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CONFIDENTIAL ITEMS

Clause 240(4) of the Local Government (General) Regulation 2005 requires Council to refer any business to be considered when the meeting is closed to the public in the Ordinary Business Paper prepared for the same meeting. Council will discuss the following items under the terms of the Local Government Act 1993 Section 10A(2), as follows:

ITEM 1 CARRYING OF COMMITTEE RESOLUTION INTO CLOSED COMMITTEE OF THE WHOLE MEETING

Procedural

ITEM 2 ELECTRICITY PROCUREMENT

(d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it; AND (g) advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

ITEM 3 MID-SCALE SOLAR PLANT

(d) (ii) commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the council (The energy market is a competitive one and works undertaken by Council could be used to advantage another operator and increase the risk of failure or increase costs of the proposed solar plant.)

ANNEXURE ITEMS

ANNEXURE 5.1 IT STRATEGY EXTRACT.....8

ANNEXURE 5.2 LEACHATE WELL PHOTOS.....1

ITEM 1 - ELECTION OF COMMITTEE CHAIRPERSON & DEPUTY CHAIRPERSON

REPORT IN BRIEF

Reason For Report	Annual election of Chairperson & Deputy Chairperson for the Environment, Innovation and Energy Committee.
Policy Implications	Nil
Budget Implications	Nil
IPR Linkage	4.5.1.f - Adhere to Council's Code of Conduct and Code of Meeting Practice
Annexures	Nil
File Number	\\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL MEETINGS\COUNCIL - COMMITTEE MEETINGS - 1359224

RECOMMENDATION

THAT the Committee elect a Chairperson and Deputy Chairperson for the ensuing year.

DEPUTY GENERAL MANAGER - CABONNE SERVICES' REPORT

As this is the first meeting of the Environment, Innovation and Energy Committee, the Committee will need to elect a Chairperson and Deputy Chairperson for the ensuing year.

Council's Code of Meeting Practice provides as follows;

The chairperson of each committee of the council must be:

- (a) the mayor, or
- (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
- (c) if the council does not elect such a member, a member of the committee elected by the committee.

The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

It has been Council's practice in the past for Committees to elect their Chairperson and Deputy Chairperson. The Mayor has indicated that he does not wish to automatically be considered as Chairperson of any committees other than the Infrastructure (Transport) Committee.

ITEM 2 - APPLICATIONS FOR LEAVE OF ABSENCE

REPORT IN BRIEF

Reason For Report	To allow tendering of apologies for councillors not present.
Policy Implications	Nil
Budget Implications	Nil
IPR Linkage	4.5.1.g - Code of Meeting Practice adopted and implemented.
Annexures	Nil
File Number	\\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL MEETINGS\COUNCIL - COUNCILLORS LEAVE OF ABSENCE - 1359222

RECOMMENDATION

THAT any apologies tendered be accepted and the necessary leave of absence be granted.

GENERAL MANAGER REPORT

A call for apologies is to be made.

ITEM 3 - DECLARATIONS OF INTEREST

REPORT IN BRIEF

Reason For Report	To allow an opportunity for councillors to declare an interest in any items to be determined at this meeting.
Policy Implications	Nil
Budget Implications	Nil
IPR Linkage	4.5.1.g - Code of Meeting Practice adopted and implemented.
Annexures	Nil
File Number	\\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL MEETINGS\COUNCIL - COUNCILLORS AND STAFF DECLARATION OF INTEREST - 2021 - 1359221

RECOMMENDATION

THAT the Declarations of Interest be noted.

GENERAL MANAGER REPORT

A call for Declarations of Interest.

ITEM 4 - DECLARATIONS FOR POLITICAL DONATIONS

REPORT IN BRIEF

Reason For Report	To allow an opportunity for Councillors to declare any Political Donations received.
Policy Implications	Nil
Budget Implications	Nil
IPR Linkage	4.5.1.g - Code of Meeting Practice adopted and implemented.
Annexures	Nil
File Number	\\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL MEETINGS\COUNCIL - COUNCILLORS DECLARATION OF POLITICAL DONATIONS - 1359223

RECOMMENDATION

THAT any political donations be noted.

GENERAL MANAGER'S REPORT

A call for declarations of any political donations.

