



Local Government Association Tasmania

# Special General Meeting

## Minutes

11 May 2017

### Windsor Park Community Precinct Community Hall

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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*



The Vice President, Mayor Daryl Quilliam welcomed Members and declared the meeting open at 1.30pm.

President Mayor Doug Chipmans apology for this meeting was noted.

Apologies were received from -

Mayor Doug Chipman	President
Mayor Tony Foster	Brighton Council
Mr Andrew Paul	Clarence City Council
Mayor Phil Vicars	West Coast Council
Mr Greg Winton	Derwent Valley Council
Mr Tim Watson	Dorset Council
Mayor Michael Kent	Glamorgan Spring Bay Council
Mr David Metcalf	Glamorgan Spring Bay Council
Mayor Duncan McFie	King Island Council
Mr David Laughher	King Island Council
Lord Mayor Sue Hickey	Hobart City Council
Mr Bill Boehm	Flinders Council
Mr John Brown	Break O'Day Council
Mr Martin Gill	Meander Valley Council

# 1. GOVERNANCE

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## 1.1 CONFIRMATION OF MINUTES \*

**Waratah Wynyard Council/Devonport City Council**

**That the Minutes of the meeting held on 7 April 2017, as circulated, be confirmed.**

**Carried**

**Background:**

The Minutes of the General Meeting held on 7 April 2017, as circulated, are submitted for confirmation and are at **Attachment to Item 1.1**.

## 1.2 BUSINESS ARISING \*

**Waratah Wynyard Council/Kingborough Council**

**That Members note that Business Arising will be held over until the July 2017 General Meeting.**

**Carried**

**Background:**

This Special General Meeting is confined to TasWater matters.

## 1.3 CONFIRMATION OF AGENDA

**Burnie City Council/Huon Valley 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.

## 2. ITEMS FOR DECISION

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### 2.1 OWNERSHIP OF TASWATER

Contact Officer – Katrena Stephenson

#### Hobart City Council/Southern Midlands Council

That Members note the report from TasWater Chair Miles Hampton.

Carried

#### Dorset City Council/George Town Council

That the Chair and Directors of TasWater leave the Meeting to allow for open debate.

Lost

#### Dorset Council/George Town Council

That voting on this matter be deferred until the July 2017 General Meeting due to the lack of adequate information available to Members from the State Government.

Lost

#### Kingborough Council/Derwent Valley Council

That a Suspension of Standing Orders be implemented to allow for general discussion and debate around Water and Sewerage to allow an agreed position to be formulated.

Lost

#### Brighton Council/Clarence City Council

That Members confirm there is no water and sewerage crisis, reject the proposed State Government ownership of TasWater and, through LGAT, urge the State Government to work cooperatively with LGAT, Councils and TasWater on the optimal water and sewerage infrastructure upgrade program to achieve the best outcome for Councils and Consumers.

## Amendment Motion

### Kingborough Council/Derwent Valley Council

That Members confirm there is no water and sewerage crisis and that in the absence of a better offer from the State Government, we reject the proposed State Government ownership of TasWater and, through LGAT , urge the State Government to work cooperatively with LGAT, Councils and TasWater on the optimal water and sewerage infrastructure upgrade program to achieve the best outcome for Councils and Consumers.

Lost

### Brighton Council/Clarence City Council

That Members confirm there is no water and sewerage crisis, reject the proposed State Government ownership of TasWater and, through LGAT , urge the State Government to work cooperatively with LGAT, Councils and TasWater on the optimal water and sewerage infrastructure upgrade program to achieve the best outcome for Councils and Consumers.

The Original Motion was Put and Carried

Council	Response
Break O'Day Council	For
Brighton Council	For
Burnie City Council	For
Central Coast Council	For
Central Highlands Council	Against
Circular Head Council	For
Clarence City Council	For
Derwent Valley Council	Against
Devonport City Council	For
Dorset Council	Against
Flinders Council	For
George Town Council	Abstain
Glamorgan Spring Bay Council	For
Glenorchy City Council	For
City of Hobart	For
Huon Valley Council	For
Kentish Council	For
Kingborough Council	For
King Island Council	For
Latrobe Council	For
Launceston City Council	Abstain

Meander Valley Council	For
Northern Midlands Council	For
Sorell Council	Against
Southern Midlands Council	For
Tasman Council	For
Waratah Wynyard Council	For
West Coast Council	For
West Tamar Council	For

### **Foreshadowed Motion**

#### **Derwent Valley Council**

**That if water and sewerage is taken over by the State Government, that Councils are reimbursed at full audited asset value.**

**This Motion was Withdrawn**

### **Background**

At **Attachment to Item 2.1A** are -

- A broad timeline
- A copy of the Ministers presentation
- The notes of the Treasurer's Presentation taken at the April meeting.

### **Key Facts in Dispute**

<b>State Government</b>	<b>Councils/TasWater</b>
Local councils have sacrificed investment in our water and sewerage infrastructure for a long time in order to pay themselves dividends.	<p>Councils have a range of infrastructure which must be provided and maintained for communities and have been trying to balance the competing needs as well as increasing demands for services for many years. Nationally it is well recognised that there is simply not enough funding for Local Government to fully maintain all their assets and this is why we have lobbied strongly, collectively for a fair share of taxation revenue starting with the resumption of indexation on the Financial Assistance Grants.</p> <p>That said, councils have actually sacrificed dividends to ensure TasWater removes all boil water alerts and do not consume alerts by August 2018; and addresses all key outstanding sewerage matters within 10 years.</p>



State Government	Councils/TasWater
<p>Council will receive \$400M between 2009-10 and the end of the 10-year plan.</p> <p>The Government will fund their plan (service debt) by paying the distributions to 2025-26 from consolidated revenue and foregoing their tax equivalent and loan guarantee payments.</p>	<p>Note the word distribution. Council dividends will fall to \$3.2m by 2025-26 based on 10 year financial plan projections and agreement last year with the owners. The distribution is made up of the dividends, loan guarantee fees and tax equivalent payments. Government owned entities do not pay corporations/company tax.</p> <p>Equivalent funding from consolidated revenue could be injected into TasWater at any time. This does not require a change of ownership.</p>
<p>There is a crisis</p>	<p>The Chair of TasWater advises that  <i>“At no time has the DHHS or the EPA verbally or in writing advised us that a crisis exists, nor have the EPA issued any fines for environmental damage over the last 12 months. We have been working with the Regulators to ensure that our Plan meets their expectations and at no time have they advised that our approach is at odds with the outcomes they are seeking”.</i></p> <p><i>“Tasmania has water and sewerage challenges. This is why TasWater has developed a fully funded 10-year plan to address infrastructure upgrades which commenced in 2016”.</i></p> <p>Last year TasWater invested more per property than any similar sized utility in Australia.</p>
<p>Government will fix the boil water alerts faster.</p>	<p>Under council ownership, TasWater has reduced the number of customers who don't receive drinkable water from nearly 8000, down to about 1600.</p> <p>It is projected that the remaining customers will receive drinking water by August 2018, well before the Treasurer's plan could take effect.</p>
<p>Sewer overflows to the environment are seven times the national average.</p> <p>Only 1 of 78 sewerage treatment plants achieved full compliance with regulatory discharge limits.</p>	<p>The State Government's supporting data does not compare like for like. For example, compared to other states the regulatory triggers for reporting sewage discharge are much lower in Tasmania than other States and so reports of non-compliance are far more likely.</p> <p>Furthermore, in the reporting period, major floods, bushfire and drought contributed to the extraordinary discharges.</p>

State Government	Councils/TasWater
<p>Unplanned interruptions to water supply have increased.</p>	<p>TasWater has a significant capital program underway with hundreds of projects – spikes from rain, drought then issues with pipes breaking – periods of drought and floods can materially affect the number of unplanned interruptions.</p> <p>Spike in 2014-15 reflected a very dry period which typically drives and increase in the number of breaks.</p> <p>Key quotes section 5<sup>th</sup> dot point notes  “TasWater lags well behind its mainland counterparts in relation to regulated discharge limits.” Note P25 of EPA report also notes “...of a similar size”, and then has a general note on Page 26 that the comparison is to utilities that are primarily serving metropolitan areas where as we are serving a mix of metro and regional areas. This point is equally applicable from the water comparisons made.</p>
<p>Councils can leverage from cash reserves.</p>	<p>Councils must (under legislation) fully fund the depreciation of their assets, this is not something required of State Government. They cannot be used as a consolidated fund.</p> <p>Councils reserves are aligned to their 10 year asset management and financial plans. Generally, there are clear rationales for the holding of funds linked to the long term considerations of depreciation, maintenance, renewal and replacement of assets.</p> <p>The Government is well aware of the impact of the statutory requirements on cash reserves. When Bryan Green suggested use of council reserves in 2012 Rene Hidding commented “isn’t this your greedy money-grubbing letter an attack on council’s very existence”.</p> <p>The cash reserves figure remains fairly constant year on year.</p>
<p>The capital plan can be delivered in half the time (5 years)</p>	<p>The Government have recently clarified that the plan would be delivered in seven years, ie three years earlier rather than the 5 years originally announced. TasWater analysis suggests that even a three-year acceleration would significantly increase the debt levels and render TasWater unsustainable. In all likelihood it puts the quality of planning and delivery at risk too.</p> <p>This has been modelled using the latest available information from the Government and still shows that debt levels would be increased to \$1.48B and that a further \$160M would need to be funded from other sources. If funded from consolidated revenue this means a likely impact on other Government services such as health and education.</p>

<b>State Government</b>	<b>Councils/TasWater</b>
The Government can borrow at a lower rate.	TasWater already borrow through TasCorp at the same rate as the Government.  There is nothing to stop the State Government sourcing more money for water and sewerage under a Local Government ownership model if it chooses to do so.
1000 new jobs will be created	There is no data to back this assertion and it is unlikely there is enough specialist skill in Tasmania to support an accelerated program.
Councils will receive 50% of distributions after 2026.	The Treasurer intimated (at the 11 April Meeting) there would be no dividends with profit to be directed back into TasWater.  Further he indicated the Government would likely continue to forgo their share of tax equivalent payments and would expect Local Government to do similar.
The Government will prevent privatisation through the legislation.	The current ownership model effectively prevents privatisation.
The Government will cap price increases at 2.5%	Pricing is currently set by the independent regulator and cannot be capped by owners.  Such a move is at odds with the national water initiative and further escalates the risk to TasWater's viability. The latest national report states that when compared to like utilities TasWater charges per customer are the lowest despite having the highest level of capital investment.
TasWater will become a GBE which can be directed by the Minister.	This gives the Minister of the day considerable power without direct controls or scrutiny and is unlike other GBE's in this regard. The likelihood of 'pork barrelling' and/or bad policy from the 'Government of the day' is increased.  The constraints on scrutiny and public provision of information are well illustrated by the recent committee hearings around Hydro.  The new directorial powers would likely require amendment of the GBE Act and may have repercussions for all GBEs.
The detailed data needed for modelling has been embargoed by TasWater and is not available to the Treasurer.	On the 25 January 2017 Treasury was advised in writing by TasWater that they would be happy to provide details of the capital plan to all relevant parties including the Treasurer and sought contacts to arrange provision of the plan and an appropriate time for discussion of the detail.

