</p> <p>(v) the relevant road authority in accordance with the <i>Local Government (Highways) Act 1982</i> or the <i>Roads and Jetties Act 1935</i> must have advised it is satisfied adequate arrangements can be made to provide vehicular access between the carriageway of a road and the frontage, access strip or right of way to the site or each lot on a subdivision plan; or</p> <p>(b) It must be unnecessary for the development to require access to the site or to a lot on a subdivision plan.</p> |
| <p>A3</p> <p>Unless for agricultural use other than controlled environment agriculture which permanently precludes the land for an agricultural use dependent on the soil as a growth medium, a site or each lot on a plan of subdivision must be capable of connecting to a water supply –</p> <p>(a) provided in accordance with the <i>Water and Sewerage Industry Act 2008</i>; or</p> <p>(b) from a rechargeable drinking water system ^{R3.1} with a storage capacity of not less than 10,000 litres if–</p> <p>(i) there is not a reticulated water supply; and</p> <p>(ii) development is for –</p> <p>a. a single dwelling; or</p> <p>b. a use with an equivalent population of not more than 10 people per day</p> | <p>P3</p> <p>(a) There must be a water supply available for the site or for each lot on a plan of subdivision with an adequate level of reliability, quality, and quantity to service the anticipated use of the site or the intended use of each lot on a plan of subdivision; or</p> <p>(b) It must be unnecessary to require a water supply</p> |

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| <p>A4</p> <p>Unless for agricultural use other than controlled environment agriculture which permanently precludes the land for an agricultural use dependent on the soil as a growth medium, a site or each lot on a plan of subdivision must be capable of draining and disposing of sewage and liquid trade waste –</p> <p>(a) to a sewerage system provided in accordance with the <i>Water and Sewerage Industry Act 2008</i>; or</p> <p>(b) by on-site disposal if –</p> <p>(i) sewage or liquid trade waste cannot be drained to a reticulated sewer system; and</p> <p>(ii) the development –</p> <p>a. is for a single dwelling; or</p> <p>b. provides for an equivalent population of not more than 10 people per day; or</p> <p>(iii) the site has capacity for on-site disposal of domestic waste water in accordance with AS/NZS1547:2012 On-site domestic-wastewater management clear of any defined building area or access strip</p> | <p>P4</p> <p>(a) A site or each lot on a plan of subdivision must drain and dispose of sewage and liquid trade waste –</p> <p>(i) in accordance with any prescribed emission limits for discharge of waste water;</p> <p>(ii) in accordance with any limit advised by the Tasmanian Environmental Protection Agency;</p> <p>(iii) without likely adverse impact for the health or amenity of the land and adjacent land;</p> <p>(iv) without compromise to water quality objectives for surface or ground water established under the State Policy on Water Quality Management 1997; and</p> <p>(v) with appropriate safeguards to minimise contamination if the use or development has potential to –</p> <p>a. indirectly cause the contamination of surface or ground water; or</p> <p>b. involve an activity or process which requires the use, production, conveyance or storage of significant quantities of sewage or liquid trade waste that may cause harm to surface or ground water if released through accident, malfunction, or spillage; or</p> <p>(b) It must be unnecessary to require the drainage and disposal of sewage or liquid trade waste</p> |
| <p>A5</p> <p>Unless for agricultural use other than controlled environment agriculture which permanently precludes the land for an agricultural use dependent on the soil as a growth medium, a site or each lot on a plan of subdivision must be capable of draining and disposing of stormwater –</p> <p>(a) to a stormwater system provided in accordance with the <i>Urban Drainage Act 2013</i>; or</p> <p>(b) if stormwater cannot be drained to a stormwater system –</p> <p>(i) for discharge to a natural drainage line, water body, or watercourse; or</p> <p>(ii) for disposal within the site if –</p> <p>a. the site has an area of not less than 5000m²;</p> <p>b. the disposal area is not within any defined building area;</p> <p>c. the disposal area is not within any area required for the disposal of sewage;</p> <p>d. the disposal area is not within any access strip; and</p> <p>e. not more than 50% of the site is impervious surface</p> | <p>P5</p> <p>(a) A site or each lot on a plan of subdivision must drain and dispose of stormwater –</p> <p>(i) to accommodate the anticipated stormwater –</p> <p>a. currently entering from beyond its boundaries; and</p> <p>b. from the proposed development;</p> <p>(ii) without likelihood for concentration on adjacent land;</p> <p>(iii) without creating an unacceptable level of risk for the safety of life or for use or development on the land and on adjacent land;</p> <p>(iv) to manage the quantity and rate of discharge of stormwater to receiving waters;</p> <p>(v) to manage the quality of stormwater discharged to receiving waters; and</p> <p>(vi) to provide positive drainage away from any sewer pipe, on-site sewage disposal system, or building area; or</p> <p>(b) It must be unnecessary to require the drainage and disposal of stormwater</p> |

Table to Clause 26.4.1 A1

| Locality | Site Area |
|----------------------------|-----------|
| This Clause does not apply | |

26.4.2 Location and configuration of development

| <p>Objective:</p> <p>The location and configuration of development is to provide a reasonable consistency between sites for setback from a boundary, height of buildings, and location within the landscape</p> | |
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| Acceptable Solutions | Performance Criteria |

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| <p>A1</p> <p>A building or a utility structure, other than a crop protection structure for an agricultural use, must be setback –</p> <ul style="list-style-type: none"> (a) not less than 20.0m from the frontage; or (b) if the development is for sensitive use on land that adjoins a road specified in the Table to this Clause, not less than the setback specified from that road; (c) not less than 10.0m from each side boundary; and (d) not less than 10.0m from the rear boundary; or (e) in accordance with any applicable building area shown on a sealed plan | <p>P1</p> <p>The setback of a building or utility structure must be –</p> <ul style="list-style-type: none"> (a) consistent with the streetscape; and (b) required by a constraint imposed by – <ul style="list-style-type: none"> (i) size and shape of the site; (ii) orientation and topography of land; (iii) arrangements for a water supply and for the drainage and disposal of sewage and stormwater; (iv) arrangements for vehicular or pedestrian access; (v) a utility; or (vi) any requirement of a conservation or urban design outcome detailed in a provision in this planning scheme; (vii) any lawful and binding requirement – <ul style="list-style-type: none"> a. by the State or a council or by an entity owned or regulated by the State or a council to acquire or occupy part of the site; or b. an interest protected at law by an easement or other regulation |
| <p>A2</p> <p>Building height must be not be more than 8.5m</p> | <p>P2</p> <p>Building height must –</p> <ul style="list-style-type: none"> (a) minimise likelihood for overshadowing of a habitable room or a required minimum area of private open space in any adjacent dwelling; (b) minimise apparent scale, bulk, massing and proportion in relation to any adjacent building; (c) be consistent with the streetscape and rural landscape; (d) respond to the effect of the slope and orientation of the site; and (e) take into account the effect and durability of screening other than vegetation to attenuate impact |

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| <p>A3.1</p> <p>A building or utility structure, other than a crop protection structure for an agricultural use or wind power turbines or wind power pumps, must –</p> <p>(a) not project above an elevation 15m below the closest ridgeline;</p> <p>(b) be not less than 30m from any shoreline to a marine or aquatic water body, water course, or wetland;</p> <p>(c) be below the canopy level of any adjacent forest or woodland vegetation; and</p> <p>(d) clad and roofed with materials with a light reflectance value of less than 40%.</p> <p>A3.2</p> <p>Wind power turbines and wind power pumps must not exceed 20m in height.</p> | <p>P3.1</p> <p>The location, height and visual appearance of a building or structure except for wind power turbines or wind power pumps must have regard to –</p> <p>(a) minimising the visual impact on the skyline;</p> <p>(b) minimising height above the adjacent vegetation canopy;</p> <p>(c) minimising visual impact on the shoreline or a marine or aquatic water body, water course, or wetland where possible; and</p> <p>(d) minimising reflection of light from an external surface.</p> <p>P3.2</p> <p>Wind power turbines or wind power pumps must minimise their impacts on the broader landscape having regard to –</p> <p>(a) the visual impacts of the development;</p> <p>(b) the characteristics of the vicinity of the site;</p> <p>(c) the characteristics of the wind resource;</p> <p>(d) the topography of the site and how that location affords access to wind; and</p> <p>(e) potential impacts on birds.</p> |
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Table to Clause 26.4.2 A1

| Road | Setback (m) |
|--------------|-------------|
| Bass Highway | 50 |

26.4.3 Location of development for sensitive uses

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| <p>Objective:</p> <p>The location of development for sensitive uses on rural land does not unreasonably interfere with or otherwise constrain –</p> <p>(a) agricultural land for existing and potential sustainable agricultural use dependent on the soil as a growth medium;</p> <p>(b) agricultural use of land in a proclaimed irrigation district under Part 9 Water Management Act 1999 or land that may benefit from the application of broad-scale irrigation development;</p> <p>(c) use of land for agricultural production that is not dependent on the soil as a growth medium, including aquaculture, controlled environment agriculture, and intensive animal husbandry;</p> <p>(d) conservation management;</p> <p>(e) extractive industry;</p> <p>(f) forestry; and</p> <p>(g) transport and utility infrastructure</p> | <p>Acceptable Solutions</p> |
| | <p>Performance Criteria</p> |

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| <p>A1</p> <p>New development, except for extensions to existing sensitive use where the extension is no greater than 30% of the existing gross floor area of the sensitive use, must –</p> <p>(a) be located not less than –</p> <ul style="list-style-type: none"> (i) 200m from any agricultural land; (ii) 200m from aquaculture or controlled environment agriculture; (iii) 500m from the operational area boundary established by a mining lease issued in accordance with the <i>Mineral Resources Development Act 1995</i> if blasting does not occur; or (iv) 1000m from the operational area boundary established by a mining lease issued in accordance with the <i>Mineral Resources Development Act 1995</i> if blasting does occur; or (v) 500m from intensive animal husbandry; (vi) 100m from land under a reserve management plan; (vii) 100m from land designated for production forestry; (viii) 50m from a boundary of the land to a road identified in Clause 26.4.2 or to a railway line; and (ix) clear of any restriction imposed by a utility; and <p>(b) not be on land within a proclaimed irrigation district under Part 9 <i>Water Management Act 1999</i> or land that may benefit from the application of broad-scale irrigation development</p> | <p>P1</p> <p>New development, except for extensions to existing sensitive use where the extension is no greater than 30% of the existing gross floor area of the sensitive use, must minimise –</p> <ul style="list-style-type: none"> (a) permanent loss of land for existing and potential primary industry use; (b) likely constraint or interference to existing and potential primary industry use on the site and on adjacent land; (c) permanent loss of land within a proclaimed irrigation district under Part 9 <i>Water Management Act 1999</i> or land that may benefit from the application of broad-scale irrigation development; and (d) adverse effect on the operability and safety of a major road, a railway or a utility |
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26.4.4 Subdivision

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| <p>Objective:</p> <p>The division and consolidation of estates and interests in rural resource land is to create lots that are consistent with the purpose of the Rural Resource zone</p> | |
| <p>Acceptable Solutions</p> | <p>Performance Criteria</p> |

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| <p>A1</p> <p>Each new lot on a plan of subdivision must be –</p> <p>(a) a lot required for public use by the State government, a Council, a Statutory authority or a corporation all the shares of which are held by or on behalf of the State, a Council or by a statutory authority</p> | <p>P1</p> <p>(a) A plan of subdivision to reconfigure land must –</p> <ul style="list-style-type: none"> (i) be required to restructure, re-size, or reconfigure land for primary industry use; and (ii) not create an additional lot; <p>(b) A plan of subdivision to create a new lot must –</p> <ul style="list-style-type: none"> (i) be required for a purpose permissible in the zone; (ii) be of a size and configuration that is not more than is required to accommodate the nominated use in accordance with the applicable standards of this planning scheme for such use; (iii) retain the balance area for primary industry use; (iv) minimise unnecessary and permanent loss of rural resource land for existing and potential primary industry use; (v) minimise constraint or interference to existing and potential primary industry use on the site and of adjacent land in the zone; and (vi) minimise unnecessary and permanent loss of land within a proclaimed irrigation district under Part 9 Water Management Act 1999 or land that may benefit from the application of broad-scale irrigation development; or <p>(c) A plan of subdivision to reduce the area of an existing lot on a sealed plan containing a lawful use must –</p> <ul style="list-style-type: none"> (i) not be land containing a residential use approved by a permit granted under the <i>Land Use Planning and Approvals Act 1993</i> as a required part of a permitted use; (ii) incorporate the excised area into an existing primary industry lot by amalgamation in a manner acceptable to the Recorder of Titles ^{R32}; (iii) minimise likelihood for the existing use on the reduced area lot to further constrain or interfere with use of the balance area or adjacent land for an existing or potential primary industry use; and (iv) retain a lot with a size and shape that – <ul style="list-style-type: none"> a. can accommodate the lawful existing use or development in accordance with the applicable standards for that use; or b. does not further increase any non-compliance for use or development on the existing lot |
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R32 Registration of a Sealed Plan consolidating the land to create a new single lot; or by registration of an Adhesion Order made in accordance with the *Local Government (Building and Miscellaneous Provisions) Act 1993*

26.4.5 Buildings for Controlled Environment Agriculture

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| <p>Objective:</p> <p>A building for controlled environment agriculture use is to minimise –</p> <p>(a) permanent loss of agricultural land; and</p> <p>(b) conflict or interference with existing or potential agricultural use</p> | |
| <p>Acceptable Solutions</p> | <p>Performance Criteria</p> |

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| <p>A1</p> <p>A building for controlled environment agriculture use must be a crop protection structure and the agricultural use inside the building must satisfy one of the following –</p> <ul style="list-style-type: none"> (a) rely on the soil as a growth medium into which plants are directly sown; (b) not alter, disturb or damage the existing soil profile if conducted in a manner which does not rely on the soil as a growth medium | <p>P1</p> <p>A building for controlled environment agriculture use must satisfy all of the following –</p> <ul style="list-style-type: none"> (a) the controlled environment agriculture use is reasonably required to locate on the site for operational efficiency in terms of one or more of the following – <ul style="list-style-type: none"> (i) to access a specific resource on the site or on land in the vicinity of the site; (ii) to access infrastructure only available on the site or on land in the vicinity of the site; (iii) to access a product of another agricultural use from the site or from land in the vicinity of the site; (iv) for security or impact reasons (b) minimise the amount of agricultural land permanently precluded from return to agricultural use; and (c) minimise adverse impact on the site and on the land in the vicinity of the site for agricultural use |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|





1. SCOPE

- 1.1 The policy applies to bonds or application fees set by Council.

