



General Meeting

Minutes

4 November 2016

Waterfront Function Centre
Devonport

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**PROCEDURAL MATTERS.
RULES REGARDING CONDUCT OF MEETINGS**

13. WHO MAY ATTEND A MEETING OF THE ASSOCIATION

- (a) Each Member shall be entitled to send a voting delegate to any Meeting of the Association, such voting delegate exercising the number of votes determined according to Rule 16(a).
- (b) After each ordinary Council election, the Chief Executive Officer shall request each Member to advise the name of its voting delegate and the proxy for the voting delegate for Meetings of the Association until the next ordinary Council elections.
- (c) Members may change their voting delegate or proxy at any time by advising the Chief Executive Officer in writing over the hand of the voting delegate or the General Manager prior to that delegate taking his or her position at a Meeting.
- (d) A list of voting delegates will be made available at the commencement of any Meeting of the Association.
- (e) Members may send other elected members or Council officers as observers to any Meeting of the Association.

14. PROXIES AT MEETINGS

- (a) Up to 1 hour prior to any Meeting of the Association, a Member may appoint another Member as its proxy.
- (b) The form of the proxy is to be provided by the Chief Executive Officer and is to be signed by either the Mayor or General Manager of the Council appointing the proxy.
- (c) The Chair of the meeting is not entitled to inquire as to whether the proxy has cast any vote in accordance with the wishes of the Member appointing the proxy.
- (d) Proxies count for the purposes of voting and quorum at any meeting.

15. QUORUM AT MEETINGS

At any Meeting of the Association, a majority of the Member Councils shall constitute a quorum.

16. VOTING AT MEETINGS

- (a) Voting at any Meeting of the Association shall be upon the basis of each voting delegate being provided with, immediately prior to the meeting, a placard which is to be used for the purpose of voting at the meeting. The placard will be coloured according to the number of votes to which the Member is entitled:

Population of the Council Area	Number of votes entitled to be exercised by the voting delegate	Colour placard to be raised by the voting delegate when voting
Under 10,000	1	Red
10,000 – 19,999	2	White
20,000 – 39,999	3	Blue
40,000 and above	4	Green

- (b) The Chairman of the meeting shall be entitled to rely upon the raising of a coloured placard as the recording of the vote for the Member and as evidence of the number of votes being cast.
- (c) Except as provided in sub-rule (d), each question, matter or resolution shall be decided by a majority of the votes capable of being cast by Members present at the Meeting. If there is an equal number of votes upon any question, it shall be declared not carried.
- (d) (i) When a vote is being taken to amend a Policy of the Association, the resolution must be carried by a majority of the votes capable of being cast by Members, whether present at the Meeting or not.
(ii) When a vote is being taken for the Association to sign a protocol, memorandum of understanding or partnership agreement, the resolution must be carried by a majority of votes capable of being cast by Members and by a majority of Members, whether present at the Meeting or not.
(iii) When a vote is being taken to amend the Rules of the Association, the resolution must be carried by at least two-thirds of the votes capable of being cast by Members, whether present at the Meeting or not.

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* Denotes Attachment



GENERAL MEETING SCHEDULE

10.00 **Coffee on arrival**

10.30 **Meeting commences**

11.30 **Bligh Grant, University of Technology Sydney**

Bligh will give a presentation based on the UTS report Giving Local Government the reboot, plus (or) more general tips & traps of reporting and monitoring council performance.

12.00 **Marc White, Principle Consultant, Goanna Energy**

Marc will talk about the energy market & price update, renewal of the State-wide Public Lighting contract which lapses on 30 June 2017 and the report from COAG.

12.30 pm **Approximately, lunch**

1.30 **Mayor Tony Bisdee, Southern Midlands Council**

Mayor Tony Bisdee will speak on behalf of the Chief Owner's representative on the Board of TasWater. He will give a brief update on TasWater.

The President Mayor Doug Chipman, welcomed Members and declared the meeting open at 10.30am.

Apologies were received from –

Mr Tim Kirkwood	Southern Midlands Council
Mr John Martin	Break O'Day Council
Mayor Daryl Quilliam	Circular Head Council
Mr Tony Smart	Circular Head Council
Mr Tim Watson	Dorset Council
Ms Lyn Eyles	Central Highlands Council
Mayor Carol Cox	Flinders Island
Ms Sophie Pitchford	Flinders Island
Mr Paul West	Burnie City Council
Mr Gerald Monson	Latrobe/Kentish Councils
Mayor Albert van Zetten	City of Launceston
Mr Robert Dobrzynski	City of Launceston
Mr Nick Heath	City of Hobart
Lord Mayor Sue Hickey	City of Hobart
Mayor Michael Kent	Glamorgan Spring Bay Council
Mr David Metcalf	Glamorgan Spring Bay Council
Mr Dirk Dowling	West Coast Council
Mayor Tony Foster	Brighton Council
Mr Ron Sanderson	Brighton Council
Mayor Phil Vickers	West Coast Council
Mr Dirk Dowling	West Coast Council
Mr Nick Heath	Hobart City Council
Mr Peter Brooks	Glenorchy City Council
Mayor Loueen Triffitt	Central Highlands Co

1. GOVERNANCE

1.1 CONFIRMATION OF MINUTES *

Clarence City Council/Devonport City Council

That the Minutes of the meeting held on 20 July 2016, as circulated, be confirmed.

Carried

Background:

The Minutes of the General Meeting held on 20 July 2016, as circulated, are submitted for confirmation and are at **Attachment to Item 1.1.**

1.2 BUSINESS ARISING *

West Tamar Council/Waratah Wynyard Council

That Members note the information.

Carried

Background:

At Attachment to Item 1.2 is a schedule of business considered at the previous meeting and its status.

1.3 CONFIRMATION OF AGENDA

Sorell Council/Devonport City Council

That consideration be given to the Agenda items and the order of business.

Carried

Background:

Delegates will be invited to confirm the agenda for the meeting and the order of business.

1.4 FOLLOW UP OF MOTIONS*

Clarence City Council/George Town Council

That Members note the report.

Carried

Background:

A table detailing action taken to date in relation to motions passed at previous meetings is at **Attachment to Item 1.4.**

1.5 PRESIDENT'S REPORT

President/Central Coast Council

That Members note the report on activity since the last General Meeting.

Carried

Meetings

- Regular meetings with the LGAT CEO
- LGAT AGM/General Meeting
- Glenorchy City Council
- Water and Sewerage Workshop Longford
- ALGA Board Meeting
- General Management Committee
- Review of the Local Government Act - Steering Committee
- Premier's Local Government Council
- Annual Conference and related events

Media/Communication

- Fortnightly editions of The Pulse
- LGAT News Magazine
- Media re TasWater, Huon Valley Council, Airbnb

Other

- Central Highlands farewell for Mayor Flint
- Performance Review CEO

1.6 CEO REPORT

Break O'Day Council/Kingborough Council

That Members note the report on activity since the last General Meeting.

Carried

Key meetings and events

- ALGA Board Meeting
- Audit Office re changes to Accounting Standards/Related Parties.
- Central Highlands Council farewell for Mayor Deirdre Flint.
- CEO Performance Review
- TasWater
- Chief Fire Officer- Tasmanian Fire Service.
- Code of Conduct Training, Kingborough Council.
- Department of Justice regarding planning policies and major project approvals.
- General Management Committee
- General Managers' Workshop
- George Town Council - LGAT update and Code of Conduct Training with the Integrity Commission
- Interview Panel, Director Local Government
- LG Professionals Tasmania President (Teleconference)
- LGAT Assist Board
- LGAT Annual Conference, AGM, General Meeting etc
- Local Government Division regarding review of the Act
- Local Government Professionals Tasmania Board Meeting
- Meeting with LGAT representatives on the State Fire Commission
- Planning Forum for Elected Members (intro)
- Planning Reform Taskforce
- PLGC Officials Meeting
- PLGC Role of Local Government Project Strategic Action Plan Implementation Committee
- RDA Tasmania Board Meeting
- RDA/TCCI re Tasmania Report
- Review of the Local Government Act Steering Committee
- Review of the Training Consortium (interview with LGAT CEO)
- Road Safety Advisory Council
- Roles and Responsibilities Training, Huon Valley Council
- Steering Committee, Targeted Review of the Local Government Act
- UTAS re potential partnerships/Associate diploma
- Visits to Northern Midlands, Kentish, Latrobe and Kingborough Councils
- Workshop re TasWater announcement on distributions - Longford

Strategic and Policy Activity

- Consultation regarding potential recommendations to the Minister on the Review of the Local Government Act through the General Managers' Technical Reference Group, a workshop with Mayors and direct email to all Elected Members and General Managers
- GMC by-election
- LGAT recruitment of a Senior Policy Officer and Project Officer
- TV advertisement and reparation/consideration of broader LG campaign
- Responses to TasWater announcements

Media and Messaging

- Article LGAT News Magazine
- Print and radio media re Rating of Crown Land, Airbnb, Federal Election, council rates
- Media Release - Response to the Minister for Local Government (20 July).
- Media Release - Councils to Shoulder Burden of Water and Sewerage Reform (23 August)
- Media Release - Retirement of Mayor Deirdre Flint (17 August)
- Opinion piece on Land Use Planning -The Mercury (published 20 July).
- Opinion piece on Airbnb - The Mercury (submitted 28 July).
- National Council Twitter Day (3 August)
- Support to Chief Owner Rep re media/opinion piece.

Organisational

- Support to and liaison with the President.
- Finalised Annual Plan
- Finalised LGAT Governance Framework, Strategic Communications Plan and Risk Assessment for GMC endorsement
- Review of the LGAT Assist Rules

1.7 MONTHLY REPORTS TO COUNCILS*

George Town Council/Derwent Valley Council

That Members note the reports for June, July, August and September 2016.

Carried

Background:

Monthly reports to Councils that briefly outline Association activities and outcomes for the previous months are at **Attachment to Item 1.7.**

2. ITEMS FOR DECISION

2.1 MOTION - TASWATER* Contact Officer - Katrena Stephenson

Sorell Council/King Island Council

**We note the report from the Deputy Chief Owners Representative.
That Members agree the role of LGAT is to maintain a watching brief and to provide opportunities to meet on behalf of the sector.**

Carried Unanimously

Background

On the 22nd August the TasWater Board announced they would reduce annual distributions to councils to \$20 million for a period of seven years from 2018 (representing \$150M across the sector over that period).

LGAT hosted a workshop for Mayors, General Managers and Owner Reps on 6 September in Longford. The communiqué from that meeting is at **Attachment to Item 2.1**

A meeting of the TasWater Owner Representatives is scheduled for 6 October. The following key information was agreed as being required at that meeting:

1. The TasWater Board to provide advice as to why the normal consultation protocols were not followed in relation to the decision to cap distributions at \$20 million until 2025. It was noted that this process appeared to breach the Shareholder Letter of Expectation, particularly s10.2 (no surprises approach) and 21.1 (consultation on distributions policy).
2. Detailed advice on the forward flow of distributions and dividends on a council by council basis.
3. Information on the revised capital program, including asset standards and levels of service should be provided, as well as advice on the efficiency measures which will be undertaken by TasWater.
4. Information on how the capital program has changed, noting that it had appeared that boil water alerts were addressed in the current plan.
5. Advice on what will happen to distributions at the end of the period to 2025.
6. Councils also wish to know what other options were considered by the Board in coming to their decision to reduce the distributions to \$20 million from 2018-2025.

Current Policy

Does not apply.

Budget Impact

Does not apply.

2.2 MOTION - KEEP ME POSTED CAMPAIGN*

Devonport City Council/Meander Valley Council

That LGAT, on behalf of its membership:

- (a) endorse the activities of the Keep Me Posted Campaign, which is raising awareness about the tendency of large corporates charging people who still wish to receive a paper version of information or bills: and
- (b) support the campaign via the supporters page of Keep Me Posted website and through media opportunities which may arise.

Carried

Background

Council where possible is moving towards the provision of electronic distribution of information including accessing processes like BPay View and Post Bill Pay. This has been in part due to increased costs associated with postage. Understanding though that a number of people still prefer to receive information in “hard copy” the policy is for residents to opt in to receive electronic communications.

Unfortunately, this appears not to be the case particularly with large corporates like Telstra and the Banks where to continue to receive ‘hard copy’ information, comes at an additional charge (surcharge).

The Keep Me Posted Campaign, a campaign to stop corporates charging people who still wish to receive a paper version of information or bills is gaining some momentum. The purpose of this motion is to seek the support of Members for LGAT to endorse the campaign and support the activities of Keep Me Posted.

A copy of the background material provided by the Keep Me Posted, consumer advocacy group is at **Attachment to Item 2.4**

Current Policy

Does not apply.

Budget Impact

Does not apply.

2.3 MOTION - NETWORKING WITH POLITICIANS AT LGAT ANNUAL CONFERENCE

Break O'Day Council/Kingborough Council

That next year LGAT have a cocktail network meeting the night before the conference commences for all the Mayors to meet any member of the Government (including all tiers of Government) that are available from all parties.

Carried

Background

We as a collective of Mayors do not get any opportunity to network with members of the government/opposition etc at a social function and it would be very beneficial.

LGAT Comment

LGAT will invite representation from all levels of government to the annual cocktail function but cannot guarantee their attendance as they may have competing priorities at that time.

Budget Impact

Does not apply.

Current Policy

Does not apply

2.4 MOTION - FUNDING FOR LINE MARKING ON LOCAL GOVERNMENT ROADS

Central Coast Council/Circular Head Council

That LGAT be asked to lobby the State Government to increase the level of funding available for line marking on Local (Government) roads, including railway crossing stop/warning lines, to cover the annual requirements across the state.

Carried

Background

Councils are required to advise the Department of State Growth (DSG) on what they believe is the line marking maintenance requirements within their municipalities. This advice outlines the locations and requirements, and from this, the DSG plan the state wide line marking program.

The Central Coast Council participates in this program and has provided lists for the past two years of what is believed to be the minimum required. Unfortunately, a substantial portion of what was listed as required was not re-line marked resulting in community complaints about line marking across the municipality.

This year, the DSG line marking program seems to have completed approximately 70% of what was requested, with a number of smaller but important issues still requiring to be dealt with.

Some of the line marking undertaken was not on our Council list and no advice was received by staff during the works. One could suggest that this additional work was not in places where it was needed or having a high priority.

The DSG line marking program this year has made changes to the type of line marking on our roads. In some instances, the old line marking was not removed or modified when the new line marking was undertaken, thus causing what could be considered a confusing and dangerous situation, particularly in heavy rainfall events and at night. eg Penguin Road. This matter has been reported to DSG and Council is awaiting advice on what will be done about this.

Advice received from other North West Councils indicated that these councils have also had issues and not all of what they believe to be essential is being undertaken in the annual line marking program.

It is believed that the reason for the lack of completing the program each year is as a result of insufficient funding being provided for this program. In view of this, it is recommended that LGAT contact all councils across the state to ascertain what line marking has not been completed and then lobby the State Government for an increase in funds to cover this basic road safety component.

LGAT Comment

In February 2015 the General Meeting was advised that LGAT had received correspondence from the Department of State Growth, raising the issue of responsibility for funding and maintenance of signage and line marking on council roads.

State Growth currently delivers a State contribution towards line marking maintenance on local roads as a sum of around \$800 000 per annum, funded by the Road Safety Levy and fines revenue. State Growth manages a contract for line marking on a regional and state-wide basis, and councils are required to advise of their line marking priorities ahead of time in order for the contractor to undertake an annual forward work program. The quantum allocated towards line marking has not changed for a number of years.

It is understood that legal advice has been provided in recent years to the City of Launceston indicating that the State Government is unlikely to be under any legal obligation to provide funding for line marking; rather, the advice indicates that councils are in fact themselves responsible under the State's Local Highways and Roads & Jetties legislation for funding and maintaining line marking on local roads.

In light of the above, it is important for LGAT members to note that if LGAT were to seek additional funding for line marking on local roads pursuant to this motion, perverse outcomes e.g. a reduction or complete loss of current funding, may ensue.

Budget Impact

Does not apply.

Current Policy

Does not apply.

2.5 MOTION - WASTE LEVY

Kentish Council/Latrobe Council

That the Local Government Association of Tasmania reconfirm its commitment to the introduction of a statutory waste levy of \$10 per tonne to be collected by public and private landfills as endorsed at the Local Government General Meeting in July 2012.

Carried

Background

For a number of years, discussion has been ongoing between state and Local Government over how best to move forward with waste management, with the goals of reducing waste going to landfill, and improving and growing options for recycling and resource recovery outcomes.

Major issues to improve waste management outcomes have been the governance and funding arrangements.

The Waste Advisory Committee (WAC) was appointed to oversee the implementation of the Tasmanian Waste and Resource Management Strategy 2009 and included representatives from three regional waste management bodies, the Waste Management Industry Association, community and state government representatives.

The WAC considered the proposed introduction of a landfill waste levy over several meetings and undertook engagement across and between local government and state government, and included input from industry and the community.

The committee (WAC) recommended that a statutory waste levy of \$10 per tonne be collected via public and private landfills and that the funding (approximately \$5 million per annum) be allocated on the basis of 20% to regional waste management bodies, 10% to the Environment Protection Authority (EPA) and 70% to the waste resources funding pool.

These recommendations were endorsed at the Local Government General Meeting held in July 2012 together with the following recommendations:

1. That these arrangements be on the basis that the funding is directly hypothecated to waste activities and is not consumed into the state government consolidated fund.
2. That the Waste Advisory Committee be formally acknowledged within the legislation as having an integral role in the disbursement of funds from the waste-to-resources funding pool, providing recommendations to the EPA Board in accordance with relative priorities in the Tasmanian Waste Resource Management Strategy.