### **Key questions for councils**

1. Does the State Government's proposal:
  - a. Offer a genuine improvement on the current TasWater plan?
  - b. Ensure that Tasmanians will not be loaded with significant future debt?

- c. Provide manageable price increases for consumers over both the short and the long term?
  - d. Ensure the long-term viability of TasWater?
  - e. Provide an opportunity to build local employment and capability?
  - f. Provide guaranteed returns to those communities who have invested in the infrastructure?
  - g. Guarantee the same rural/regional service provision?
  - h. Ensure an appropriate level of community influence and scrutiny?
2. Can the suggested outcomes under the State Ownership model (namely, faster delivery, cap in price increases, returns to councils, no privatisation) be achieved under Local Government ownership?
  3. What are the key advantages of State Ownership compared to Local Government ownership of TasWater?
  4. What are the key risks of State Ownership compared to Local Government ownership of TasWater?

### **LGAT Perspective**

#### Implications for owners :

- Reduction (likely loss) of future revenue/no return on investment in assets
- Likely increased pressure for forced council amalgamations
- Reduced influence and scrutiny, transparency and accountability at the mercy of the Government of the day

#### Implications for communities:

- Reduced access to owners
- Reduced advocacy by owners for local service provision
- Likely increased long-term costs
- Risks to rural/service provision in the longer-term
- + Prices capped in the short term
- + Capital program timeframe reduced by three years

#### Political implications

- Minister of the day has significant direct influence and reduced accountability
- Consolidated funds being diverted from other key areas
- + Accountability shifts from Local to State Government, councils may stop getting blamed.
- + End of recurring political attacks

LGAT has been analysing all data received, as it is received. Initially, at face value, ignoring the poor process and intense posturing by the State Government, it seemed there might be some value in the change of ownership proposition, with many of Local Government's key concerns seeming to be addressed; with the added bonus of an end to the election cycle TasWater politics and no further ability to blame Local Government for any perceived failure.

However, the Treasurer's presentation at the last General Meeting, outlined mechanisms for achieving their 7-year delivery that would appear to be able to be delivered without changing ownership of TasWater. This would allow Local Government to receive a return on their

investment beyond 2026. That is, further debt could be leveraged and serviced through the provision of direct funding to TasWater (or to councils) from consolidated revenue; regulatory changes which allow greater pricing influence from owners and more appropriate compliance requirements. This assumes that the Government are correct in their judgement regarding debt levels and the impact on sustainability, which is a key area of dispute raised by TasWater.

There is also the matter of the missing detail. While councils understand the current funded TasWater capital plan, the same level of detail has not yet been provided by the State Government.

LGAT concurs with the Chair of TasWater when, in his letter of 21 April 2017 (**at Attachment to Item 2.1B for reference**), he urges Members to decide, one way or the other, at the 11 May Meeting. Waiting for more information, including a Bill, will place the sector at a disadvantage if Members decide at that point they wish to challenge the ownership proposal. Given the intensity of the Government's campaigning on this issue, the public and the Members of Parliament (particularly the Legislative Council) are likely to have already come to a decision, limiting the effectiveness of any late advocacy by LGAT.

In the absence of a majority of councils being clearly for or against the proposal, LGAT has had to take a narrow advocacy approach, supporting the Chief Owner Representative and focussing on the disappointing process, the plan in place, the lack of detail from the State Government and the use of distributions for key council infrastructure and services. This approach is time limited and has a high risk of becoming dissatisfactory to all Members in the near future.

### **Budget Impact**

Largely being undertaken within current resources, noting this currently forms a significant workload in a time when a number of significant reform agendas are in play. LGAT has secured additional support as required through use of a consultant to support media activity.

Depending on the preferred direction of the Members, LGAT will address any resourcing issues through the budget process.

### **Current Policy**

Strategic Plan:

- Priority Area 1: Strategic Relationships
- Priority Area 2: Sector Profile & Reform

## **2.2 OWNERSHIP OF TASWATER**

**Council Brighton**

### **Decision Sought**

**That the Local Government Association of Tasmania formally rejects the proposed takeover of TasWater by the Tasmanian State Government and urges the State Government to work cooperatively with LGAT, Councils and TasWater on the optimal water and sewerage infrastructure upgrade program as determined by TasWater to achieve the best outcome for Councils and consumers.**

**This Motion was With Drawn**

## **Background**

Brighton Council is firmly of the view that the State Government's move to takeover TasWater is more based on politics rather than serving the best interests of ratepayers and the Tasmanian community.

Councils must base decisions on facts and on this issue, the known facts are being provided by TasWater based on its actual management and operation of Tasmania's water and sewerage business. On the other hand, we have the questionable forecasts and short-term promises made by the Treasurer. Councils should not be misled by the, at times, flimsy forecasts and doubtful political promises. The real issue for Councils, in the event of a State Government takeover, is the loss of revenue required to fund essential community services. Brighton Council's firm belief is that Tasmania's water and sewerage services are not in crisis. This has been stated authoritatively and repeatedly by TasWater. Some 99.2% of Tasmanians currently have access to potable water and this will rise to 100% by August 2018 – the proposed time of the State Government takeover. Turning to sewerage, despite the Treasurer's claims, no concern or complaint has been received from the environmental or health authorities.

TasWater is successfully implementing a fully and responsibly funded infrastructure upgrading program over 10 years that will ensure all Tasmanians enjoy the highest standards of water and sewerage services. This will also provide the optimum return to Tasmania in terms of employment and economic activity, as well as restraining TasWater and council rate increases.

In contrast, to date, the State Government has provided no substance to back up its plan, nor explained how the infrastructure upgrading work can be completed in a reduced timeframe or outlined how costs will be reduced. The brief detail provided by the Government shows that under its plan, TasWater will be saddled with debt to the point where it will be unsustainable and Tasmanian ratepayers, or taxpayers, will pay substantially more.

The Treasurer has said that the water and sewerage infrastructure is owned by all Tasmanians and not councils. However, councils have invested a great deal of ratepayers' money over many years and are entitled to receive a return on this investment.

In the short-term, Mr Gutwein has promised that the \$20 million annual payments to councils (already reduced by the decision of TasWater) will be directly funded from the State Budget. This is hardly a promise cast in stone and unlikely to be legislated. Presumably it will be reviewed at every budget and be at the whim of the Treasurer/Government of the day, with no surety of its continuation.

In the medium term, the Treasurer has said that councils will receive 50% of the total value of returns after 2024/25, but he went on to say that we have "eight years to get ready for life without dividends."

He also said the Government would be investing its share of dividends into new infrastructure and said that councils should do so as well. Assuming his takeover bid is successful, we could imagine Mr Gutwein saying "the situation is far worse than we expected so we need to put this money back into the GBE."

So, we should be under no misunderstanding. The future will see revenue to councils from our TasWater investment cut significantly, if not removed altogether and rates will need to rise to provide the current level of services such as parks, sporting grounds, roads, footpaths, waste collection etc. Equally certain is the fact that councils, not the State Government, will suffer the wrath of ratepayers for any rate increases.

Compounding the financial loss, in the longer term, Councils will miss out on revenue from TasWater's increased profit levels as the corporation matures and grows.

Under this threat and based on this information, councils cannot consider Government funding with any certainty in our long-term financial plans.

For Brighton, the loss of TasWater dividends is equal to almost 10% of rate revenue and the position could be similar for most Councils (**refer Table of Figures below**). LGAT members would be aware that Brighton Council made the unanimous decision to oppose the takeover largely based on this loss of revenue and its effect on Brighton ratepayers and its community.

Brighton urges LGAT members to consider the full implications of this situation on each council, its ratepayers and its community and not mildly accept the Treasurer's dictate, and give up a revenue stream that could materially assist funding future operations and services. Brighton commends this motion to you and looks forward to LGAT members' support.

**Data Provided:**

***Annual payments from State Budget for 2018/19 - 2024/25 if TasWater becomes a GBE***

<b>Council</b>	<b>% Distribution</b>	<b>Estimated loss</b>
Launceston City	13.62%	\$ 2,724,000
Clarence	11.06%	\$ 2,212,000
Glenorchy	10.86%	\$ 2,172,000
Hobart	10.86%	\$ 2,171,000
Kingborough	6.16%	\$ 1,232,000
Devonport	5.46%	\$ 1,092,000
Central Coast	4.77%	\$ 954,000
Burnie	4.14%	\$ 828,000
West Tamar	3.28%	\$ 656,000
Brighton	3.08%	\$ 616,000
Waratah Wynyard	2.81%	\$ 562,000
Meander Valley	2.78%	\$ 556,000
Northern Midlands	2.34%	\$ 468,000
Huon Valley	2.12%	\$ 424,000
Glamorgan Spring Bay	2.07%	\$ 414,000
Break O'Day	1.94%	\$ 388,000
Latrobe	1.91%	\$ 382,000
West Coast	1.81%	\$ 362,000
Sorell	1.62%	\$ 324,000
Circular Head	1.58%	\$ 316,000
Derwent Valley	1.36%	\$ 272,000
George Town	1.13%	\$ 226,000
Dorset	0.97%	\$ 194,000
Southern Midlands	0.76%	\$ 152,000
Central Highlands	0.51%	\$ 102,000
Kentish	0.44%	\$ 88,000
King Island	0.33%	\$ 66,000
Flinders	0.18%	\$ 36,000
Tasman	0.05%	\$ 1,000
<b>Total</b>		<b>\$ 20,000,000</b>

As these distributions will not be legislated it is probable that they will not be honoured due to "budget pressure". After 2014/15 it is probable that there will be no distributions to councils.

**LGAT Comment**

See Item 2.1.

It is suggested that related motions be consolidated/incorporated together.

## 3. OTHER BUSINESS & CLOSE

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There being no further business, the Vice President declared the Meeting closed at 3.05pm.