2. PURPOSE

- 2.1 Provide a transparent, equitable, and consistent process for the consideration of requests to refund, waive, or reduce statutory application fees or bonds.
- 2.2 Ensure that Council's relevant statutory and governance obligations are met.
- 2.3 Provide encouragement and support to not for profit organisations in their service to the community.

3. POLICY STATEMENT

- 3.1 That any request for a waiver, reduction or refund of bonds or statutory application fees must be assessed against the guidance provided in this Policy and associated Guideline, and a recommendation put to the relevant departmental director or manager.
- 3.2 Refund of fees: The recommendation to be decided upon by the department manager.
- 3.3 Waiver or reduction of fees or bonds: Recommendations for waiver or reductions to be decided on by the General Manager or delegate of the General Manager.

Legislative Requirements – Division 7 of the *Local Government Act 1993*

Related Procedures/Guidelines: Waiver, Reduction and Refund of Bonds or Application Fees Guideline

REFERENCES & RELATED DOCUMENTS

Waiver, Reduction and Refund of Bonds or Application Fees Policy

RATIONALE / BACKGROUNDRefund Guidelines

The applicant for a statutory application or bond, or their authorised agent, can request a refund of their applicable fees. Some foreseeable circumstances where this may be appropriate are:

1. An application is withdrawn early in the assessment process and a written request for a refund of fees is made; or
2. To reduce risks or liability to Council.

Recommendations for the refund of fees are to be decided on by the Department Manager. When considering any refund request, the following criteria are to be applied unless there are extenuating circumstances:

| <i>Land Use Planning and Approvals Act 1993</i> | |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Refund Percentage | Criteria |
| 100 | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • Council Officer comments requested – no responses received; and • No other work has commenced |
| 75 | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • Council Officer comments requested – responses received; and • No other work has commenced |
| 50 | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • Council Officer comments requested – responses received; and • Initial assessment undertaken (includes information requests); and • Not advertised (Discretionary Applications Only) |
| 0 | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • Council Officer comments requested – responses received; and • Initial assessment undertaken (includes information requests); and • Assessment Report Drafting Commenced; and/or • Advertised (Discretionary Applications Only) |

| <i>Building Act 2016 – Building Regulations 2016 – Plumbing Regulations 2014 - Food Act 2003 – Public Health Act 1997 – Local Government Act 1993 – Dog Control Act 2000 & Other Miscellaneous Statutes</i> | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Refund Percentage | Criteria |
| 100% | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • No other work has commenced. |
| 50% | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • Council Officer comments requested – responses received; and • Initial assessment undertaken (includes information requests). |
| 0% | <ul style="list-style-type: none"> • Application received; and • Entered onto system; and • Assessment nearing completion. |

Waiver / Reduction Guidelines

The applicant for a statutory application or bond, or their authorised agent, can request a waiver or reduction to their statutory fees or bond. Any such request must be made in writing. Recommendations for waiver or reductions of fees and bonds are to be decided by the General Manager or the delegate of the General Manager.

There are foreseeable circumstances where a reduction or waiver of statutory application fees may be appropriate:

1. Application submitted by a non-profit organisation for a community purpose; or
2. Where the financial circumstances of the applicant warrant a written request for waiver or reduction of fees; or
3. To rectify a processing error by Council (for example re-advertising required by a Council oversight); or
4. To assist in resolving a potential risk or liability for Council; or
5. Where the fee is not commensurate with the scale or complexity of the application (triggered where the fees exceed \$10,000).

Written fee waiver or reduction applications submitted by a non-profit organisation or charity, as defined by the Rate & Service Charge Remissions: Non-profit Community, Sporting, & Religious Groups Policy, may have up to 100% of the fee or bond waived.

Where there are exceptional circumstances, up to 100% of an application fee or bond may be waived, depending on the circumstances.

In considering whether or not to waive or reduce fees or bonds, and if so by how much, the decision maker must take into account the following matters:

1. The merits of the request (where relevant); and
2. The amount of fees to be waived and consequent impact on Council's revenue; and

Enclosure 2 Waiver, Reduction and Refund of Bonds or Application Fees Guideline

3. Existing precedents or the setting of a precedent if the fees were waived or reduced; and
4. The processing and assessment costs borne by Council (where relevant); and
5. The amount of assessment that has already been undertaken by Council (where relevant); and
6. The risks, liability or burden created on Council by the decision of whether or not to waive or reduce the application fee or bond.



The General Manager
Mr Shane Crawford
Waratah-Wynyard Council
Saunders St
Wynyard, TAS
7325

10 July 2019

Dear Shane

Our school community has shown a strong commitment to pursue after school care based onsite at St Brigid's. This came about after a community survey reflected an initial desire for this service, to be delivered on site, rather than having to walk or transport children. I am writing on behalf of our school community and Advisory Board to propose that we partner with *Warawyn*, our local provider, to deliver an on-site service for the children of St Brigid's, as evidenced by other schools in our municipality. Please find the following report in relation to our proposal.

Assessing Community Need

We have established that there is a strong need and desire from the St Brigid's Catholic School Community to utilise after school care on our school site.

Rather than competing against Warawyn, we have engaged both Tracey Bradley (WWC) and Wendy Richards (Warawyn Manager) in discussing the possibility of exploring the option of Warawyn providing an onsite service at school for St Brigid's students. We feel strongly that community partnerships should be fostered as we share the moral imperative of providing what is best for our young people, to have a wider community impact.

After the initial survey, we have followed up with families to gain a stronger commitment via a phone interview. The data collected from this exercise indicates that we currently have on average 11.3 students requiring after school care on a daily basis.



This data does not consider casual care, before school care, nor holiday/vacation care. Further future opportunities may exist in these areas, as well as the attractive proposition for current families to access once commenced and should all parties be agreeable.

It has been that some students are reporting anxiety and/or stress attending after school care at Hogg Street. This is possibly due to the off-site nature, the walk, or an environment that is less familiar. Families have also reported a dissatisfaction that children are required to walk in the rain particularly during the colder, winter months.

Facilities

In terms of providing a facility at St Brigid's, both Tracey and Wendy have supported the prospect of using our hall as a space for this service. We agree that is important that the hall is used as the nominated and dedicated space for after school care. We will ensure that the providers are not relocated due to school or community functions. Consistency will be important.

The hall has a number of other functions in the life of the school, these being for school assemblies, Birth to Five learning currently held once per week in the hall (this may not be the case in the future) and school performances. After school care will not be implicated.

We are currently repainting and installing new flooring, which will include vinyl timber "planks" extending from the foyer, toilet, kitchen and break out areas, into the main hall space. We are hopeful that these alterations will further create a better learning environment for all functions associated with its use, particularly promoting activities such as, but not limited to cooking, painting, arts and crafts, wet/sensory play and science experiments.

The hall has a large storage room that contains resources for use including gymnastics equipment. Table tennis tables are also accessible.

In addition, the hall has external phone lines installed, Wi-Fi access, a mounted data projector and suitable heating. We will look to purchase a mounted television for the students for relaxation when necessary, to create a homely feel. Some children like to relax after school and we are able to replicate home in our school setting for the well-being of the student.



As you are aware, the school has a master plan for its grounds. We see our ongoing investment into our spaces not only benefitting our students, but the wider community as well. We expect there to be regular, ongoing improvements to our spaces.

A development application has currently been submitted to the council to improve our outdoor undercover court by raising the roof by approximately 2m, enclosing the northern and southern sides, and installing \$5000 in lighting for enhanced play during the winter and during after hours.

Within this outdoor court area, we would like to provide additional, specialised storage space for our after school care providers, enabling them to store recreational and sporting equipment, which should be a key component of this program. This project has an estimated value of \$70,000 that we want all members of our community to utilise for netball, basketball and at times, tennis.

Our school is currently building a school garden, which has the goal of being Australia's most sustainable and "smartest" school garden. We would encourage the after school care group to take good care of the garden and utilise it as a resource for nutrition and learning.

From a Workplace Health and Safety perspective, our system requires us to maintain strict playground and external environment audits. This requires us to regularly report to the Tasmanian Catholic Education Office to ensure our environment is safe and supportive for all. Furthermore, a formal, weekly grounds inspection takes place each Monday morning from 7am to ensure our setting is safe after weekend activity in our grounds.

Financial Assessment

Please find the budget estimate per week below as established in partnership with Tracey Bradley (WWC):

| Expenditure | Cost | Comments |
|-----------------------------------|----------|--------------------------------------|
| Employee costs | \$680.80 | \$36.80 x 18.5 |
| Consumables | \$20.00 | |
| Food and Drinks | \$30.00 | |
| Printing and stationery | \$10 | |
| Small toys and equipment | \$30.00 | |
| Subscriptions, Licenses | \$17.50 | Licensing and accreditation, program |
| Advertising Bank fees and charges | \$4.50 | |

| | | |
|--------------------|-----------------|---------------|
| Telephone | \$5.00 | Mobile |
| Training | \$7.50 | Staff PD |
| Financial overhead | \$50.00 | Internal cost |
| Weekly cost | \$855.30 | |



St Brigid's Catholic School will ensure there is **no cost** for rent, power or water.

Please note, there is no allocation for "management" that can occur through the current arrangement.

The following table illustrating feasibility is based on weekly costs, with the program operating for 40 weeks per year.

| Income | | |
|---------------|---------------------|--------|
| Fee | Average utilisation | Total |
| 32.00 | 1 child | 160.00 |
| | 2 | 320.00 |
| | 3 | 480.00 |
| | 4 | 640.00 |
| | 5 | 800.00 |
| | 6 | 960.00 |

*Income based on current fee. Total cost to parent dependant on Child Care Subsidy rate.

St Brigid's Catholic School feel very strongly about providing an outstanding program being co-contributors with an official member of the St Brigid's staff joining a Warawyn staff member. We have staff who are highly qualified, some with tertiary credentials, who have expressed strong interest in being directly involved in this initiative. It is a desire that we welcome the Warawyn staff member(s) to the St Brigid's family and that they feel a strong sense of welcome and inclusion, despite being officially employed by the Waratah-Wynyard Council.

"Exceeding" Accreditation

We want to continue to support the current centre's "exceeding" rating by reviewing practices regularly in partnership, setting goals and pursuing excellence together. Our school's Finance Officer, Marnie Wells, has extensive experience in Early Years education, having spent nine years as an assistant director of a childcare facility. Marnie's understanding of the National Quality Standards will be advantageous. We see Marnie as a key contact in this partnership.



To further underline our commitment, we will contribute \$3000 in January 2020 to provide resources for the hall, including games, puzzles, provocations, beanbags, furniture, fittings and other items deemed necessary. We have recently purchased two leather modular lounges for this space, further adding to a homely feel. Marnie is currently sourcing an outdoor display cabinet for messages as well as designing a space for family sign in/sign out.

Other Success Indicators

Please see the following unrelated points below for your consideration:

- We will ensure that our students have the very best opportunity to have a positive social experience through excellent resourcing and extending the positive student relationships that exist within our school to this service.
- We will ensure there is a clear message that if this service is not utilised, it will be removed after a trial period of six terms.
- Tracey, Wendy and I agree that goodwill, partnership and trust will need to be exhibited between all. We speak the same language in terms of fostering a positive partnership. Culturally at St Brigid's, our staff have a strong focus on constructive and positive behaviours with others. These will apply in this proposed relationship, defined in a simple memorandum of understanding.
- We want to replicate the feeling of "neighbourhood", something you might remember from your time as an adult, socialising with children of a similar age after school.
- Best practice is always to minimise risk; without the walk to Hogg Street, the St Brigid's community will find this arrangement far more attractive. We are confident that the numbers indicated will increase significantly once commenced.
- With more students entering our school, the demand can only increase from this point, particularly in the younger years where students generally require more care. Our enrolment growth has been significant in the last 18 months, having moved from 147 students in January 2018 to 173 students to the current date. We currently have a capacity Kinder this year. Although we are yet to hold our Kinder interviews for 2020, there will be no spaces remaining at the end of July due to more interest than there are places available.



- Our leadership and administration stability and ongoing commitment to our vision at St Brigid's indicate we are in a period of sustainable growth and increased demand.
- As we conclude Term Two, it is agreed by both Tracey and Wendy that commencing in Term Four 2019, with council support, would enable currently committed families to both access this service for the remainder of the year, as well as to organise themselves for 2020.

We are extremely confident that this will be a successful venture capturing both our existing market and those not currently utilising an after school care program with Warawyn.

Our community is very motivated to see an after school care provider operating on the St Brigid's site. Our school's advisory board and leadership team's preferred provider is Warawyn. It is hoped that we are able to forge a very successful, long-term partnership.

I look forward to hearing from you soon in relation to this matter.

A handwritten signature in black ink, appearing to read "Gregg Sharman".

Gregg Sharman

PRINCIPAL

St Brigid's Catholic School, Wynyard

1. SCOPE

- 1.1 To provide an overarching frame work and controls for the purchase of goods and services to Council.