In 2014 the Southern Waste Strategy Authority commissioned MRA Consulting Group to review the application and effectiveness of a waste levy in other jurisdictions and report on an initial assessment of the effects of a \$10 per tonne waste levy on various sectors of the Tasmania economy.

The report advised that although a landfill levy will initially have only a small impact on diversion of waste from landfill, it recommended that Tasmania implements it as soon as possible as its introduction is expected to lead to small annual increases to Gross State Product and stimulate employment. The following actions were recommended to implement a landfill levy in Tasmania:

- Implement a compulsory, Tasmania wide, landfill levy on all waste being landfilled
- Establish a robust and accurate waste data collection and reporting methodology;
- Review the definition of clean fill;
- Establish construction and demolition as a discrete portable waste stream;
 - Develop legislation and rules in the implementation of the \$10 landfill levy;
 - Include provisions for annual increases to the levy
 - Set clear rules on use of funds, ensure hypothecation
 - Set KPIs and review process
 - Implement the waste levy uniformly;
 - Applicable to all waste streams
 - Applicable to all of Tasmania
- Support the landfill levy with education programs for waste managers and the general public; and
- Develop initiatives and grants to promote landfill alternatives.

Local Government has lobbied the state government since the Local Government Association of Tasmania decision taken in July 2012 and many councils were disappointed when advice was recently received from the Premiers Local Government Council that the waste levy would not be introduced by the state government.

The State Cabinet held a meeting at Latrobe on Tuesday 26th July, 2016 when Council raised its disappointment that the state-wide waste levy had not been approved as Council believed that significant benefits could be achieved with specific issues like green waste collection, disposal of tyres, e-waste, construction and demolition, household hazardous waste and illegal dumping etc.

Several ministers at the meeting appeared to support Council's position on the levy and the Minister for State Growth, Minister for Energy and Minister for Environment, Parks and Heritage Matthew Groom stated he was not necessarily opposed to the levy but wanted an indication that the levy was supported by local government and an indication on the types of projects that would be funded if the levy was introduced.

The Latrobe and Kentish Councils believes it is an appropriate time that the decision made at the July 2012 General Meeting is resubmitted for Local Government endorsement.

LGAT Comment

Please refer to Agenda Item 3.6 Waste.

3. ITEMS FOR NOTING

3.1 PREMIER'S LOCAL GOVERNMENT COUNCIL Contact Officer - Katrena Stephenson

Devonport City Council/Dorset Council

That Members note the report on the Premier's Local Government Council.

Carried

Background

The Premier's Local Government Council (PLGC) is due to meet on 19 October in Launceston.

Topics to be covered include disposal of used tyres and state waste management; rating of development on crown leases; cat management, the review of the Local Government Act and land use planning.

A verbal update on the PLGC meeting will be provided.

Current Policy

Does not apply.

Budget Impact

Does not apply

3.2 REVIEW OF THE LOCAL GOVERNMENT ACT Contact Officer - Katrena Stephenson

Devonport City Council/Dorset Council

That Members note the report on progress of the Targeted Review of the Local Government Act.

Carried

Background

Since the July General Meeting LGAT has consolidated feedback on proposed recommendations from the sector and fed those through the Steering Committee.

On 25 August, the Steering Committee determined the final recommendations on amendments and other actions for a report to the Minister. This report has since been provided.

At the time of writing, the Minister was considering the recommendations, with it likely that a report on the consultation outcomes and a communiqué regarding the Minister's decisions on the recommendations released in late October or early November.

The implementation of some of the recommendations endorsed by the Minister may potentially require assistance from newly created working groups or the Premier's Local Government Council (PLGC).

It is expected any amendments to the Act will be drafted between November 2016 and March 2017, with the resultant Amendment Bill to be tabled in the autumn sitting of Parliament in May 2017.

Local Government and interested community members will again be consulted on the proposed changes to the Act when the draft Amendment Bill is advertised.

Current Policy

As per LGAT submissions.

Budget Impact

Does not apply.

3.3 FEASIBILITY STUDIES INTO VOLUNTARY AMALGAMATIONS **Contact Officer - Katrena Stephenson**

Devonport City Council/Dorset Council

That Members note the progress of feasibility studies into voluntary amalgamations and strategic shared services.

Carried

Background

At the time of writing, one of the feasibility studies examining voluntary amalgamation in the South of the State has been released, the South-Eastern Councils modelling (Clarence, Sorell, Tasman and Glamorgan Spring Bay Councils).

The other southern feasibility study for the Greater Hobart Councils (Hobart City, Clarence City, Glenorchy City and Kingborough Councils), was nearing completion.

The South-Eastern Councils modelling report looked at five options; a resource-sharing arrangement and four amalgamation models. The model which sees the four councils amalgamate into a single South-East council, with a population of 75,500 people, is anticipated to save \$7.6 million a year with around 75 per cent of this in employee costs.

The total one-off cost estimated to complete the merger for that option was \$6.3 million.

The other options considered had the following savings:

- Clarence, Sorell and Tasman \$6.3 million,
- Glamorgan Spring Bay, Sorell and Tasman \$2.5 million.
- Sorell and Tasman \$1.2 million.

The fifth option, retaining the status quo but increasing shared services, would save \$920,000.

Two Memoranda of Understanding to undertake feasibility studies into strategic shared services have been signed with the member councils of the Cradle Coast Authority; and all northern councils.

These studies will identify opportunities for councils to work more collaboratively through enhanced shared services or strategic resource sharing arrangements for the delivery of Local Government services in the North West and Northern regions.

LGAT has been gathering information regarding supporting processes for mergers in other states and in particular has sought information about voluntary merger processes.

Other State Associations have provided examples of work in their jurisdictions.

We have indicated through the Premier's Local Government Council Officials Group that we would seek opportunity to work with the Local Government Division to build a useful and appropriate toolkit for councils as they move forward, with an initial emphasis on community engagement processes.

Current Policy

Does not apply.

Budget Impact

Within current resources at this stage. Further funding or resources may be required to develop supporting tools depending on scale/scope.

3.4 RATE CAPPING

Contact Officer - Katrena Stephenson

Devonport City Council/Dorset Council

That Members note the report.

Carried

Background

There has been some media speculation about the introduction of rate capping in Tasmania, particularly as it has recently been rolled out in Victoria and strongly canvassed in South Australia.

Rate capping has been suggested as a measure to improve the efficiency of councils but interstate experiences would suggest that it is not an appropriate mechanism for yielding efficiency dividends.

Evidence compiled by the Local Government Associations of New South Wales, Victoria and South Australia as well as ALGA suggest the following consequences:

- Loss of autonomy and flexibility in relation to determining local infrastructure and service requirements;
- A propensity to develop a back log of infrastructure maintenance and renewal requirements; and
- The potential for inter-generational transfer or burden.

While many services provided by Councils are legislatively mandated there are also distinct differences in services reflecting both needs and preferences of local communities. What councils are providing will vary according to:

- Demographic factors;
- Geography;
- Council's financial circumstances;
- The offerings of other levels of government (and conversely service gaps); and
- The community's ability and willingness to pay.

The independent Local Government review panel in NSW found that rate capping comes at a significant cost to the Councils and involves unwarranted complexity, costs and constraints at both Council and State level to administer.

Further it has led to various other unintended consequences including:

- unrealistic community expectations that rates should be contained indefinitely;
- excessive cuts in expenditure on infrastructure leading to mounting asset renewal and maintenance backlogs;
- despite the ability to apply to the independent pricing and regulatory tribunal (IPART) for a special rates variation over and above the rate cap, there is a reluctance amongst Councils to do so as it is seen as politically risky and the process is too costly and complex, requiring a disproportionate effort for an uncertain gain; and
- under utilisation of borrowing finances due in part to the uncertainty whether any increases in rates, needed to repay loans, would be approved by IPART (Comrie, 2015).

The review panel concluded that:

"whilst there is certainly a case for improving efficiency and keeping rate increases to affordable levels, the rate [capping] system in its present form impacts adversely on sound financial management. It creates unwarranted political difficulties for councils that really can and should raise rates above the peg to meet genuine expenditure needs and ensure their long-term sustainability. The Panel can find no evidence from experience in other states, or from the pattern and content of submissions for Special Rate Variations, to suggest that councils would subject their ratepayers to grossly excessive or unreasonable imposts if rate [capping] were relaxed (Independent Local Government Review Panel, 2013. Page 42)."

The panel was of the view that rate capping is very costly relative to the benefits it delivers. Millions of dollars are spent each year by Councils and state agencies on preparing, reviewing and determining applications when the actual cost impact of the proposed rate increases on households would often have been no more than one dollar per week (Independent Local Government Review Panel, 2013. Page 43).

It concluded that as a result of rate capping the financial sustainability of many Councils in NSW and their capacity to deliver the services that their communities need, had declined, and a significant number were near crisis point (Independent Local Government Review Panel, 2013. Page 7)

There is considerable evidence to show that in NSW rate capping has produced decaying infrastructure with costs shifted to the next generation and additionally that councils have much higher fees and charges than are found in other States.

In Tasmania, and through LGAT, there has been significant investment in improving the sector's approach to Long Term Financial and Asset Management planning, including new legislated requirements and a focus by the Auditor General. This in itself improves transparency, accountability and efficiency to a large extent.

A long term financial plan is a useful tool that enables a council to understand the impact on its rates and borrowings for the level of affordable services (including infrastructure renewal) that its community expects.

It is through those processes and in consideration of strategic goals and the communities ability to pay that rates should be set. Providing the Minister an unfettered power over councils financial management practices and assuming a one size fits all is not the best approach.

In general, councils follow a thorough and formal process to weigh up the range and level of services that residents and ratepayers want and are willing to pay for.

No one likes paying more than necessary but Councils strive through transparent consultative processes to get the balance right between services and revenue-raising.

In addition, because Councils undertake their activities at the local level, the efficiency and value of what they do is far more visible and open to scrutiny and feedback. Their ratepayers (who are also their electors) ensure that Councils are necessarily constantly vigilant to opportunities to improve productivity and reduce costs and thus keep rates at levels no higher than necessary

Limiting any tax may seem a good idea but at a local level, councillors are elected and Council pays the costs of those elections and ongoing governance. In essence this would be wasted as councils would lose accountability for revenue and community services.

The pressure on councils to perform and become more efficient may actually be removed as there is no longer control on rates and local accountability is largely gone.

The Henry Tax Review found the following in relation to Local Government:

"Local Governments are generally established under State legislation and have access to one tax — Local Government rates levied on properties within their municipality. Unlike State governments, Local Governments fund the majority of their expenditures through own-source revenue (83 per cent in 2005–06), with Local Government rates making up around 45 per cent of this.

The immobility of land makes rates based on land value an appropriate tax base for Local Governments. States should allow Local Governments a substantial degree of autonomy to set the tax rate applicable to property within their municipality."

Budget Impact

Does not apply.

Current Policy

Does not apply.

3.5 CAT MANAGEMENT PLAN

Contact Officer - Penny Finlay

Devonport City Council/Dorset Council

That Members note the staged approach LGAT is pursuing in relation to the Cat Management Plan that:

- Allows the State Government and animal welfare organisations to raise awareness about the need for Tasmanians to manage cats through desexing and microchipping; and
- Any changes to legislation requiring Councils to take action on cat management particularly related to containment of cats only be supported once resources have been allocated.

Carried

Background

During late April the Minister for Primary Industries and Water, Jeremy Rockliff, released the draft Cat Management Plan for comment.

The plan outlines ways that cats can be better managed in Tasmania, with key areas of focus being domestic, stray and feral cats, the breeding of cats, cat-borne diseases, environmental, agricultural and human health impacts.

LGAT put forward a whole of sector submission stating that Local Government supports the initiative to develop a state-wide approach to cat management however the effective management and control of cats is beyond the capacity of most councils in Tasmania.

The submission identified the following areas of concern:

- The issue of funding, including that a financial and risk assessment should be undertaken to inform implementation and the development of a sustainable funding approach;
- Unresolved issue of roles and responsibilities;
- The cost impact of the plan is likely to be greater in relation to the management of domestic cats than for the management of feral cats. This seems at odds with the intent of the plan to reduce the impact of cats on the environment, agricultural assets and human health;
- The objectives and actions in the plan need to be prioritised given the likelihood of limited resources to implement the plan; and
- Timelines for each of the actions should also be included, as well as an annual review process to monitor the implementation.

LGAT attended a Reference Group meeting on 29 September where a summary of submissions was provided and discussion was held about next steps. Department of Primary Industries, Parks, Water and Environment's (DPIPWE) senior officers support the need for resourcing Local Government to implement the Plan and that this could be included in the March budget.

They also support opt in/opt out clauses in changes to the Cat Management Act. Without certainty of recurrent funding, LGAT expressed concerns about any public release of the Plan. LGAT are currently working with DPIPWE to navigate a way forward.

Budget Impact

Does not apply.

Current Policy

Strategic Plan:

- Priority Area 1: Strategic Relationships
- Priority Area 3: Financial Sustainability
- Priority Area 5: Land Use Planning and Environmental Sustainability

3.6 WASTE

Contact Officer - Dion Lester

Devonport City Council/Dorset Council

That Members note:

- a) At the July LGAT General Meeting members moved that LGAT re- establish the Waste Management Reference Group to develop recommendations for Members, with respect to a waste strategy and/or levy.**
- b) Invitations for membership have been sent to the three regional waste authorities and the first meeting is due to be held on Friday 11 November.**
- c) There are a number of practical waste management projects that would be of significant benefit to the Tasmanian community but they require a funding source.**

Carried

Background

In 2014 the Waste Advisory Council initiated a review of the current management practices for a number of priority waste streams. The investigation found that waste management practices and achievements in Tasmania continue to lag behind most other Australian states.

Tasmania's Waste Advisory Committee has recommended the establishment of a landfill waste levy to support implementation of the Tasmanian Waste and Resource Management Strategy 2009 and increase diversion from landfill.

At the LGAT July 2012 General meeting it was moved that:

1. That councils endorse the proposal to introduce a statutory waste levy of ten dollars per tonne to be collected via public and private landfills;
2. That the funding be allocated on the basis of 20% to regional waste bodies; 10% to the Environment Protection Authority (EPA) and 70% to the Waste to Resources Funding Pool;
3. That these arrangements be on the basis that the funding is directly hypothecated to waste activities and is not consumed into the State Government Consolidated Fund;
4. That the Waste Advisory Committee be formally acknowledged within the legislation as having an integral role in the disbursement of funds from the Waste to Resources Funding Pool, providing recommendations to the EPA Board in accordance with relative priorities in the Waste to Resources Strategy.

At the LGAT July 2016 General Meeting it was moved that LGAT, supported by the Waste Management Reference Group, develop recommendations for Members, with respect to a waste levy and/or waste strategy.

The Local Government Sector has previously suggested a number of practical waste management projects that require funding in order to be implemented.

They include:

- Assistance to increase the capacity of recycling facilities to create further value adding and to develop local markets;
- Increasing the recovery and recycling of e-waste, household hazardous waste, construction and industrial waste streams;
- Assistance for councils to establish a third bin system for organics, new processing facilities and to expand the collection of organic waste from businesses;
- Determining the feasibility of bioenergy recovery;
- Support for the expansion of local social enterprises and skills training in resource recovery and value adding;
- Assistance in working with business and industry on waste avoidance activities.

LGAT has approached the three regional waste authorities for membership of the Waste Management Reference Group; the first meeting is expected to occur on the 11 November.

The EPA and LGAT have had an initial meeting regarding a new State-wide Waste Strategy.

The key issues identified were that:

- There are a number of practical waste management projects that require funding;
- The State Government has advised that they would not be introducing a waste levy;
- The Tasmanian Waste and Resource Management Strategy is now seven years old and a new State-wide strategy is needed to deal with issues that are beyond the capacity of regional waste authorities; and
- There remains a need to collaboratively consider key waste issues strategically, from a whole of sector basis.

Budget Impact

Being undertaken within current resources.

Current Policy

Strategic Plan:

- Priority Area 1: Strategic Relationships
- Priority Area 5: Land Use Planning & Environmental Sustainability

3.7 PLANNING REFORM

Contact Officer - Dion Lester

Devonport City Council/Dorset Council

That Members note the progress of the State Government's planning reforms and the key issues for the Local Government sector.

Carried

Background

By the time of this meeting, the Tasmanian Planning Commission (TPC) will have completed the public hearings on the State Planning Provisions (SPPs) of the Tasmanian Planning Scheme and will be preparing a report to go to the Minister for Planning on any suggested modifications.

It is expected that the Minister for Planning will seek advice from the Planning Policy Unit of the Department of Justice and also the Planning Reform Taskforce on any suggested modification before declaring the SPPs (in late December or early January).

Local Government was extremely well represented at all hearings by a variety of planning, infrastructure and natural resource management officers and it will certainly be the case that if any issues or concerns remain in the final declared version of the SPPs that it wouldn't be from a lack of attention from Local Government.

At the time of writing the TPC was seeking the formation of the three regional planning groups (made up of General Managers and planners) to guide the updating of the regional land use strategies as a precursor to the development of the Local Provisions Schedules.

This updating is not intended to be a significant review (that is proposed for 2018, once the Tasmanian Planning Policies have been developed), but rather a minor "housekeeping" exercise to ensure the strategies capture any recent changes as a result of local strategic planning and also to fix any areas where there is conflict with the SPPs.