	<b>General Meeting - 7 April 2017</b>	<b>Action</b>
<b>Item No</b>	<b>Item</b>	
2.1	That LGAT and member Councils lobby the Minister for Infrastructure for improved roadside vegetation management on State Government controlled roads	Refer Item 6 Follow up of Motions
2.2	That LGAT lobby the State Government for a more coordinated approach to weed management so that DPIPWE does not need to duplicate work done by Councils; and that all relevant agencies collaborate to map weeds across Tasmania and develop an action plan that can be implemented whenever weed infestations are reported by the community.	Refer Item 6 Follow up fo Motions
2.3	<p>That Members note the Minister's presentation and agree that further input will be sought from Councils as to the way forward</p> <p>That LGAT convene a Special General Meeting on Tas Water following the Owners' Representative Group Meeting on 11 May and invite Miles Hampton to address the Meeting</p> <p>That in the first instance the information provided by the Treasurer be provided to TasWater with a request that it prepares revised financial modelling based on the relative information now available.</p> <p>The Owner Representative Group be encouraged to strongly consider providing permission to TasWater to interact with Treasury to ensure proper modelling of the takeover proposal being put by the State Government</p>	Refer Item 8.1
3.1	Planning Reform	Refer Item 8.4
3.2	Health Forum	Refer Item 8.6
3.3	Policy Update	Refer Item 8.9
3.4	Building Act	Refer Item 8.9
3.5	Air BnB	Refer Item 8.9
3.6	Annual Plan	Refer Item 8.7
3.7	Review of the Local Government Act	Refer Item 8.2

	<b>General Meeting - 11 May 2017</b>	<b>Action</b>
<b>Item No</b>	<b>Item</b>	
2.1	That Members confirm there is no water and sewerage crisis, reject the proposed State Government ownership of TasWater and, through LGAT , urge the State Government to work cooperatively with LGAT, Councils and TasWater on the optimal water and sewerage infrastructure upgrade program to achieve the best outcome for Councils and Consumers.	Refer Item 8.1

## 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.

<b>Local Government Legislation</b>	
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.	<b>Passed:</b> July 2014 <b>Notes:</b> LGAT has raised with the division but it is not currently part of the targeted review. There are a still opportunities to review it through other avenues.
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.	<b>Passed:</b> July 2015 <b>Notes:</b> Was not able to be included in our review submission but will be raised out of session.
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.	<b>Passed:</b> July 2015 <b>Notes:</b> Was considered as part of the review but no final determination at this stage.
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.	<b>Passed:</b> July 2015 <b>Notes:</b> Was considered as part of the review but no final determination at this stage
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.	<b>Passed:</b> July 2015 <b>Notes:</b> Was Considered as part of the review but no final determination at this stage
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.	<b>Passed:</b> October 2015 <b>Notes:</b> Was Considered as part of the review but no final determination at this stage
<b>Environment</b>	
1. That the Meeting note that: 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 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.	<b>Passed:</b> July 2016 <b>Notes:</b> The LGAT Waste Reference Group has completed a Statewide Waste and Resource Management Strategy and provided this to the EPA to inform the update of the Tasmanian Waste and Resource Management Strategy. LGAT has met with the EPA to discuss the initiatives we put forward and we now await the release of the State Government's draft

<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>Tasmanian Waste and Resource Management Strategy later this year.</p> <p>The next meeting of the LGAT Waste Management Reference Group will be on release of the draft Tasmanian Waste and Resource Management Strategy for comment.</p> <p><b>This item will be removed following the July General Meeting.</b></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><b>Passed:</b> July 2016  <b>Notes:</b> The updated Tasmanian Waste and Resource Management Strategy (under development by the EPA) will include a waste tyre strategy. In addition, at the time of writing the EPA was consulting formally with the sector on proposed changes to Schedule 2 of EMPCA to make the storage of waste tyres over 100 tonnes a Level 2 activity and assessed by the Board of the EPA.</p> <p><b>This item will be removed following the July General Meeting.</b></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><b>Passed:</b> July 2016  <b>Notes:</b> The LGAT Waste Reference Group has completed a Statewide Waste and Resource Management Strategy and provided this to the EPA to inform the update of the Tasmanian Waste and Resource Management Strategy. In that Strategy, it is noted that there is an absence of baseline data which inhibits a detailed analysis of the quantity and source of materials being landfilled versus illegally dumped across the state. In the absence of empirical data it is difficult to determine the extent of the problem, however each regional waste authority has been contacted to determine what anecdotal information is available. This information will be collated in late 2017.</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><b>Passed:</b> July 2016  <b>Notes:</b> LGAT met with the Director and staff from the Save the Tasmanian Devil Program (STDP) during March. From this meeting, it is evident that the Program is already heavily engaged with a number of councils. However, it has been recognised there is opportunity to expand this engagement. LGAT has prepared a plan for greater collaboration between local government and the Save the Tasmanian Devil Program. Once signed off by the STDP, this plan</p>

<p>ii. Support coordination initiatives such as installation of virtual fencing in Devil roadkill hotspot 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>will be implemented by LGAT, with the support of interested councils.</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><b>Passed:</b> July 2016  <b>Notes:</b> LGAT and the EPA have jointly commenced work on developing an MOU between LGAT and the EPA; identifying how the various roles and responsibilities of Local and State Government are best defined and also to trigger, where necessary, a review of the regulations or further training to improve clarity and consistency.</p> <p><b>This item will be removed following the July General Meeting.</b></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><b>Passed:</b> November 2016  <b>Notes:</b> The Statewide Waste and Resource Management Strategy prepared by the LGAT Waste Reference Group indicates that the establishment of a statewide waste levy should be an immediate high priority action for the updated Tasmanian Waste and Resource Management Strategy. LGAT is now waiting for the draft Tasmanian Waste and Resource Management Strategy to be released for comment prior to determining next steps.</p>
<p>That LGAT lobby the State Government for a more coordinated approach to weed management so that DPIPW does not need to duplicate work done by Councils; and that all relevant agencies collaborate to map weeds across Tasmania and develop an action plan that can be implemented whenever weed infestations are reported by the community</p>	<p><b>Passed:</b> April 2017  <b>Notes:</b> In the May 2017 budget the state government announced \$2million extra funding over 4 years to reduce the risks and impact of pests and diseases in the environment.</p> <p>DPIPWE will be employing 3 Invasive Species Officers (weeds and vertebrate pests)– one position in each region (Devonport, Launceston, Hobart). These officers will be working with councils, various industry groups and landowners. LGAT will provide input to DPIPW regarding collaboration with councils and action plans.</p>

<b>Planning and Building</b>	
<b>Roads and Infrastructure</b>	
<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><b>Passed:</b> July 2014  <b>Notes:</b> 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 has organised a date in August for council consultation in relation to the pricing reset for public lighting for the 2019-24. This meeting will detail the cost breakdown of public lighting costs and will provide councils with an opportunity to advocate in relation to potential changes to the way the cost is determined.</p> <p><b>This item will be removed following the July General Meeting.</b></p>
<p>That LGAT and member Councils continue to lobby the Minister for Infrastructure for improved roadside vegetation management on State Government controlled roads</p>	<p><b>Passed:</b> April 2017  <b>Notes:</b> Not yet commenced.</p>
<b>Emergency Management</b>	
<b>Local Government Business and Finance</b>	
<b>Other matters</b>	
<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><b>Passed:</b> July 2016  <b>Notes:</b> Initial work on options has commenced, see Agenda item this meeting.</p> <p><b>This item will be removed following the July General Meeting.</b></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><b>Passed:</b> November 2016  <b>Notes:</b> LGAT has endorsed the Keep me posted campaign and is noted as a key supporter on the keep me posted website. LGAT has also promoted the campaign through our website.</p> <p><b>This item will be removed following the July General Meeting.</b></p>

<p>That LGAT Supports the entitlement of all councillors in Tasmania to be provided with a hard copy or electronic copy of the electoral roll for their Local Government Area, including the General Manager's Roll for that area, with regular updates; and</p> <p>That LGAT calls on the Tasmanian Government to put forward the legislative changes necessary to give effect to this entitlement, noting that details such as the regularity of updates, permitted uses of the roll and how the costs of providing the roll will be funded; and what safeguards will be put in place to ensure copies of the roll are transmitted securely are matters to be determined by the Tasmanian Government in consultation with Local Government</p>	<p><b>Passed:</b> February 2017 <b>Notes:</b> Not yet commenced.</p>
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## Key LGAT Activity – March 2017

### LGAT Member Survey – Regional Breakfasts

LGAT is interested in your feedback on the Regional Breakfasts. The survey deadline is **12 May**, and can be completed by following this link:

<https://www.surveymonkey.com/r/LRMKMZJ>.

The survey will take you less than 5 minutes, but it is an important feedback process for LGAT and will also help us in planning the next series of Regional Breakfasts, so please respond.

### Issue in Focus

On the 7 March, the Tasmanian Government announced they would take over TasWater from 1 July 2018. Both the proposal and the processes around that have resulted in significant new activity for LGAT as we have worked to critically review the proposal, sought more information, responded to the deluge of commentary and interest, provided information to our Members (via Mayors and General Managers) and a range of stakeholders and planned for the Treasurer to attend the LGAT General meeting on 7 April.

In inviting the Treasurer to attend we have sought detailed information on:

1. How the Government plans to address the key risks associated with attempting to complete TasWater's 10-year capital program more rapidly.
2. How the government can cap price increase to no more than 3.5% and still service the projected debt levels, while sustaining the ongoing program.
3. How the financial returns to the owners (and their communities) can be sustained and improved beyond 2025.

At face value the State Government's proposal seems to address many of the key concerns of the Local Government sector and through LGAT, the sector has indicated a willingness to consider the proposal, while also indicating more detailed information was needed to ensure appropriate due diligence.

To guarantee an outcome that is in the best interests of communities, councils want to first determine that the Government's proposal:

- Offers a genuine improvement of the current TasWater plan;
- That the accelerated program can feasibly be delivered;
- Does not load Tasmanian's with significant future debt;
- Does not risk unmanageable price increases for consumers;
- Does not undermine the long-term viability of TasWater;
- Ensures an opportunity to build long term local employment and capability;
- Provides guaranteed returns to those communities who have invested in the infrastructure; and
- Does not risk rural/regional water and sewerage service provision.

The 7 April General Meeting will be the first step for the sector to collectively consider information provided, critical information gaps and further questions, and the way forward.