2. PURPOSE

- 2.1 The objective of this policy is to ensure the following principles are applied when purchasing goods and services and that Council encourages open and effective competition, obtains value for money, enhances the capability and opportunities for local businesses and promotes ethical and fair dealing.
- 2.2 The policy aims to support efficient, timely and responsive acquisition of goods and services.

3. POLICY STATEMENT

- 3.1 All procurement is to be consistent within adopted budgetary allocations and conducted within the financial delegation of authorised officers.
- 3.2 Contracts, approved purchase agreements and purchase orders are the preferred purchasing method.
- 3.3 The following procurement methods will be utilised based on the total dollar value of the purchase:

| Procurement Value (excluding GST) | Procurement Method |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Below \$1,500 | No formal requirements except that approved delegations are observed, however a purchase order providing an estimated cost prior to purchase is preferred. Small, low cost items under \$75 may be purchased through Petty Cash |
| \$1,500 - \$15,000 | 2 Verbal or Written Quotes + authorised purchase order |
| \$15,000 - \$100,000 | Request for Quotation – 3 written quotes + senior management authorised purchase order |
| \$100,000 - \$250,000 | <ul style="list-style-type: none"> Formal public tender (as below), OR 3 written quotes + purchase order (as above) subject to approval by General Manager |
| Exceeds \$250,000 | Formal Public Tender (unless exempt under the legislation) |

- 3.4 Purchases up to \$250,000 (excluding GST) may be made through previously approved purchasing arrangements, that have been established based on a competitive assessment process, either internally or through government approved purchasing schemes.
- 3.5 Where possible quotes, tenders and purchases will be sourced from local or regional businesses if available and financially sound.
- 3.6 Credit card purchasing is permissible within the limitations defined within the Credit Card Policy.

- 3.7 In urgent circumstances, where response time is limited, the above processes may be altered at the discretion of the General Manager. In such emergency circumstances the General Manager should, wherever possible, advise and seek guidance from the Mayor and/or councillors and provide formal notice to the next Council meeting for endorsement.
- 3.8 An exemption to bypass a public tender process must be authorised by the General Manager, and whenever possible formally authorised by Council.
- 3.9 All purchasing should comply with the legislative requirements and all related procedures/guideline as listed at point 4 and 5 of this policy.

4. LEGISLATIVE REQUIREMENTS

Local Government Act 1993 – section 74, and Division 2A

Local Government (General) Regulations 2015 – Part 3 – Tendering and Contracting

5. RELATED PROCEDURES/GUIDELINES

Petty Cash Policy

Credit Card Policy

Code for Procurement, Tenders and Contracts

Procedures for Procurement, Tenders and Contracts

Australian Standards – AS 2124 and AS 4000

| | |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date first issued/approved | |
| Source of approval/authority | Council Resolution |
| Last reviewed | June 2019 |
| Next review date | June 2023 |
| Version number | 2 |
| Related policies | Procurement Policy Procedure for Procurement, Tenders and Contracts |
| Publication of code | <ul style="list-style-type: none"> • Code and any amendments available for public inspection at Councils Offices during ordinary office hours. • Code available for purchase at reasonable charge • Code available on Councils website |

| | |
|-----------------------------------------------|-------------------------------------|
| Department responsible for policy development | Organisational Performance |
| Responsible Officer | Director Organisational Performance |

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Enclosure 2 Code for Tenders and Contracts

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CODE FOR TENDERS AND CONTRACTS

1 INTRODUCTION

This Code for Tenders and Contracts (Code) provides a policy framework on purchasing and tendering requirements for Council.

2 DEFINITIONS

Building Construction – the construction and refurbishment of buildings and residential properties, and associated maintenance (services and residential) and professional services (eg: architects).

Code – refers to this *Code for Procurement, Tenders and Contracts* which has been developed in accordance with the requirements of the *Local Government Act 1993* and the *Local Government Regulations 2015*.

Consultant – a person or organisation, external to a council, engaged under a contract on a temporary basis to provide recommendations or high-level specialist or professional advice to assist decision-making by council. The consultant will be expected to exercise his or her own skills and judgement independently of the council. It is the advisory nature of the work that distinguishes a consultant from a contractor.

Contractor – a person or organisation, external to the council, engaged under a contract for service (other than as an employee) to provide specified services to a council.

Contract – a contract is an obligation, such as an accepted offer, between competent parties upon a legal consideration, to do, or abstain from doing, some act.

Expression of Interest (EOI) – an Expression of Interest may be used as a means of exploring the market or to pre-qualify businesses to reduce the cost of tendering by restricting the issue of formal tenders.

Industry Capability Network Tasmania (ICNTAS) – promotes Tasmanian industry through import replacement and opportunities for participation in major projects, government procurement and commercial developments. For more information go to www.icntas.org.au

Local Business – all businesses operating in the State, which have a permanent office or presence in Tasmania and employ Tasmanian workers.

Multiple-stage purchasing – a process which allows for a preliminary assessment of the market to be made in terms of the capabilities of potential suppliers and the goods and services that are available to satisfy the requirement, before a final purchasing stage is undertaken.

Procurement – the entire process by which all resources are obtained by an entity, including planning, design, standards determination, specification writing, selection of suppliers, financing, contract administration, disposals and other related functions.

Probity – probity is a risk management approach to ensuring procedural integrity.

Probity Advisor – a Probity Adviser provides advice on probity issues before and during the process of tendering and contracting to ensure the process is fair and in accordance with the Council's guidelines.

Public Tender – a tender where any business that can meet the requirements of the Request for Tender has the opportunity to bid.

Purchasing – the acquisition of goods or services.

Quotation – the bid submitted in response to a Request for Quotation from the Council.

Request for Quotation – either a verbal or written request for offers from businesses capable of providing a specified work, good or service.

Request for Tender – a document soliciting offers from businesses capable of providing a specified work, good or service. Requests for Tender are usually advertised.

Standing Tender – a tender from which a single tenderer or multiple tenderers may be contracted for a specified period to provide specified goods or services during that period without the need for a further tender process.

Tender – a proposal, bid or offer that is submitted in response to a Request for Tender from the Council.

Tender Box – the point of lodgement for tenders to ensure that the documentation is kept secure until the tender period closes. Generally, a tender box: is a box or cabinet with an opening which allows large envelopes to be lodged, but which does not permit access to the contents; should be secured in a fixed position; and should be locked with two locks with different keys, maintained by two different officers.

Tender Review Committee – a committee established to review the process used for all building and construction and goods and services tenders over \$250,000.

Value for Money – achieving the desired outcomes at the best possible price.

Verbal Quotation – a verbal Request for Quotation. A verbal response may be adequate for low value purchases.

Written Quotation – a written Request for Quotation to undertake specific works or supply goods and services.

3 LEGISLATION

In accordance with Part 16, Division 2A, Section 333A and 333B of the *Local Government Act 1993* (Act), Council must comply with this Code when acquiring goods and services.

Detail contained in the Code is consistent with the requirements of the *Local Government (General) Regulations 2015 (Regulations)*, Regulations 23 to 28 inclusive.

4 PURPOSE

The Code aims to:

- 4.1 ensure compliance with relevant legislation;
- 4.2 enhance value for money through fair, competitive, non-discriminatory procurement;
- 4.3 promote the use of resources in an efficient, effective and ethical manner;
- 4.4 encourage probity, accountability and transparency in decision making;
- 4.5 provide reasonable opportunity for competitive local businesses to supply to Council;
- 4.6 minimise the cost to suppliers of participating in the tendering process;
- 4.7 allow Council to appropriately manage risk;
- 4.8 promote Council's economic, social and environmental plans and policies.

5 SCOPE

5.1 Policy vs Procedures

The Code essentially provides a high level overview of Procurement, Tender and Contract requirements as they apply to Council. Although some procedural detail associated with Council tender and contract management systems and processes is included in this document, additional lower level detail is held in Council procedure documents.

Consistent with the requirements specified in regulation 28, Council will establish and maintain local level procedures to:

- 5.1.1 ensure all potential service providers are provided with the same information relating to the requirements of an open tender process or contract and are given equal opportunity to meet the requirements;
- 5.1.2 that fair and equitable consideration is given to all tenders or quotations received;
- 5.1.3 deal honestly with and be equitable in the treatment of all potential service providers;
- 5.1.4 ensure a prompt and courteous response to all reasonable requests for advice and information from potential or existing service providers;
- 5.1.5 protect commercial in confidence information; and
- 5.1.6 review each tender process to ensure that each tender is in accordance with the Regulations and this Code.

Council will also establish and maintain procedures for:

- 5.1.7 amending or extending a tender once it has been released;
-

5.1.8 opening tenders;

5.1.9 the consideration of tenders that do not fully conform with the tender requirements; and

5.1.10 handling complaints regarding processes related to the supply of goods or services.

5.2 Employees and service providers

The Code will apply to Council, council employees and agents and any service provider wishing to compete for Council business or provide goods, services or works to Council (including contractors, subcontractors, consultants and suppliers).

Wherever reasonably possible service providers engaged by Council will also apply the Code when seeking Tenders or Quotations from subcontractors and suppliers.

6 PROCUREMENT PRINCIPLES

Council will have regard to the following principles when acquiring goods and services:

6.1 Open and Effective Communication

The Council will ensure that the purchasing process is impartial, open and encourages competitive offers.

In practice this means that Council will:

6.1.1 use transparent and open purchasing processes so that service providers and the public are able to have confidence in the outcomes;

6.1.2 adequately test the market through seeking quotations or via tender as appropriate;

6.1.3 avoid biased specifications;

6.1.4 treat all service providers consistently and equitably; and

6.1.5 ensure a prompt and courteous response to all reasonable requests for advice and information from service providers.

6.2 Value for Money

The Council will ensure that it is buying at the most competitive price available, but value for money does not mean buying at the lowest price.

In practice this means that Council will consider:

6.2.1 the contribution the good or service makes to achieving Council's strategic plans or policies;

6.2.2 the value of the acquisition and potential benefits against the costs of that purchase;

- 6.2.3 an assessment of risks associated with the purchase including the preferred procurement method;
- 6.2.4 how well goods or services meet needs;
- 6.2.5 maintenance and running costs over the lifetime of a product;
- 6.2.6 disposal value;
- 6.2.7 time constraints;
- 6.2.8 the impact of the procurement decision on the local economy, such as through industry development and employment creation;
- 6.2.9 the impact of the procurement decision on the environment, such as through minimising waste and reducing demand for goods and services which have a direct impact on the environment (such as printing, utilities and travel); and
- 6.2.10 the impact of the procurement decision on the society (social value generated), such as through the elimination of discrimination and the promotion of equal opportunity, training, and other identified social objectives.

6.3 Enhancement of the capabilities of the local business industry

The Council will ensure that where local capacity exists it will seek to engage the local market and encourage participation in tender and quotation processes.

In practice this means that Council will:

- 6.3.1 actively seek quotes from local businesses that are able to provide quality goods and or services;
- 6.3.2 where local capability exists, ensure that discretionary elements of specifications do not prevent local business from competing; and
- 6.3.3 not give preferential treatment to local service providers where it cannot be reasonably justified.

6.4 Ethical behaviour and fair dealing

The Council will promote procurement practice that is legal, ethical, fair and unbiased

In practice this means that Council will:

- 6.4.1 comply with legal requirements;
 - 6.4.2 conduct all business in the best interests of the Council;
-

- 6.4.3 be as effective and efficient as possible when sourcing, ordering and paying for goods and services;
- 6.4.4 expect individuals involved in procurement processes to declare and act upon any conflicts of interest that may be seen to influence impartiality;
- 6.4.5 ensure that specifications are clear;
- 6.4.6 ensure that any Service Provider is not provided with information or clarification that is not provided equally to all service providers;
- 6.4.7 maintain confidentiality at all times in dealing with service providers;
- 6.4.8 ensure that conditions of contract are not excessively onerous; and
- 6.4.9 decline gifts or benefits offered by those involved in the procurement process, particularly from service providers.

In practice this means that Council expects service providers to:

- 6.4.10 ensure that they are well acquainted with Council requirements identified in this Council's Policy, and Procedure, and this Code;
- 6.4.11 be familiar with particulars relating to a specific tender and quotation processes including the relevant specifications;
- 6.4.12 not submit a tender or quotation unless they have the financial, technical, physical, management resource or other capabilities to fulfil Council's requirements;
- 6.4.13 not seek to influence a procurement process by improper means or collude with other service providers;
- 6.4.14 declare and act upon any conflicts of interest that may be seen to influence impartiality;
- 6.4.15 comply with all applicable legislative, regulatory and statutory requirements, including Acts of the Commonwealth and State, regulations, by laws and proclamations made or issued under such Acts and lawful requirements or directions of public and other authorities; and
- 6.4.16 not offer gifts or benefits to a Council officer for the discharge of official business.

7 PROCUREMENT METHODS

While open and fair competition may often best be achieved by undertaking a tender process where all interested parties have an opportunity to bid, there are times when this practice will not deliver the most

advantageous outcome for the Council. In such instances, other market approaches may be more appropriate.

The Council will, having regard to the procurement principles and any other factors considered relevant by the Council, in its absolute discretion, determine the appropriate method that will be employed to procure goods and services at any particular time.

7.1 Non-Tender – processes for acquisition of goods and or services

7.1.1 Direct Purchasing

This is where Council purchases from a single source, without first obtaining competitive bids.

This method will be used only for low value, low risk goods and services where the Service Provider already has a successful history with the Council.

The methods available and any limitations for direct purchasing are:

- 7.1.1.1 Credit card (financial limit applies depending on delegation for the officer);
- 7.1.1.2 Petty cash (limit approximately \$75);
- 7.1.1.3 Pay on invoice (no financial limit applies so long as delegations and procedures are observed);
- 7.1.1.4 Cheque (no financial limit applies so long as delegations and procedures are observed).