Councils will need to start considering their Local Provision Schedules by the end of this year and LGAT is in on-going discussions with the Planning Policy Unit and TPC as to what support can be provided to Councils in this process.

Key Issues:

- The final SPPs should be available by January 2017
- The development of Local Provision Schedules needs to commence very soon and this is likely to require significant resources
- Local Government will bear the brunt of implementation and community angst in relation to the new provisions

Budget Impact

Being undertaken within current resources, noting this currently forms a significant workload.

Current Policy

Strategic Plan:

- Priority Area 1: Strategic Relationships
- Priority Area 2: Sector Profile & Reform
- Priority Area 5: Land Use Planning & Environmental Sustainability

3.8 POLICY UPDATE*

Contact Officer - Dion Lester

Devonport City Council/Dorset Council

That Members note the report on current policy activity and in particular:

- The Airbnb discussion paper produced by LGAT;
- The imminent changes to Tasmania's Building Regulatory Framework;
 - The independent Review of the flood event in June 2016;
 - The release of the Terms of Reference of the Joint Select Committee established to review community attitudes to and potential structural features of gambling; and
 - The changes to the Australian Accounting Standards with respect to related parties transactions.

Carried

Annual Plan

The LGAT Strategic Plan outlines the broad direction for the Association over the period 2012–17. The Strategic Plan was reviewed by the GMC in October 2015 and some amendments and additions were made. The Strategic Plan does not describe the particular activities that LGAT will undertake annually. This detail is held in the 12 month Annual Plan.

A new Annual Plan for the 2016–17 year has been prepared and a copy is at **Attachment to Item 3.8A**.

Given the current Strategic Plan has one remaining year to run, substantially the same format has been used for the annual plan and indeed many of the actions (for core activities) remain the same as the previous Annual Plan.

Some specific and new actions to this Annual Plan period are as follows:

- Workforce data collection transitioned from LGAT to Local Government Division;
- Reinvigorate the Economic Development Working Group that was formed as part of the Role of Local Government project;
- Prepare a discussion paper on the Sharing Economy;
- Develop best practice case studies and fact sheets for councils across a number of areas;
- Work with the State Government on the implementation phase of the State Roads Audit Report and identify funding opportunities for further development of local/regional strategic road and bridge networks for heavy vehicles.
- Prepare standard documentation and templates to aid in council procurement;
- Establish and document the benefits of Lean Thinking for Local Government and determine if a Pilot Project is warranted;
- Prepare a discussion paper on Value Capture and its benefits in Tasmania;
- Set up a whole of sector Employee Assistance Program;
- Develop guidance on shared services opportunities and benefits and disseminate to councils;
- Lobby State Government to respond to the sectors view on State-wide planning system reform;
- Prepare a best practice process guide to “When the council is the applicant”;

- Work with the Tasmanian Climate Change Office to develop a State-Local Government climate change work plan and to support climate change governance capacity building for councils;
- Provide Mayoral Training and information on relevant aspects of emergency management; and
- Reinitiate the LGAT waste advisory group to drive strategic state-wide response to key waste issues.

In addition, there are a number of “business improvement activities” within the Annual Plan that will improve the efficiency and effectiveness of how staff deliver on the Association’s strategic objectives.

The majority of the activities identified in the 2015-16 plan were progressed as anticipated with a few exceptions. The outcomes against the plan are noted in the report at Attachment to **Item 3.8B**.

Airbnb

In light of a discussion at a General Meeting earlier this year and the recent media attention on the Airbnb/sharing economy issue, LGAT has developed a discussion paper on Airbnb as a component of the “Sharing Economy in the State”.

This paper describes current issues associated with Airbnb as a vehicle for short term letting of properties. A copy of this paper is at **Attachment to Item 3.8C**

There is little doubt that Airbnb type accommodation models will continue to exist in Tasmania. In all likelihood the interest in the model from a host and user perspective will continue to increase rapidly as it has done in all other countries.

Clear and sound regulation does not currently exist in Tasmania for the type of accommodation that sites like Airbnb offers. In order that Airbnb can play a valuable role in the Tasmanian visitor economy now and into the future, a clear and defensible approach to managing the opportunities and challenges it presents is required.

The strategy and regulatory response for dealing with the accommodation options presented by Airbnb in the State needs to be carefully nuanced so that:

- It recognises the diversity of needs of hosts, users, business and communities;
- The system is regulated but not overregulated unnecessarily; and
- Risk is managed appropriately and that effective monitoring is directed where most valuable.

The Discussion paper proposes a clarification that short term rental of one’s primary residence (a single room in a home or the entire property) is not a commercial use and is therefore an allowable use (i.e. not subject to land use permitting).

This would allow residents who want to participate in the sharing economy to do so without fear of punitive action.

This approach would also allow regulators to focus attention where it really matters, those operators who are focused primarily on running a business for commercial gain.

Roads and Transport -

Transitioning heavy vehicle access under the Heavy Vehicle National Law

In 2015-16 LGAT, councils and the Department of State Growth commenced a \$1.7 million State Government-funded project to assist councils to develop and implement a series of ‘Over Size Over Mass’ (OSOM) road networks across Tasmania, focussing on local roads.

This work was undertaken to facilitate efficient, reliable access for OSOM heavy vehicles, such as those that transport large, indivisible loads like houses, wind turbines and the like.

The project enabled councils to better understand their road and bridge assets in order to provide legitimate access to various heavy vehicle types under the recently established national regulatory framework outlined within the Heavy Vehicle National Law.

Earlier in 2016 additional work to transition additional vehicles across to the new law commenced, focusing in particular a number of vehicle types operating under the state based *Vehicle Operations Notice 2013*, which expires on 30 November 2016. LGAT continues to work with councils and the Department of State Growth to ensure that the transition of these vehicles is as smooth as possible.

Climate Change

In late 2015 the Tasmanian Climate Change Office released its Draft Climate Action Plan for Public Consultation. LGAT provided an update to the General Meeting in February 2016 indicating that the draft Plan aimed to focus on sensible and practical actions to help Tasmania capture opportunities, better manage change, and reduce future impacts and costs associated with climate change.

The Government consulted extensively for public and stakeholder views and had initially indicated that the new climate change action plan would be finalised by mid-2016.

Unfortunately due to extreme weather events in 2016 that include a disastrous bushfire, floods and record low rainfall contributing to an energy crisis, the State Government has delayed the release of a finalised Action Plan.

This delay is to take into account work currently being done by the Energy Security Task Force on energy security and also to be able to incorporate any applicable findings that emanate from the review of the Climate Change Act.

The review of the Climate Change Act is expected to be finalised in November, and the interim report of the Energy Security Taskforce is expected in December. It is unclear at this stage when the Climate Change Action Plan will be finalised.

Building Reform

Tasmania now has a new approach to building legislation. The new Building Regulatory Framework comprises three Bills:

- A new Building Bill 2016;
- An amended Occupational Licensing Act 2005; and
- A new Residential Building Work Contracts and Dispute Resolution Bill 2015

The new Building Bill takes a risk-based approach to building approval. For example:

- Low risk work, such as sheds and carports, can be carried out by a licensed builder without a building permit.
- Medium risk work, such as a standard three bedroom house, which doesn't need planning permission, can be carried out by a licensed builder with regulatory oversight by a building surveyor. The council will be notified that the work is taking place but does not need to give approval.
- High risk work, such as bespoke houses which are outside the Planning Directive 4.1 parameters, or commercial, multi-storey buildings, will still need to go through a full building approval process with the council.

All three Bills were passed by Parliament in September 2016. The new legislation will come into effect on 1 January 2017.

Building Control is currently working on the final drafts of both the Regulations to accompany the new Building Act 2016 and also the Director's Determinations.

Both documents are anticipated to be in final form by the end of October 2016.

A very useful Fact Sheet has been produced in relation to changes within the new Building Bill, and this can be found on the Building Control website at http://www.parliament.tas.gov.au/bills/Bills2016/pdf/notes/9_of_2016-Fact%20Sheet.pdf.

A series of information sessions and workshops have been planned for those sectors affected by the changes, including Local Government, with regional workshops and sessions being held across the State over the months of October and November.

The following training dates are likely to be of most interest to councils,

<u>Date</u>	<u>Location</u>	<u>Workshop Type/Audience</u>
26 October 2016	Burnie	Workshop/Master class for permit authorities
27 October 2016	Launceston	Workshop/Master class for building surveyors
28 October 2016	Launceston	Workshop/Master class for permit authorities
1 November 2016	Hobart	Workshop/Master class for permit authorities
2 November 2016	Hobart	Workshop/Master class for building surveyors
8 November 2016	Queenstown	General overview session, suitable for anyone with an interest in the building industry
9 November 2016	Burnie	General overview session, suitable for anyone with an interest in the building industry
10 November 2016	Launceston	General overview session, suitable for anyone with an interest in the building industry
17 November 2016	Longford	Half day training for compliance officers

More information regarding the Building Regulatory Framework and dates for training can be found on the Department of Justice's webpage at <http://www.justice.tas.gov.au/building/regulation/review>.

Electricity

Electricity Market Update

Significant adjustments have occurred in the energy market in the past 12 months which are likely to feed into cost pressures on contracts as they are renewed.

Key changes include:

- Energy Commodity costs in Victoria and hence Tasmania have continued to rally strongly with 2017 prices up 30% on the same time last year; and
- Renewable Energy Certificates have almost doubled in price.

The pressures on the energy market will be balanced slightly by reductions in Network Tariffs which will have some moderating effect on total delivered electricity costs.

Delivered Natural gas pricing post 2017 continues to be uncertain, particularly with respect to transmission pricing across Bass Strait.

Councils who have twelve months or less to run on their energy contracts may wish to run market engagement processes to consider their options and update next year's budgets. LGAT is happy to assist councils with a buyer group approach to renewing contracts if there is sufficient interest

Energy

Significant activity is also occurring in energy policy with an emergency meeting of State Energy Ministers convened on 7 October in response to the recent total power blackout in South Australia, caused by a combination of bad weather and issues with energy supply.

Discussions at the COAG meeting are likely to focus on whether there is a need to undertake a review of the National Electricity Market and the importance of grid security.

The Tasmanian Energy Security Taskforce is continuing to engage with stakeholders to identify ways to help future proof Tasmania from the types of energy security challenges the State has experienced in early 2016. The taskforce is due to provide an interim report by the end of the year and a formal report to government by mid 2017.

Public Lighting support project

Work is continuing on the Energy Efficient Street Lighting project in the North of the state with the project now moving to an implementation phase. LGAT is currently rolling out similar projects in the North West and South of the State. Meetings have been set up with representatives from interested councils for early November.

Emergency Management

The Natural Disaster Resilience Grant program has been opened in Tasmania with grant applications likely to be due around the 18 November. It is understood that many councils will be submitting applications under the program, especially in relation to flood studies and mitigation works.

LGAT is currently examining how it may be able to support councils in developing their applications for funding.

The State Government has recently announced an independent Review of the flood event in June 2016. Mr Mike Blake, former Tasmanian Auditor-General, has been appointed to head the review.

The terms of reference of the review include:

- The effectiveness of the strategies, preparedness and plans related to managing flood risk in Tasmania that were in place prior to the June 2016 floods occurring; including existing and potential levee systems;
- Community preparation, resilience and awareness, including awareness of insurance matters, relating to major flood events in Tasmania;

- The causes of the floods which were active in Tasmania over the period 4–7 June 2016 including cloud-seeding, State-wide water storage management and debris management;
- The use and efficacy of forecasting, community alerts, warnings and public information by authorities in responding to flood events;
- The effectiveness of transition from response to recovery in the week following the June floods; including capacity and priorities for infrastructure repair, and immediate assistance payments;
- Consideration of the detrimental environmental effects of the flooding upon the landscape, and what effective mitigation measures may be necessary to avoid similar events; and
- Any other matters relevant to the terms of reference.

The Review is to report by 1 June 2017 and formal calls for submissions have not yet been made.

Procurement

LGAT, in conjunction with the National Procurement Network Tender has undertaken the following activity since the July General Meeting:

- Refresh of the of the Plant Machinery Equipment (NPN 2.15) contract. Advertised in the Australian Newspaper 8 October 2016. Tenders close 3 November 2016.
- Refresh of the Civil Works: Roads, Bridges and Road Resurfacing Contract (BUS 242-1013). Advertised in the Tasmanian papers on 17 September. Tenders closed 18 October 2016.
- Refresh of the tender Bulk Fuel, Fuel Card Services and Oils & Lubricants (C031-12 A,B,C). To be advertised in November 2016.
- Finalisation of the Workwear and Personal Protective Apparel Tender (NPN3.11-2). Panel of providers in place.
- Finalisation of Park and Playground Equipment, Open Spaces and Recreational Infrastructure, Outdoor Furniture, Signage and Related Products and Services (PP4924-2016). Panel of providers in place by November.
- Hardware Tender/contract under consideration for 2017
- Waste Management Services Tender under consideration for 2017
- Microsoft group Contract under consideration for 2017.

Itinerant workers housing

Many sectors within the agricultural and horticultural sectors rely heavily on itinerant or seasonal workers to undertake key tasks during maintenance and peak production periods.

LGAT members have identified that this surge in itinerant or seasonal workers has the potential to place considerable pressure on local services and infrastructure as workplaces are not always near major services centres.

LGAT and DPIPWE facilitated a meeting in September of key stakeholders to discuss the range of issues that currently relate to itinerant workers and future needs in regional areas of Tasmania. The stakeholders included representatives from State Growth, AgriGrowth, industry employment bodies, fruit growers, and Local Government.

The group discussed key factors that impact on the capacity for farmers to access sufficient seasonal workers. These factors were:

- Access to Wi-Fi;
- Transport to and from workplaces;
- Affordable housing;
- Impact on water, sewerage, waste in regional areas;
- The impact of the backpacker Tax on the seasonal workforce (which has since been reviewed); and
- Social Services, including visas/interpreters .

The meeting resolved that a paper drawing together the key issues and the scale and location of each would be developed for distribution in November.

Gaming

In early September the Joint Select Committee established to review community attitudes to gambling and potential structural features of the Tasmanian Casino, Keno and Electronic Gaming markets from 2023 onwards released its Terms of Reference.

The terms of reference are:

- a) Consideration of community attitudes and aspirations relating to the gambling industry in Tasmania with particular focus on the location, number and type of poker machines in the State;
- b) Review of the findings of the Social and Economic Impact Studies conducted for Tasmania;
- c) Consideration of the document entitled "Hodgman Liberal Government post-2023 Gaming Structural Framework";
- d) An assessment of options on how market-based mechanisms, such as a tender, to operate EGMs in hotels and clubs could be framed;
- e) Consideration of future taxation and licensing arrangements, informed by those in other jurisdictions;
- f) A review of harm minimisation measures and their effectiveness, including the Community Support Levy;
- g) Consideration of the duration and term of licences for the various gaming activities post 2023; and
- h) Any other matters incidental thereto.

At the LGAT July General Meeting the following resolution was passed:

"That LGAT formally take the position that the terms of reference for the State Government's Joint Select Committee Review into gaming in Tasmania be expanded to include whether or not electronic gaming machines should be allowed outside casinos at all and that as part of the Select Committee Review process, the Tasmanian community be polled to determine its view on this critical question

That LGAT formally take the position that the Gaming Act should be reviewed particularly to remove its power to over-ride other acts. That LGAT convey this position to the Government, Opposition and Green parties and to all Members of the Legislative Council."

LGAT will be basing its submission on the above resolution and has written to each Council seeking input into a whole of sector submission. LGAT met with interested councils on 10 October to discuss Council and community interest on this issue and will be working with these and other councils in the development of the LGAT submission.

Training/Professional Development Update

The training and development component of the LGAT website is currently under review and will be updated with the aim of ensuring that training and professional development information endorsed by LGAT is current and relevant to the needs of the sector.

Several training and development activities have occurred since the last update, including but not limited to:

- Fire Abatement Training (Scheduled November 2016).
- Susan Law Workshop. Susan was a presenter at the recent LGAT conference and was so well received she was invited back to run a workshop on organisational change.
- Audit Panel Workshops.
- General Managers' Workshops.

In addition, investigations are underway to see if there are additional collaborative opportunities under the LGAT and LG Professionals MOU to not only streamline training and professional development services for the sector but also improve the operational processes for both organisations and value adding for potential sponsors and subsequent revenue generation.

Such examples include the possibility of a joint project between LGAT and Local Government Professionals TAS to develop a central training and professional development hub. It is anticipated that a paper will be developed in the New Year for these improvements.

Sector Promotion

At the July 2016 General Meeting LGAT previewed a new TV commercial that had been developed with a view to building a more positive image of Local Government. The ad had been produced very cost effectively thanks to the donation of intellectual property by the Local Government Association of Queensland as well as volunteer actors and free use of council equipment.

Website materials, including council case studies are being produced to support the "Better Councils, Better Communities" focus.

LGAT had anticipated commencing the campaign in October but currently are reviewing our communications strategy in light of the impact of and media around the decision by TasWater with regard to council distributions, the pending outcomes of the review of the Local Government Act and a number of other concurrent Local Government activities.

We have engaged a consultant to work with LGAT and a working group of General Managers, to assist in this review which will consider timing, risks, key messages and channels.

The preliminary review work can be managed within LGAT's budget as can initial advertising. A broader program would be taken to Members for consideration and support.

Related Parties

There have been changes to the Australian Accounting Standards with respect to related parties transactions. These changes will require new information/reporting in relation to elected members and key management personnel (KMP).

LGAT is working with the Audit Office and the Local Government division to map issues related to these changes and develop guidance and tools for councils.