ITEM 5 - ENVIRONMENT, INNOVATION AND ENERGY COMMITTEE STRATEGIC ACTIVITIES REPORT 8 MARCH 2022

REPORT IN BRIEF

Reason For Report	Provide update to committee on various strategic activities undertaken by council.
Policy Implications	NIL
Budget Implications	NIL
IPR Linkage	5.7.2.a - Report on sustainability initiatives
Annexures	1. IT Strategy Extract ↓ 2. Leachate well photos ↓
File Number	\\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL MEETINGS\COMMITTEES - REPORTS OF 2022 - 1358555

RECOMMENDATION

THAT the Committee note the strategic activity update.

STRATEGIC ACTIVITY 1 – EUGOWRA MID-SCALE SOLAR PLANT – Renewable Energy Action Plan (REAP)

See separate confidential report.

STRATEGIC ACTIVITY 2 – SMART ELECTRICITY METERING - REAP

As per Council's Renewable Energy Action Plan (REAP), Council has initiated a project to install Smart Electricity Meters on Council's sites. The meters will allow Council to understand how, when and where energy is being used within sites and assist in identifying any possible measures that could be undertaken to either reduce consumption or optimise operations (by shifting consumption to a different time of day, swapping to a different tariff etc.). In order to begin installing meters, Council joined a Central NSW Joint Organisation (CNSWJO) project, partly funded under the NSW Department of Planning and Environment Energy Program, to install 4 trial smart meters at the following Council sites:

- Canowindra Pool
- Molong Caravan Park
- Molong Office
- Molong Sewer Treatment Plant

These sites have high energy use and cover a broad range of activities that will allow Council to apply any learnings to other sites. CNSWJO ran a procurement exercise with Constructive Energy engaged to deliver the project. After some delays engaging electricians, equipment is now being delivered to sites for installation. Next project meeting is scheduled for the 9 March 2022.

In addition to the smart meters, the CNSWJO have organised for Origin Energy to begin upgrading Council's top 15 electricity consumption sites to interval meters, the interval meters being installed take hourly readings of electricity consumption at each site at the meter level and are used by utilities to charge customers for consumption. They don't allow for the detail that smart meters provide but can still be used to identify possible efficiencies by shifting consumption to a different time of or by swapping tariffs. Origin Energy are also upgrading meters to interval meters on an as needs basis based on the condition of existing meters.

Next steps:

- JO working party to meet 9 March 2022.

STRATEGIC ACTIVITY 3 – EMISSIONS REDUCTION PLAN (ERP)

Council staff begun investigating an ERP following a question from Cllr Batten at the Ordinary Council meeting held on the 27 July 2021. Initially staff pursued the consultants who produced Council's REAP, Constructive Energy, however an opportunity arose to work the CNSWJO who were running a project with Bathurst Regional Council to develop an ERP for Bathurst and also a regional opportunities report. The CNSWJO invited Cabonne Council to participate in order to broaden the scope of the regional opportunities report to include facilities operating at a smaller and more distributed scale to Bathurst Regional Council, specifically Cabonne Council's waste management facilities.

CNSWJO was also successful in obtaining funding under the NSW Department of Planning and Environment Sustainable Councils and Communities Program allowing Cabonne Council to have an ERP developed for \$4,800. CNSWJO engaged 100% Renewables to develop the ERP, who have met with key staff and are currently collecting data to inform the plan.

Next steps:

- The staff Working Party Meets fortnightly.
- It is anticipated a draft of the proposed plan will be presented at the May workshop of Council.

STRATEGIC ACTIVITY 4 – INFORMATION TECHNOLOGY (IT) STRATEGY

Council engaged consultants from Logicalis to develop an IT Strategy for 4 years commencing 2022/23. Logicalis held workshops with all of Council's departments, including all Deputy General Managers, Leaders, Coordinators and a mix of operational staff in order to gain feedback on the IT challenges staff face and to capture any ideas they may have. Over 400 points of feedback were collated in total. A number of workshops were also held with Department Leader – Innovation & Technology to work through the feedback and also review the structure, operations and systems of the Innovation & Technology department.