7.1.2 Purchase Orders

Purchase Orders usually have limited terms and conditions and detail specific items that are to be purchased.

This method may be used for low value, low risk goods and services and will not be used for non-routine, high value and high risk goods and services.

Purchase orders may be produced on an as-needs basis to any value required. A purchase order must be signed by an authorised officer pursuant to their delegations.

7.1.3 Quotations (Informal)

This is where Council will only enter into a contract where 2 quotations from suitable service providers able to provide the goods or services have been sought.

Records must be kept of quotations received and quotations approved. If written quotations cannot be obtained Council must keep detailed written records of the oral quotation obtained including details of the commercial terms of the quotation.

This method may be used for low value, low risk goods and services.

Two verbal quotations may be obtained for purchasing of goods and services between \$1,500 and \$15,000 (excluding GST).

7.1.4 Request for Quotations (RFQ)

This is a more formal quotation process. Council will enter into a contract where 3 written (including email) quotations from suitable service providers able to provide the goods and or services have been sought. Where less than 3 suitable service providers are reasonably available, records outlining this circumstance will be kept.

Council must keep detailed written records of the quotations obtained including details of the commercial terms of the quotation.

This method may be suitable for simple, largely price based purchases.

Purchasing goods and or services through the National Procurement Network (NPN) is an option for Councils. Purchasing through this mechanism involves an RFQ process. Items with a financial value above the prescribed amount may be legitimately purchased through the Network RFQ process. Use of the Network as a purchasing option for Councils is justified under the Regulations. See section 10 – Exemptions, point 10.4.

Three written quotations must be obtained for purchases between \$15,000 and \$250,000 (excluding GST) with at least one from a local business if available.

7.2 Tender – processes for acquisition of goods and or services

The Act and Regulations require that Council invite Tenders for any Contract it intends to enter into for the supply or provision of goods or services valued at or above a prescribed amount. The prescribed amount is \$250,000 (excluding GST).

That said, Council may also determine that tenders should be called in certain circumstances as appropriate, where the estimated value of the purchase is less than the prescribed amount.

In accordance with the Regulations, Council will invite tenders by one of the following means:

7.2.1 Open Tenders

An open tender process is an invitation to tender by public advertisement. There are generally no restrictions regarding who can submit a tender, however, service providers are required to submit all required information and will be evaluated against stated selection criteria.

General Manager – responsibilities

Consistent with the Regulations (Regulation 24) Council will ensure that when open tenders are used as a method of procurement; the General Manager will invite tenders.

The General Manager will advertise the tender locally via the daily newspaper circulating in the municipal area and on via Councils website – making the tender available to all qualified and interested bidders.

The public notice will identify:

- 7.2.1.1 clearly the nature of the goods and or services the Council requires;
- 7.2.1.2 the period within which the tender must be lodged (must be at least 14 days after the date on which the notice is published);
- 7.2.1.3 where the tender must be lodged; and
- 7.2.1.4 details of a person from whom more detailed information relating to the tender may be obtained.
- 7.2.1.5 The General Manager will ensure that prospective tenderers are provided with details regarding:
 - 7.2.1.6 the specifications of the goods and or services required;
 - 7.2.1.7 the duration of the contract, including any extensions that are specified in the contract;
 - 7.2.1.8 any mandatory tender specifications and contract conditions;
 - 7.2.1.9 objective criteria for evaluating the contract; and
 - 7.2.1.10 must make reference to Council's *Code for Procurement, Tenders and Contracts*.

Service Provider – responsibilities

A person submitting a response in relation to a Council public tender must do so in writing.

The Service Provider must specify the goods and or services tendered for, provide details of the goods and/or services being offered and must lodge the tender within the period specified in the public notice.

7.2.2 Multi Staged Tender

There are occasions, although usually limited (because the process can be resource intensive), where Council may use a multi stage tender process. Reference is made to this process in the Regulations at Regulation 26.

This tender method will be used by Council to gain knowledge about the market, obtain industry input (where it is unclear what goods and services are available), or to shortlist appropriate suppliers before seeking offers.

At each stage in this process, service providers may be culled to those who are most suited to the specific contract requirements. Service providers will be evaluated against criteria determined by Council.

Once a short list of potential service providers is developed, these service providers may be invited to participate in an open tender process.

General Manager – responsibilities

As a first stage in this process, the General Manager will request expressions of interest from prospective tenderers.

The General Manager will advertise the expression of interest locally via the daily newspaper circulating in the municipal area and via Councils website.

The public notice will identify:

- 7.2.2.1 clearly the nature of the goods and or services the Council requires;
- 7.2.2.2 contract identification details;
- 7.2.2.3 the period within which the expression of interest must be lodged;
- 7.2.2.4 where the expression of interest must be lodged; and
- 7.2.2.5 details of a person from whom more detailed information relating to the expression of interest may be obtained.

The General Manager will ensure that prospective tenderers are provided with details regarding:

- 7.2.2.6 the specifications of the goods and/or services required;
- 7.2.2.7 objective criteria for evaluating the expression of interest;
- 7.2.2.8 the method of evaluating expressions of interest against the criteria;
- 7.2.2.9 details of any further stages in the tender process; and
- 7.2.2.10 must make reference to the Council Code for Procurement, Tenders and Contracts.

At the final stage of a Multi Staged Tender process, the General Manager will invite all service providers who have met the criteria determined by the Council, to tender for the supply of goods and or services.

If only one service provider meets the criteria determined by Council, the Council may contract with that supplier after:

- 7.2.2.11 a tender from that Service Provider; or
 - 7.2.2.12 a decision by the absolute majority of the council to do so.
-

Service Provider – responsibilities

A person submitting a response in relation to a Council expression of interest must do so in writing.

The service provider must specify the goods and or services the expression of interest relates to, provide details of the goods and or services being offered, and must lodge the expression of interest within the period specified in the public notice.

7.3 Ongoing Supply Arrangements – Goods and Services

7.3.1 Standing Contract

A Council, through an open tender process, may establish a standing contract in which a single tenderer or multiple tenderers may be contracted for a specified period to provide specified goods or services during that period without the need for a further tender process. Reference is made to this process in the Regulations at Regulation 23.

Service providers listed on a standing contract panel will be selected following an evaluation process.

Council may legitimately purchase directly from a service provider listed on a standing contract panel.

Council may implement its own standing contract arrangements or may make use of goods and/or services panels that have been negotiated. For example, Tasmanian Councils via LGAT as a member of the National Procurement Network or via similar arrangements through State Government.

7.3.2 Multiple Use Register

A multiple use register is a list, intended for use in more than one procurement process, of pre-qualified providers, who have satisfied the conditions for participation or inclusion on the register. Reference is made to the multiple use register process in the Regulations at Regulation 23.

Council may establish a multiple use register of service providers who meet criteria established by the Council in respect to the supply of particular categories of goods and services.

Inclusion on a multiple use register provides certainty for potential service providers that they have been recognised as meeting conditions for participation.

Council will invite tenders for a contract for the supply of goods and or services from all Service Providers included on a multiple use register for a particular category of goods and or services.

General Manager – responsibilities

As per Regulation 28, Council will establish and maintain procedures for the use of multiple use registers for contracts valued at under the current prescribed amount, excluding GST.

Essential procedural requirements include that, the Council will invite applications from service providers for inclusion on a multiple use register by advertising locally via the daily newspaper circulating in the municipal area and via Councils website.

The public notice will identify:

- 7.3.2.1 clearly the nature of the goods and or services the Council requires;
- 7.3.2.2 any identification details associated with the register;
- 7.3.2.3 the period within which the application must be lodged;
- 7.3.2.4 where the application must be lodged; and
- 7.3.2.5 details of a person from whom more detailed information relating to the multiple use register may be obtained.

The General Manager will ensure that applicants are provided with information regarding:

- 7.3.2.6 the specifications of the goods and or services required;
- 7.3.2.7 the criteria for evaluating the applications;
- 7.3.2.8 the method of evaluating applications against the criteria, and
- 7.3.2.9 must make reference to the Council Code for Tenders and Contracts.

Council may accept an application for inclusion on the multiple use register or reject an application.

If Council rejects the application, the General Manager will advise the applicant of the reasons for rejection.

If Council accepts the application the General Manager will advise the applicant of the category their application will be included in on the multiple use register.

The multiple use register will be reviewed by Council at least every 2 years.

Council will allow a service provider to apply for inclusion on the multiple use register at any time unless the service provider has made an application in the previous 12 months and the application has not been accepted.

7.3.3 Strategic Alliances

Council may choose to procure goods and/or services through contract arrangements already established and administered by other organisations, including:

- 7.3.3.1 LGAT, through the National Procurement Network;
 - 7.3.3.2 resource sharing arrangements with other councils; and
 - 7.3.3.3 regional contracts.
-

8 CALCULATING THE VALUE OF A PURCHASE

8.1 Price

The dollar value of the purchase may be calculated as follows:

- 8.1.1 **single one-off purchase** – the total amount, or estimated amount, of the purchase (excluding GST);
- 8.1.2 **multiple purchases** – the gross value, or the estimated gross value, of the purchases (excluding GST); or
- 8.1.3 **ongoing purchases over a period of time** – the annual gross value, or the estimated annual gross value, of the purchases (excluding GST).

As per Regulation 23, Council will not split a single procurement activity into 2 or more separate contracts for the primary purpose of avoiding the requirement to publicly invite tenders.

8.2 Non-price considerations

Council will ensure that it is buying at the most competitive price available but quantifying the value of a purchase does not simply mean buying at the lowest price. Specific issues that will be taken into account by Council that relate to non-price related matters are identified in the Principles section at 6.2.

9 GOODS AND SERVICES TAX (GST)

All procurement thresholds are GST exclusive.

Tenders and quotations must be sought on a GST exclusive basis.

10 EXTENSION OF CONTRACTS ENTERED INTO

Consistent with Regulation 23, Council may extend a contract entered into:

- 10.1 as specified in the contract; or
- 10.2 if the contract does not specify extensions, by an absolute majority.

11 EXEMPTIONS

The Regulations identify circumstances where Council is not required to issue a public tender process.

The exemption circumstances identified in Regulation 27 – Non application of the public tender process are:

- 11.1 an emergency if, in the opinion of the general manager, there is insufficient time to invite tenders for the goods or services required in that emergency;
- 11.2 a contract for goods or services supplied or provided by, or obtained through, an agency of a State or of the Commonwealth;
- 11.3 a contract for goods or services supplied or provided by another council, a single authority, a joint authority, or the Local Government Association of Tasmania;
- 11.4 a contract for goods or services obtained as a result of a tender process conducted by another council, a single authority, a joint authority, the Local Government Association of Tasmania, or any other local government association in this State or in another State or Territory;
- 11.5 a contract for goods or services in respect of which a council is exempted under another Act from the requirement to invite a tender;
- 11.6 a contract for goods or services that is entered into at a public auction;
- 11.7 a contract for insurance entered into through a broker;
- 11.8 a contract arising when a council is directed to acquire goods or services due to a claim made under a contract of insurance;
- 11.9 a contract for goods or services if the council resolves by absolute majority and states the reasons for the decision, that a satisfactory result would not be achieved by inviting tenders because of:
 - 11.9.1 extenuating circumstances; or
 - 11.9.2 the remoteness of the locality; or
 - 11.9.3 the unavailability of competitive or reliable tenderers; or
 - 11.9.4 a contract of employment with a person as an employee of the council.

General Manager – responsibilities

The General Manager will authorise non-use of the public tender process in accordance with the exemption directions identified above.

12 ENGAGING A THIRD PARTY TO MANAGE A PROCUREMENT PROCESS

Council may engage third parties to manage the procurement process for individual projects. The use of a third party as an agent or consultant to advise on, arrange, or manage a procurement process does not exempt Council from complying with Council procurement policy and procedures.

Should Council engage a third party to manage a procurement process, it will be ensured that material is included in the contractual arrangements with the third party that requires the third party to comply with Council procurement policy and procedures.

13 REPORTING PROCEDURES

Council is obliged to report at a minimum on a series of procurement matters.

13.1 Procurement at or above the prescribed amount

As per Regulation 23, Council will report in its Annual Report details of any contract for the supply or provision of goods and/or services valued at or above the currently legislated prescribed amount of \$250,000.

Council may also at its absolute discretion report detail of instances of procurement below the prescribed amount identified in the Regulations.

13.2 Contract Extension

As per Regulation 23, Council will report in its Annual Report, the details of any extension of a contract, where Council agreed to extend a contract by an absolute majority and the pre-existing contract did not specify extensions.

Detail that will be reported for 12.1 and 12.2 at a minimum as required under the Regulations is:

- 13.2.1 a description of the contract;
- 13.2.2 the period of the contract;
- 13.2.3 the periods of any options for extending the contract;
- 13.2.4 the value of any tender awarded, or if a tender was not required, the value of the contract excluding GST;
- 13.2.5 the business name of the successful contractor; and
- 13.2.6 the business address of the successful contractor.

13.3 Emergency Provision

As per Regulation 27 Council will report in its *Annual Report* the details of all instances where non application of the public tender process has been applied as a result of an emergency where, in the opinion of the General Manager, there was insufficient time to invite tenders for the goods and services required in that emergency.

13.4 Other Circumstances

As per Regulation 27 Council will report in its *Annual Report* the details of all instances where non application of the public tender process has been applied because Council agreed by absolute majority that a satisfactory result would not have been achieved if tenders were invited because of:

- 13.4.1 extenuating circumstances;
- 13.4.2 the remoteness of the locality;
- 13.4.3 the unavailability of competitive or reliable tenderers; or
- 13.4.4 a contract of employment with a person as an employee of the Council.