## Policy/Project Activity

- Business cases for the LED role out project completed
- Consultation on potential amendments to S.57 (5) of the *Land Use Planning and Approvals Act*
- Consultation on Tasmanian Planning Scheme Zone and Code Application Frameworks
- Consultation on the rating of commercial operations in primary residences (for Sharing Economy Working Group)
- Correspondence to the Minister for Building & Construction on building reform
- Finalisation of the Local Government Waste Reference group Waste Strategy
- Follow up submission to the Joint Select Committee on Future Gaming Markets
- Mandatory Data Breach Notification Bill (Federal) advice
- Planning for Local Government climate change forum in May
- Preparation for LGAT Strategic Planning activities
- Project development for strategic funding opportunities
- Research for value capture paper to be delivered under Annual Plan
- Researched intellectual property risk management strategies for councils.
- RFQ for renewal of public lighting contract released
- Secured speakers for Annual Conference
- Submission on Local Government Act Amendments - Rating Bill
- Submission to Tasmanian Energy Security Taskforce

## Media and Communications

- Better Councils Better Communities television advertisement – screening continued
- Better Councils Better Communities web videos - used by West Coast Council to support a visit by students from St Joseph's School
- *LG Focus* article (March edition) – A Year of Change for Tasmania
- *LG Noticeboard* - Launched on LGAT website
- *LG Tas* bulletin (March edition) - Distributed new bi-annual publication
- Media Release – TasWater (7 March)
- Media Release - TasWater (8 March)
- Media Release – TasWater (9 March)
- Opinion Piece for *The Advocate* – TasWater (23 March) on behalf of TasWater Chief Owners Rep
- Opinion Piece for *The Examiner* – TasWater (23 March) on behalf of TasWater Chief Owners Rep
- Opinion Piece for *The Mercury* – TasWater (23 March) on behalf of TasWater Chief Owners Rep
- *The Pulse* e-newsletter (21 March)

## Training and Development

- Community Engagement Online Workshop
- Crown Solicitor's Office training – Understanding MoUs, Heads of Agreement, Intergovernmental Agreements
- General Managers Workshop

## Meetings

- Aboriginal Heritage Tasmania – Amendments to the *Aboriginal Relics Act*
- Access and Inclusion – City of Hobart, Glenorchy Council and Clarence City Council
- ALGA Board Meeting (President, Vice President)
- Australian Local Government Association Climate Change Officers Network – State Associations Meeting (Brisbane)
- Climate Tasmania – planning session for Local Government climate change forum in May
- Commissioner, Glenorchy City Council
- Consumer Building and Occupational Services (Department of Justice) – teleconferences (x 2) to discuss building reform
- Cradle Coast Authority – Regional Innovation Champion workshops (x 2)
- Cradle Coast Authority Planners Technical Reference Group – Presentation on the Local Provision Schedule (LPS) process
- Department of Justice – Planning and Building portal stakeholder engagement
- Department of Justice – Planning and Building Portal Steering Committee
- Deputy Secretary State Growth - roads matters
- DHHS re Health Promotion conference proposal – Arts and Health
- DHHS, Glenorchy Council, YMCA, Sax Institute - Glenorchy Prevention Tracker
- Director LINC Tasmania - review Archives (teleconference)
- DPAC - Active Ageing Consultation
- DPAC - Open Data
- DPIPWE - National Data Disaster Damage Assessment requirements
- EO Launceston Chamber of Commerce and Industry
- Government House presentation to LGAT as supportive Army reserves employer
- Infrastructure Tasmania – Value Capture mechanisms and opportunities in Tasmania
- Institute for Public Administration Australian – events committee meeting re 2017 calendar
- Interagency Working Group on Drugs
- Kingborough Council Development Services
- Lean Forum
- LED Streetlighting project teleconference

- LG Focus (Kimberley Thomson) – Tas case study for LG Focus publication
- Local Government Division – Consolidated Data Collection changes and human resource metrics for councils
- MAV Risk Managers' Forum – Presentation on LGAT activities
- National Disability Services – introduction meeting
- National Heavy Vehicle Regulator (teleconference) – national harmonisation program for heavy vehicle access
- Nomenclature Board – regular quarterly meeting
- Northern Planners Technical Reference group – Presentation on the Local Provision Schedule (LPS) process
- Northern Regional Planning Management Committee – Presentation on the Local Provision Schedule (LPS) process
- Save the Tasmanian Devil Program – Exploration of opportunities for collaboration with Local Government
- Secretary DPIPWE – general catch up
- Skills Tasmania - Regional skills development to support economic development
- Southern Planners Technical Reference Group - Local Provision Schedule discussion
- Southern Planners Technical Reference Group – Presentation on the Local Provision Schedule (LPS) process
- State Emergency Management Committee
- Strategic Grants Workshop – how can LGAT secure sectoral funding
- Tasmanian Climate Change Office and Climate Planning – re Tasmanian climate change governance project
- TasNetworks Customer Consultative Committee
- Tasplan – engagement and sponsorship opportunities
- TasWater – responding to the State Government's Proposal
- UTS National Disability Project – resource development for LG
- WALGA - emergency risk tool

## Key LGAT Activity – April 2017

### Issue in Focus

Supporting councils' consideration of the Government's proposed takeover of TasWater has continued to be a significant task for the Association this month. The Treasurer, Peter Gutwein presented to the April General Meeting and the TasWater Chair, Miles Hampton will present to the Special General Meeting to be held on the 11<sup>th</sup> May. It is fair to say that there are a number of facts in dispute and a lot of critical questions for councils to consider in relation to organisational and community benefit. What will be important is for councils to have had critical conversations so that their delegates at the LGAT Meeting are able to make decisions on how the sector should proceed.

### LGAT Annual Conference

Planning for the 2017 LGAT Annual Conference (26-27 July) is now well underway. This month, LGAT finalised the exciting line-up of conference speakers and sponsor packages. The full Conference Program is now available on the LGAT website, and electronic and hard copies will be forwarded to all councils. Registrations are required by 3 July.

### Local Government Awards for Excellence

Entries are now invited for the 2017 Local Government Awards for Excellence. Copies of the Award Guidelines and Entry Form have been forwarded to all councils and are available on the LGAT website. All councils are encouraged to nominate a suitable project. Entries must be received by COB on 2 June.

### Policy/Project Activity

- Advocacy in relation to potential changes to abandoned motor vehicle protocols by Tasmanian Police
- Collation of feedback from the sector on Audit Panels
- Completion and provision of the LGAT Waste Reference Group Statewide Waste Strategy to the EPA
- Consultation on the Tasmanian Planning Scheme Zone and Code Application Framework
- Development of digital maturity survey of Local Government
- Development of minute takers handbook
- Development of partnership sponsorship prospectus for LGAT communications activities
- Feedback on Air BnB planning directive and permit form
- Input into Cradle Coast Strategic Planning
- Input into the recovery component of Tasmanian Emergency Management Arrangements
- Input into review of the Local Government consolidated data collection
- Investigation of whole of sectoral positions vacant on-line advertising contract
- LGAT Staff strategic planning session
- Ongoing work on LED replacement program
- Planning for "2IC" Workshop to be held in May
- Planning for Local Government climate change forum to be held in May
- Planning for Preventative Health Workshop to be held in May

- Progression of whole of sector Employee Assistance Program
- Project for shared procurement of energy for public lights started
- Provision of Local Government planning reform ideas into Planning Reform Taskforce agenda
- Provision of briefing note for meeting with the Energy Ministers advisor regarding energy prices
- Review and input of project proposal for UTAS and Australian Council of National Trusts
- Review of consultation material for the Department of Justice Planning and Building Portal Project
- Sectoral consultation on potential changes to s57 (5) of the *Land Use Planning and Approvals Act*
- Sectoral submission on the Dog Control Amendment Bill
- Sectoral survey on Regional Breakfast format
- Update to Related Parties Model Policy
- Update to Workplace Behaviours Toolkit and scoping of next stages
- Work on National Local Government HR Conference speaker sourcing and program

### **Media and Communications**

- Better Councils Better Communities TVC & development of additional stories for LGAT website
- Media on TasWater, Climate Change Forum, Gaming Legislation, Land Use Planning, and possible West Tamar and George Town Council merger
- Pulse Newsletter - April
- Scoped and commenced LGAT website analytics
- Supported ALGA #Endthefreeze thunderclap
- Update of the LG Noticeboard

### **Training and Development**

- Mayors Professional Development Day 6 April
- Finalising speakers for the LGAT Annual Conference

### **Meetings**

- ALGWA Conference Dinner
- Australian Local Government Association – heavy vehicle route assessment tool discussion
- Bureau of Meteorology - engagement with Local Government
- City of Hobart – council climate change priorities and planning for forum in May
- Clive Attwater (Australian Electric Vehicle Association) – climate change forum planning
- Consumer Building and Occupational Services – Local Government permit authority workshop
- Consumer Building and Occupational Services, MBA, HIA, RIA – implementation of the Building Act

## Key LGAT Activity – May 2017

### Issues in Focus

- On the 11th May, following a decision (through our General Meeting process) to oppose the State Government's proposed takeover of Local Government's water and sewerage assets, Member's charged LGAT with leading a campaign against the takeover. This will involve some careful juggling to maintain effective advocacy on policy and legislation agendas being pursued by the State Government and has significant resourcing implications for LGAT. Work has commenced in relation to sourcing expert support and in developing a strategic campaign approach.
- On the 25<sup>th</sup> May the State Government released the 2017/18 Budget. In relation to Local Government, perhaps the most significant announcement was \$7.3 million of funding to facilitate the expansion of the Northern Economic Stimulus Loans Package state-wide. This will enable up to another \$60 million in loans for Local Government. In addition, the Budget contained an extra \$300,000 to assist councils in developing their Local Provision Schedules and \$360,000 per annum ongoing to assist with the implementation of the Cat Management Plan.