Strategic Themes and Objectives were developed with a 4-year roadmap of actions. The roadmap is broken down into 3 'horizons', Horizon 1 covers the 2022/23 financial year, Horizon 2 covers the 2023/24 financial year and Horizon 3 the 2024/25 and 2025/26 years. Long term planning in a constantly evolving technology environment is difficult, so years 3 and 4 have been combined as they are largely dependent on outcomes from Horizon 1 and 2 and the technological landscape at the time. The strategy will be a constantly evolving document. The attached extract shows the strategic themes and objectives, a high-level overview of the 3 horizons and IT architecture principles we can apply to any new or changing system to ensure it aligns with the strategic objectives.

Next Steps:

- Project brief prepared and it has been included in the draft budget to be brought to Council at its March meeting.

STRATEGIC ACTIVITY 5 – LEACHATE POND MANILDRA

As per the 2015 Waste Strategic Management Plan and subsequent review conducted in 2021, a need was identified to install a well to the leachate pond at the southern end of the Manildra waste facility to ensure environmental risk factors were mitigated.

The well has been constructed and testing of the structure has been ongoing. The southern end of the facility is currently being rehabilitated with a soil topping added to ensure water run-off and the avoidance of large amounts of leachate entering the pond.

In building the well, 95% of materials were recyclable goods that had been brought into the tip, the standing pipe and white membrane were sourced through the infrastructure team and there were also materials that were decommissioned and scrap material/ off cuts. All that was purchased for the project was the ballast rock for the base and pebble to fill when the testing has been completed.

Previously the pond would be pumped out every 2 days to ensure levels remained at a point that the risk of overflow was mitigated. With the works that have been completed recently we are now pumping out every 6 to 7 days and this will continue to improve when all the rehabilitated area is completed. The end goal is to pump out every 3 to 4 weeks.

CENTRAL NSW JOINT ORGANISATION (CNSWJO) ACTIVITIES

In addition to the assistance provided by CNSWJO in the above strategic updates, CNSWJO has also recently conducted a tariff optimisation exercise resulting in estimated annual savings of \$17,781.

CNSWJO also runs a Regional Energy Group which meets every 3 months, Council has 2 representatives in this group. The group is currently scoping a number of projects around:

- LED lighting upgrades (buildings)
- LED upgrades of park, area and sporting field lighting
- Fitting Variable Speed Drives to pumps
- Heating, Ventilation & Air Conditioning (HVAC) & Building Management Systems
- Behind the meter solar and storage with smart management system
- Tariff optimisation
- Power Factor Correction devices



Cabonne IT Strategic Objectives

Strategic Objectives



Connected

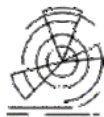
Implement coordinated, business led solutions that connect people, systems and data securely and responsively, from anywhere, anytime

Proactive & Strategic IT Team

Enable the IT Team as a proactive and strategic asset to the council. As many Council initiatives rely on technology, the internal team must be the keeper of Cabonne specific technological know-how and design.

Enhance Collaboration

Ensuring all staff have a seamless way to collaborate and engage together to share information, enabling speedy responsiveness to our customers by getting to the right person with the right information quickly



Digital

Online digital services and data driven insights enabling process improvement for customers, the community and staff.

Digital by default

Digitise and automate our services whilst maintaining a balance between digitisation of services and engaging and connecting with our communities through other means. Embrace technology and increase digital literacy.

Data Driven

Provide valuable insights and information to Council and Community through Data & Analytics. Enhance our ability to extract, view and manipulate accurate data to provide insightful reporting and trends in Council operations and community information.



Integrated

Our Asset's are integrated to our spatial services and are at the heart of our customer interactions

United Data / Systems

Integrate and automate our operations to improve our internal and external facing services. Ability to share data between systems automatically. Have a single source of truth for data. Information and interactions "pinned to the ground" to which it relates