Detail that will be reported for 12.3 and 12.4 at a minimum as required under the Regulations is:

- 13.4.5 a description of the reason for not inviting public tenders;
- 13.4.6 a description of the goods and or services acquired;
- 13.4.7 the value of the goods and or services acquired; and
- 13.4.8 the name of the supplier.

In addition to ensuring the above reporting occurs, as per Regulation 28, the General Manager will establish and maintain procedures for reporting to Council circumstances where a public tender or quotation process was not used and reasonably should have been.

14 WORK HEALTH AND SAFETY

The Works Health and Safety requirements have been developed in consideration to meeting both Council's and its contractor's responsibilities under the Work Health and Safety Act 2012. Broadly speaking, Council observe the following principles:

- 14.1 all relevant documentation is submitted pursuant to the Work Health and Safety Act 2012, which may include JSA's, SWMS, Work Health & Safety Plan, certificates of insurance, etc.;
- 14.2 the contractor is to be covered by a suitable Public Liability Policy of Insurance to a minimum of \$20 million;
- 14.3 all contractors are to participate in an induction which is provided by Council at no cost; and
- 14.4 all safety equipment and apparel utilised is to comply with standard safety practices.

Additionally, Council will include the following documentation for submission with tender booklets:

- 14.5 Contractor Health and Safety Risk information and Work Health & Safety Questionnaire;
 - 14.6 Insurances and registrations; and
-

14.7 Quality Management System.

15 DELEGATION

Delegations relating to procurement are listed in Council's delegation register.

16 REVIEW OF THE CODE

Consistent with the requirements identified in Section 333B of the Act, Council will formally review this Code at least every 4 years.

The Code may be modified on an as needs basis from time to time by Council to reflect changed operational requirements.

17 BREACH OF THE CODE

Council will take all reasonable steps to comply with this Code.

Council will not be liable in any way to a Service Provider or any person for a breach of this Code.

If any employee of the Council, or a body controlled by the Council breaches this Code, Council may take disciplinary action, if in its absolute discretion it considers it desirable to do so.

If a Service Provider commits a breach of this Code, Council may, in its absolute discretion, take action against that Service Provider.

18 ACCOUNTABILITY

Consistent with Section 333B of the Act, as a measure of accountability and transparency, the General Manger will:

- 18.1 make a copy of this Code and any amendments, available for public inspection at the Council's offices during ordinary office hours; and
 - 18.2 make copies of this Code available for purchase at reasonable charge; and
 - 18.3 publish a copy of the Code on the Council's internet site, free of charge.
-



Annual Plan & Budget

Cradle Coast Waste Management Group

2019/20

DOCUMENT RECORD

| Revision | Issued To | Issued Date | Reviewed | Approved |
|----------|----------------------------|-------------|----------|----------|
| 1 | CCWMG – meeting for review | 17/04/2019 | MP | MG |
| 3 | CCWMG - endorsement | 05/06/2019 | MP | CCWMG |

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For:

Cradle Coast Waste Management Group

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EXECUTIVE SUMMARY

The Cradle Coast Waste Management Group (CCWVG) Strategic Plan 2017-2022 was ratified in June 2017 by the North West Councils participating in the voluntary waste levy. The Strategy includes key focus areas, Key Performance Indicators (KPIs) and annual actions targeted at working towards achieving the KPIs by 2020.

Funded by the voluntary levy of \$5.00 per tonne of waste delivered to council owned landfills in North West Tasmania, this Annual Plan and Budget includes details on how the strategic actions will be implemented in 2019/20. It is estimated that \$350,000 of levy funds (plus \$365,139 of carried forward funds) would be available to implement the actions detailed in Table 1, 2 and 3, which equate to \$448,546.

Projects have been classified as 'ongoing' (refer to Table 1), 'one-off' (refer to Table 2) or 'governance' (refer to Table 3). Ongoing projects are envisioned to continue at least into the following year, whilst one-off projects are those undertaken in the current year only. Governance relates to the additional reporting tasks carried out by Dulverton Waste Management (DWM), who also provide project management expertise for the projects detailed within this Annual Plan and Budget.

Where appropriate the CCWVG will receive a detailed "Scope of Works" outlining the proposed works to be undertaken for an activity/project, to review prior to issuing approval. This is to ensure that project outcomes will meet the Group's quality and cost expectations. In many projects the CCWVG works in collaboration with the Northern Tasmanian Waste Management Group (NTWVG) and Waste Strategy South (WSS) to increase economies of scale and to share resources.

Table 1: 2019/20 Ongoing Project Actions

| Ref # | Action | Action Summary | Strategic Plan Ref # |
|-------|--------------------------------|---------------------------------------------------------------------------------------------|----------------------|
| 2.1 | Illegal Dumping Database | Manage and annually report on the regional illegal dumping database. | 6 |
| 2.2 | Illegal Dumping Funding | Conduct one round of illegal dumping funding. | 7 |
| 2.3 | Recycling Bin Assessments | Undertake kerbside recycling bin assessments and contamination education across the region. | 16 |
| 2.4 | Education & Promotion – Year 3 | Implement year 3 of the Tasmanian Waste Management Communications Plan. | 47 |
| 2.5 | Schools Program | Visit schools to provide waste education / presentations. | 48 |
| 2.6 | Rethink Waste Website | Maintain and improve the Rethink Waste Website. | 49 |
| 2.7 | Public Events | Host an education stall at 2 public events. | 51 |
| 2.8 | Household Battery Recycling | Fund a free household battery recycling program. | 18 |
| 2.9 | Fluoro Tube & Globe Recycling | Fund a free fluoro tube and globe recycling program. | 14 |
| 2.10 | E-waste Recycling | Fund a free e-waste recycling program. | 20 |
| 2.11 | Paint Recycling | Participate in the Paintback funded paint recycling program. | 14 |
| 2.12 | FOGO Collection | Continue to focus on implementing a FOGO Collection across the region. | 1 |
| 2.13 | Allocation for Unknown | Funding allocation for resource recovery opportunities that arise during the year. | N/A |

Table 2: 2019/20 One-Off Project Actions

| Ref # | Action | Action Summary | Strategic Plan Ref # |
|-------|--------------------------------|-----------------------------------------------------------------------------------------------------|----------------------|
| 3.1 | Hazardous Waste Collection | Conduct a brief review to understand the need for a hazardous waste collection event in the region. | 19 |
| 3.2 | Cardboard Recycling Contract | Revise contract specifications, tender advertising, management of tender process & contract. | 31 |
| 3.3 | Green Waste Mulching Contract | Revise contract specifications, tender advertising, management of tender process & contract. | 31 |
| 3.4 | WTS Best Practice Improvements | Assist in bringing WTS facilities up to best practice standards. | 13 |
| 3.5 | Public Place Bin Subsidy | Provide a subsidy to CCWMG Councils to install public place waste and recycling bins. | 14 |
| 3.6 | Tyre Recycling Subsidy | Provide a subsidy to CCWMG Councils to assist with the cost of recycling of tyres. | 14 & 22 |

Table 3: 2019/20 Governance Actions

| Ref # | Action | Action Summary |
|-------|-----------------------------------------|----------------------------------------------------------------|
| 4.1 | Regional Waste Data Quarterly Reporting | Provide the CCWMG with a quarterly regional waste data report. |
| 4.2 | 2020/21 Annual Plan & Budget | Develop the CCWMG Annual Plan and Budget for 2020/21. |
| 4.3 | 2018/19 Annual Report | Develop the CCWMG Annual Report for 2018/19. |
| 4.4 | Financial Reporting | Manage the CCWMG financials and generate reporting monthly. |
| 4.5 | Waste Governance | Transition into the new Waste Governance Model. |
| 4.6 | DWM Project Management | Project manage the actions detailed in Table 1, 2 and 3. |

The CCWMG is responsible for the implementation of the Strategy including overseeing the development and implementation of this Annual Plan.

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GLOSSARY OF ABBREVIATIONS

| | |
|--------|-------------------------------------------|
| BCC | Burnie City Council |
| CCA | Cradle Coast Authority |
| CEO | Chief Executive Officer |
| CCC | Central Coast Council |
| CHC | Circular Head Council |
| CCWMG | Cradle Coast Waste Management Group |
| DCC | Devonport City Council |
| DWM | Dulverton Waste Management |
| ERF | Emissions Reduction Fund |
| FOGO | Food Organics Garden Organics |
| KC | Kentish Council |
| KPI | Key Performance Indicator |
| LC | Latrobe Council |
| MRF | Materials Recycling Facility |
| MSW | Municipal Solid Waste |
| NSRF | National Stronger Regions Fund |
| NTWMG | Northern Tasmanian Waste Management Group |
| PO | Project Officer |
| RFQ | Request for Quote |
| SP Ref | CCWMG Strategy 2017-2022 reference number |
| TOR | Terms of Reference |
| WGPC | Waste Governance Project Coordinator |
| WSS | Waste Strategy South |
| WTS | Waste Transfer Station |
| WWC | Waratah Wynyard Council |

1 INTRODUCTION

1.1 Cradle Coast Region

The Cradle Coast Waste Management Strategy 2017 – 2022 was ratified in June 2017 by the Cradle Coast Councils participating in the voluntary waste levy. Participating Councils include: Burnie City (BCC), Central Coast (CCC), Circular Head (CHC), Devonport City (DCC), Kentish (KC), Latrobe (LC) and Waratah-Wynyard (WWC).

The CCWMG is a committee of the Cradle Coast Authority (CCA) Board of Directors and is governed by the Terms of Reference (TOR) which was adopted on 25 June 2018. It is made up of skills based working group responsible for the implementation of the Strategy, including the development of this Annual Plan and Budget. The CCWMG representatives include:

- Sandra Ayton (Chair), General Manager Representative from the CCC;
- Dana Hicks, Service Level Representative from the WWC;
- James Brewer, Engineering & Projects Representative from the CHC;
- Adam Gardner, Environmental Health Officer Representative for both the LC and KC;
- Matthew Atkins, Management Representative from the DCC; and
- Rowan Sharman, Engineering Representative from the BCC.

The CCA's Chief Executive Officer (CEO) is an ex-officio member of the CCWMG, providing corporate governance support and expertise. The CCA Representatives Group nominate an observer to attend the meetings on their behalf. These members include:

- Daryl Connelly, CEO from the CCA; and
- Don Thwaites, Observer on behalf of the CCA Representatives Group.

Dulverton Waste Management (DWM) provides project management support and waste expertise to the CCWMG and is represented by:

- Mat Greskie, CEO; and
- Mel Pearce, Project Officer (PO).

The CCWMG's strategic vision is to:

'Deliver a sustainable community in the Cradle Coast region of Tasmania by implementing strategies which minimise waste through increases in waste diversion and recovery.'

The Strategy details four focus areas of the CCWMG:

1. **Waste diversion:** Diversion of materials from landfill to increase resource recovery, extend the life of existing landfills and reduce greenhouse gas emissions from waste.
2. **Regional planning & efficiencies:** Provide regional planning and coordination of waste infrastructure and services to provide improved resource recovery, delivering efficiencies and reducing costs of services/ waste infrastructure.
3. **Partnerships:** Maintain partnerships with government, planning authorities and the three waste regions to shape waste management policies and regulation to influence future regulatory requirements and identify programs and infrastructure best delivered with a state-wide approach.
4. **Community engagement:** Work with the community and industry, through education and feedback, to encourage waste avoidance and reuse to improve the use of existing and future services.

The CCWMG has also set measurable and achievable objectives within the Strategy which will allow the CCWMG and member councils to track their progress over the 5-year plan. The objectives take the form of Key Performance Indicators (KPIs), which include:

1. By 2022, divert 50% of all MSW from local government landfill facilities across the region.
2. By 2022, increase the proportion of recycling bin receiving a pass mark as part of the recycling bin assessments to 90% across the region (based on the 2015-16 assessment pass rate of 81%).
3. By 2022, reduce incidents of illegal dumping at hotspot sites by 25% across the region (upon first establishing baseline data from council reports).
4. By 2022, member councils to be collecting and reporting a standardised set (for material types, units, etc.) of data in relation to waste and resource recovery activities.

This Annual Plan and Budget details actions that incorporate the focus areas and will assist the CCWMG in meeting the KPIs.

2 ONGOING PROGRAMS

The following subsections detail programs that are planned to continue beyond the 2019/20 financial year, subject to the approval of the CCWMG as part of their Annual Plan and Budget Process.

2.1 Illegal Dumping Database (SP Ref/6)

Manage and annually report on the regional illegal dumping database.

An illegal dumping database was developed on the Rethink Waste website In June 2014, to provide local land owners and managers an avenue to report illegal dumping incidents. Reported incidents will assist the CCWMG in understanding illegal dumping problem areas and target those areas with project funding.

DWM will continue to manage the database which includes:

- Following up land owners and managers with a reminder on the importance of reporting illegal dumping incidents;
- Assisting users with access difficulties as requested;
- Training new users on how to access and use the database;
- Updating user profiles as required; and
- Reporting on the data captured in the previous financial year.

2.2 Illegal Dumping Funding (SP Ref/7)

Conduct one round of illegal dumping funding.

The CCWMG are continuing the focus on illegal dumping, with funding available for Council projects targeted at addressing the issue.

One round of funding will be carried out, giving Councils the opportunity to apply for illegal dumping clean up assistance, signage, CCTV and any other relevant project initiatives. Priority will be given to applicants who are actively utilising the illegal dumping database to report incidents. Successful applicants will be provided with a report template to complete. The reports enable the CCWMG to assess funding effectiveness.

Where possible the CCWMG will continue to work with relevant Tasmanian Government departments, to support the development of a state wide approach to illegal dumping.

2.3 Recycling Bin Assessments (SP Ref/16)

Undertake residential recycling bin assessments and contamination education across the region.

The CCWMG are continuing to work towards (and are aiming to exceed) the KPI target of increasing pass results to 90%, by carrying out another round of recycling bin assessments and education.