### Policy/Project Activity

- Advice to DPIPWE regarding proposed changes to the Tasmanian Marine Oil and Chemical Spill Contingency Plan
- Analysis of procurement spend under the National Procurement Network by Tasmanian councils for the 12 months to end March 2017
- Consultation on changes to Biosecurity Legislation. Response to be finalised in June
- Developed a council officers contact database, to assist LGAT with sectoral communication
- Developed contract and tender documentation templates and general advice on procurement
- Development of a proposal for State and Local Government co-funding arrangement for further road network assessments on local roads
- Development of a project funding submission to the Commonwealth for preventative health improvement in Tasmania
- Development of an approach to identifying and negotiating collaborative strategic projects in Tasmania that build on Tasmania's current circumstances and result in positive benefits for regional communities
- Development of briefing note on Major Projects Approvals legislation
- Development of the 2017 – 2020 LGAT Strategic Plan
- Discussion with DPIPWE and DPAC regarding Impact Damage Assessment App and relief and recovery funding requirements.
- Discussion with DPIPWE regarding Cat Management Plan
- Discussion with TasNetworks regarding LED role out projects and tariff reform
- Engagement of Goanna Energy for shared procurement for retail energy price for unmetered public lighting
- Finalising partnership sponsorship prospectus for LGAT communications activities

- Input into the development of ALGA's submission to the Senate Committee inquiry into the outcomes of the National Disability Strategy
- Investigation of whole of sector Employee Assistance Program
- Investigation of whole of sector Online Job Advertising package
- Investigation on the statewide extent of illegal dumping of car bodies
- Liaising with Jeff Roorda and Associates (JRA) regarding development of strategic asset management templates for councils
- Liaison with Councils to update on LED project including council status and TasNetwork LED discussions
- Liaison with State Emergency Service regarding Municipal Emergency Management Risk Project
- Presentation at the EU World Cities Session
- Provision of briefing material to councils in relation to State Budget
- Research and development of a summary paper on value capture for councils' information
- Sought interest from Councils in the potential uptake of the LGAT/National Procurement Network Fuel contract, currently under development
- Submission on draft legislative amendments (LUPAA) to facilitate the development of Tasmanian Planning Policies
- Submission on Draft Local Government (Targeted Review) Amendment Bill
- TasWater - information sharing, data analysis, General Meeting preparation, media, campaign planning
- Work on National Local Government HR Conference speaker sourcing and program
- Working with communications consultant to improve LGAT communications approaches
- Working with State Growth and National Heavy Vehicle Regulator to plan a state-wide workshop in June on a new access portal for Local Government road managers

## **Media and Communications**

- President Op Ed TasWater (all papers)
- Letter to editor TasWater
- Media Releases: Expansion Economic Stimulus, State Budget, Special General Meeting TasWater, LGAT Meritorious Service Awards, Restoration of indexation of FAGs
- Print/Radio/TV on TasWater, Climate Change, Building Regulation, State and Federal Budget, Container Deposit
- Refreshing of the New Better Councils Better Communities stories
- Analysis of the Better Councils Better Communities TV advertisement and website
- Focus group testing of the Better Councils Better Communities TV reach and response with school groups engaging with LGAT in careers event



## Training and Development

- Local Government Climate Change, Energy Efficiency & Sustainability Forum
- “2IC” / Emerging Leaders Workshop
- Preventative Health Workshop
- Presented at the Create Your Career careers expo in Burnie

## Meetings

- Agricultural Land Mapping and Natural Assets Code Workshop
- ALGA/National Local Government Associations Group - National HR Conference planning teleconference
- ALGA/National Local Government State Associations - 9th National Local Government Cultural Forum
- ALGA Associations' CEOs Meeting
- ALGA - National Disability project being conducted by UTS
- Australian New Zealand School of Government - Applied Learning Seminar - Public Value
- Audit Office and Local Government Division – Enhancing the support material for Audit Panels
- Beacon Foundation - LGAT presentation at Creating My Career, 3 events for high school students in Burnie Launceston and Hobart.
- Brighton Council Digital Roundtable
- Carr Advisory – Smart Cities
- City of Hobart Access Committee - response for national submission into whole of journey disability access
- City of Hobart – presentation of opportunities through purchasing via the LGAT/National Procurement Network.
- Clive Attwater (Australian Electric Vehicle Association) – update regarding electric vehicles, fleets and charging stations
- Consumer Building and Occupational Services - Local Government Reference Group for building legislation
- Consumer Building and Occupational Services – Fortnightly meeting with peak bodies to discuss the Building Act reforms
- Department of State Growth – Tasmanian Planning Policies
- DHHS - Health Promotion Activity linking Arts and Health
- DHHS - preventative health funding proposal to Commonwealth Government
- DHHS - preventative health project with funds of \$250,000 transferred to LGAT end May
- DHHS - Participation in the Dynamic Simulation modelling, reducing the risk of harm from alcohol for Tasmania.



- DPIPWE – Primary Industry Activities Protection Act
- Emergency Management Reforms Projects Output Steering Committee.
- Flood Review team - draft recommendations of the review into the June Floods.
- Launch of COTA's *Tasmania Active Ageing Plan*
- LGAT Assist Board Meeting
- LGAT General Management Committee Meeting
- LGAT Strategic Planning Session with GMC
- LGAT Special General Meeting, TasWater
- Local Government Professionals Australia Chief Officers Forum
- Local Government Professionals Australia National Conference (Hobart)
- Local Government Division - Regular Monthly Meeting
- Local Government Professionals National Congress
- Local Provision Schedule Steering Committee
- Minister Grooms Office – Economic Development
- Minister Rockliff - budget announcements and legislative changes to Cat Management Plan.
- National Heavy Vehicle Regulator – teleconference with State Governments and Associations nationally regarding current state of access portal development, planning for activation sessions in each state
- NCCARF (National Climate Change Adaptation Research Facility) – CoastAdapt training
- North West IT Consortium – Shared Service Platform
- Office of Security and Emergency Management - relief and recovery.
- Office of the Tasmanian Economic Regulator Customer Consultative Committee.
- Planning Policy Unit – Local Provision Schedules and Planning Reform more generally
- Planning Reform Taskforce
- RDA Tasmania Meeting
- Southern Councils Group - response for national submission into whole of journey disability access
- Southern Planners Technical Reference Group - Local Provision Schedules
- State Emergency Committee Collaborative Leadership sub- committee
- State Growth Learner Driver Mentor Program Funding Panel – allocation of funding for 2017-18 program year
- STCA / Waste Strategy South – LGAT Waste Reference Group and Strategy
- Tasmanian Archives Office – Updating archiving guidelines
- Tasmanian Climate Change Office & Climate Planning - Inception meeting for the steering committee for Climate Resilient Councils project
- Tasmanian Planning Commission - Local Provision Schedules
- TasWater – regular meetings

- TCCI Budget Breakfast
- Treasury - State Budget Lock Up
- Vendor Panel Operations Manager - e procurement licencing arrangements for Tasmania.
- WALGA - Microsoft LGAT/National Procurement Network contract currently under development
- Wise Lord and Ferguson – input into the Fire Permit System review

- Department of Health and Human Services - funding options for preventative health
- Director of Local Government - review of councillor allowances
- Director of Local Government – Planning and Building Portal
- Emergency Management Reform outputs steering committee - implementation of justice review recommendations
- Energy Consumers Australia Forum
- EPA – Waste
- Glamorgan Spring Bay Council
- Glenorchy - Prevention Tracker
- Institute of Project Managers – Project Management Training
- Institute for Public Administration Australia (IPAA) (Tas) – State Council Meeting
- IPAA Awards Committee – reshaping awards for 2017
- IPAA Events Committee – 2017 events calendar
- John Smithies (Cultural Development Network) - National Local Government Cultural Forum
- LGAT General Meeting
- Local Government Professionals Board
- Local Provision Schedule Steering Committee – inception meeting
- MAV Insurance Board
- National Disability Services - use of Tasmanian companies and possible promotion to Councils
- National Local Government Cultural Forum – Executive Teleconference re NLGCF work program
- Office of Security and Emergency Management - recovery activity and reform
- Other State Associations – teleconference re National HR Conference 2017
- Page Seager – Workplace behaviours toolkit
- Rosalie Woodruff - planning legislation
- Southern Planners Technical Reference Group – Local provision Schedules
- Tasmania Police – abandoned vehicles roles and responsibilities
- TasNetworks Pricing Reform Working Group
- TasPlan – partnership opportunities
- TasPorts – lands use planning
- UTAS – Urban to rural migration
- UTS - Local Government Disability Interface project



Local Government Association Tasmania

# Submission

## Local Government (Targeted Review) Amendment Bill 2017

May 2017

Contact: Dr Katrena Stephenson  
CEO Local Government Association of Tasmania  
[Katrena.stephenson@lgat.tas.gov.au](mailto:Katrena.stephenson@lgat.tas.gov.au)

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## Introduction

The Local Government Association of Tasmania (LGAT / the Association) is incorporated under the *Local Government Act 1993* and is the representative body for Local Government in Tasmania.

The objectives of LGAT 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 such 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.

LGAT is aware of, and fully supports, those councils that have made their own submissions to the consultation process.

Where a council has made a direct submission to this process, any omission of these specific council comments in the LGAT submission should not be viewed as lack of support by the Association for that specific issue.

## General Comments

The Local Government Association of Tasmania would like to thank the Local Government Division staff responsible for progressing the review of the Local Government Act, for the ongoing opportunities to provide input, including through participation on the Steering Committee.

Many of the suggested amendments are supported but in some key areas, LGAT Member's feel there is simply not enough detail to understand the potential implications of the changes. In particular, and as detailed below, the capacity for the minister to issue orders, albeit sectorial, is of widespread concern, despite the legislation requiring consultation with the sector.

LGAT cannot support these amendments without further work and detail being provided to councils and refers to our submission of 2016 which noted it is "important that there be an increased focus on guiding appropriate processes and behaviours but that this did not necessarily need to sit within the legislation itself. It was noted that use of guidelines may improve transparency on some matters".

Several councils noted that it appears that because of the performance of a few, the Minister is calling for significant and cumbersome changes to an Act that has generally operated very well for more than 20 years.

The issues at hand suggest a greater need for guidance and education rather than prescription as it is questionable as to whether such direction would really resolve issues that stem primarily from poor relationships and/or a lack of professionalism.

As LGAT noted in our 2016 submission, all councils suggested there should not be a need to 'throw the baby out with the bathwater'.

Another area of concern, based on insufficient detail and a lack of previous consultation, related to the provisions around gifts and benefits. As outlined in the **table at Attachment 1**, LGAT does not support this amendment without first consideration of the proposed changes to the regulations.

In relation to the proposed requirements around model financial statements there is first a need to clarify the intended focus. Councils are supportive if this is a matter of delivering a consistent format and identifying key matters to be addressed, but do not endorse requirements beyond that (see Table).

In relation to the suspension of councillors, the majority of councils indicated support for the changes. However, based on feedback, LGAT believes it is important to develop further clarity on the process and communicate that prior to the Bill being debated (see Table).

Finally, the sector cannot support the proposed amendments to 339E as it currently stands because the suggestion is too open ended, lacks clarity as to what is intended and potentially has a very broad scope. Further detail/clarification is required (see Table).