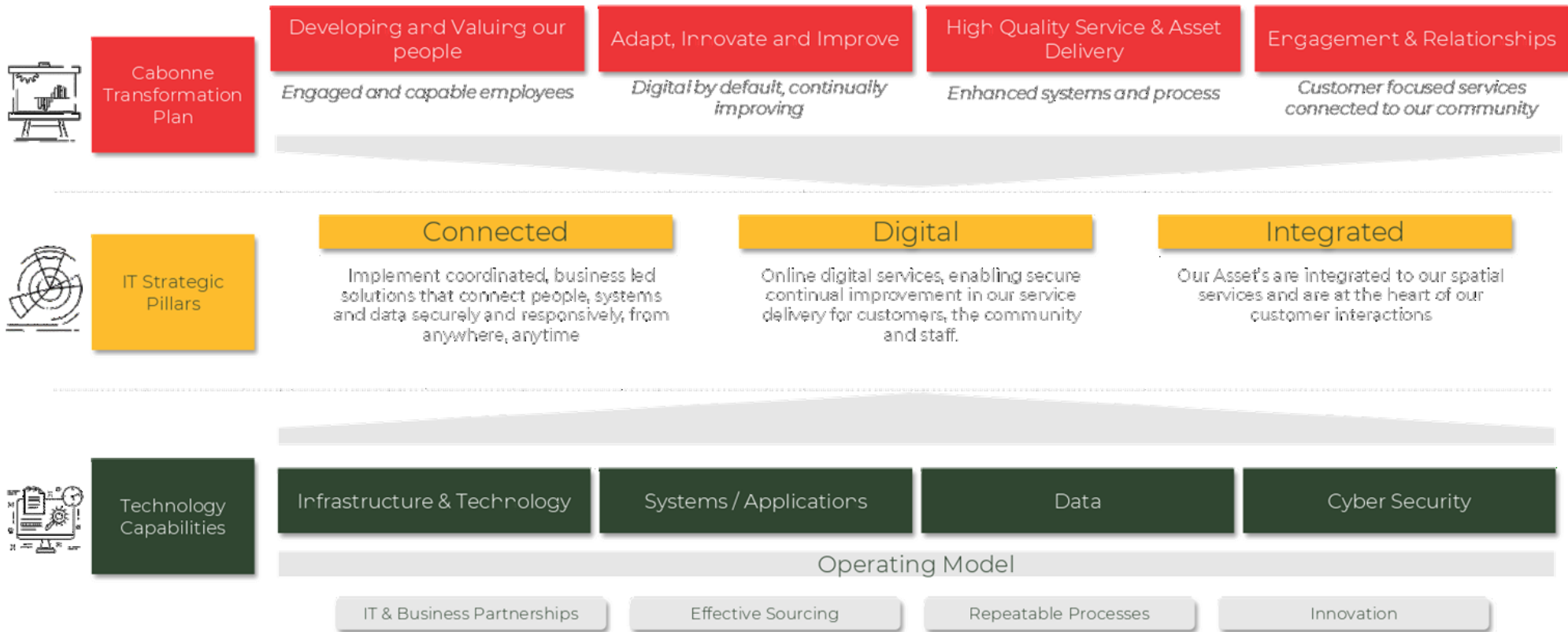
Safeguard our information assets

Enhance Council's Cyber Security monitoring and management practices. Adopt industry standards for ICT governance, risk and compliance management. Manage security, accessibility, and compliance of Councils information



Council Transformation & IT Strategy Alignment

Adaptable, Resilient & Performing





Horizon View

Horizon 1

Establish a solid IT foundation and further leverage services we have today

The first horizon focusses on establishing the IT foundations and leveraging existing IT capabilities to support Council Initiatives. In a secure and managed operating model.

Key focus for first 6 - 12 months

- Close out incomplete Appenante projects and additional automation opportunities
- Introduce basic Intranet
- Establish IT and portfolio governance frameworks, including IT service desk system
- Establish foundation Integration Backbone.
- Implement IT service proactive monitoring
- Introduce a simple information management framework and migrate on premise file storage to Office 365
- Complete Cyber Security Initiatives

Horizon 2

Introduce new and enhanced systems to meet high priority business objectives

This second horizon will focus on meeting high priority business demands such as customer service / requests systems and choosing a future state core system

Key focus from 12 - 24 months

- Map core business process to feed into synergy soft replacement RFP
- Data Governance and Strategic GIS reviews
- Complete EOI/ RFQ for replacement of Synergy soft.
- Implement SaaS DPIE integration solution
- Implement enhanced Cyber security protection through managed services
- Implement CRM module from chosen future state core system
- Increase leverage of the integration backbone