Similar to previous years, DWM will work with Veolia to select a mixture of previously assessed and new areas (where possible) to conduct the bin assessments. Data will be captured regarding the types of

contaminants appearing in the kerbside bins and one-on-one education will be provided to residents about their recycling habits.

Upon completion of these assessments a final report will be generated detailing the following:

- Results of the assessment;
- Comparison with previously assessed areas;
- The effects the communication campaign may have had on bin contamination; and
- Recommendations for a targeted behaviour change media campaign in 2020/21.

\$10,000 has been allocated for the implementation and management of a communications campaign targeting key contamination issues identified in the 2018/19 assessment report.

2.4 Education & Promotion – Year 3 (SP Ref/47)

Implement year 3 of the Tasmanian Waste Management Communications Plan 2017/22.

In collaboration with the NTWVG and WSS, implement the waste education and promotion activities in accordance with Year 3 of the Tasmanian Waste Management Communications Plan 2017/22.

2.5 Schools Program (SP Ref/48)

Visit schools to provide waste education / presentations.

Work with schools to undertake waste education presentations. Should the opportunity arise, attend school events to maximise impact and coverage (e.g. Kids4Kids). The presentation will focus on correct kerbside recycling habits and encouraging the children to think about the correct bin for their waste items.

2.6 Rethink Waste Website (SP Ref/49)

Maintain and improve the Rethink Waste Website

Coordinate with member councils and other regions to provide consistent updates and improvements to the Rethinkwaste.com.au website.

This may include:

- An annual update of information on Council pages;
- Addition/updating of photos and images being displayed;
- Improvements to access of information and usability; and
- Annual hosting and photo library fee.

2.7 Public Events (SP Ref/51)

Host an education stall at 2 public events

Attend at least two events to promote good waste management practices and to provide waste related community education. If required, collateral (banners, brochures, signs, handouts etc.) will be developed for display and/or distribution.

2.8 Household Battery Recycling (SP Ref/18)

Fund a free household battery recycling program.

The CCWMG are funding a free household battery recycling program, with drop off points available at Council offices and WTS. Funding has been allocated to conduct an awareness campaign to support this program.

2.9 Fluoro Tube & Globe Recycling (SP Ref/14)

Fund a free fluoro tube and globe recycling program.

The CCWMG are funding a free fluoro tube and globe recycling program, with drop off points available at each WTS. Funding has been allocated to conduct an awareness campaign to support this program.

2.10 E-waste Recycling (SP Ref/20)

Fund a free E-Waste recycling program.

The CCWMG are funding a free e-waste recycling program, with drop off points available at each WTS. Funding has been allocated to conduct an awareness campaign to support this program.

2.11 Paint Recycling (SP Ref/14)

Participate in the Paintback funded paint recycling program.

In June 2019 DWM, on behalf of the CCWMG, entered into an arrangement with Paintback for a free paint recycling service, with drop off points available at each WTS.

2.12 FOGO Collection (SP Ref/14)

Continue to focus on implementing a FOGO Collection across the region.

The CCWMG will continue to focus on implementing a FOGO collection across the region. Funding has been made available to carry out community consultation and education as required.

2.13 Allocation for Unknown

Funding allocation for resource recovery opportunities that arise during the year.

In order to allow agile decision making when resource recovery opportunities present themselves, an allowance of \$30,000 for projects which fit the CCWMG objectives has been made.

3 ONE-OFF PROJECTS FOR 2019/20

The following subsections detail one-off projects that will be completed within the 2019/20 financial year.

3.1 Hazardous Waste Collection (SP Ref/19)

Conduct a brief review to understand the need for a hazardous waste collection event in the region.

Hazardous waste collection events require significant funding due to the risks associated with the nature of the waste being collected. Whilst the event is predominately targeted at household chemicals, often paint (a high volume low toxicity waste) is the most common product disposed of by residents. As a consequence the CCWMG implemented a free paint collection project that commenced in March 2019 and will continue into 2019/20, to divert paint into a dedicated recycling program.

To enable to CCWMG to understand the need for a hazardous waste collection event, DWM will review the chemical collection and recycling services are currently available (such as ChemClear) to gain an understanding of the types of chemicals being collected, identify any service gaps, and assess whether a hazardous waste collection event is necessary. Findings will be reported to the CCWMG in a brief paper.

3.2 Cardboard Recycling Contract (SP Ref/31)

Revise contract specifications, tender advertising, management of tender process & contract.

The regional Cardboard Recycling Collection and Processing Contract expires on the 26th of October 2020.

DWM will undertake the tendering process, including:

- Review contract specifications and revise if necessary;
- Advertising;
- Review tender submissions;
- Develop a brief recommendation report for CCWMG approval; and
- Enter into contract with the successful applicant.

3.3 Green Waste Mulching Contract (SP Ref/31)

Revise contract specifications, tender advertising, management of tender process & contract.

The regional Mulch Only or Mulch & Removal of Green Waste Contract expires on the 30th of June 2020.

DWM will undertake the tendering process, including:

- Review contract specifications and revise if necessary;
- Advertising;
- Review tender submissions;
- Develop a brief recommendation report for the CCWMG approval; and
- Enter into contract with the successful applicant.

3.4 WTS Best Practice Improvements (SP Ref/13)

Assist in bringing WTS facilities up to best practice standards.

The CCWMG will conduct one round of funding for Councils to apply for assistance to improve their transfer stations in line with the Transfer Station Best Practice Guidelines. Councils will be encouraged to apply for funding which addresses issues raised in the Cradle Coast Transfer Station Audit Report, however other relevant initiatives will also be considered.

3.5 Public Place Bin Subsidy (SP Ref/14)

Provide a subsidy to participating Councils to install public place waste and recycling bins.

The CCWMG will conduct one round of funding for Councils to apply for assistance with the purchase of public place waste and recycling bins. Funding will be distributed based on the predetermined evaluation criteria developed by the CCWMG.

3.6 Tyre Recycling Subsidy (SP Ref/14 & 22)

Provide a subsidy to participating Councils to install public place waste and recycling bins.

The CCWMG will provide a \$2/tire subsidy for Councils who utilise the tyre recycling service provided by Tyrecycle, located in Southern Tasmania. The subsidy is applicable for up to 1,000 tyres per Council.

4 GOVERNANCE ACTIONS 2019/20

In addition to the actions detailed under Section 2 and 3, DWM will also undertake the following tasks:

4.1 Regional Waste Data Collection Reporting

Councils are responsible for ensuring that waste data is entered into the portal in a timely manner. DWM will generate quarterly reports for the CCWMG using the available data.

4.2 2020/21 Annual Plan & Budget

DWM will develop the 2020/21 Annual Plan & Budget for approval by the CCWMG.

4.3 2018/19 Annual Report

DWM will develop the 2018/19 Annual Report for approval by the CCWMG.

4.4 Financial Reporting

DWM will manage the CCWMG financials and provide the CCWMG with a monthly financial report by the end of the following month.

4.5 Waste Governance

Funding to assist with the transition into the new Waste Governance Model, including the costs associated with developing an agreement.

5 FINANCIALS

The closing balance of the Cradle Coast Authority managed Regional Waste Management Levy account as forecast for 30 June 2019 is outlined in Table 4.

Table 4: Forecast 2018/19 Closing Balance

| Forecast 2018/19 Closing Balance Regional Waste Management Levy | |
|----------------------------------------------------------------------------|------------------|
| CCWMG Waste Levy Account balance as at 24/05/2019 | \$475,146 |
| Additional forecast expenditure from 24/05/2019 to 30/06/2019 | (\$245,165) |
| Additional forecast waste levy income from 01/03/2019 to 30/06/2019 | \$135,158 |
| Forecast closing CCWMG Waste Levy Account balance at 30/06/2019 | \$365,139 |

Table 5 displays the forecast income and expenditure for the 2019/20 financial year.

Table 5: Forecast 2019/20 Income & Expenditure Summary

| Forecast 2019/20 Income & Expenditure Summary Regional Waste Management Levy | |
|---------------------------------------------------------------------------------------------|------------------|
| Forecast closing CCWMG Waste Levy Account balance 30/06/2019 | \$365,139 |
| Forecast 2018/19 levy funds received (@ \$5/t) | \$350,000 |
| Forecast Interest Income | \$4,000 |
| Total Income | \$719,139 |
| 2019/20 Projects & Activities | \$448,546 |
| Total Expenditure | \$448,546 |
| *Forecast closing CCWMG Waste Management Levy Account balance 30/06/2020 | \$270,593 |

** On the 03rd June 2019 DWM successfully negotiated a Paintback contract for the regional WTS, resulting in the \$210,000 allocation for 'Project 2.11 Paint Recycling' being reduced to zero and a \$270,593 surplus for the CCWMG. DWM and the CCWMG will work together to carefully consider options to best utilise the additional funds across the region.*

6 REPORTS/RESOURCES

Below is a reference list of past reports and resources that may assist the CCWVG in implementing future projects:

Table 6: Reports & Resources

| Report No | Report/Resource Name | Author | Date |
|-----------|-------------------------------------------------------------------|----------------------------|------------|
| RN 18-11 | CCWVG Annual Report for 2017/18 | DWM | 28/11/2018 |
| RN 18-10 | Cradle Coast Waste Governance Project Final Report | Greg Preece | 01/10/2018 |
| RN 18-09 | Illegal Dumping Database Report for 2017/18 | DWM | 01/07/2018 |
| RN 18-08 | A Model Framework for a Container Refund Scheme (CRS) in Tasmania | Marsden Jacob | 14/06/2018 |
| RN 18-07 | Additional Material Diversion Options | Blue Environment | 14/06/2018 |
| RN 18-06 | MOU – Joint Communications Activities | CCWVG, NTWVG & WSS | 8/06/2018 |
| RN 18-05 | Recycling Activity Survey – Summary Report & Inventory | DWM | 30/05/2018 |
| RN 18-04 | Landfill Composition Audit Report | APC | 1/06/2018 |
| RN 18-03 | Chinese Import Restrictions for Packaging in Australia | Aus Packaging Covenant Org | 30/03/2018 |
| RN 18-02 | CCWVG Annual Plan & Budget 2018/19 | DWM | 20/03/2018 |
| RN 18-01 | 2017/18 Recycling Bin Education & Assessments Report | DWM | 28/02/2018 |
| RN 17-08 | Tasmanian Waste Management Communications Plan 2017-22 | Etela | 26/09/2017 |
| RN 17-07 | CCWVG Annual Report for 2016/17 | DWM | 9/10/2017 |
| RN 17-06 | Australian National Waste Report 2016 | Blue Environment | 20/06/2017 |
| RN 17-05 | CCWVG Annual Plan & Budget 2017/18 | DWM | 30/06/2017 |
| RN 17-04 | Illegal Dumping End of Year Report 2016/17 | DWM | 30/06/2017 |
| RN 17-03 | Cradle Coast WVG Strategic Plan 2017-2022 | Blue Environment | 7/06/2017 |
| RN 17-02 | CCWVG WTS Audit: Results Report | MRA Consulting | 1/05/2017 |
| RN 17-01 | LGAT Waste & Resource Management Strategy | MRA Consulting | 10/03/2017 |
| RN 16-07 | Recycling Bin Assessments | DWM | 16/08/2016 |
| RN 16-06 | Illegal Dumping End of Year Report | DWM | 4/07/2016 |
| RN 16-05 | CCWVG Annual Plan & Budget 2016/17 | DWM | 8/07/2016 |
| RN 16-04 | CCWVG Annual Report for 2015/16 | DWM | 2/11/2016 |
| RN 16-03 | E-Waste Tender – Initial Assessment | DWM | 29/04/2016 |

| Report No | Report/Resource Name | Author | Date |
|-----------|-----------------------------------------------------------------------------------|------------------|------------|
| RN 16-02 | WTS Data Collection | DWM | 20/04/2016 |
| RN 16-01 | Gas Cylinder Decommissioning Investigation | MRA Consulting | 23/02/2016 |
| RN 15-09 | CCWMG Annual Plan & Budget 2015/16 | DWM | 5/06/2015 |
| RN 15-08 | CCWMG Annual Report for 2014/15 | DWM | 16/11/2015 |
| RN 15-07 | Illegal Dumping End of Year Report | DWM | 2/07/2015 |
| RN 15-06 | CCWMG 2014/15 Recycling Assessments Report | DWM | 31/08/2015 |
| RN 15-05 | Tasmanian Waste Levy Benefit Study | MRA Consulting | 21/01/2015 |
| RN 15-04 | C&D Investigation Report | DWM | 4/05/2015 |
| RN 15-03 | Mattress Recycling Options Report | DWM | 27/04/2015 |
| RN 15-02 | Household Hazardous Waste Report – Project Completion | DWM | 6/02/2015 |
| RN 15-01 | Illegal Dumping Interim Report | DWM | 19/01/2015 |
| RN 14-17 | CCWMG Annual Plan & Budget 2014/15 | DWM | 2/06/2014 |
| RN 14-16 | CCWMG Annual Report for 2013/14 | DWM | 13/10/2014 |
| RN 14-15 | Tasmanian Waste Review | Blue Environment | 1/03/2014 |
| RN 14-14 | CCWMG Residential Kerbside Bin Audit | EC Sustainable | 7/11/2014 |
| RN 14-13 | Household Hazardous Waste Report – Project Update | DWM | 23/09/2014 |
| RN 14-12 | Coordinated Gov & Mgt of Waste Infrastructure & Services (Part 2 & 3 Report) | MRA Consulting | 24/10/2014 |
| RN 14-11 | Coordinated Gov & Mgt of Waste Infrastructure & Services (Part 1) | MRA Consulting | 24/10/2014 |
| RN 14-10 | CCWMG 2013/14 Recycling Bin Assessment Report | DWM | 1/09/2014 |
| RN 14-09 | Cradle Coast Transfer Station Audit Report | Blue Environment | 1/09/2014 |
| RN 14-08 | Feasibility Study – C&D Waste Processing in the N & NW of Tasmania | Hyder Consulting | 11/06/2014 |
| RN 14-07 | FOGO household collection report for CCWMG to consider & issue to member Councils | CCWMG | 13/02/2014 |
| RN 14-06 | C&D Waste Management in the North & North West of Tasmania | Hyder Consulting | 5/06/2014 |
| RN 14-05 | Waste Transfer Station Best Practice Guidelines | Blue Environment | 30/01/2014 |
| RN 14-04 | Data Collection Procedures & Systems for Waste Transfer Stations (WTS) | Blue Environment | 30/01/2014 |
| RN 14-03 | Pricing Model Tool | Blue Environment | 17/02/2014 |
| RN 14-02 | Regional Strategies for Sustainable Management of Recyclables | MRA Consulting | 17/02/2014 |