Changes include:

- Councils will have to hold an annual declaration of interests for all councillors and KMP and their related parties. This is not published.
- Councils will need to report from 30 June 2017 on transactions between council and any interests declared.
- KMP are likely to be the General Manager and senior managers/executive group but will vary slightly across councils. A rule of thumb may be "reports to the GM but excluding admin/support personnel".
- There will be issues in reconciling interests declared and transactions and it is not yet clear whether councils systems will be able to automate this.
- There is a need to report on both compensation received (and no materiality factor) as well as transactions.
- Transactions are individualised but compensation is reported in total for the group, not individuals (that is allowances, salary packages, leave etc, not expenses).
- Payment of rates is not deemed a transaction.

The working group has looked at a number of issues and how the matter is being tackled elsewhere and has obtained permission to modify some guidance produced in Qld, for Tasmania. We are also looking at template declaration forms and whether a minimum or threshold transaction amount may come into play.

We will have also identified system issues as needing investigation. It is likely we will expand the working group (virtually) to test materials and other matters between that meeting and the end of the year.

It is anticipated the guidance and tools will be with councils before the end of the calendar year.

ALGA Activities

The Australian Local Government Association (ALGA) is continuing to progress priorities identified in the 2016-17 strategic action plan.

These include

- Maintaining or increasing federal funding for Local Government both untied and special purpose (roads, bridges, etc);
- Ensuring that Local Government is an active and valued partner at COAG;
- Promoting the role of Local Government in regional development and securing more funding for rural, regional and remote Local Government and their communities;
- Ensuring appropriate flexibility of Commonwealth disaster funding and increasing funding for mitigation activities; and
- Improving recognition of the role Local Government can play in facilitating innovation and digital transformation; and promoting best practice nationally.

At a Federal level, the delay in finalising election outcomes has meant that consequently there was also a delay in finalising Ministerial staff and this has had an impact on ALGA's advocacy work during this period. Although, the National General Assembly (June) and Roads Congress (November) understandably are key activities which required a high level of ALGA resource. The Roads Congress will focus on regional roads and infrastructure issues.

Nevertheless, ALGA has continued to pursue its policy objectives through liaison with government and non-government representatives and through a limited number of written submissions.

The Secretariat has sought to gain a greater understanding of the Government's City Deals program which remains to be more clearly defined in general, albeit that three deals (Townsville, Western Sydney and Launceston) are being implemented.

The issue of natural disaster funding reform remains a work in progress as does the development of the new approach to regional development funding. ALGA President Mayor Troy Pickard took the opportunity over the period to meet with a number of relevant ministers and backbenchers.

The LGAT Policy Team is engaging with ALGA and interstate colleagues in a range of ways including through the Policy Directors Group, Roads and Transport Advisory Group, the Workforce Development Group, the Planning Policy Officers Group, Emergency Management Group, the Climate Change Group and the Economic Development Policy Officers Group.

At the November Board Meeting and AGM, there will be an election of a new President and Vice Presidents for ALGA.

Budget Impact

Being undertaken within current resources

Current Policy

Strategic Plan:

- Priority Area 1: Strategic relationships
- Priority Area 2: Sector profile & reform
- Priority Area 3: Financial sustainability
- Priority Area 4: Sector capacity
- Priority Area 5: Land use planning & environmental sustainability

3.9 2016 AND 2017 LOCAL GOVERNMENT CONFERENCE

Contact Officer - Stephanie Watson

Devonport City Council/Dorset Council

That Members note the following report.

Carried

Background

One hundred and ninety-nine delegates attended the 104th LGAT Annual Conference, held at the C3 Convention Centre from 20-22 July 2016. Feedback received from attendees was very pleasing, with 50% rating the event as 'excellent', 35% rating it as 'good' and 15% rating it as 'average'.

The Government House Reception, the opportunity to network, the trade exhibition and the quality speakers were among the conference highlights.

The 2016 Local Government Awards for Excellence were presented during Conference. This year 15 nominations were received from 11 councils throughout the State. Whilst there was a 20% decrease in the number of nominations received compared to 2015, the quality of entries was outstanding.

The winners were:

Delivering Excellence – Smaller Councils (population under 15,000)
Circular Head Council – Reading Bug Egg

Delivering Excellence – Larger Councils (population over 15,000)
Clarence City Council – aWake Before Death

At the dinner, held for the first time in the Tasman Room at Wrest Point, an Outstanding Achievement Award was presented to West Tamar Council's General Manager, Ian Pearce, and Outstanding Commitment and Service to Local Government Awards were presented to Central Highlands Mayor Deirdre Flint and Meander Valley Council General Manager, Greg Preece. The Life Members of the Association also presented the 2016 Meritorious Service Award to Mayor Steve Martin of Devonport City Council.

A total of \$1,850 was raised at conference this year for RSPCA Tasmania and the cheque was presented on Cupcake Day (15 August) by the LGAT President.

The 105th LGAT Annual Conference, themed 'Imagination, Ideas and Innovation: Developing Better Communities', will be held at Wrest Point, Hobart, from 26-28 July 2017.

The Conference Dinner will be held at Princes Wharf No 1 on 27 July.

Budget Impact

Due to the limited number of trade sites available at the C3 Convention Centre and the additional costs associated with running the conference, dinner and cocktail function over three separate venues, there was a fall in revenue in 2016 from previous years.

Current Policy

Strategic Plan:

- Priority Area 1: Strategic relationships
- Priority Area 4: Sector capacity

3.10 2017 ELECTED MEMBERS PROFESSIONAL DEVELOPMENT WEEKEND

Contact Officer - Stephanie Watson

Devonport City Council/Dorset Council

That Members note the following report.

Carried

Background

Elected members are invited to attend the Elected Members' Professional Development Weekend being held from 25-26 February 2017, at The Old Woolstore, Hobart.

Workshop topics include 'Cooperative Conversations for Meetings that Matter', 'What will our towns look like in five years?', 'Creating a Culture of Effective Decision-making' and 'Engaging the Business Community'.

A block booking of rooms is being held until Tuesday, 31 January 2017 at The Old Woolstore. When making a reservation, please call 1800 814 676 and quote booking ref no "254793".

Elected members have been provided with a copy of the Program and Registration Form providing full details. Workshop registrations are required by Friday, 17 February 2017.

Budget Implications

Full attendance costs \$495 (includes two-day program, dinner and pre-dinner drinks). Partial registrations are available.

The Bass Strait Subsidy is available for elected members travelling from King and Flinders Islands.

Current Policy

Strategic Plan:

- Priority Area 1: Strategic relationships
- Priority Area 4: Sector capacity
- Priority Area 5: Land use planning & environmental sustainability

4. ITEMS FOR DISCUSSION

4.1 CHANGES TO THE BUILDING ACT Council - Glenorchy

Topic

Changes to the Tasmanian Building Act as part of the State Governments push to reduce Red Tape and make the building process faster and cheaper

Members aired concerns over the 1 January 2017 commencement date for the new legislation and the ability for councils to have new processes in place given the final Regulations were still to be issued. LGAT is to follow up on Regional Meetings.

Background

As the Director of Building Control has advised Council the Act will commence 1 January 2017 and Councils will need to be administering the Act from that date.

We are trying to gain a better understanding of how this relates to Planner's roles in providing advice to the public on whether a planning permit is required. Is LGAT aware of any discussions on a regional level on this matter? Simply put, the changes are clearly focussed on private certification for a large percentage of building works and the DOJ believe Building Surveyors will be providing advice on whether, or what type of planning approval may be required to the Permit Authority.

We believe that the private practitioners will be seeking this advice from Local Government Planners and probably charging their client for this.

We are therefore investigating whether this is a new type of service for a fee Council has to consider. As it takes a bit of time and effort to make these assessments and we feel there will be wide ranging implications from a Planning perspective.

Can you assist with some advice on what you are aware of on a Regional level?

LGAT Comment

LGAT has contacted a number of councils across the state to determine what they are considering. There was a large variety of responses and the Policy Director will provide a verbal update at the meeting.

5. OTHER BUSINESS & CLOSE

There being no further business, the President declared the Meeting closed at 12.40pm.

		Business Arising	Attachment to Item 1.2
		General Meeting - 4 November 2016	
Item No	Item		Action
2	Items For Decision		
2.1	TasWater	That Members note the report from the Deputy Chief Owners Representative That Members agree the role of LGAT is to maintain a watching brief and to provide opportunities to meet on behalf of the sector.	Refer Item 3.5
2.2	Keep Me Posted Campaign	That LGAT, on behalf of its membership endorse the activities of the Keep Me Posted Campaign, which is raising awareness about the tendency of large corporates charging people who still wish to receive a paper version of information or bills: and (b) support the campaign via the supporters page of Keep Me Posted website and through media opportunities which may arise.	Refer Follow Up of Motions Document
2.3	Networking with Politicians at LGAT Annual Conference	That next year LGAT have a cocktail network meeting the night before the conference commences for all the Mayors to meet any member of the Government (including all tiers of Government) that are available from all parties.	Refer Follow Up of Motions Document
2.4	Funding for Line Marking on Local Government Roads	That LGAT be asked to lobby the State Government to increase the level of funding available for line marking on Local (Government) roads, including railway crossing stop/warning lines, to cover the annual requirements across the state.	Refer Follow Up of Motions Document
2.5	Waste Levy	That the Local Government Association of Tasmania reconfirm its commitment to the introduction of a statutory waste levy of \$10 per tonne to be collected by public and private landfills as endorsed at the Local Government General Meeting in July 2012.	Refer Item 3.7
3	Items for Noting		
3.1	PLGC		No further Action
3.2	Review of LG Act		Refer Item 3.3
3.3	Feasibility Studies into Voluntary Amalgamations		Refer Item 3.9
3.4	Rate Capping		No further Action
3.5	Cat Management Plan		Refer Item 3.15
3.6	Waste		Refer Item 3.7
3.7	Planning Reform		Refer Item 3.8
3.8	Policy Update		Refer Item 3.15
3.9	LGAT Annual Conference		No further Action
3.10	Elected Members Professional Development Weekend 2017		No further Action
	Items for Discussion		
4.1	Changes to the Building Act	Members aired concerns over the 1 January 2017 commencement date for the new legislation and the ability for councils to have new processes in place given the final Regulations were still to be issued. That LGAT follow up on the Regional Meetings.	Refer Item 3.10

Follow Up of Motions Report

Report to the General Meeting

LGAT has streamlined its reporting on Motions which have been passed at General Meetings.

This report details motions where LGAT is still pursuing an outcome.

Local Government Legislation	
That the LGAT request a change to the Local Government Act to ensure a Mayoral vacancy does not trigger a by-election if the vacancy occurs within 12 months of an election.	Passed: July 2014 Notes: Referred to the Local Government Division (LGD) for consideration. LGAT will seek it be dealt with under any Amendments stemming from Review of the LG Act.
That LGAT request the Local Government Division alter section 339F (4) Local Government Act 1993 from requiring a council to review its customer service charter at least once every 2 years to within 12 months after a council election.	Passed: July 2015 Notes: LGAT will seek it be dealt with under any Amendments stemming from Review of the LG Act.
That the Local Government Association of Tasmania urge the State Government to support the transfer of the administration of the General Manager's Roll to the Tasmanian Electoral Commission.	Passed: July 2015 Notes: The LGAT raised this matter as part of its submission to the Review of the Electoral Act and will seek it be dealt with through the Review of the LG Act.
The Local Government Association of Tasmania urge the State Government to review the eligibility for inclusion on the General Manager's Roll by reviewing the definition of occupier to better capture all citizens, inclusive of refugees and permanent residents living in a Local Government area.	Passed: July 2015 Notes: LGAT will seek it be dealt with under any Amendments stemming from Review of the LG Act.
The Local Government Association of Tasmania urge the State Government to support the expansion of the Local Government Act and Regulations to require candidates to disclose political donations.	Passed: July 2015 Notes: LGAT will seek it be dealt with under any Amendments stemming from Review of the LG Act.
That the Local Government Association of Tasmania request the State Government to review Section 87 of the Local Government Act 1993 to make commercial development in the exempt areas in sub-section (1) subject to the payment of general rates, special rates or averaged area rates and be specifically excluded from the exemption.	Passed: July 2015 Notes: The LGD have recently asked for comment on amendments to the Local Government Act relating to rating on Crown land reserves. The intent is to provide councils the ability to rate leases or licences on Crown land reserves that are for private or commercial purposes and convey a right of exclusive occupation. This item will be removed following the February General Meeting.
That LGAT request the State Government to amend the Local Government Act and Regulations, consistent with legislation associated with the Legislative Council (Sect 162 of the Electoral Act 2004) to prevent donations to or expenditure by Local Government election candidates involving political parties which endorse and/or support that candidate.	Passed: October 2015 Notes: A matter for the Review of the LG Act.
Environment	

<p>1. That the Meeting note that:</p> <p>a) At the May 2016 Premier's Local Government Council meeting it was announced that the Government will not be introducing a state-wide levy on waste; and</p> <p>b) LGAT will be re-establishing the waste management reference group to provide a mechanism to allow for strategic consideration of waste issues across the state.</p> <p>2. That the Meeting agree that the LGAT, supported by the Waste Management Reference Group, develop recommendations for Members, with respect to a waste levy and/or waste strategy.</p>	<p>Passed: July 2016</p> <p>Notes: The LGAT Waste Reference Group has met on two occasions and is developing a waste strategy from a Local Government perspective to inform engagement with the EPA.</p> <p>Please see the item this meeting for further information.</p>
<p>That Members note the issue of waste tyres remains unresolved and seek that LGAT continue to lobby the State Government to develop an effective solution to tyre storage and disposal in Tasmania, which might include the introduction of a regulated tyre levy in Tasmania for end of life tyres.</p>	<p>Passed: July 2016</p> <p>Notes: At the December PLGC the EPA indicated that they will develop a waste tyre strategy that will integrate a regulatory approach, the national Tyre Product Stewardship Scheme, work being done by other jurisdictions, support from the Department of State Growth for proponents of processing facilities, and education of consumers and retailers.</p> <p>The regulatory approach is likely to involve prohibiting the stockpiling of more than 100 tonnes per annum of waste tyres unless approved as a level 2 by the EPA Board.</p>
<p>That the Local Government Association of Tasmania be requested to consult with the regional waste management bodies (and other relevant bodies) for the purpose of:</p> <p>a. Identifying the extent of problems associated with the disposal of car wrecks/car bodies. This recognises the lack of disposal options given the current steel recycling market (or lack thereof); and</p> <p>b. In conjunction with the regional bodies, determine what cost effective options can be considered to address and manage the issues identified.</p> <p>Note: Consideration should be given to an option for car enthusiasts to access these car wrecks/car bodies for sourcing parts and/or bodies for restoration purposes.</p>	<p>Passed: July 2016</p> <p>Notes: This issue will be raised with the Waste Management Reference Group when it next meets.</p>
<p>That the Local Government Association of Tasmania and member councils;</p> <p>i. Work with the State and Federal Governments and key stakeholders to ensure a coordinated approach to reduce the instances of Tasmanian Devil and native wildlife fatalities on Tasmanian roads through informed projects such as installation of emergent virtual fencing technology and community programs to inspire a change in driver behaviour.</p> <p>ii. Support coordination initiatives such as installation of virtual fencing in Devil roadkill hotspot</p>	<p>Passed: July 2016</p> <p>Notes: LGAT has written to the Director of the Save the Tasmanian Devil program to set up a meeting to progress this motion.</p>

<p>areas, to assess effectiveness and make informed decisions about the installation pattern. (LGAT support for this could be through promotion of projects/case studies, encouraging councils to engage in projects etc.)</p> <p>iii. Work together to access grant funding to support on the ground projects to reduce native wildlife fatalities on Tasmanian roads.</p>	
<p>That the State Government be requested to develop an agreed set of clear protocols with Local Government clarifying the split in responsibilities between the two levels of government in regard to enforcement under the Environmental Management and Pollution Control Act 1994.</p>	<p>Passed: July 2016 Notes: Initial discussion with the EPA have indicated a willingness to progress this. A follow up meeting has been scheduled for late February to determine the work plan.</p>
<p>That the Local Government Association of Tasmania reconfirm its commitment to the introduction of a statutory waste levy of \$10 per tonne to be collected by public and private landfills as endorsed at the Local Government General Meeting in July 2012.</p>	<p>Passed: November 2016 Notes: The motion will be highlighted to the LGAT Waste Reference Group for capturing within the waste strategy currently being developed by this group.</p>
Planning and Building	
<p>That Members endorse the identified reform agenda priorities from a Local Government perspective, being -</p> <ul style="list-style-type: none"> • State Planning Policy development; • A greater emphasis on Regional Planning; • Improving the planning appeal process; • Changing notification requirements for discretionary applications; and • Consolidating subdivision legislation. 	<p>Passed: July 2016 Notes: The Local Government reform priorities have been highlighted to the State Government. While the State Government has a comprehensive planning reform agenda underway, further discussion on which local government priorities will be progressed are ongoing.</p>
<p>That LGAT call on the State Government to allocate an ongoing budget to provide legal and staff-time funds to all Tasmanian Councils for all challenges arising from the implementation of the State Planning Scheme.</p>	<p>Passed: July 2016 Notes: LGAT have arranged a meeting for late February with the Planning Policy Unit of the Department of Justice to progress this motion.</p>
<p>That LGAT lobby the Minister for Planning and Local Government to engage in consultation with Councils when issuing planning directives and take a more considered approach to change, specifically more notice of implementation.</p>	<p>Passed: July 2016 Notes: LGAT have arranged a meeting for late February with the Planning Policy Unit of the Department of Justice to progress this motion.</p>
Roads and Infrastructure	