Horizon 3

Digital Transformation – Core System replacement

The third horizon delivers a synergy soft replacement system implemented in a phased module by module approach to reduce risk

Key focus from 24 – 48 months

- From RFP in Horizon 2, select and plan implementation of Synergy soft replacement
- Develop integration architecture
- Implement new SynergySoft replacement solution
- Develop Online engagement strategy, leveraging new core system and integration capability.
- Consolidate similar systems

Cabonne Council IT Strategic Pillars

Connected

Digital

Integrated



Horizons In Focus - Prioritisation

Horizon 1

Establish a solid IT foundation and further leverage services we have today

1. Formalise and implement well governed IT operations
2. Establish technology team capacity
3. Improve Council collaboration & knowledge management

Horizon 2

Introduce new and enhanced systems to meet high priority business objectives

4. Introduce customer relationship management capability
5. Implement DPIE portal integration solution

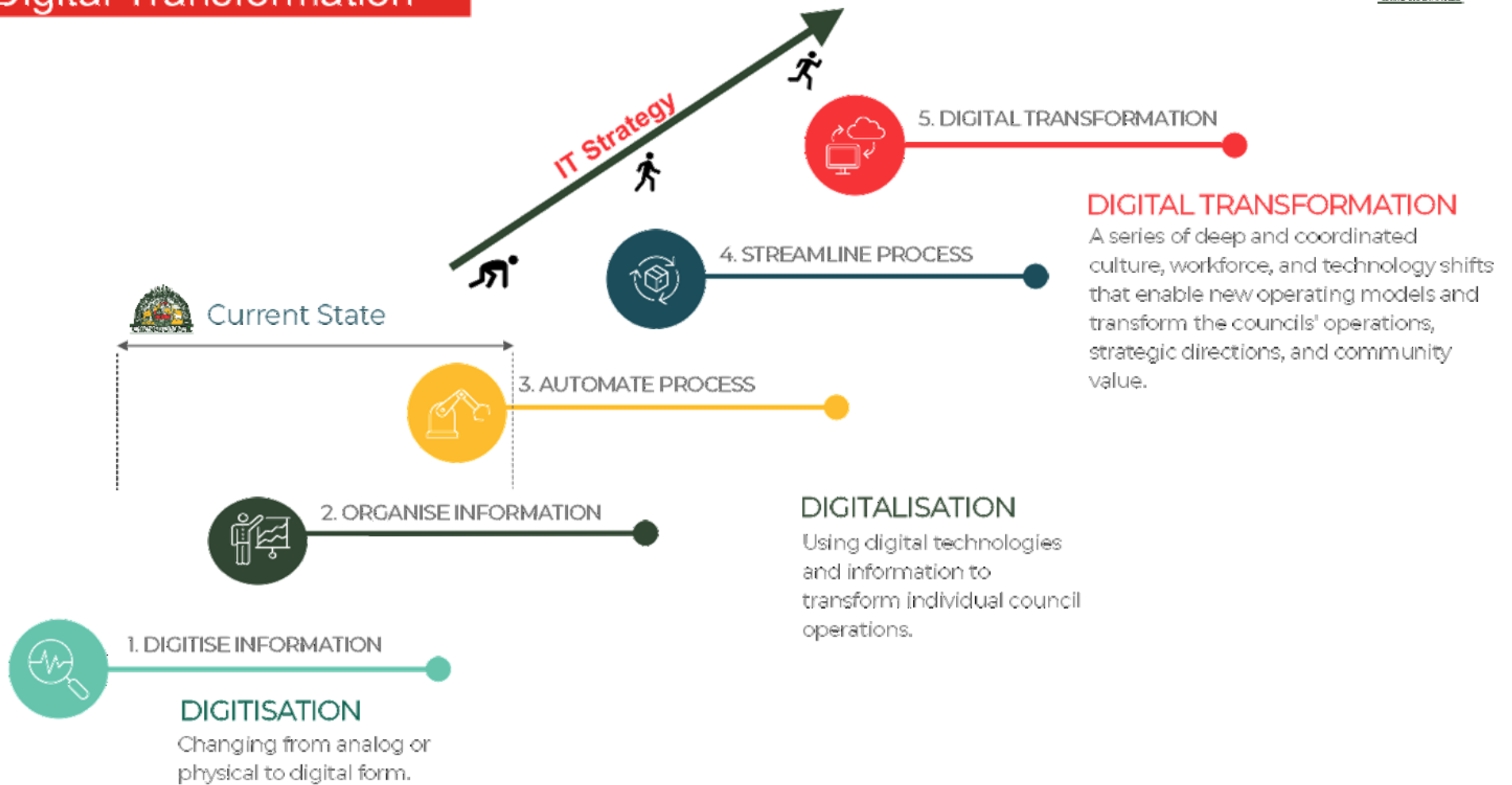
Horizon 3

Digital Transformation – Core System replacement

6. Online Engagement
7. Prepare and replace Core Council systems
8. Increase Cyber Security Protection



Digital Transformation





IT Architecture Principles

The below architecture principles are based upon insights from the current state assessment, to inform the future state ICT systems and applications landscape. These principles ensure we can deliver on the IT strategic objectives

Category	Principles	Description
Customer Focused	✓ <i>Customer Centric Design</i>	Focus on understanding customer needs, capturing, securely storing and making customer information available to enable a seamless experience across channels to customers.
	✓ <i>Ease of Use</i>	Applications are intuitive and provide positive user experience across the customer facing services.
	✓ <i>Single Customer View</i>	A consistent and integrated view of the customer portfolio, and the ability to cross reference information across the different divisions and departments of Cabonne Council
	✓ <i>Multi-channel Self-Services</i> ✓ <i>Requirements-Based Change</i>	Enable the customer to access information seamlessly via their preferred channel. Only in response to business or customer needs are changes to applications and technology made.
Data	✓ <i>Information is an Asset</i>	Information is an asset for Council, which has business value and must be managed accordingly.
	✓ <i>Information Integrity</i>	Each data set should only have one source of truth that is reliable and recent.