| Report No | Report/Resource Name | Author | Date |
|-----------|-----------------------------------------------------------------------------|-------------------------------------------------|------------|
| RN 14-01 | Best Practice Guide for Sustainable Procurement in Councils | DWM | 21/02/2014 |
| RN 13-07 | CCWMG Annual Plan & Budget 2013/14 | DWM | 26/07/2013 |
| RN 13-06 | Kerbside Organics Collection Trial – Final Study Survey Summary | DWM | 4/07/2013 |
| RN 13-05 | Food & Garden Organics (FOGO) Household Options Assessment | MRA Consulting | 9/07/2013 |
| RN 13-04 | An Assessment of the Potential Financial Impacts of a CDS on LG in Tas | Local Government Association of Tasmania (LGAT) | 1/12/2013 |
| RN 13-03 | Signed MOU – Joint Communications Activities | CCWMG, NTWMG & SWSA | 23/04/2013 |
| RN 13-02 | Employment Opportunities Through Reuse & Recycling Activities | MRA Consulting | 11/01/2013 |
| RN 13-01 | Illegal Dumping Report | DWM | 1/11/2013 |
| RN 12-07 | CCWMG Annual Plan & Budget 2012/13 | DWM | 25/06/2012 |
| RN 12-06 | Waste Minimisation & Reuse Study for CCWMG | APC Environmental Management | 1/08/2012 |
| RN 12-05 | Communications Plan 2012-2014 | Cradle Coast Authority | 1/06/2012 |
| RN 12-04 | Cradle Coast Waste Management Group (CCWMG) 5 Year Strategic Plan 2012-2017 | APC Environmental Management | 1/06/2012 |
| RN 12-03 | Biomass Audit – Cradle Coast Region | DWM | 1/06/2012 |
| RN 12-02 | Commercial Recycling Collections Report | DWM | 21/06/2012 |
| RN 12-01 | Recycling Risk – Cradle Coast Region Report | MRA Consulting | 8/08/2012 |
| RN 11-06 | CCWMG Annual Plan & Budget 2011/12 | DWM | 7/07/2011 |
| RN 11-05 | Silage Wrap Report | Veolia Environmental Services | 1/10/2011 |
| RN 11-04 | Kerbside Organics Collection Service Pilot Trial Bus Case | Hyder Consulting | 19/01/2011 |
| RN 11-03 | Introduction of Kerbside Organics Collection Service Bus Case | Hyder Consulting | 19/01/2011 |
| RN 11-02 | Northern Tasmania Landfill Audit Report | APC Environmental Management | 1/10/2011 |
| RN 11-01 | CCA Illegal Dumping Strategy | Landscape & Social Research Pty Ltd | 1/11/2011 |
| RN 10-05 | CCWMG Annual Plan & Budget 2010/11 | DWM | 01/07/2010 |
| RN 10-04 | Nthn Kerbside General Waste Audit Report | DWM | 1/02/2010 |
| RN 10-03 | NW Kerbside General Waste Audit Report | DWM | 1/02/2010 |
| RN 10-02 | Kerbside Recycling Contamination in Australia | MRA Consulting | 25/05/2010 |
| RN 10-01 | Landfill Levy – Options & Strategy | MRA Consulting | 1/09/2010 |

| Report No | Report/Resource Name | Author | Date |
|-----------|--------------------------------------------------------------|------------------|------------|
| RN 09-02 | CCWVG Annual Plan & Budget 2009/10 | DWM | 23/07/2009 |
| RN 09-01 | Feasibility Study of a Container Deposit System for Tasmania | Hyder Consulting | 28/05/2009 |
| RN 08-01 | Plastic Shopping Bags | Justin Jones | 1/01/2008 |
| RN 07-01 | Independent Assessment of Public Place Recycling | Hyder Consulting | 25/07/2007 |
| RN 04-01 | Regional Waste Management Audit | GHD | 1/06/2004 |



**MINUTES
AUDIT PANEL MEETING
11 JUNE 2019**

Confirmed for Release by Chair on 19 July 2019

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UNCONFIRMED MINUTES OF THE WARATAH-WYNYARD COUNCIL AUDIT PANEL MEETING HELD ON TUESDAY 11 JUNE 2019 AT THE CIRCULAR HEAD COUNCIL CHAMBERS COMMENCING AT 12:30PM.

1.0 ATTENDANCE AND APOLOGIES

1.1 MEMBERS

John Howard, Samantha Searle and Lisa Dixon

1.2 STAFF

Shane Crawford – General Manager

Claire Smith – Director Organisational Performance

1.3 COUNCILLORS

Nil.

1.4 INVITED GUESTS

Nil.

2.0 DECLARATION OF INTERESTS

| DECLARATION OF INTERESTS REGISTER WARATAH-WYNYARD COUNCIL AUDIT PANEL COMMITTEE | | | |
|------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------|--------------------------|
| Date of Decl. | Member | Company | Position /Role |
| 23/8/16 | John Howard | Dulverton Regional Waste Management Authority | Director |
| 5/9/17 | John Howard | Food & Garden Organics Kerbside Collection Service (FOGO) | Director |
| 5/9/17 | Lisa Dixon | 2Build Pty Ltd | Family Business |
| 6/3/18 | John Howard | Reginald John Howard | Self Employed Consultant |
| 6/3/18 | John Howard | Tasmanian Audit Office | Consultant |

Samantha Searle noted that she is now employed by Waratah-Wynyard Council. She handed in her resignation from the Panel.

3.0 MINUTES OF MEETING HELD ON 5 MARCH 2019

The unconfirmed Minutes of the Audit Panel Meeting held on 5 March 2019 were released by the Chair on 1 April 2019 and were presented to Council at its meeting held on the 15 April 2019.

The Audit Panel noted and adopted the Minutes of the 8th March 2019 noting the change on page 23 "The Risk Register does not indicate if rating is pre or post treatment and where the gaps are".

John Howard noted he has received and accepted a letter to extend his term as Chair of the Panel.

Action 73:

Minutes of Meeting held on 8th March to reflect change on page 23 as itemised above.

4.0 BUSINESS ARISING FROM MEETING HELD ON 5 MARCH 2019

4.1 ITEM NO 6 – 5.2 - C/FWD – 23 AUGUST 2016 - STAFF COMMITTEES AND ACCOUNTABILITY

The Panel noted the following documents:

- Joint Consultative Committee – Terms of Reference
- Occupational Health and Safety Committee (OSHWELL) – Charter

Action 74:

1. **Outcomes of Safety Inspections must be included in the OSHWELL Minutes.**
2. **Panel to receive OSHWELL Minutes**

4.2 ITEM NO 67 – 5.3 - C/FWD – MEETING 9 NOVEMBER 2016 - CODE OF CURRENT PROCUREMENT FRAMEWORK - PROVIDE UPDATE AT JUNE MEETING OF PANEL.

The Director Organisational Performance advised that Actions identified by the 'Procurement Working Group' are underway, the Code for Tendering and Procurement Policy have been reviewed and discussed, final drafts will be provided to SMT for approval in the coming month. The working group will be meeting monthly to further progress other actions and identify/develop further policy and process improvements.

4.3 ITEM 68 – 5.4 – C/FWD – 5 SEPTEMBER 2017 – ASSET MANAGEMENT PLANS REVIEW INCLUDING SAMP & LTFMP

Panel to be kept informed of progress. This item is to remain on Agenda until completed.

The Director Organisational Performance advised as follows:

One of our agreed organisational KPI's for 2019/20 is to reevaluate an asset category and update its asset management plan per year as part of a rolling cycle and/or when materiality changes.

In addition to this, the following actions have been identified/included in our draft annual plan actions:

- Update Stormwater Asset Management Plan;
- Develop a Stormwater Service Level document;
- Develop a Stormwater Management Plan;
- Undertake a Roads Condition Assessment; and
- Update the Roads Asset Management Plan.

4.4 ITEM 69 – 7.0 – ANNUAL RISK MANAGEMENT REPORT

The Annual Risk Management Report is to be provided to the Panel when available.

It was noted that Risk Management will be reported in the Annual Report later in the year and will be provided to the Panel at that time.

4.5 ITEM 70 – 7.0 – “ACCEPTED / TREATED” RISKS

The Council is to list “Accepted / Treated” Risk to the Risk Matrix documents.

The risks that have been removed from the current register are detailed in Risk Register Version Control so in effect have always been there. The version control table details the reason for removal. The detail to those risks can be found in earlier versions of the Risk Register. The intent of the new style register was to reduce the number of risks recorded however if the Audit Panel recommend a larger register which includes the managed risks this can be considered by the Risk Committee.

4.6 ITEM 71 – 7.0 – BUSINESS CONTINUITY PLAN - CONSTRUCTION PLANS

The Panel requested to view hard copy of the Constructions Plans as noted in the Asset Management Resource Sheet of the Business Continuity Plan.

The Director Infrastructure and Development Services advised that we do not have any “as constructed” drawings of the building since the refurbishment and acknowledges that this is a gap in the Business Continuity Plan.

It was clarified that this item was to ensure records and / or plans are not lost, particularly when the building was refurbished and to ensure these plans are being scanned. The Panel do not specifically wish see the plans but to be provided with some assurance that are appropriately recorded and stored.

4.7 ITEM 72 – 7.0 – BUSINESS CONTINUITY PLAN – KEY STAFF

The Panel noted that the key staff in the Business Continuity Plan required updating.

The Panel were advised that staff are currently working on the update and this will inform the annual review process and a desktop exercise of the BCP will be conducted later in the year.

4.8 RECOMMENDATION 1 – 8.0 – ESTABLISHMENT OF RISK MANAGEMENT COMMITTEE

The Panel had recommended the establishment of a Risk Management Committee with an active approach to Risk Management.

The General Manager advised that preparations are underway for a new risk committee to be established with a commencement early in the 19/20 financial year.

4.9 RECOMMENDATION 2 – 8.0 – NON-ESTABLISHMENT OF RISK MANAGEMENT COMMITTEE

The Panel noted that if a Risk Management Committee is not established, then roles need to be assigned elsewhere.

Refer to comments in 4.8 above.

5.0 ACTION PLAN ITEMS ARISING FROM PREVIOUS MEETINGS

Audit Panel Meeting – 11 March 2016

| | | |
|--------------------------------------------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | 7.13 | Credit Card System: 5 March 2019 – Credit Card Declarations being signed by cardholders. Review currently underway to determine limits and holders (Policy Review Committee / HR) |
| Credit Card Policy approved. Declarations signed and registered. Limits and delegations yet to be finalised. | | |

Audit Panel Meeting – 23 August 2016

| | | |
|-----------------------------------------------------------------------------------------|-----|----------------------------------------------|
| 18 | 5.4 | 7.11 Time Sheets recording and approval (HR) |
| The Audit Panel received copies of all Departmental Time Sheets and Approval documents. | | |

Audit Panel Meeting – 5 September 2017

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------|
| 33 | 7.0 | 5 March 2019 - Review the policies regarding financial reserves at the November meeting. (Director Organisational Performance) |
| The Director Organisational Performance advised that a policy will be developed, and current financial reserves will be reviewed at year end when preparing the annual financial statements. | | |

Audit Panel Meeting – 6 March 2018

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|---------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------|
| 36 | 3.0 | 5 March 2019 - Planning Delegations – Review – General Manager to report to Panel when review complete. (General Manager) |
| The General Manager advised a review is underway. | | |

Audit Panel Meeting 30 October 2018

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|---------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------|
| 61 | 6.3 | Progress report on Workforce Development Plan to be presented at each panel meeting. (General Manager) |
| The General Manager advised that this action has not yet commenced. | | |

| | | |
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| 64 | 8.1 | c/fwd – 12 June 2018 - Council to Determine Internal Audit Committee and Plan. (General Manager) |
| There is a \$5,000 amount in the 2019/2020 budget to allow for both internal and external auditor options. Crowe Horwath appointed as external auditors. A priority list of areas / actions will be prepared for audit program. Cyber risks should be part of the program. Exploring opportunities with the Cradle Coast Authority. | | |

6.0 GENERAL MANAGER'S CERTIFICATION

The General Manager's Risk Certificate was noted.

Discussion included the following:

- Detailed payroll tax audit which noted a \$14,000 adjustment required;
- Tenders and Contracts – discussed and agreed to continue providing details to panel.

The Panel also noted that the Certificate should include illegal building works and risks with buildings generally.

Action 75:

The General Manager's Risk Certificate to include Tenders and Contracts and illegal building works and risks associated with buildings.

7.0 STANDING AGENDA ITEMS

7.1 COMMUNICATIONS FROM COUNCIL

Nil.

7.2 FINANCIAL MANAGEMENT

Financial Reports provided to Council at its meeting held on 20 May 2019 were noted.