## Specific Areas of Concern

### Ministerial Orders – Generally

There is no real support for the use of Ministerial Orders as outlined, primarily because of the uncertainty as to what they might contain and how they will apply. The Orders are perceived as giving the Minister an extraordinary new level of power with little scrutiny and no recourse.

These amendments would introduce the potential for greater executive powers to the Minister and a capacity to become closely involved in the internal relationships of a Council and applying these as directions to all councils. The level of use of Ministerial Orders being proposed in the changes throughout the Act are of considerable concern across the sector.

While a Local Government Minister is working with the sector, an order would be issued following a consultative and collaborative approach, however if there were conflict between the Minister and the sector there could well be problems around the power of the Minister to issue orders.

Councils appreciated that the discussion paper mentions there are no draft orders at this stage and it should be noted that they must be developed in consultation with the sector. However, a clear majority stated they could not support the change without advice on the content of the orders, which are yet to be drafted.

Further, councils noted that it was unclear as to whether the Minister could proceed with an Order in clear opposition to the views of the sector or how disputes would be dealt with.

This feedback is consistent with that provided in an email from LGAT to the Local Government Division on 26 July 2016 where the concept of Ministerial Orders was tested with General Managers, Mayors and Councillors through face-to-face workshops and email and is also consistent with feedback from the technical reference group.

It was recommended by one council that Ministerial Orders should be used as a mechanism available to the Minister arising from properly instructed and constituted reviews rather than day to day matters and, based on the feedback from LGAT Members, this is likely to be a more acceptable approach.

### Orders in relation to functions of Mayor/Elected Members

These changes are strongly opposed in the absence of clarification and detail with respect to the potential subject matter of the Ministerial Order, as well as the scope or reach of the order.

Particularly concerning would be for this provision to enable the expanding of this important statutory role. The necessity to introduce Ministerial Orders is considered questionable by most councils with a broad agreement that Local Government, as an industry should not operate on such prescriptive instruction.



The Act should be drafted in such a way as to provide sufficient clarity as to the roles and functions of the position without the need for further Ministerial imposition. For example, changes proposed to Section 27 are well drafted to achieve this outcome.

It was noted by a number of councils that the introduction of Ministerial Orders has the potential to further dilute the ability for a council to function autonomously and could result in unnecessary and unhelpful, increased prescription and direction by the Minister.

Whilst there may have been some recent issues experienced in councils that have led to these proposed amendments, the concern is the level of power proposed to be provided to the Minister without scrutiny through the Parliament.

The necessity to introduce Ministerial order questionable. It drives the Local Government industry into prescriptive instruction.

### **Orders in relation to functions/appointment/performance management of General Managers**

These changes are strongly opposed in the absence of clarification and detail with respect to the potential subject matter of the Ministerial Order, as well as the scope or reach of the order.

Generally, councils indicated it should not be necessary for the Minister to be able to issue orders around the appointment, and certainly not the performance, of the general manager. This is the domain of the council not the Minister.

Having to issue orders relating to the functions of the general manager and the need to specify the manner in which the general manager must liaise with the mayor is a reflection of a dysfunctional relationship. This should not be a situation that necessitates the Minister issuing orders but rather a situation for the council to address.

The basis of selection and performance appraisal is a matter for Councils to determine. This may be based on unique circumstances and outcomes being sought. Councils' discretion should not be fettered, constrained or narrowed by processes based on legislative prescription. This would be a significant diminishing of the autonomy of councils and may add significant costs to many councils.

More than one council noted that the introduction of this executive Ministerial power is "a gross interference with the operations and discretions of a Council and drives the Local Government industry into prescriptive instruction".

Further, it is noted that the Local Government Act and other legislation make clear the responsibilities and functional powers of the General Manager. There is no ambiguity in this context and the need for Ministerial executive powers in such matters is unnecessary.

LGAT and member councils are supportive of the development, in collaboration between State Government and the sector, of model processes and procedures guiding best practice.

## **Orders in relation to liaison between Mayors and General Managers**

These changes are strongly opposed in the absence of clarification and detail with respect to the potential subject matter of the Ministerial Order, as well as the scope or reach of the order.

Ineffective liaison is felt to be clearly a performance management issue for the council to deal with and not through the "instructions" of the Minister.

"The treatment of the industry as a whole by these measures is likened to a "hammer and nut" approach to deal with matters that have come about by the inadequacy and insufficient scope in the current legislative provisions to deal with specific performance reviews of some councils".

Again, it was suggested that the measures proposed to be introduced should be dealt with within and confined to the provision relating to such Board reviews and inquires and should not cover all the prescriptive activities and the exercise of discretions by councils.

Without any real suggestion of the level of expectation, there is concern that processes could be made overly complex or burdensome, particularly for smaller councils or that rather than encouraging genuine relationships and positive outcomes, the whole process would become an administrative exercise rather than a productive engagement.

Councils operate quite differently in the complexity and scale of operations and an order for ALL councils could be difficult for some.

## **Other Issues Raised**

- One council suggested it was time to reconsider the popular election of mayors and that round the table elections would be more likely to ensure the mayor has the support of the majority of councillors.
- One council has sought consideration of restrictions on donations Local Government electoral candidates are permitted to receive and consideration of the potential for conflict of interest from developer donations.

This particular aspect of donations has not been considered by LGAT Members, although in 2015 LGAT sought consideration of a requirement to disclose political donations.

## Summary

The key area of concern for councils in relation to the proposed amendments is the extensive use of Ministerial Orders, particularly given the lack of detail on their likely content. These provisions are not supported. LGAT suggests consideration of constraining the use of Orders to matters arising from properly instructed and constituted reviews rather than day to day matters and based on the feedback from LGAT Members, this is likely to be a more acceptable approach.

Practice notes, guidelines, tools and templates issued by the Director of Local Government (in partnership with LGAT, the Integrity Commission and others as appropriate) could encourage best practice and improved consistency across many of the areas of concern.

There is a need to avoid changing relatively well functioning legislation to address a few isolated issues and rising significant unintended consequences for many.

Concerns or reservations were also raised in relation to amendments regarding:

- Gifts and donations;
- Model financial statements;
- Suspension of councillors;
- Defining senior positions; and
- Petitions.

## Attachment 1: Table 1

### ACT AMENDMENTS

#### The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
Interpretation		
Section 3	<b>Interpretation</b>	Generally supported but see comments on new processes later.
Municipal Areas		
Section 16	<b>Boundary Adjustments</b>	Generally, because of the reference to minor adjustments, councils were supportive however some sought further clarity around the definition of 'minor' and the actual administrative processes. One council indicated they would like more time to consider this matter subsequent to clarification being received.
Mayors and Deputy Mayors		
Section 27	<b>Role of the Mayor</b>	No significant concerns were raised by councils in relation to these proposed changes although one council notes that the meaning of liaise is somewhat ambiguous as it can be either: 'co-operation on a matter of mutual concern' or 'to act as a link to assist communication between people or groups'.
Subsection 27(2)(a)	<b>Deputy Mayors</b>	No concerns raised.

# ACT AMENDMENTS

## The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
Section 27A	<b>Ministerial Orders- Function of the Mayor</b>	<b>Not supported - See introductory text</b>
All Elected Members		
Section 28AA	<b>Ministerial Orders</b>	<b>Not supported - See introductory text</b>
Audit Panel Members		
Sections 53, 54A, 55B, 338A, 339 and 339A	<b>Audit Panels</b>	No concerns raised
Gifts and Donations		
Part 5A Section 56A	<b>Requirement to Notify of Gift/Donation</b>	Feedback was mixed and a significant number of councils did not support this change. Specifically, it was noted that there is no detail around what will be prescribed in the regulations and therefore it is unknown at this stage what impact the proposed new section to the Act might entail. This is particularly noted because this aspect has not previously been subject to consultation. This undermines what appears to be in principle support from the majority of councils, many of whom have a long standing commitment to the practice of a gifts register. Further at least one council noted that notification to the General Manager was not supported. The policy council has in place already requires such declarations to occur.
Part 5A Section 57	<b>Gifts and Donations Register</b>	

## ACT AMENDMENTS

### The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
		<p>Without being able to view what is proposed under the Regulation amendment this matter cannot be fully considered; however, as a new mechanism it could be in conflict/overlap with already (recently) established regulatory provisions and supporting governance frameworks adopted by councils.</p> <p>LGAT would also note that the practice of establishing and maintaining gift registers is widespread across the sector, in part because of the work LGAT undertook in 2015 in relation to a model policy and template declaration form and register form. LGAT is happy to provide a copy of these documents if requested.</p> <p><b>LGAT does not support this amendment without first consideration of the proposed changes to the regulations.</b></p>
General Manager		
Section 61A	<b>Ministerial Orders – Appointment and Performance</b>	<b>Not supported - See introductory text</b>
Section 61B	<b>Appointment of Acting General Managers</b>	No concerns raised
Section 62A	<b>Ministerial Orders – Functions</b>	<b>Not supported - See introductory text</b>
Section 62B	<b>Ministerial Order – Liaison</b>	<b>Not supported - See introductory text</b>

# ACT AMENDMENTS

## The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
Section 65	<b>Written advice Qualified Persons</b>	No significant concerns raised but a few councils noted that there is no clarification around what is qualified advice and when it is required and that clarification of how this will work in practice may also be required.
Annual Report		
Section 72		No concerns raised
Model Financial Statements		
Section 83A	<b>Model Financial Statements</b>	<p>Few concerns raised by councils. It was noted that model financial statements are a good initiative but that they should only be used as a guide given the interpretation and application of accounting standards is not always clear cut and that the Auditor-General forms an opinion only. On that basis, mandating adoption of statements which are merely reflecting opinion is perceived by some as a retrograde step given that the final responsibility for preparation and fair presentation of the financial report always rests with the entity concerned.</p> <p>Clarification is sought on the specific intent and scope of the accounts and implementation in practice. There is concern that the nature and scope of proposed model financial statements are not considered and it is not clear whether the model financial statements provide only a consistent format and identify what matters need to be addressed by Councils, or whether they seek to establish mandatory policy interpretations of accounting standards.</p>

# ACT AMENDMENTS

## The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
		<p>The latter would <b>not be supported</b>, since standards are indeed open to interpretation. The phrase, "to be used by Councils" requires clarification – at the margins, each Council will have differing disclosure requirements. It should be made clear the extent to which model accounts may or may not be modified to suit specific circumstances.</p> <p><b>Supported only with clarification that the focus is on delivering a consistent format and identification of key matters to be addressed by Councils.</b></p>
Local Government Board		
Section 214A	<b>Scope of Review</b>	These changes are supported
Performance Improvement Directions		
NEW Part 12B	<b>Performance Improvement Direction</b>	These changes are supported although it was suggested by one council that there should be a right of reply on the direction given.
Board of Inquiry		
Subsection 215(5)	<b>Suspension of Councillors</b>	The majority of councils support these changes. It was noted that it is unlikely these changes will affect many councils and that they likely stem from recent Board of Inquiry experiences.