<p>1. That LGAT write to the responsible minister requesting that they seek changes to national electricity laws and regulations so that public lighting providers are required to better inform Local Government of the cost of existing and new public lighting. This should include disclosure of the generation, transmission and distribution charges associated with individual public lighting types, as well as the residual value of public lights. This information is a critical requirement for business case assessments of more efficient and environmentally sustainable public street lighting options.</p> <p>2. That LGAT enter into discussions with Networks Tas to obtain further information about the generation, transmission and distribution charges associated with individual public lighting types, as well as the residual value of public lights.</p>	<p>Passed: July 2014</p> <p>Notes: LGAT is continuing to work with TasNetworks on a number of projects including the current LED efficient street lighting replacement program. TasNetworks are providing significantly greater transparency on all components on public lighting.</p> <p>LGAT will shortly be meeting with TasNetworks regarding the next pricing proposal for the Australian Energy Regulator.</p>
<p>That LGAT lobby the Minister for Infrastructure, Hon. Rene Hidding, advocating for the reinstatement of a State Government trails and bikeways funding program, the development of an inventory of what work is still required to fill in the many gaps in the network of trails and pathways, and the establishment of a permanent fund that will meet the growing demand now apparent in cycling tourism and in the use of bicycles for sport and leisure.</p>	<p>Passed: July 2015</p> <p>Notes: LGAT has been liaising the Department of State Growth in relation to this matter, however at present a replacement for the former program, which was run by Communities, Sport and Recreation within DPAC, has not been initiated.</p>
<p>That the Local Government Association of Tasmania lobby the State Government to make a decision as to which of its Departments will be responsible for all Forestry Tasmania and Parks and Wildlife Service Roads throughout the State, determine a priority maintenance programme for these roads in conjunction with the relevant Council, provide sufficient budget funds to undertake the maintenance programs and undertake the work immediately.</p>	<p>Passed: July 2015</p> <p>Notes: The LGAT was provided an update by Infrastructure Tasmania in December 2016 in relation to this matter. See the policy update for more information.</p>
<p>That LGAT call on the State Government to provide funding for upgrades, maintenance and provision of tourism infrastructure in areas where tourist numbers have increased significantly in recent years and that the process for providing this funding be an open and transparent process.</p>	<p>Passed: July 2016</p> <p>Notes: The LGAT has recently engaged with the State Government on a number of related topics in this space, and has urged the State Government to include Local Government when considering funding allocations and tourism infrastructure priorities within the State. Funding of tourism infrastructure was named as one of the five key areas which build successful regional tourism, which are delivered by Local Government. The other areas included planning (both strategic and land use planning); advocacy and leadership in relation to joined up tourism and economic development.</p>

That LGAT lobby the State Government to amend legislation to require a decreased speed limit whilst motorists pass an emergency incident.	Passed: July 2016 LGAT has had initial discussions with the Department of State Growth in relation to this matter, and it is understood that this issue is being taken into account in the development of the Government's Road Safety Strategy 2017-26.
That LGAT support a feasibility study being undertaken in relation to constructing a second Bass Link cable with further consideration to be given to this matter at the conclusion of that process. That the State Government explore opportunities for the state to be self reliant on renewable energy for its power generation.	Passed: July 2016 Not yet commenced.
That LGAT lobby the State Government and TasRail to permit a Tasmanian Transport Museum MS steam train to travel from Hobart to Fingal once a year on the Fingal Valley Festival day and to include steam trains on other lines.	Passed: July 2016 Not yet commenced.
That LGAT be asked to lobby the State Government to increase the level of funding available for line marking on Local (Government) roads, including railway crossing stop/warning lines, to cover the annual requirements across the state.	Passed: November 2016 Notes: LGAT has initiated a discussions with State Growth in relation to this matter, and is proceeding with caution to ensure that the concerns raised at the previous General Meeting are taken into consideration.
Emergency Management	
That LGAT discuss with the State Government that in the event of a fire/flood the proposition of taking immediate action on temporary minor repairs to state roads and/or other infrastructure on the basis that funds are reimbursed within a reasonable time frame.	Passed: July 2012 Notes: LGAT drafted a MOU and has provided it to State Growth for comment. LGAT is continuing to engage with State Growth's Asset Management Division to pursue this matter.
Local Government Business and Finance	
That the Local Government Association of Tasmania pursue with the newly elected Liberal Government the rating of Hydro and also the rating of all Crown Land that is leased for commercial developments including National Parks and Reserves.	Passed: July 2014 Notes: The LGD have recently asked for comment on amendments to the Local Government Act relating to rating on Crown land reserves. The intent is to provide councils the ability to rate leases or licences on Crown land reserves that are for private or commercial purposes and convey a right of exclusive occupation. This item will be removed following the February General Meeting.
That LGAT lobbies the Auditor General to have Federal Assistance Grants (FAGs) that are paid in advance prior to the financial year they are meant to be received in, recognised as income in the financial year they relate to, and not in the financial year received as is the current position.	Passed: October 2015 Notes: LGAT has written to the Tasmanian Audit Office to progress this.
Other matters	

<p>1. That LGAT undertake subscription modelling for consideration by councils.</p> <p>2. That the focus of the modelling is to be aligned with practice in other jurisdictions and considered by General Managers at their September 2016 workshop.</p> <p>3. That any change to the subscription formula be agreed in principle by March 2017 to align with the LGAT Budget process, with formal adoption at the 2017 AGM.</p>	<p>Passed: July 2016</p> <p>Notes: Initial work on options has recently commenced.</p>
<p>That the Federal Government be lobbied to reconsider its position with regard to CSIRO job cuts because of the critical importance of the scientific data needed by Councils to accurately inform their climate adaptation strategies and to inform their communities.</p>	<p>Passed: July 2016</p> <p>Notes: ALGA passed a motion to write to the Federal Government regarding this issue. LGAT will follow up the response.</p>
<p>Government's Joint Select Committee Review into gaming in Tasmania be expanded to include whether or not electronic gaming machines should be allowed outside casinos at all and that as part of the Select Committee Review process, the Tasmanian community be polled to determine its view on this critical question.</p> <p>That LGAT formally take the position that the Gaming Act should be reviewed particularly to remove its power to over-ride other acts.</p> <p>That LGAT convey this position to the Government, Opposition and Green parties and to all Members of the Legislative Council</p>	<p>Passed: July 2016</p> <p>LGAT provided a whole of sector response on 9 December 2016 based on the motions passed at the July General Meeting.</p> <p>A discussion paper on a community interest test for the Gaming Control Amendment (Community Interest) Act 2016 is currently with Councils for comment with LGAT providing a whole of sector response by 27 February.</p> <p>This item will be removed following the February General Meeting.</p>
<p>That LGAT, on behalf of its membership:</p> <p>(a) endorse the activities of the Keep Me Posted Campaign, which is raising awareness about the tendency of large corporates charging people who still wish to receive a paper version of information or bills: and</p> <p>(b) support the campaign via the supporters page of Keep Me Posted website and through media opportunities which may arise.</p>	<p>Passed: November 2016</p> <p>Not yet commenced.</p>
<p>That next year LGAT have a cocktail network meeting the night before the conference commences for all the Mayors to meet any member of the Government (including all tiers of Government) that are available from all parties.</p>	<p>Passed: November 2016</p> <p>Notes: LGAT staff are currently exploring how this might work and be funded.</p>



Key LGAT Activity – October 2016

Issue in Focus

Offering councils cost savings from procurement has been an important part of LGAT's work over the past twelve months and will continue to be so over the next twelve months. In the 2015–16 financial year Tasmanian councils saved an estimated \$722,000 on a total council spend of \$3.9m. These savings were generated through councils purchasing goods and services via contracts facilitated by LGAT as a member of the National Procurement Network (NPN).

A good example of the savings available has been on telecommunications, where councils are saving between 50–75% on the previous contracts by use of the LGAT/NPN contract. The savings are accrued not only via bulk purchasing power, but also as result of the expedient procurement processes. Importantly, these contracts often allow the use of local suppliers.

During the past two months, there has been a significant amount of activity in expanding the options available to councils, this has included:

- Updating the plant machinery equipment, civil works, bulk fuel, oils & lubricants panels;
- Establishment of work wear and personal protective apparel (2016) park and playground equipment, recreational infrastructure and outdoor furniture products and services and hardware (2016)
- Consideration of waste management services and Microsoft group contracts for 2017.

With the expansion of contracts available we expect councils will save even more over the next 12 months and beyond.

Policy/Project Activity

- 2015-2016 Annual Report
- Review of sponsorship opportunities
- Development of a database of waste facilities
- Submission on the review of Regional Development Australia
- Commenced the appointment of a new Local Government representative to the Tasmanian Spatial Information Council
- Work on the National Local Government HR Conference in 2017
- Secured venues for 2017 LGAT Annual Conference and Dinner
- Preparation of the LGAT Annual Satisfaction Survey
- Discussion with councils regarding NDRGP grant applications
- Advice to Tasmanian Fire Service regarding the development of a guideline for machine operators in dry vegetation
- Consultation on the *Neighbourhood Disputes (Vegetation) Bill*
- Tasmanian Planning Scheme Code hearings
- LGAT website review
- Development of Better Councils Better Communities web support material

- Presentation at the Local Government Professionals AGM

Training and Workforce Development

- Susan Law – Organisational Change
- Organised Crucial Conversations Training by Page Seager
- Organised Workforce Planning Guidelines Training
- LGAT staff training on electronic voting system
- Developing Regional Innovation Champions Phone interview and steering committee meeting

Media and Communications

- *The Pulse* e-newsletter (12 & 28 October)
- Media on Planning Reform, amalgamations/shared services, waste management, cat management, greyhounds, Huon Valley and the review of the *Local Government Act*.
- Letter to *The Mercury* on changes to the planning system

Meetings

- Planning Policy Unit of the Department of Justice regarding the Tasmanian Planning Scheme (TPS)
- MAV Insurance Board
- Southern Tasmanian Councils Authority CEO
- Premiers Local Government Council
- Regional Breakfast Forums Hobart and Launceston
- Visits to Launceston and Southern Midlands Councils
- Colin Steele regarding grant opportunities for LGAT
- Government Flood Review Team
- Local Government Division regular meeting
- Northern Lights project meeting
- Ironbark sustainability regarding LED street lighting project
- SES re NDRGP grant applications
- Justice review implementation outputs steering committee
- City of Hobart, Clarence, and Glenorchy Councils regarding social policy and health issues.
- Public Health Service, DHHS re engagement on local government health forum
- Brighton and Glenorchy Councils; and Anglicare re Gaming Joint Select Committee submission
- RIAMS Business Manager to discuss use of system in Tasmania

- Workshop on Collaboration for Education Attainment in Tasmania
- Meeting with UTS re Glenorchy project Health Prevention Tracker
- ALGA Planning Policy Officers Meeting
- ALGA Policy Directors Meeting
- Prime Minister and Cabinet, Cities Division re Smart Cities
- Dep. Infrastructure and Regional Development to discuss the Tasmanian Regional Jobs and Investment Package
- Bushfire and Natural Hazards CRC re National Resilient Strategy
- General Manager, Australian Building Codes Board
- VISTAS Steering Committee
- State Growth re Land Use Planning
- Agricultural Mapping Project Steering Committee
- Local Government Professions Annual Conference

Key LGAT Activity – November & December 2016

Issue in Focus

LGAT has been working with councils and the Department of Justice's Consumer, Building and Occupational Licensing Division (CBOS) in order to address the transitional process for the introduction of the new Building Act 2016, which commences on January 1 2017. This work resulted in expedition of the release of the guidelines for councils and the establishment of a dedicated helpline and resource in CBOS for councils during the first three months of 2017.

LGAT Member Survey

The LGAT Member Survey has been distributed to elected members and staff recently, the survey deadline is 30 Jan, and can be completed by following this link <https://www.surveymonkey.com/r/VWNXRFN>.

This is an important feedback process for LGAT and will also help us in our next phase of strategic planning, so please respond.

Policy/Project Activity

- Developed the 2017-18 State Budget Submission
- Workshop to look at LGAT Sponsorship arrangements and opportunities
- GMC Elections
- Preparation of papers for General Management Committee and Premier's Local Government Council meetings in December
- Submission to Legislative Council Scrutiny Committee, TasWater
- Review of the LGAT Assist Rules
- Introduction of electronic voting at General Meetings
- Submission to Joint Select Committee on Gaming
- Submission into Flood Review
- EOI for LED streetlighting project closed, agreement from five councils in the south and six councils in the North West to progress to business case stage
- Funding application to Energy Consumers Australia for the provision of expert advice in relation to energy
- Developed the Terms of Reference and facilitated the initial meeting of the LGAT Waste Reference Group
- Developed a brief, requested quotations, received and assessed quotes and selected a consultant for the preparation of a Waste Management Strategy for the LGAT Waste Reference Group
- Analysis of demand for a LGAT Employee Assistance Program for Councils
- Preferred Suppliers Deeds signed for NPN Workwear and Personal Protective Apparel Tender, the contract is now available for Tasmanian Councils to use
- In partnership with MAV, finalised the contracts with suppliers for the provision of park and playground equipment, open space and recreational infrastructure, outdoor furniture, signage and related products & services (PP4924-2016) for use by Tasmanian Councils
- NPN Industrial Hardware Tender advertised in Tasmanian papers
- In partnership with Local Buy in Qld, the Civil Works: Road, Bridges and Road Resurfacing Tender was advertised in Tasmanian papers and closed on 10 November. The registered tenderers are currently being evaluated. Contractors will be appointed for use by Tasmanian Councils in early 2017

- NPN Officer appointed
- Sat as a member of the Tasmanian Public Sector Awards Judging Panel
- Working with councils and Consumer, Building and Occupational Licensing towards transition of Building Act 2016
- Working on submission to Federal Senate review of Financial Assistance Grants and local government performance
- Successfully transitioned all councils to a new national notice for heavy vehicle access for all 'General Purpose' heavy vehicles under the Heavy Vehicle National Law (culmination of many months' work undertaken in conjunction with councils, State Growth and the National Heavy Vehicle Regulator)
- Supported a Trade / investment briefing by Austrade on Smart Cities
- Supported the workshops for the Agricultural Mapping Project by the Department of Justice
- Submission on the LG Reg on changes to the 337 certificate questions
- Input into the Machinery Operation Guidelines prepared by the TFS
- Preparation of a Container Deposit Scheme history in Tasmania

Training and Workforce Development

- Mayors Professional Development Day
- LGAT Regional Breakfast Series (Emergency Management Focus)
- Crucial Conversations Regional workshops
- Workforce Planning Regional workshops

Media and Communications

- Review of LGAT publications and commencement of changes for 2018
- Preparation of web text and video content, to support the Better Councils Better Communities TV advert and campaign
- Commencement of contract for web design to support the Better Councils Better Communities TV advert and campaign
- Called for quotes from designers to undertake re-design of the LGAT News for 2017.
- Re-designed the Pulse Newsletter for 2017
- Established new Google Analytics tracking on existing webpages, to better tailor services to member's needs
- Called for a list of contact officers from councils, to build a contacts database to facilitate rapid or specialist consultation on areas of policy likely to be busy in 2017
- Planning Op Ed picked up by the Advocate and the Mercury
- Letter to Editor, TasWater Dividends
- Media release ALGA Vice Presidency
- Media on Huon Valley Council, TasWater, Air BnB, Council Rates, State Planning Provisions
- *The Pulse*, electronic newsletter

- Presentation at the International Cities Conference

Meetings

- Department of Justice regarding Major Projects
- Department of Justice regarding the Tasmanian Planning Scheme
- Tasmanian Planning Commission
- LGAT General Meeting
- Natural Hazards and Land Use Decision Support System workshop
- LGAT Waste Reference Group
- State Growth regarding the Wood Encouragement Policy
- Expedia regarding Short term accommodation and land use planning
- Regional CEOs
- Cradle Coast Authority to scope a Regional Development Forum for 2017
- Department of Justice regarding Neighbourhood Disputes (Problem Trees) Bill
- Will Joscelyne, Chief of Staff, Minister Rene Hidding
- State Growth regarding the Tasmanian Planning Scheme and visitor economy
- Meeting with Regional Local Government Authorities regarding State Budget'
- Meeting with range of peak bodies regarding State Budget
- Launceston Council Visit
- Tony McCall, Advisor, Minister Gutwein
- Electoral Commission – general catch up
- Road Safety Advisory Council Meeting
- Premier's Local Government Council Officials Meeting
- Monthly Meeting with the Local Government Division
- Commonwealth Bank regarding LGAT investments
- Public Relations working group meeting
- Hobart City Council visit
- Huon Valley Council visit
- Two potential training providers
- AustCham Shanghai teleconference regarding potential support for China delegations
- Kingborough, Hobart and Glenorchy Council Community Service officers
- Alcohol Advisory Group
- Interagency Working group on Drugs and Alcohol
- Clarence Health and Wellbeing forum
- Prevention Tracker for Health and Wellbeing, Glenorchy Council

- DHHS regarding the RIAMS web platform
- Local Government Division and the Audit Office re Audit Panels
- Bicycling Tasmania
- Live Well Tasmania
- UTAS regarding Food Security
- Southern Councils Ethical Reference Group Meeting of the Integrity Commission
- National project on Local Government and Disability Working Group
- DPAC and Hobart, Glenorchy, Break O'Day and Clarence Councils re Action on Disability
- Meeting with Jobsability
- Hobart City Council procurement re the NPN Industrial Hardware Tender and the evaluation of registered tenderers
- United Petroleum – a supplier under the NPN re how to best provide access to cheaper fuel prices for Tasmanian Councils
- Electric Vehicle Association – Tasmania re Councils access to cost effective, clean energy fleet.
- Outputs steering committee- implementation of Justice Review recommendations
- LED replacement program briefing with North West Councils
- LED replacement program briefing with southern councils
- SES re Municipal Emergency Management Risk Project
- TasNetworks re pricing reform
- Goanna Energy re Energy Consumers Australia funding
- Red Cross re MOU in emergencies
- Telstra re mobile blackspots, digital literacy and other policy issues
- Collaborative leadership subcommittee SEMC
- Consultative committee on severe weather
- Northern Lights Teleconference
- DHHS preseason emergency briefing
- UTAS re training in emergency management
- Office of the Tasmanian Economic Regulator Consultative Committee
- State Emergency Management Committee
- DPAC, Office of Security and Emergency Management re landslips
- ALGA National Local Roads Congress 2016, Toowoomba, QLD
- ALGA Roads and Transport Advisory Committee
- Vehicle Operations Notice Transitional Steering Committee
- National Local Government Cultural Forum Executive Committee
- Southern Regional Councils Climate Change Initiative

- Nomenclature Board
- Institute for Public Administration (IPAA) (Tas) State Council
- Public Sector Excellence Awards Sub-committee and Judging Panel
- Southern Councils re Building Act transition
- Consumer, Building and Occupational Licencing re Building Act transition
- City of Hobart re Public Sector Management Program participation
- State Local Government Associations re HR conference
- State Growth re National Heavy Vehicle Regulator and transition to national notice
- Culture Counts regarding data collection and management for Local Government arts and cultural practices
- ALGA Board Meeting (Toowoomba)
- European Union Climate and Energy Consul
- Climate Change Network Tasmania
- Infrastructure Tasmania re road management and audit activities
- City of Hobart re Climate Change projects

Extract from the 2014 LGAT Model Code of Conduct

Objective Decision-Making

Councillors must ensure that they bring an impartial and unprejudiced mind to all matters being decided upon in the course of council duties.