Panel discussed the following in relation to the Underlying Position Statement:

- Need to correct depreciation as part of 2019/20 Budget;
- Monthly report to Council needs to include Cash Flow Statement and Balance Sheet;
- Noted the high-level nature of report to Council is fine but stated they need to be provided with more detail; and
- Operational forecasts must be included in reports.

Panel noted and commented on the Cash Position Summary as follows:

Investment of \$11,300,000 - requested a copy of the Investment Policy and how this figure complies.

Panel noted and commented on the Capital Works Summary as follows:

- This report to be modified to indicate which projects have external funding (*);
- This monthly report to include grant milestones and progress; and
- Modify layout of report to have figures / \$ together.

Action 76:

Underlying Position Statement:

Cashflow statement and balance sheet to be included in monthly report to Council

High level nature of report requires more detail for panel

Operational forecasts to be included in financial reports

Cash Position Statement:

copy of Investment Policy and explanation on how investment of \$11,300,000 complies to policy

Capital Works Summary:

This report to be modified to indicate which projects have external funding ();*

This monthly report to include grant milestones and progress; and

Modify layout of report to have figures / \$ together.

7.3 GENERAL MANAGER'S REPORTS PROVIDED TO COUNCIL

The General Manager's Reports to Council for March, April and May were provided.

8.0 MAJOR INITIATIVES – UPDATE

The General Manager discussed the following items:

- a) Waterfront program progress;
- b) Coastal Pathway;
- c) Boat Harbour Beach Master Plan;
- d) Waste Strategy;
- e) Shared Services;
- f) Civic Upgrade;
- g) Resource Sharing – discussed how progress can be reported;
- h) Waratah Dam; and
- i) Waratah – Sunrise Program.

9.0 POLICIES AND PROCEDURES

Noted.

10.0 MAJOR WORK PLAN FOR VISIT – FINANCIAL MANAGEMENT / ANNUAL AUDIT AND REPORTING / LEGISLATIVE COMPLIANCE AND ETHICS

10.1 FINANCIAL MANAGEMENT

10.1.1 Review annual budget including alignment with strategic plan, long-term financial management plan and strategic asset management plan

During discussion the panel made the following comments/requests in relation to:

Income Statement:

- (a) Presentation on useful life review at next meeting;
- (b) Panel recommended more detail regarding compliance with financial management indicators needs to be included in annual plan / budget document; and
- (c) Panel recommended development of a budget preparation checklist which includes:
 - Review capitalisation of wages
 - Plant Recovery
 - Internal charges

Capital Projects 2019/2020:

Headings to be carried over on each page

Special Projects:

Panel suggest a review of asset thresholds to make sure all items be included in capital budget.

Action 77:

Income Statement:

- **Presentation of useful life review at August meeting**
- **More details regarding compliance with financial management indicators needs to be included in annual plan / budget document**
- **Prepare development of a budget preparation checklist to include:**
 - **Review capitalisation of wages**
 - **Plant Recovery**
 - **Internal charges**

Capital Projects 2019/2020:

- **Headings to be carried over on each page**

Special Projects:

- **Review of asset thresholds to make sure all items be included in capital budget**

10.2 ANNUAL AUDIT AND REPORTING

The Panel to assess whether a comprehensive process has been established for the purposes of legislative disclosure reporting requirements.

The Director Organisational Performance advised that all requirements are being met.

10.3 LEGISLATIVE COMPLIANCE AND ETHICS

10.3.1 Monitor compliance with legislation

- *Local Government Act 1993;*
- *Land Use Planning and Approvals Act 1993;*
- *Work Health and Safety Act 2012;*
- *Dog Control Act 2000;*
- *Food Act 2003;*
- *Environmental Management and Pollution Control Act 1994;*
- *Water and Sewerage Industry Act 2008;*
- *Building Act 2000;*
- *Land Acquisition Act 1993;*
- *Local Government (Building and Miscellaneous Provisions) Act 1993;*
- *Local Government (Highways) Act 1982; and*
- *Anti-Discrimination Act 1998*

Panel Response:

Panel reviewed the Local Government Act compliance assessment presented to the meeting, commended Council on undertaking the comprehensive compliance review, noted the identification of several items of non-compliance and actions to be taken to ensure full compliance with the Act.

Panel keen to see linkages from Budget to Strategic Plans.

Actions 78:

Send Panel the Local Government Association of Tasmania Legislative Audit Tool

Add version number / date to Legislative Audit Spreadsheet

10.4 COUNCIL POLICIES AND PROCEDURES

Ensure council policies and procedures are appropriately designed and implemented and effective systems are in place to monitor compliance with council policies and procedures – refer Item 9 of the Agenda.

10.5 INTERNAL CULTURE

Determine whether the council possesses an internal culture which is committed to ethical and lawful behaviour and that this culture is promoted by councillors and management.

Response:

Discussed new pulse survey approach from Consultative Committee.

11.0 RECOMMENDATIONS OF PANEL

Nil

12.0 GENERAL BUSINESS

12.1 JOHN HOWARD – AUDIT PANEL TRAINING 7 MARCH 2019

The session was very informative and valuable to guide us in the future.

WLF Accounting and Advisory (sponsors) were asked what the 3 greatest risks were for internal audit.

Alecia Leis, WLF Partner said:

1. Workplace Health & Safety
2. Integration of Long-Term Plans – SAMP and LTFP
3. Cyber risks – need response plans as increasing trend is for people who demand money do not release systems on payments.

Another issue from the session is the reporting of Audit Panel minutes to open council meetings.

Response

Discussed options to alter minutes so they can be in open session of Council. General Manager's Certificate is only area that may need modifying.

12.2 ACCEPTANCE OF TERM OF OFFICE – JOHN HOWARD

On behalf of Waratah-Wynyard, Circular Head and King Island Councils, an invitation was extended to re-appoint John Howard as Chair for a further three-year term from 3 August 2019 to 3 August 2022. The appointment was confirmed at the meeting.

13.0 FUTURE MEETING DATES

The meeting dates for 2019 are as follows:

- (c) **Tuesday 27 August 2019 – Waratah-Wynyard Council;** and
- (d) Tuesday 5 November 2019 – Circular Head Council.

Action:79

John Howard to produce report for inclusion in Council's Annual Report.

14.0 MAJOR WORKPLAN FOR NEXT MEETING

1. FINANCIAL MANAGEMENT – FINANCIAL STATEMENTS:

- Determine whether the annual financial statements of the council accurately represent the state of affairs of the council
- Review Auditor-General's Annual Report
- Review audit management letter
- Review management response
- Review proposed future approaches
- Review significant accounting issues
- Review any significant financial reporting issues and judgements which the financial statements may contain
- Review the veracity and quality of financial and non-financial information provided by the council in its financial statements, internal and external reports - for example, actual and potential material audit adjustments, financial report disclosures
- Review whether the council has followed appropriate accounting standards (e.g. Australian Accounting Standards) and made appropriate estimates and judgements, including considering the views of the Tasmanian Audit Office. (TAO)

2. FINANCIAL GOVERNANCE

- Review the adequacy of the council's financial governance, systems and processes
- Review the consistency and adequacy of the council's accounting policies and practices
- Review the methods used to account for significant or unusual transactions
- Review audit programs and audit reports provided by the council's finance department
- Review action taken by Council on previous recommendations from the audit panel, what the action was and the effectiveness of the action

3. ANNUAL AUDIT AND REPORTING

- Monitor and critique management's response to the TAO's findings and recommendations
- Report to the council on action taken regarding issues arising from TAO audit reports and practice guides

4. LONG TERM PLANNING

- Determine whether and how the strategic plan, annual plan, long-term financial management plan and long-term strategic asset management plans of the council are integrated and the processes by which, and assumptions under which, those plans were prepared
- Review the performance of the council against the identified benchmarks in the long-term plans, policies and strategies
- Review the veracity and appropriateness of information contained within the council's long-term plans, policies and strategies

15.0 NEXT MEETING

The next meeting is to be held on Tuesday 27 August 2019 at the Waratah-Wynyard Council.

16.0 MEETING CLOSURE

There being no further business the Chairman declared the meeting closed at 3:10 pm.

17.0 ACTION SUMMARY LIST

18.0 ACTION SUMMARY LIST

| ACTIONS SUMMARY LIST | | | | |
|-----------------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ACTION NO | ITEM NO | ACTION | OFFICER | OUTCOME |
| Audit Panel Meeting – 11 March 2016 | | | | |
| 10 | 7.13 | Credit Card System: 5 March 2019 – Credit Card Declarations being signed by cardholders. Review currently underway to determine limits and holders. | Policy Review Committee / HR | Credit Card Policy approved. Limits and delegations to be undertaken. |
| Audit Panel Meeting – 5 September 2017 | | | | |
| 33 | 7.0 | 5 March 2019 - Review the policies regarding financial reserves at the November meeting. | Claire Smith | In Progress |
| Audit Panel Meeting – 6 March 2018 | | | | |
| 36 | 3.0 | 5 March 2019 - Planning Delegations – Review – General Manager to report to Panel when review complete. | Shane Crawford | Review underway |
| Audit Panel Meeting 30 October 2018 | | | | |
| 61 | 6.3 | Progress report on Workforce Development Plan to be presented at each panel meeting. | Shane Crawford | Not yet commenced |
| 64 | 8.1 | c/fwd – 12 June 2018 - Council to Determine Internal Audit Committee and Plan | Shane Crawford | There is a \$5,000 amount in the 2019/2020 budget. Crowe Horwath appointed as external auditors. A priority list of areas / actions will be prepared for audit program. Cyber risks should be part of the program. |
| Audit Panel Meeting – 5 March 2019 | | | | |
| 66 | 5.2 | c/fwd – 23 August 2016 - Staff Committees and Accountability – clarify what is required. | Roseanne Titcombe | |
| 67 | 5.3 | c/fwd – Meeting 9 November 2016 - Code of Current Procurement Framework Provide update at June meeting of Panel | Claire Smith | In Progress |

| ACTIONS SUMMARY LIST | | | | |
|-------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| ACTION NO | ITEM NO | ACTION | OFFICER | OUTCOME |
| 68 | 5.4 | c/fwd – 5 September 2017 - Asset Management Plans Review including SAMP & LTFMP – Panel to be kept informed of progress. | Daniel Summers / Claire Smith | Item placed on Agenda until completed |
| 69 | 7.0 | Annual Risk Management Report to be provided to Panel when available. | Tracey Bradley | |
| 70 | 7.0 | Accepted / Treated Risk to be added to Risk Matrix documents. | Tracey Bradley | |
| 71 | 7.0 | Panel to view hard copy of Construction Plans as noted in the Asset Management Resource Sheet of the Business Continuity Plan. Clarified at June meeting to say that the Panel does not want to see plans but be assured that the plans are appropriately recorded and stored under the Business Continuity Plan. | Daniel Summers | Information requested on 15 March. Clarified at June meeting. |
| 72 | 7.0 | Key staff listed in Business Continuity Plan to be updated | Tracey Bradley | |
| Recom 1 | 8.0 | The Panel recommended the establishment of a Risk Management Committee with an active approach to Risk Management. | Shane Crawford | |
| Recom 2 | 8.0 | If a Risk Management Committee is not established, then roles need to be assigned elsewhere. | Shane Crawford | |
| Audit Panel Meeting – 11 June 2019 | | | | |
| 73 | 3.0 | Minutes to be corrected on page 23 | Roseanne Titcombe | Completed 10/7/19 |
| 74 | 4.1 | Occupational Health and Safety Committee – Outcomes of Safety Inspections to be included in OSHWELL Minutes | Roseanne Titcombe | Completed 10/7/19 – noted in OSHWELL Agenda for July meeting |
| | | Occupational Health and Safety Committee – Audit Panel to receive copies of OSHWELL Minutes | Roseanne Titcombe | Completed 10/7/19 – noted in OSHWELL Agenda for July meeting |
| 75 | 6.0 | General Manager's Risk Certificate – Tenders and Contracts to remain in Certificate Illegal building works to be included in Certificate Risks associated with buildings | Shane Crawford Shane Crawford Shane Crawford | Noted. Completed 11/7/19 - Included in Certificate Completed 11/7/19 - Included in Certificate |
| 76 | 7.2 | Underlying Position Statement: • Depreciation to be corrected as part of 2019/20 budget • Cashflow statement and balance sheet to be included in monthly report to Council • High level nature of report requires more detail for panel • Operational forecasts to be included in financial reports Cash Position Statement: | Stephen Imms Stephen Imms Stephen Imms Stephen Imms Stephen Imms | |

| ACTIONS SUMMARY LIST | | | | |
|-----------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------|
| ACTION NO | ITEM NO | ACTION | OFFICER | OUTCOME |
| | | <ul style="list-style-type: none"> copy of Investment Policy and explanation on how investment of \$11,3000,000 complies to policy Capital Works Summary: <ul style="list-style-type: none"> This report to be modified to indicate which projects have external funding (*) This monthly report to include grant milestones and progress Modify layout of report to have figures / \$ together | Stephen Imms Stephen Imms Stephen Imms | |
| 77 | 10.1.1 | Income Statement: <ul style="list-style-type: none"> Presentation of useful life review at August meeting More details regarding compliance with financial management indicators needs to be included in annual plan / budget document Prepare development of a budget preparation checklist to include: <ul style="list-style-type: none"> Review capitalisation of wages Plant Recovery Internal charges Capital Projects 2019/2020: Headings to be carried over on each page Special Projects: Review of asset thresholds to make sure all items be included in capital budget | Stephen Imms Stephen Imms Stephen Imms Stephen Imms Stephen Imms | |
| 78 | 10.3.1 | LGAT Legislative Audit Toolkit to be sent to Panel Add version number and date to Legislative Audit Spreadsheets | Roseanne Titcombe Roseanne Titcombe | Completed 10/7/19 Completed 10/7/19 |
| 79 | 13.0 | John Howard to produce report for inclusion in Annual Report | John Howard | |