	✓ <i>Business Authority</i>	Ensure designated business owner(s) exist for data.
	✓ <i>Open Data</i>	System data should be available to others systems and users to ensure a One Council view from Customers
System Design	✓ <i>Privacy by Design</i>	Ensure data privacy and security is a critical consideration for Cabonne Council
	✓ <i>Reuse before Buy before Build</i>	Ensure that Council maximises return on investment with existing systems (Removes Duplication)
	✓ <i>Scalable</i>	The platform should have the flexibility to support future demand.
	✓ <i>Integrated by Design</i>	Ensure integration is built into the solution design where it makes sense and not left to a later time.
	✓ <i>Leverage Off-the-Shelf (OTS)</i>	Cabonne should leverage Off-the-Shelf (OTS) solutions, drawing on best practice, before configuration and customisation.
	✓ <i>Compliance Ready</i>	IT systems must empower Council to fulfil its legal obligations in complying with ever-changing regulatory requirements and policies.
	✓ <i>Cloud First</i>	Where possible, consider cloud based platforms to reduce operational complexities and shortened time-to-market. Depending upon the need, consider all three modes of cloud delivery – IaaS, PaaS, and SaaS.
Service Management	✓ <i>Control Technical Diversity</i>	Technological diversity is controlled to minimize the non-trivial cost of maintaining expertise in and connectivity between systems
	✓ <i>Process Automation</i>	Maximise the number of automated processes across the system(s).
	✓ <i>Centralised operations</i>	Centralised management of technology business services.
Business Continuity	✓ <i>Service Level Management</i>	An agreed and standard approach to setting and managing service level agreements.
	✓ <i>Availability & Redundancy</i>	Where required incorporate availability and redundancy requirements. Requirements to be based from agreed SLAs (Agreed RPO & RTO)
Security	✓ <i>Least Privilege</i>	Users and system processes must be assigned the least set of privileges/permissions necessary.
	✓ <i>Identity</i>	All systems must use a central identity management platform (SSO)
	✓ <i>Security</i>	The solution must adhere to Cabonne security policies



Draining of leachate pit, this took over 8 days to empty at a depth of over 3 mtrs in the centre





Pit empty ready for concrete pad, ballast



Recyclable pipe from tip used for drain line



Concrete pad from tip,



Drain line covered with membrane



Standing of well on concrete pad and over drain line



Coverage of ballast rock with membrane



Finished well