This does not mean that councillors are automatically disqualified purely for having held a public view on a matter which is the subject of a council decision. In a case involving a Tasmanian council, the court found that “*expressing such views is part of the electoral process*”¹ provided that expressing an opinion does not go as far as indicating a decision has been made.

Hobart City Council has received legal advice that Aldermen are entitled to participate in discussions with developers and interested third parties after a development application is lodged and to attend private and public meetings and briefings in relation to an application that will be determined by the Council as a planning authority under the *Land Use Planning and Approvals Act 1993* provided Aldermen keep an open mind and act fairly and impartially.

Elected representatives should adhere to council policy and legal advice in relation to expressing personal versus council views.

Standard of Conduct 1 – Objective decision-making

Expectations of Councillors

Councillors must ensure that:

- a) In all of their dealings related to their Council duties, including in making decisions, they strive to do so free of any bias or pre-judgement;
- b) They make decisions solely on merit and in accordance with their statutory obligations when carrying out public business, including the awarding of contracts or recommending individuals for rewards or benefits; and
- c) In making decisions they must:
 - inform themselves as much as possible;
 - take all relevant facts known to them, or that they should be reasonably aware of, into consideration; and
 - have regard to the particular merits of each case independent of any personalities involved.

Supporting Examples

- 1) If a councillor makes a public pronouncement about support of, or opposition to, an application prior to a decision of Council or suggests prior to a forthcoming Council or Council Committee meeting that they have already come to a decision, it is likely to give members of the public the view that the Councillor has already pre-judged the matter before a decision is made (whether that view is right or wrong does not matter).
- 2) Councillors ought not sign a public petition to Council or be party to a legal claim against Council which demonstrates that in their capacity to influence a decision of Council, they will be likely to bring a partial and/ or prejudiced view.

¹ R v West Coast Council; ex parte Strahan Motor Inn [1995] TASSC 47 (at paragraph 30)



Submission to the Government Business Scrutiny Committee 'A': TasWater.

November 2016

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Introduction

The Local Government Association of Tasmania (LGAT) is the representative body of Local Government in Tasmania. Established in 1911, the LGAT is incorporated under the *Local Government Act 1993* with membership comprising the 29 Tasmanian councils.

The objectives of the Association are:-

- To promote the efficient administration and operation of Local Government in the State of Tasmania;
- To watch over and protect the interests, rights and privileges of municipal Councils in the State of Tasmania;
- To foster and promote relationships between Local Government in the State of Tasmania with both the Government of Tasmania and the Government of the Commonwealth of Australia;
- To represent the interests of the members of the Association generally, and in such particular matters as may be referred to the Association by its members; and
- To provide such support services to the members of the Association as the Association may by resolution in meeting determine.

Submission

August 2016 changes to dividends

This submission does not provide commentary on the specific operations of TasWater. Rather, it seeks to provide background regarding the issue of the dividends received by owner councils, who are the members of LGAT.

It should be noted that LGAT does not play a part in the governance and operations of TasWater, but by virtue of our common Membership, as need arises plays a support role for the Chief Owner Representative or the collective of Owner Representatives; particularly where there is potential for conflict with the Board or administration of TasWater.

On the 22nd August, the TasWater Board announced they would reduce annual distributions to councils to \$20 million for a period of seven years from 2018 (representing \$150M across the sector over that period).

This was a surprise to the sector and it has taken some time for councils to analyse and respond to the announced changes. LGAT supported Member councils in that process by hosting a workshop for Mayors, General Manager and Owner Representatives on the 6 September 2016.

Broadly, the workshop aimed to assist in building a collective understanding of the TasWater Board's decision and its impacts, and to identify key questions and matters for discussion at the meeting of the Owner Representatives scheduled for 6 October 2016.

A clear outcome of that meeting was that Councils supported the intent to resolve boil water and health alerts. However, there were concerns in relation to the decision-making process by the Board, including their rationale for not first consulting with owner councils, as well as the detailed financial impacts and forward program of works.

It was agreed that information would be sought from the Board at the Owner Representatives Meeting held on 6 October on:

- the decision-making and consultation processes;
- detailed advice on the forward flow of distributions and dividends on a council-by-council basis;
- the revised capital program (including asset standards and levels of service proposed to be provided);
- advice on the efficiency measures which will be undertaken by TasWater;
- advice on what will happen to distributions at the end of the period to 2025 and finally,
- the other options considered by the Board in coming to this key decision.

Councils need to balance costs and spending requirements over a ten-year cycle which has peaks and troughs, and in addition by law, councils must fully fund the depreciation on their assets (which often makes it appear as if Local Government has significant reserves). For this reason, the change in projected dividends is significant and it has taken some time to determine the impact on councils and the services they provide going forward.

The participants at this meeting noted that under the current council ownership model TasWater has significantly improved the quality of water and sewerage services. However, despite this, there has been continued pressure by the State Government to forego TasWater dividends.

Some History

While much has been said about the role of councils and TasWater in delivering water and sewerage infrastructure and services in Tasmania, it is important to understand both the history of such service delivery in this State and the level of services currently being provided.

Tasmanian councils use the return on decades of community investment into water and sewerage infrastructure through the payment of dividends to aid in the maintenance and renewal of other assets.

There has also been considerable external speculation as to why councils did not have the assets up to the appropriate standard before the formation of TasWater. There are several factors at play here. One key element is the past practice in Tasmania (as is current practice across many other states), of considerable Federal and State investment in water and sewerage infrastructure. This investment was in recognition that such assets were simply beyond the reach of many councils. For many years, the State-owned Rivers and Water Supply Commission, provided financing to councils to construct infrastructure and, not surprisingly, this was when most water and sewerage schemes were built.

A second critical influencer is the changes in standards. By the time of water and sewerage reform, many systems had reached design capacity and new and more stringent standards were introduced. There had been a long-lag between any changes in legislated standards, meaning the catch up was significant and was not simply a fault of councils.

Finally, the limited ability of councils to fund major infrastructure projects is not new, particularly in the context of keeping downward pressure on rates. In fact, nationally, there has been a significant campaign about restoring the level of funding under the Commonwealth's Financial Assistance Grants because of the issue of declining assets all across Australia. The Federal Government introduced Roads to Recovery funding to assist with improving road assets and so, with water and sewerage infrastructure capable of delivering similar economic benefits, perhaps a similar program is required.

In 2006, the reform of councils' water and sewerage systems was commenced by the State Government in response to the Federal Government's \$10 billion national water initiative funding.

Funding was linked to reform and so we saw the amalgamation of water and sewerage assets into four water bodies, and later, into the single TasWater. Councils agreed this was an opportunity to modernise assets, through increased economies of scale and more resources to fix the significant problems that smaller communities could not deliver. However, Federal and State investment into water and sewerage never occurred, although some was allocated to irrigation.

The Local Government context

It is well recognised across levels of government that many Tasmanians cannot afford to pay more. It is LGAT's understanding that Local Government owners have been working with TasWater on reducing price increases and have had ongoing success in constraining the rate of increase for water and sewerage bills in the face of a demanding reform program. An increase in pricing is the inevitable trade-off for the pace of change. At the same time as accepting this is a necessary evil to ensure current standards are met, councils are being told they should not seek to increase rates to cover the shortfall through loss of dividends and indeed were threatened with rate capping.

Interstate experiences would suggest that rate capping is not an appropriate mechanism for yielding efficiency dividends.

Evidence compiled by the Local Government Associations of New South Wales, Victoria and South Australia as well as ALGA suggest the following consequences:

- Loss of autonomy and flexibility in relation to determining local infrastructure and service requirements;
- A propensity to develop a back log of infrastructure maintenance and renewal requirements;
- The potential for inter-generational transfer or burden; and
- A decline in the financial sustainability of councils.

While many services provided by councils are legislatively mandated there are also distinct differences in services reflecting both needs and preferences of local communities. What councils are providing will vary according to:

- Demographic factors;
- Geography;
- Council's financial circumstances;
- The offerings of other levels of government (and conversely service gaps); and
- The community's ability and willingness to pay.

In Tasmania, and through LGAT, there has been significant investment in improving the sector's approach to Long Term Financial and Asset Management planning, including new legislated requirements and a focus by the Auditor General. This has improved transparency, accountability and efficiency to a large extent. It is through those processes and in consideration of strategic goals and the community's ability to pay that rates should be set.

How Dividends are Used

Distributions from TasWater to Owner Councils are reinvested into communities through development, renewal or maintenance of other key community infrastructure. This is done in accordance with the community guided strategic plan as well as the long-term asset management and financial plans developed by councils.

Greater investment is required by State and/or Federal Government in this critical infrastructure. Otherwise it is left solely to landowners, through payment of rates and water bills, to fund infrastructure which delivers state-wide health and economic benefits.

There has been some talk about the Tasmanian Government taking over Taswater. It is the strong view of Local Government that continued council ownership of Taswater will ensure the corporation is best focussed on servicing local communities and providing opportunities for local development.

Under council ownership, TasWater has made outstanding progress in ensuring Tasmanians have access to safe drinking water by contemporary standards, bringing significant benefits to communities and our tourism industry.

Over the next two years, all boil water alerts will be eliminated and work will commence on improving sewerage infrastructure. This work will take significant funding to do at a speed which meets community expectations. Those same communities also expect and need other important infrastructure such as local roads and bridges, parks, sports grounds and community halls to be maintained to the highest standards.

LGAT Annual Plan Progress Report



Not started yet or reliant on action by others



Requires attention from LGAT



Completed and/or ongoing

PA1 Strategic Relationships				
Action	Output	Measure / Target	Progress	Comment
Regular engagement, communication and interaction with member councils via a range of activities and mediums.	Timely and meaningful communication with our members;	Positive response (>70% support) in membership engagement survey to methods of communications;		Engagement survey complete – responses currently being analysed.
Continue to review and where required enhance our member and external communications.	Implementation of the Strategic Communications Plan, including amendments to format of the LGAT News and Pulse.	Increasing access and hits on to LGAT online presence (website, Extranet).		A detailed review of the LGAT website and Extranet has commenced and work to prepare changes to the LGAT News and Pulse is underway. Baseline monitoring of the

				website hits has commenced.
Each member council to have received at least one visit from an LGAT representative each financial year.	Council visits	Every council visited once per year.		Council visits completed to date: Central Coast, Break O'Day, Sorell, Launceston, Northern Midlands, Kentish, Latrobe, Kingborough, Glenorchy, George Town, Central Highlands, Southern Midlands, Huon Valley, Hobart and Flinders.
Deliver the LGAT Annual Conference.	Successful delivery of the Conference on budget.	Delivery of the Conference on budget and with an overall rating of good or excellent from >70% of survey responses.		Planning for the 2017 Conference is underway. The conference theme is confirmed and venue and development of the Sponsor and Trade Prospectus complete.
Continue to facilitate the appropriate allocation of staff resourcing and support to deliver the LGAT Assist Program.	Maintain timely determination of all loan applications	All eligible loan applications determined in accordance with the LGAT Assist Loan Policy		34 loans have been provided to date in this financial year.
Provide a central point of contact for external stakeholders who wish to communicate with the sector.	Appropriate external content included within communications in line with	Sector relevant external content in communications;		Work on the new website noticeboard is nearing completion and will go live

	strategic objectives.	Positive response (>70% support) in membership engagement survey to external content of communications		by 20 th February.
<p>Represent Local Government interests in key policy priority areas of State Government as they relate to the sector. Participate in and seek representation on State forums</p> <p>Demand sufficient consultation periods</p> <p>During this plan period priority areas are expected to include:</p> <ul style="list-style-type: none"> • Planning Reform; • Emergency Management & climate change; • Sectoral Reform; • Economic development; • Preventive health; • Energy; • Infrastructure; • Cat Management. 	<ul style="list-style-type: none"> • State Government Budget submission; • Submissions on legislative changes, discussion papers and reviews developed in consultation with the sector; • Representation at Legislative Council, Tasmanian Planning Commission, working groups and steering committees as appropriate. 	<ul style="list-style-type: none"> • Participation by councils in the process; • State Government adhering to the Consultation Partnership. 		<p>Already this year LGAT has provided submissions on the following State Government documentation:</p> <ul style="list-style-type: none"> • A State Budget Submission; • Review of the Climate Change (State Action) Act; • Review of the Emergency Management Act; • Draft Transport Access Strategy • Neighbourhood Disputes Bill; • The Flood Review; and • Total Fore Ban Harvesting Guidelines. <p>LGAT has also delivered</p>

				strong and sustained advocacy on the Building Regulatory reform and Planning reform.
<p>Represent Local Government interests in key policy priority areas of Federal Government as they relate to the sector. Such as:</p> <ul style="list-style-type: none"> • Indexation of Local Government Financial Assistance Grants; • The direct funding relationship between the Commonwealth and Local Government; • Elected member taxation. 	<ul style="list-style-type: none"> • Federal Government Budget submission; • Submissions on legislative changes, discussion papers and reviews developed in consultation with the sector. 	<ul style="list-style-type: none"> • Councils participation in the process; • Tasmanian interests are represented in ALGA submissions. 		<p>LGAT has provided input in the ALGA National General Assembly on a range of matters.</p> <p>In addition, LGAT provided a direct submission on the review of the RDAs.</p> <p>LGAT provided a submission to the National Local Government Report 2015-16</p>
Facilitate Local Government representation on government and community boards and committees to ensure representation and a voice for our sector.	Local Government representation.	All board and other positions successfully filled.		The board appointments since the start of this financial year are the Premier's Physical Activity Council (Ald Heather Chong, Clarence City Council) and the Tasmanian Library Advisory Board (Amanda Davison, Waratah-Wynyard Council).
Invite key government/industry/community decision makers to Local Government events	Key decision makers attend a	Positive response (>70% support) in membership		The AGM had the Treasurer and Minister for Local

to build relationships and mutual understanding.	range of LGAT events.	engagement survey to speakers at events throughout the year.		Government present, as well as the then opposition member for Local Government and Planning. The regional breakfast series had the Chief Fire Officer and Chair of the Flood Recovery Taskforce presenting. The February General Meeting had the Chair of RDA Tasmania and the new Director of Local Government presenting.
<p>Maintain and strengthen existing relationship with State Govt. & other key non-govt entities. Specifically LGAT will:</p> <ul style="list-style-type: none"> • Maintain cooperative arrangements with LGPro, the STCA, NTD & CCA, RDA Tas; • Collaborate with the Governance Institute, PIA, Engineers Australia and IPWEA for specific activities; • Collaborate with other peak bodies, such as TasCoSS, HIA, MBA and others as appropriate on key areas of joint concern; • Continue our strong collaboration with ALGA and other State associations. 	<ul style="list-style-type: none"> • Joint Budget and other submissions when and as appropriate; • Established principles for cooperation with identified organisations; • Ensure the Federal advocacy agenda is prosecuted locally. 	Delivery of at least five (5) joint submissions or events throughout the year.		<p>Meetings have occurred with:</p> <ul style="list-style-type: none"> • The three regional bodies & RDA Tas; and • TasCoSS, HIA, the Heart Foundation, the MBA and others to develop joint State budget priorities. <p>LGAT will be partnering with the Climate Network to deliver a state-wide climate change workshop.</p>
Identify & promote Local Government	<ul style="list-style-type: none"> • Strong attendance at 	<ul style="list-style-type: none"> • Positive response 		Several events have been

networking opportunities to provide better cross sectoral information sharing and support.	networking events.	(>70% support) in membership engagement survey to networking events.		<p>delivered throughout 2016, including a GMs workshop, the regional breakfasts, Mayor's Workshop, Crucial Conversations and Workforce Planning.</p> <p>So far planned in 2017 are</p> <ul style="list-style-type: none"> • regional breakfast series • workshops on "Related Parties" • state-wide Climate Change workshop
Facilitate discussion at General Meetings to enable active engagement and decision-making by members on key issues.	Council engagement on topical issues.	<ul style="list-style-type: none"> • Increased GM agenda items for decision or discussion. • Attendance of relevant speakers to 50% of General Meetings. 		<p>Expert presenters on energy and local government reform presented at the November General Meeting.</p> <p>The new Director of Local Government is speaking at the February General Meeting and there will be a topical discussion on LGATs upcoming Strategic Planning process.</p>
Continue active membership on the DPAC/LGAT Disability working group and	Improve disability access through collaboration with the	Project outcomes facilitated through liaison		Strong collaboration with the LGD continues. A

work with LGD to provide recommendations to local government on disability strategies.	Local Government Division and councils.	with councils.		statewide Universal Access Forum for the Building Industry was delivered in September 2016, with implementation of the Disability Action Strategy completed in December. LGAT continues to assist the LGD with facilitating the development of networks within the local government sector.
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PA2 Sector Profile and Reform				
Action	Output	Measure / Target	Progress	Comment
Strategically highlight positive local government activities and successes via appropriate communication methods. Such as: TV, print media, social media, LGAT publications and events.	Delivery of Better Councils Better Communities TVC campaign	Completed by January 2017		The Better Councils Better Communities TVC is planned for screening throughout February and March 2017.
	Preparation of website material to support Better Councils Better Communities campaign.	Increased website traffic when ad is played.		The support material for the LGAT website has been prepared and baseline analytics gathered.

Work with the Local Government Division to ensure appropriate data collection, identification of key sectoral performance indicators and analysis and reporting.	Workforce data collection transitioned from LGAT to LGD.	Completed by June 2017		Initial discussion with the LGD has commenced, with LGAT indicating its preferred approach.
<p>Advocate for the Local Government sector and the communities it serves through:</p> <ul style="list-style-type: none"> • The current Local Government reform process; • The review of the Local Government Act. 	<ul style="list-style-type: none"> • Councils participation in the process; • LGAT membership on steering committees and working groups in order to influence outcomes; • Preparation of appropriate tools and research to support council participation and also advocacy work. 	Two (2) relevant pieces of support material (research articles or tools) produced for sector.		<p>LGAT continues, through our CEO and President, to be engaged in the steering committee for the review of the Act. The recommendations from the review are expected any day now.</p> <p>LGAT is currently working on a research document and support tools in relation to sectoral reform. Completion date envisaged for June 2017.</p>
<p>Continue to progress key initiatives of the Role of Local Government Project to improve the sustainability and effectiveness of Local Government.</p> <p>Reinvigorate the Economic Development Working Group (EDWG).</p>	EDWG reformed and key initiatives established and immediate priorities commenced	Completed by June 2017		A number of meetings have taken place with the Acting Deputy Secretary of State Growth and the Director of Workforce Development to progress this.
Prepare discussion paper on the Sharing Economy.	Sectoral position established	Provided to the November 2016 General Meeting		Complete. It is worth noting that State Government's policy position has been informed by the LGAT paper.

PA3 Financial Sustainability				
Action	Output	Measure / Target	Progress	Comments
Support councils in implementing Audit Panel requirements.	Joint training delivered for Audit Panels with the Governance Institute;	<ul style="list-style-type: none"> • Training delivered by June 2017 • Councils have an Increased awareness of the role and responsibilities of audit panels 		Workshops were delivered during September in Launceston and Hobart. Feedback on the sessions was extremely positive.
	LGAT advocate to the LGD to delivering appropriate training and tools.	LGD developed additional resources for audit panels		A survey of the sector on what further tools and support is required has been undertaken and will inform further work by LGAT, the Audit Office and LGD.
Continue to develop best practice case studies and fact sheets for councils, including items on: <ul style="list-style-type: none"> • Council Budgeting process; • Participatory democracy and engagement; • Minute taking; and • Strategic asset management plan 	Development of one case study / fact sheet per quarter.	4 pieces of new support material produced per annum.		Initial scoping work has begun on a number of these items; however development will commence in earnest in the first quarter of the 2017 calendar year.

templates.				
Work with the State Government to ensure Local Government is represented in the implementation phase of Infrastructure Tasmania's State Roads Audit Report.	State Government decision making takes into account the policy position of Local Government.	LGAT plays a key role in the process.		LGAT received an update in December 2016 from Infrastructure Tasmania in relation to key elements of the Audit Report, including forestry roads, road trades and strategic network management (see February policy update)
Work with State Government and other stakeholders to identify funding opportunities for further development of local/regional strategic road and bridge networks for heavy vehicles.	<ul style="list-style-type: none"> Expanded heavy vehicle networks established; Strong relationship and collaborative approach with State Growth appropriately maintained. 	Funding options for upgrades identified.		<p>LGAT is working with State Growth and Regional Development Australia (Tas) as relevant to explore funding options for heavy vehicle network assessments going forward.</p> <p>THE LGAT State Budget submission included a request for funding from the State Government.</p>
<p>Work with the National Procurement Network (NPN) and Tasmanian councils to develop and implement improved procurement practices, including:</p> <ul style="list-style-type: none"> Standard documentation and templates, including: <ul style="list-style-type: none"> Request for Tender Template; Request for Quotation 	<ul style="list-style-type: none"> Standard tender and contract documentation available to councils; Tas Councils' interests represented through the NPN; Training session delivered. 	Standard documentation produced and training delivered by June 2017;		This will be commenced in the first quarter of the 2017 calendar year.
		10% increase in total council spend on NPN.		In the period to December 2017, total council spend was up in excess of 10% of the previous time last year.

<p>Template;</p> <ul style="list-style-type: none"> ○ Expression of Interest Template; ○ Goods and Services Tender Template; and ○ Minor Works Tender Template. <ul style="list-style-type: none"> • Access to training programs; • Value for money locally based purchasing ; and • Whole of Sector analysis of procurement & expenditure patterns. 				
<p>Continue to work with MAV Procurement to support and build LGAT's procurement capacity.</p> <p>Formalise partnership approach via establishment of MOU.</p>	<ul style="list-style-type: none"> • LGAT's procurement profile raised; • Deliver savings for Tasmanian Councils via procurement; • MOU established. 	10% increase in total council spend on MAV Procurement;		Figures for most recent quarter not yet received from MAV.
		MOU in place by June 2017.		A draft MOU has been circulated. Further negotiations are underway regarding the scope.
<p>Continue to work with councils to identify and capitalise on opportunities for energy efficiency and financial savings.</p> <p>Expand the successful Northern Street Lightening Project across the State to interested councils.</p>	Establishment of further energy efficiency and cost saving opportunities, such as bulk energy purchase by councils	Completed by June 2017;		Funding options for consultancy support to progress this action have been scoped and the initial application submitted – we are awaiting a response.
	Expansion of Northern Street	Interested councils signed		Meetings held with NW and

	Lightening Project to other interested councils across the state.	up to participate in LED replacements program by June 2017.		Southern Councils regarding the project. The business case for involvement of councils is currently under development.
Establish research notes outlining shared services opportunities and benefits and disseminate to councils. Support those councils requiring assistance to implement shared services arrangements.	Information related to shared services.	Completed by June 2017		This will be commenced in the first quarter of the 2017 calendar year and will be mindful of the work occurring through the feasibility studies.
Establish and document the benefits of Lean Thinking for local government and determine if a Pilot Project is warranted.	Information related to Lean Thinking benefits for local government in Tasmania.	Completed by June 2017		This will be commenced in the first quarter of the 2017 calendar year.
Prepare discussion paper on Value Capture and its benefits in Tasmania.	Paper on Value Capture	Completed by June 2017		A review of Federal Government and State Government policy positions and discussions papers has commenced. LGAT is currently liaising with State Growth on the review.

PA4 Sector Capacity				
Action	Output	Measure/Target	Progress	Comment
Continue to support the sector in	Roll out of the Tasmanian	June 2017		Training sessions for councils across the

workforce planning via targeted policy and program development.	Workforce Planning Guidelines.			three regions delivered. Scoping of further support currently underway.
Set up a whole of sector Employee Assistance Program.	Panel of providers established.	June 2017		A survey of existing arrangements within councils and what further support would be useful has been undertaken. The request for providers is under development.
<p>Deliver the forward training program for elected members and staff and continue to identify future requirements and opportunities.</p> <p>Leverage off collaborative alliances, such as LGPro, in delivering integrated professional development opportunities.</p>	A program of activities developed and implemented annually;	June 2017		Training calendar developed and review of further opportunities underway
	Induction materials updated following LG Act review;			Waiting on review recommendations from LGD.
	Support Code of Conduct training for elect members;			Ongoing
	Delivery of a health forum on LG's role in preventative health.			Planning work has commenced for the forum.
Continue to deliver a LGAT breakfast speaker series for members on a regional basis.	Exposure and interaction with key leaders and decision makers	Two series' of regional breakfasts successfully delivered per year		Emergency management breakfast regional forums held during October. Road safety will be the theme of the Feb 2017 series and health for the October 2017 series.
Identify, promote and where available, secure grant funding for training and sectoral capacity building.	Funds secured throughout the year.	Funds secured		<p>A plan for securing funding to deliver increased support for energy / electricity has been scoped and is being implemented.</p> <p>The scoping of being "grant ready" has commenced with a consultancy quote currently being evaluated.</p>

Develop sectoral support tools and resources, such as: <ul style="list-style-type: none"> Finalise workplace behaviours toolkit Audit of capacity to enable gaps to be addressed. 	Final workplace behaviours toolkit available to councils	June 2017		The final tranche of polies has been provided to the sector and the Crucial Conversations presentations have been delivered and very well received.
Develop online training for Councillor Inductions, staff training and identification of council election induction material.	Training and induction material available for staff Pre- election material and training and induction material for elected members	June 2017 January 2018		This will be commenced in the first quarter of the 2017 calendar year.

PA5 Land Use Planning & Environmental Sustainability				
Action	Output	Measure / Target	Progress	Comment
Work to ensure that the interests of Local Government sector and the communities it serves are advanced and protected through the current planning reform process through taking a leadership role in responding on behalf of the sector to State Government reform.	Development of sector wide responses to anticipated policy reforms, such as major project approvals, Tasmanian Planning Policies and third party appeal rights.	As required by State Government delivery.		Active engagement with Justice and the TPC ongoing. Feedback on appropriate sectoral consultation timing and process provided and accepted by Government.
Lobby State Government to respond to the sectors view on State-wide	State Government, key interest groups and	Completed by June 2017		Initial consultation with Planning Policy Unit undertaken. More detailed

planning system reform across the areas of planning policy, regional strategies, Planning Appeal tribunal process, subdivision legislation and discretionary application advertising.	community appreciation of sectors priorities.			discussions will occur in the first quarter of the 2017 calendar year.
Deliver land use planning and planning authority training material and program for elected members. Where possible use in house or Council planners.	Training material produced and presented.	4 sessions delivered per annum.		Sessions will be scoped in the first quarter of the 2017 calendar year.
Prepare best practice process guide to "When the council is the applicant".	Guide developed	Completed by June 2017		This will be commenced in the first quarter of the 2017 calendar year.
Incorporate good planning outcomes delivered by councils into a strategic marketing campaign.	Contribute opinion pieces to local newspapers; Continue to contribute to quarterly PIA magazine.	2 planning related opinion pieces published		Opinion pieces on Airbnb (Mercury) and the State Planning Provisions (Mercury and Advocate) successfully run.
Work with Tasmanian Climate Change Office (TCCO) to develop a state-local government climate change work plan.	A program of work that articulates agreed climate change barriers, roles and responsibilities and sets out joint challenges and actions.	Completed by June 2017		The work plan was initially identified in the State Government's draft Climate Action Strategy, and endorsed by LGAT. The draft strategy is yet to be released in final form, but is anticipated in 2017. The development of a work plan will be commenced in the first quarter of the 2017 calendar year.
In collaboration with the Tasmanian Climate Change Office, explore project opportunities in relation to climate change governance capacity	Implementation of appropriate project (likely managed by the TCCO in the main) and delivery of guides and templates to	Completed by June 2017		LGAT met with the TCCO in early January to discuss a governance and decision making project for Tasmania local government, which will be delivered in the first half of

building for councils and implement appropriate project	councils for ongoing use.			2017.
Advocate to the State to provide additional expert support to councils for emergency management risk assessment and planning.	State Government recognition of requirement and mechanism for provision of support established;	Completed by June 2017		A Risk manager has been appointed to work with Municipal Committees to undertake risk assessments, LGAT is on the working group. Justice review implementation business case includes 3 officers to support councils in emergency management planning and training.
Continue to represent councils on key State Emergency Management Steering committees.	Local Government input into relevant committee considerations.	Council participation in the process.		LGAT now represented on the State Emergency Management Committee and all Sub committees of SEMC.
Provide Mayoral Training and information on relevant aspects of emergency management.	Training and support material delivered	Completed by June 2017		Complete - communicating in emergencies training delivered to Mayors.
Represent the sector in relation to the state reform of emergency management arrangements and federal emergency management funding reform.	Represent councils on the Outputs Steering Committee tasked with implementing the Justice review into Emergency Management Arrangement in Tasmania;	A majority of local government supported recommendations reflected in the reform.		Current business case includes resources to support Local Government in emergency management
	Represent councils on a working group reviewing the funding model for SES volunteer units;			This has stalled with the State now taking a top down approach. The issue has been raised at PLGC officials and LGAT will continue to try to engage on this issue.
	Continue to work with the State Government and ALGA in relation to proposed changes for federal emergency			LGAT continues to have discussions with the State in relation to these reforms and the impact on Tasmania.

	management funding.			
Promote opportunities and support councils in accessing funding to support them in planning for emergencies.	Councils receiving funding support for emergency planning.	Funds secured		Several councils have applied for funding under the NDRGP grant programs. LGAT sits on the assessment panels for many of the grants.
Represent the sector on current and emerging waste matters. Reinitiate LGAT waste advisory group to drive strategic state-wide response to key waste issues.	Development of recommendations for Members and State Government on key aspects of a waste strategy	Completed by June 2017		The LGAT Waste Reference Group has commenced work – see item this agenda for further information.

Internal Business Improvement Actions

The following activities fall into the internal or 'business improvement' category. These activities, once complete, are expected to improve how the LGAT secretariat fulfils its strategy and implements future Annual Plans. These activities will progressively be undertaken throughout the plan period around ongoing delivery of core and project related tasks.

BUSINESS IMPROVEMENT PROCESSES	
Action	Comments
<p>Undertake a business improvement review of LGAT operations across the following areas:</p> <ul style="list-style-type: none"> • Complete Governance Review including a review and update or IR Policy for LGAT • Develop risk register for LGAT • Develop new Strategic plan • Implement Strategic communications plan, including the following actions: <ul style="list-style-type: none"> ○ Review of current communications activities; 	<p>The following items have been completed:</p> <ul style="list-style-type: none"> • Governance Review • Risk register • Implement ICT Strategy, including the following priorities: <ul style="list-style-type: none"> ○ Office 365 migration including initial training; <p>Implementation of the Strategic communications plan has commenced, including:</p> <ul style="list-style-type: none"> • Review of current communications activities; • Development of key messages; • Measurement of LGATs online presence; and

<ul style="list-style-type: none"> ○ Develop key messages for strategic priority areas; ○ Establish an internal communication process; ○ Measure and evaluate LGAT online presence; ○ Undertake a membership engagement strategy; and ○ Determine our role and priorities in disseminating information to the sector for others. ● Implement ICT Strategy, including the following priorities: <ul style="list-style-type: none"> ○ Office 365 migration including initial training; ○ SharePoint Training; ○ Replacement of critical hardware older than 5 years; and ○ Investigate move to VOIP. ● Re-negotiate advertising contract or alternative ● Analyse new event management program options determine if an upgrade is of value 	<ul style="list-style-type: none"> ● The membership engagement survey has been distributed.
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STRATEGIC PLAN

2012-2017

Document Version & Control

DOCUMENT ACCEPTANCE and RELEASE NOTICE

This is version 3.a of the Local Government Association of Tasmania's (LGAT) Strategic Plan December 2012-2017.

The LGAT Strategic Plan is a managed document. For identification of amendments each page contains a version number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

PREPARED:DATE: 27/11/15
(for final distribution) Dion Lester, Policy Director

ACCEPTED:DATE: 9/10/15
(for final distribution) Dr Katrena Stephenson, CEO

1. BUILD STATUS:

Version	Date	Author	Reason	Sections
0.a	10 May 2012	Katrena Stephenson	<i>Draft for comment by LGAT staff</i>	All
0.b	21 May 2012	Katrena Stephenson	<i>For endorsement of GMC</i>	All
1.0	12 May 2012	Allan Garcia/Katrena Stephenson	<i>Capture GMC feedback for endorsement.</i>	All
2.a	9 April 2014	Katrena Stephenson	<i>Reflecting changes in LGAT Role re Water and Sewerage and other minor amendments</i>	All
2.0	14 May 2014	Katrena Stephenson	<i>GMC Endorsement</i>	All
3.0	9 December 2015	Dion Lester/Katrena Stephenson	<i>GMC Endorsement</i>	All

2. MAJOR AMENDMENTS IN THIS RELEASE:

Section Title	Section Number	Amendment Summary
Priority Areas	pA7	<i>Priority Area Deleted</i>
Priority Areas	PA5&6	<i>Priority Areas Merged (into PA5)</i>

3. DISTRIBUTION:

Copy No	Version	Issue Date	Issued To
1	0.a	10 May 2012	LGAT Staff
2	0.b	25 May 2012	GMC
3	1.0	13 June 2012	GMC
4	2.a	9 April 2014	LGAT Staff
5.	2.0	14 May 2014	GMC
6.	3.0	9 December 2015	GMC

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Introduction

The aim of this Strategic Plan is to outline the priorities for the Local Government Association of Tasmania (LGAT) over the period covering 2012-2017.

Five priority areas (PA's) have been identified and the plan is structured around these.

They are:

1. Strategic relationships
2. Sector profile and reform
3. Financial sustainability
4. Sector capacity
5. Land use planning and environmental sustainability

In reviewing this plan it is important to note that:

- 1) It has been informed by past activity, current priorities and desired outcomes.
- 2) It is not intended to comprehensively describe all the work that LGAT undertakes or reflect all the activity within councils.
- 3) It is a living document that will be reviewed regularly in order to appropriately reflect the social, economic and political environments within which councils are working.
- 4) It will provide the basis for resourcing decisions and work planning by the LGAT CEO and staff.

About LGAT

The Local Government Association of Tasmania is the voice of Local Government to other spheres of government, stakeholders and the wider community. LGAT advocates for the interests and rights of councils, promotes the efficient operation of Local Government and fosters strategic and beneficial relationships on behalf of the sector.

LGAT has been the peak body for Local Government in Tasmania for 100 years and is part of a national network of associations. It is funded by councils and earns other income through projects delivered on behalf of Local Government, services to members and sponsorships.

LGAT provides specialist services to its member councils including policy and strategic support, capacity building for Local Government elected members and officers and procurement of goods and services. LGAT also coordinates the Tasmanian Local Government Awards for Excellence, the LGAT Annual Conference and the LGAT *Assist*¹ Program.

LGAT works collaboratively with members to support council staff and elected members. The communities our 29 councils serve are represented by 263 elected members and supported by nearly 4000 staff.

¹ For more information about what we do, please see the website www.lgat.tas.gov.au
Local Government Association of Tasmania Strategic Plan 2012-2017 v3.0

About GMC

The LGAT General Management Committee (GMC) is elected by member council representatives every two years. The GMC comprises the popularly elected President, the Lord Mayor and six other members elected by regional groupings of councils. The Vice President is elected by the GMC. The GMC oversees the administration of Local Government policy, provides strategic direction to the LGAT in accordance with policies resolved by member councils, appoints Local Government representatives to boards, committees and working groups, and oversees the financial management of LGAT.

At the time of developing the current version (3.0) of the plan, the GMC comprised:

Mayor Doug Chipman President
Mayor Daryl Quilliam (Vice President)
Mayor Jan Bonde
Mayor Kristie Johnston
Mayor Christina Holmdahl
Mayor Deidre Flint
Mayor Craig Perkins
Lord Mayor Sue Hickey

Context

During the 2014-15 operating period there was a continued focus on reform and restructure of Local Government. Relationship building has been a key focus for LGAT in the last twelve months and will continue to be a priority going forward. The State Government has provided funding and is facilitating a conversation between participating councils in relation to greater resource sharing and the prospect of amalgamation for those communities where the business case stacks up. Planning reform remains a high priority, driven by the State Government's election commitment to a 'fairer, faster, simpler and cheaper' planning system. Work in the area of procurement has delivered significant savings for those councils using the service and it is expected that interest will grow as new opportunities are identified through the National Procurement Network.

LGAT plays a key role in informing and improving the level of discussion and decision-making in relation to Local Government. It is ideally placed to promote the achievements of Tasmanian councils in delivering positive community outcomes.

LGAT has had considerable success in working with members to continue to build the capacity of the Local Government sector. This includes the continued improvement of long term financial and strategic asset management planning in councils, supporting the embedding of *Think Big, Work Local* Careers Project into core business, building LGAT's sectoral procurement capability and extending our delivery of training for the sector.

LGAT will persist in looking for opportunities for improving the sector. 'Big' reforms or 'little' reforms need to be supported by thorough research and sound analysis and assistance to consider options and implement changes. LGAT sees that as a critical ongoing role.

LGAT operates very efficiently, with currently only 10 staff (with a number of those working part-time or on fixed-term contracts). This enables LGAT to be nimble, with the flexibility to engage project staff as required. LGAT must address the same range of issues as the larger, more resourced Associations, and therefore the current minimum resourcing is essential.

Vision

For Local Government to be an independent, representative, sustainable sphere of government, demonstrating leadership and participating fully in local governance for the benefit of Tasmanian communities.

Mission

LGAT will deliver strong leadership, support, representation and direction to member councils, to help secure the social, environmental and economic future of Local Government. LGAT will achieve this through the efficient and effective utilisation of resources.

Aims

The Local Government Association of Tasmania aims to:

- act as a facilitator (of best practice, change, reform);
- be a powerful representative and advocate;
- provide an environment for leadership and catalyst for improved council and community outcomes;
- assist elected members to understand their roles and responsibilities;
- identify issues, analyse data and develop possible responses; and
- collaborate with the State and Federal Governments on improvements for the community and for the sector.

Priority Areas (PA)

PA 1: STRATEGIC RELATIONSHIPS

The Local Government Association of Tasmania has the opportunity to influence policy and legislation, through presenting a strong, united voice on behalf of the sector and to build understanding of the role and importance of Local Government.

Local Government is facing a number of challenges including future economic sustainability, managing increased community expectations and maintaining existing and new assets. Local Government, through LGAT, must develop strategic relationships with key organisations, particularly State Government, in order to influence decision making, pool expertise, achieve efficiency and realise opportunities.

Within the sector, Local Government must also work collaboratively to share knowledge, experience and develop solutions to shared challenges. Engaging with both elected members and council staff is vital in order to build the Association's understanding of sectoral priorities and to represent the position of its membership to other stakeholders.

It is important that LGAT provides an influential voice that accurately represents the views and policy of Local Government within Tasmania. Underpinning this is active management of member relationships with the aim of maintaining all Tasmanian councils as members and ensuring Local Government policy is equitable across all council types.

STRATEGIES:

1. Build a strong association

- Continue to work collaboratively with members to provide a strong and relevant Association with membership of all Tasmanian councils.

2. Provide a strong united voice for Local Government

- Represent Local Government in relevant public debates, legislative reviews and intergovernmental forums.

3. Develop and maintain strategic alliances

- Identify opportunities for collaboration, resource sharing and attracting funding for Local Government.

4. Foster collaboration and cooperation within the Local Government sector

- Proactively provide opportunities for councils with like issues to meet and share experiences and solutions.
- Work with both elected members and council staff to ensure that the broader needs and position of the sector on a range of issues are being reflected in the Association's work program.

PA 2: SECTOR PROFILE AND REFORM

The Local Government sector is incredibly diverse, delivering an increasing number of services to communities. It is often difficult for communities to understand the extent of services and programs delivered by councils. Through a strategic and collective approach LGAT can play a key role in raising community awareness about just how much valuable work Local Government undertakes.

In recent years there has been increasing political and community debate about the need for Local Government reform. There is also desire within the sector to understand what the future for Local Government might look like, the type of reform that is deemed necessary and what outcomes are really desired from such a process. The State Government is currently addressing the issue of reform in partnership with participating councils through jointly funding feasibility studies into proposed strategic shared services and amalgamations.

This work is being undertaken with a view towards building a stronger and more resilient Local Government sector and improving service delivery outcomes for Tasmanian communities.

The Association will continue to work collaboratively with councils and the State Government to have Local Government recognised as a legitimate level of Government and that a well considered and equal-footed dialogue is held regarding the future of the sector in this State.

STRATEGIES:

- **Improve the image of Local Government**
 - Develop and deliver a strategic marketing campaign designed to improve public and stakeholder understanding and perceptions of the sector.
 - Provide tools and materials for members to assist in promoting Local Government and improving community understanding of council functions and services.
- **Actively participate in the Local Government reform agenda on behalf of the sector**
 - Undertake research and analysis to aid the development of reform options and allow for strategic advice.
 - Support members in responding to proposed reform agendas.

PA 3: FINANCIAL SUSTAINABILITY

The Association will build upon previous achievements in assisting to improve councils' financial sustainability and their ability to deliver sound long-term financial and strategic asset management plans. This is core business for councils and therefore requires continuous improvement. There is ongoing scrutiny at the national and state level on councils' financial management and much guidance as to best practice.

The Association will actively pursue opportunities for efficiency gains through the identification and development of procurement and resource sharing opportunities. It will continue to assist councils in building capacity to undertake long-term planning.

STRATEGIES:

- **Drive improvements in financial and strategic asset management across the Sector.**
 - Continue to deliver training and tools to build councils' capacity to understand and plan for the long-term.
- **Develop opportunities for improvement and efficiencies.**
 - Continue to investigate, develop and embed opportunities for coordinated and cooperative procurement and resource sharing.
 - Continue to promote to members the benefits of utilising Local Government related goods and services panels such as the National Procurement Network.

PA 4: SECTOR CAPACITY

As a sector, Local Government faces a number of councillor and workforce challenges including skills shortages, an ageing workforce and competition for staff. The roles and responsibilities of elected members and council staff have steadily expanded in recent times as councils take on an ever greater diversity of services and programs.

The Association has always played an active role in building sector capacity. We will continued to deliver programs like the *Think Big, Work Local Project*, elected member training, specialist workshops and our Annual Conference which support the skills development of staff and elected members.

LGAT advocates for Tasmanian issues to be captured in national policy and planning processes with strong engagement with relevant national bodies.

Additional benefits of a skilled sector include enhanced reputation and credibility; attributes which in turn lend further support to the delivery of Priority Area 2 in lifting the sector's profile.

STRATEGIES:

- **Continue to deliver programs which improve recruitment and retention.**
 - Deliver programs as appropriate, for example Think Big, Work Local.
 - Attract funding for training across the Sector in response to identified gaps.
- **Build the capacity of elected members and staff to deliver quality outcomes.**
 - Provide training and networking opportunities in response to identified needs.
 - Continue to deliver the LGAT Annual Conference.
 - Conduct regular meetings of member councils to update, discuss and give/seek direction on areas of need.

PA 5: LAND USE PLANNING AND ENVIRONMENTAL SUSTAINABILITY

Local Government has a key role to play in the administration and delivery of the State's land use planning system. LGAT is well placed to directly influence the dialogue regarding land use planning policy decisions, having built good relationships and consultation protocols with the State Government as well as having built up a strong Local Government advisory network.

Planning reform is a current focus area of the Tasmanian Government. As part of its role in the reform process LGAT will leverage its position to address council expectations with solid, practical and strategic advice which recognises that proposed changes must ultimately be consistent, sustainable and implementable.

Dealing with issues and responsibilities in relation to emergency management, environmental sustainability and climate change are becoming an increasing challenge for councils, with greater community expectations and regulatory compliance regimes being established. There are intersections and crossovers between these different policy areas and a need to coordinate across council departments and disciplines.

This creates challenges for councils in terms of implementing strategic responses to problems and allocating resources appropriately.

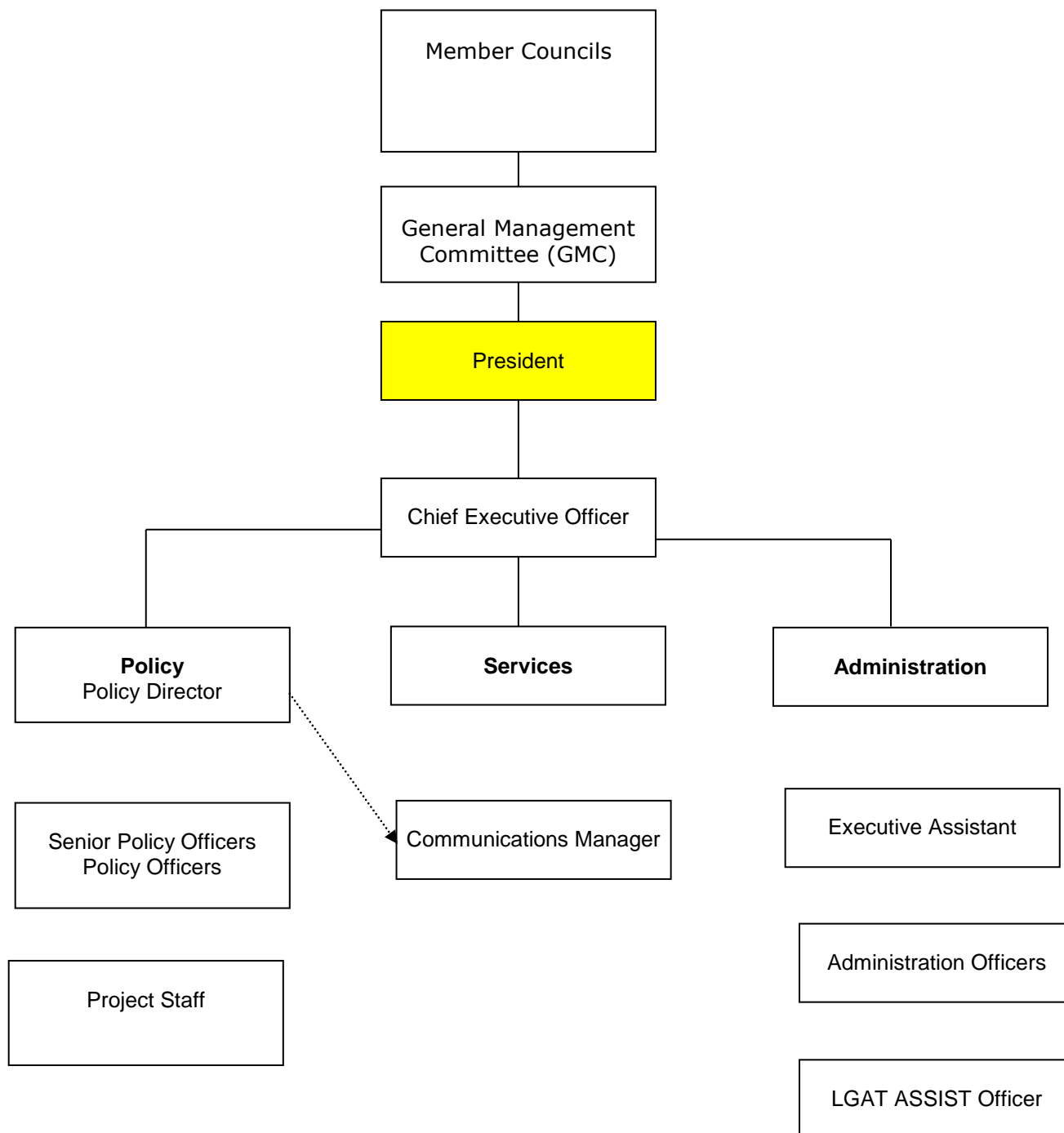
LGAT has been at the forefront of a number of innovative projects in recent years that have garnered support and funding to enable councils to move beyond their traditional roles and take a leading position in dealing with the challenges outlined above. LGAT is committed to building on the support it has previously provided to the sector.

STRATEGIES:

- **Engage in the debate on planning policy reform on behalf of the Local Government sector.**
 - Maintain relationships with key stakeholders in order to influence and inform policy and practice.
 - Participate in the State Government Planning Reform Agenda.
 - Advocate for improvements to the State Planning System.
- **Build the capacity of elected members to function as a Planning Authority.**
 - Provide access to training for members of planning authorities to support their legislative functions and understand emerging land use planning issues (e.g. natural hazards, climate change).
- **Build recognition of the good planning outcomes being delivered by Tasmanian councils.**
 - As part of the strategic marketing campaign identified under PA2, improve public understanding and perceptions of the sector in relation to planning outcomes delivered by councils.
- **Continue to support councils in identifying and responding to natural hazards and climate change related risks.**
 - Undertake research and disseminate information to councils.
 - Work proactively with councils to respond to the State Governments priorities on climate change.

- Attract funding for natural hazard and climate change mitigation and adaptation activities.
- Continue to advocate for resolution of liability issues.
- **Emergency Management**
 - Attract funding to support councils in building their capacity.
 - Advocate for councils in relation to national and state reform in emergency management.
- **Work to secure better waste management outcomes across the sector.**
 - Develop a position on future funding and waste management priorities.
 - Advocate for improvements to the management of waste in Tasmania.

Organisational structure



Process for development of the Strategic Plan

LGAT Policy staff undertook a review which included examination of the previous strategic plan and activity, consideration of the plans developed by other Local Government Associations and the current local government context. A possible structure, priority areas and key strategic areas were identified for the consideration of the General Management Committee (GMC) in March 2012. At the meeting the GMC agreed to the structure and priorities and that their preference was for a more succinct and flexible strategic plan supported by an annual activity plan.

A first draft was completed by the Policy Director in May 2012, circulated for staff comment and finalised for the consideration of GMC in June 2012. Following GMC deliberation a final version was prepared and agreed out of session for endorsement at the July 2012 Annual General Meeting.

Subsequent to the endorsement of the initial document, there have been a number of reviews conducted to ensure that the strategic priorities remain contemporary and relate appropriately to the priorities of LGAT and its membership. The current review and revision of the Strategic Plan (V3.0) was completed in November 2015 by both the General Management Committee and the LGAT Secretariat.