## ACT AMENDMENTS

### The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
		Two councils noted they were unable to support this amendment without further detail in relation to the process involved and <b>LGAT believes this is an important aspect to consider prior to the Bill being debated.</b>
Section 217	<b>Requests for Information</b>	No concerns raised.
Section 225	<b>Result of Inquiry</b>	Supported
Section 226	<b>Dismissal of Councillors - Individuals</b>	Supported.
Section 226(1A)	This section has been amended to further clarify what is intended by the phrase "operation of the Council".	Supported
Sections 230 and 231	These 2 sections have been amended to clarify that the commissioner is only appointed when <u>all</u> of the Councillors are either dismissed or suspended.	Supported
Election Dates		
Sections 260, 269 and 274	<b>Elections</b>  All the dates under these sections have been increased by 1 week.	Supported

# ACT AMENDMENTS

## The People who Lead and Serve our Community

Reference in Act	P Amendment	Comments/Recommendations
Electoral Advertising		
Subsection 278(3)	This subsection has been amended to delete "broadcast" as it is unnecessary duplication with an exclusion described in Subsection 278(4)(b).	Supported
Performance Improvement Directions		
Section 341	<b>Immunity from Liability</b>	Supported <b>Note:</b> drafting error in the proposed amendment for S342 (2) – addition of the word "or" is unnecessary.
References to Act		
Section 348A	This section clarifies references within the Act to orders and regulations and their status.	No concerns raised
Office of Councillors		
Schedule 5, Clause 3(f)	This amendment is designed to address an unintended technical consequence that arises from the current operation of Schedule 5, Clause 3 (Vacation of Office).	The proposed change to the provisions are supported, <b>however the drafting needs to be simplified.</b>

## Additional Matters

The following have not been included in the draft amendment Bill however are being considered for inclusion. These have been identified since the conclusion of the Steering Committee's recommendations to the Minister and are generally aimed at strengthening existing provisions, rather than introducing materially new provisions. The Department of Premier and Cabinet would appreciate your feedback on these additional matters.

Reference in Act	Details on the Amendment	
Section 339A (Misuse of Office)	Considering clarifying this provision so that it also includes an "attempt" to procure, the doing, or not doing anything to gain an advantage or to avoid a disadvantage.	No concerns raised
Section 339E (Complaints against non-compliance or offence)	<p>Considering clarifying this provision so that:</p> <ul style="list-style-type: none"> <li>the Director of Local Government has the power and ability to refer such matters of non-compliance to third parties or other investigative authorities where the Director considers the matter may more appropriately be handled within their jurisdiction;</li> <li>the matters which the Director can investigate are clarified; and</li> <li>the Director, in determining the procedure for handing complaints or investigating matters, can also authorise a person to undertake an investigation.</li> </ul> <p>These amendments could make the investigation provisions clearer.</p>	<p>Councils felt <b>unable to support</b> this as currently stands because the suggestion is too open ended, lacks clarity as to what is intended and potentially has very broad scope.</p> <p>Further detail/clarification is required by the sector.</p>
Financial Administration	Considering including a similar provision to the <i>Public Account Act 1986</i> that allows General Managers to continue to run the Council and expend funds until the Council adopts the estimates in the situation where a Council does not approve its estimates prior to 1 July of any year.	No concerns raised
Financial Administration & Section 3 (Interpretation)	Considering including a definition of "senior positions" within a Council as it is currently not defined and could be further clarified to avoid confusion.	<b>Some councils have reservations about this amendment</b> because there is a risk, given reporting relationships, that in small Council's the introduction of the definition would remove protection of personal privacy for holders of non-senior positions.

Reference in Act	Details on the Amendment	
		Further consideration may be required.
Petitions (Part 6)	Considering including within the Act a power to prescribe for online petitions. This recommendation was made by the Steering Committee, however, there are practical difficulties in implementing this recommendation, including the cost of information technology to validate the process. This amendment would require further detail and prescription under a future amendment to the regulations.	<p>There is <b>in principle support</b> to progress consideration of this issue but noting that a clearer understanding of how it may work is required in order for councils to give due diligence to the proposal.</p> <p>It was suggested that at this stage recognition of electronic petitioning should only be by way of an empowerment provision and not a mandatory requirement on all Councils. Potentially it is a resourcing imposition for smaller Councils.</p> <p>Validity of participants remains a key consideration. Any suggested advancement of online petitioning platforms and the governing and operational parameters required would need to be worked through at industry level in the first instance.</p>

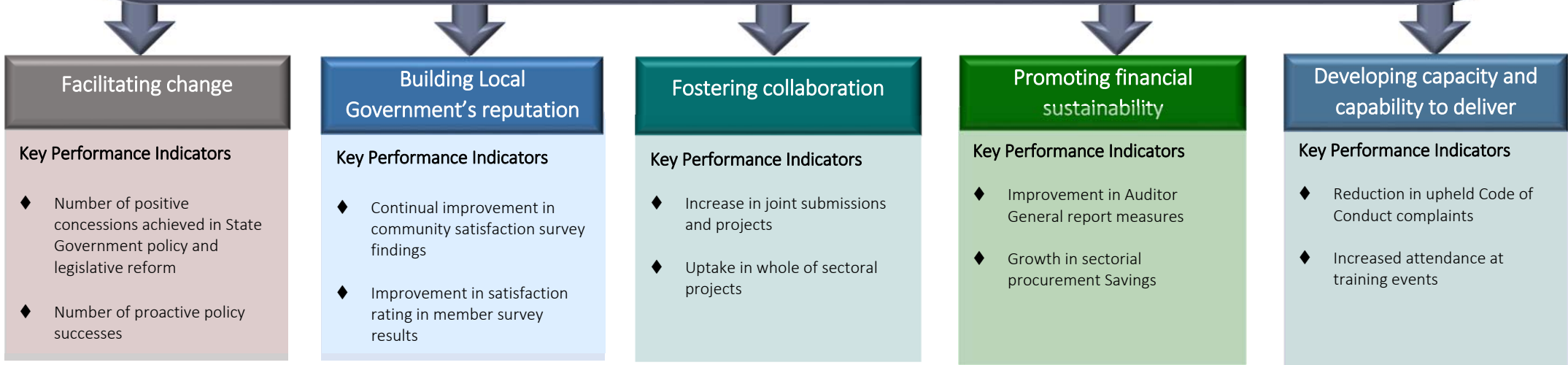
**Our Vision**  
*Vibrant Tasmanian Communities*

**Our Mission**  
*Help Tasmanian Councils be the best they can be for their communities*

**Our Values**  
*Ethics    Impartiality    Respectfulness    Accountability    Commitment    Creativity*

**Our Core Purpose**

1. Protect & represent the interest and rights of Councils in Tasmania
2. Promote an efficient and effective system of Local Government in Tasmania
3. Provide services to Members, Councillors and employees of Councils



**To achieve this plan, in the next 12 months (2017-2018) we are committed to completing the following priorities:**

1. Influence the State Government agenda for Taswater
2. Shape the Code of Conduct Review
3. Drive the planning reform agenda
4. Build upon the resources available for Elected Members and staff
5. Prepare communities and councils for the Local Government elections in 2018
6. Position the Local Government agenda in the State Government election
7. Promote the good work of Local Government to the broader Community
8. Ensure LGAT systems and IT are fit for purpose
9. Host an excellent Annual Conference, AGM & General Meetings
10. Continue to expand the Procurement Program



Local Government Association Tasmania

## **WORK PLAN 2017-2018**



# Overview

LGAT has been the peak body for Local Government in Tasmania for over 100 years, we are the voice of Local Government to other governments, 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.

## Strategic Plan

The LGAT Strategic Plan provides the overview for the direction of the Association for the next three years, it forms the basis on which this work plan is developed. The Strategic Plan contains five key focus areas for the 2017 to 2020 period, they are:

- Facilitating change across Local Government;
- Building Local Government's reputation;
- Fostering collaboration;
- Promoting financial sustainability; and
- Underpinning Local Government capacity and capability to deliver.

The Strategic Plan also contains our critical priorities for the next 12 months.

## Work Plan 2017-18

This document is the LGAT Work Plan for 2017–18. It constitutes the key activities LGAT will undertake over the 2017–18 financial year to progress our strategic plan and, in particular, the critical priorities for the organisation.

The following table maps our critical priorities for the next 12 months against each of our five Key Focus Areas.



## Strategic Plan Priority Areas

<b>Key Priorities 2017 - 2018</b>	Facilitating Change	Building LG's Reputation	Fostering Collaboration	Promoting financial sustainability	Developing Capacity and Capability to
1. Influence the State Government agenda for TasWater		✓		✓	✓
2. Shape the Code of Conduct Review	✓				✓
3. Drive the planning reform agenda	✓				✓
4. Build upon the resources available for Elected Members and staff				✓	✓
5. Prepare communities and council for Local Government Elections in 2018	✓	✓			✓
6. Position the Local Government agenda in State Government Elections		✓	✓	✓	
7. Promote the good work of Local Government to the broader community		✓			
8. Ensure LGAT systems and IT are fit for purpose	✓	✓	✓	✓	✓
9. Host an excellent Annual Conference, AGM and General Meetings		✓			✓
10. Continue to expand the Procurement Program			✓	✓	✓



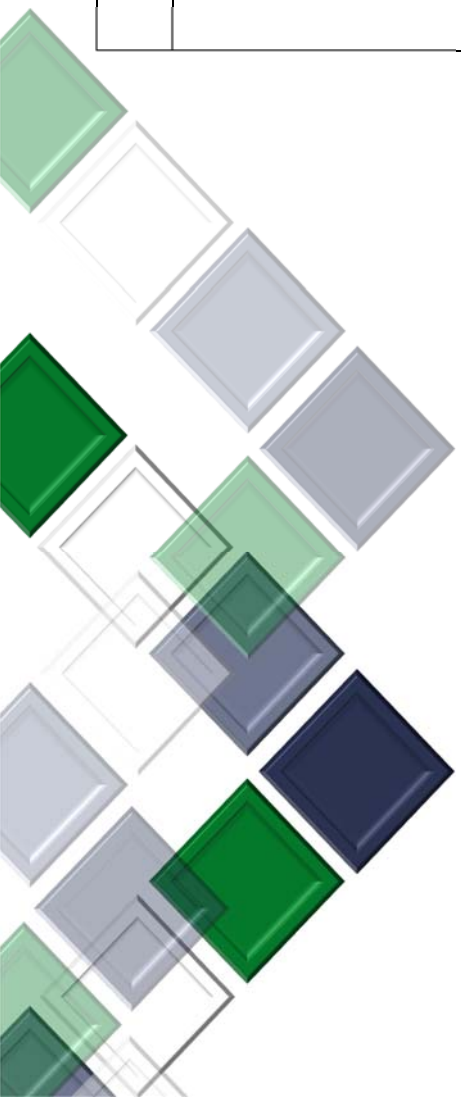
In order to deliver on each of these critical priorities we will undertake a number of actions, each of these are outlined below:

No.	Priorities	Outcome/Output Measures	Actions
1.	<b>Influence State Government agenda for TasWater</b>	1. Councils retain ownership or gain significant concessions if State Government ownership model is implemented.	<ul style="list-style-type: none"> <li>◆ Prepare and implement a specific project plan involving engagement with the Legislative Council, community and other key stakeholders to achieve this priority.</li> </ul>
2.	<b>Shape the Code of Conduct Review</b>	1. LGAT's recommendations accepted by the State Government	<ul style="list-style-type: none"> <li>◆ Play a central role in the review, by:               <ul style="list-style-type: none"> <li>• Preparing discussion paper for the sector;</li> <li>• Collate and summarise sectoral responses;</li> <li>• Facilitate follow up activities (e.g. workshops) with the sector, to confirm recommendations;</li> <li>• Lobby for implementation of changes sought by the sector.</li> </ul> </li> </ul>
3.	<b>Drive the planning reform agenda</b>	1. Specific member survey indicated councils feel well represented by LGAT.  2. LGAT's recommendations accepted by the State Government.	<ul style="list-style-type: none"> <li>◆ Continue active participation on relevant steering groups.</li> <li>◆ Work to ensure that the interests of Local Government sector are advanced and protected through the current planning reform process.</li> <li>◆ Advocate to State Government on other planning issues of sectoral concern.</li> <li>◆ Deliver land use planning and planning authority training material and programs for elected members as requested.</li> <li>◆ Incorporate good planning outcomes delivered by councils into a strategic marketing campaign.</li> </ul>

No.	Priorities	Outcome/Output Measures	Actions
4.	<b>Build upon the resources available for Elected Members and staff</b>	1. Increased utilisation of LGAT prepared resources (web and extranet hits)	<ul style="list-style-type: none"> <li>◆ Deliver the forward training program for elected members and staff, and continue to identify future requirements and opportunities.</li> <li>◆ Leverage off collaborative alliances, such as LG Pro, in delivering integrated professional development opportunities.</li> <li>◆ Identify, promote and, where available, secure grant funding for training and sectoral capacity building.</li> <li>◆ Develop online training for councillor inductions, staff training and identification of council election induction material.</li> <li>◆ Continue to facilitate the appropriate allocation of staff resourcing and support to deliver the LGAT Assist Program.</li> <li>◆ Continue to support councils with respect to Audit Panels and Workforce Planning.</li> </ul>
5.	<b>Prepare communities and Councils for Local Government Elections in 2018</b>	1. Continual improvement in community satisfaction survey findings  2. Improvement in satisfaction rating in member survey results	<ul style="list-style-type: none"> <li>◆ Prepare a specific project and consultation plan for active engagement of the community and councils, to be rolled out through 2017/18.</li> <li>◆ Each member council to have received at least one visit from a LGAT representative this financial year.</li> <li>◆ Identify and promote Local Government networking opportunities to provide better cross sectoral information sharing and support.</li> </ul>
6.	<b>Position the Local Government agenda in the State Government election</b>	1. Number of Local Government initiated policies adopted by political parties.	<ul style="list-style-type: none"> <li>◆ Prepare and implement a specific project and consultation plan for engagement with the political parties prior to the Election.</li> <li>◆ Maintain and strengthen existing relationship with State Government and other key non-government entities, such as other peak bodies.</li> <li>◆ Continue to represent Local Government interests in key policy priority areas of State Government as they relate to the sector.</li> </ul>

No.	Priorities	Outcome/Output Measures	Actions
7.	<b>Promote the good work of Local Government to the broader community</b>	1. Increased exposure to LGAT and council produced stories via LGATs communication channels.	<ul style="list-style-type: none"> <li>◆ Regular engagement, communication and interaction with member councils via a range of activities and mediums.</li> <li>◆ Strategically highlight positive Local Government activities and successes via appropriate communication methods.</li> <li>◆ Facilitate Local Government representation on government and community boards and committees to ensure representation and a voice for our sector.</li> <li>◆ Provide a central point of contact for external stakeholders who wish to communicate with the sector</li> <li>◆ Undertake statewide community satisfaction survey.</li> </ul>
8.	<b>Ensure LGAT systems and IT are fit for purpose</b>		<ul style="list-style-type: none"> <li>◆ Embed ICT strategy, including maximisation of SharePoint opportunities for process improvement.</li> <li>◆ Switch across to NBN and VOIP services</li> </ul>
9.	<b>Host excellent Annual Conference, AGM and General Meetings</b>	<ol style="list-style-type: none"> <li>1. Delivery of the Conference on budget</li> <li>2. Conference feedback providing an overall rating of good or excellent from &gt;70% of survey responses.</li> <li>3. Increased General Meeting agenda items for decision or discussion.</li> </ol>	<ul style="list-style-type: none"> <li>◆ Deliver the LGAT Annual Conference.</li> <li>◆ Invite key government/industry/community decision-makers to Local Government events to build relationships and mutual understanding.</li> <li>◆ Facilitate discussion at General Meetings to enable active engagement and decision-making by members on key issues.</li> </ul>

No.	Priorities	Outcome/Output Measures	Actions
10.	<b>Continue to expand the Procurement Program</b>	1. Growth in sectoral procurement savings	<ul style="list-style-type: none"> <li>◆ Prepare and implement a specific project and consultation plan for procurement.</li> <li>◆ Continue to work with MAV Procurement to support and build LGAT's procurement capacity.</li> <li>◆ Work with the National Procurement Network (NPN) and Tasmanian councils to develop and implement improved procurement practices</li> <li>◆ Continue to progress whole of se for energy contracts and energy efficiency projects which deliver financial savings for councils.</li> </ul>






In addition to these critical priorities, LGAT will continue to represent Local Government interests in key policy priority areas of State and Federal Governments. During this plan period, active areas are expected to include:


<b>Areas for continued focus</b>	<b>Actions</b>
Smart Cities Agenda	<p>Monitor and inform councils of opportunities under the Federal Government’s Smart Cities Agenda.</p> <p>Opportunistically partner to deliver projects for councils.</p>
Roads and Infrastructure	<p>Continue to inform and advocate for councils to support delivery of their NHVR.</p> <p>Continue to build capacity in relation to financial and asset management.</p>
Preventative Health	<p>Deliver the Preventative Health Project</p> <p>Work to leverage additional funding for this area.</p>
Environmental Management	<p>Clarify regulatory roles and responsibilities with the EPA.</p>
Local Government Reform	<p>Monitor the progress of feasibility studies and support councils with tools and analysis as required</p> <p>Collect feedback on proposed changes to the Local Government Act and advocate the sector’s views.</p> <p>Advocate against non-productive reform agendas such as rate capping.</p>
Climate Change	<p>Support councils in understanding and responding to climate risks through information and training provision.</p> <p>Advocate for adequate resourcing and tools for councils.</p> <p>Work through ALGA to address the issue of liability.</p>
Emergency Management	<p>Support councils with risk assessment, planning and developing community resilience through sharing information, and advocating for change, support and funding.</p>

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## LGAT Annual Plan Progress Report



-  Unable to progress due to reliance on action by
-  Still requires attention from LGAT
-  Completed

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;		The 2017 LGAT Member survey had 81 responses, with over 70% from elected members, and 27% from GMs and senior staff. The most common engagement was in the form of receiving information (79%), with the LGAT News and Pulse have 82% and 88% of responded reading respectively.

<p>Continue to review and where required enhance our member and external communications.</p>	<p>Implementation of the Strategic Communications Plan, including amendments to format of the LGAT News and Pulse.</p>	<p>Increasing access and hits on to LGAT online presence (website, Extranet).</p>		<p>The Strategic Communications Plan key actions are complete. New formats for the magazine (LGTAs), the Pulse and Noticeboard have been implemented. The LGAT webpage has been updated and the Better Councils Better Communities pages created.</p> <p>Monitoring during the campaign period, per month, indicated:</p> <ul style="list-style-type: none"> <li>• LGAT Website: 3000 visits</li> <li>• BCBC Community Stories: 290 pages viewed</li> <li>• Pulse: 122 views</li> <li>• Noticeboard: 111 views</li> </ul>
<p>Each member council to have received at least one visit from an LGAT representative each financial year.</p>	<p>Council visits</p>	<p>Every council visited once per year.</p>		<p>Council visits completed throughout the 2016/17 financial year were:</p> <p>Central Coast, Break O'Day, Sorell, Launceston,</p>



				Northern Midlands, Kentish, Latrobe, Kingborough, Glenorchy, George Town, Central Highlands, Southern Midlands, Huon Valley, Hobart, Flinders and West Coast. Brighton, Waratah/Wynyard and Circular Head are scheduled for July.
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.		Preparation for the 2017 Conference is progressing well. The conference venue, speakers and sponsors are confirmed and registrations are coming in.
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		To the end of June, LGAT Assist has provided a total of 53 loans for a value of \$328,2000. 4 funeral Grants for a value of \$14,000 and University bursaries for \$10,000  100% of all loans have been approved in accordance with the LGAT Assist Loan

				Policy
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 strategic objectives.	Sector relevant external content in communications;  Positive response (>70% support) in membership engagement survey to external content of communications		Work on the new website noticeboard is complete and it has gone live.  The membership engagement survey was undertaken at the beginning of 2017, prior to the changes to the LGAT communication methods. However, the initial feedback on the changed content focus of the various publications has been extremely positive.
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  Demand sufficient consultation periods  During this plan period priority areas are expected to include: <ul style="list-style-type: none"> <li>• Planning Reform;</li> <li>• Emergency Management &amp; climate change;</li> <li>• Sectoral Reform;</li> <li>• Economic development;</li> <li>• Preventive health;</li> </ul>	<ul style="list-style-type: none"> <li>• State Government Budget submission;</li> <li>• Submissions on legislative changes, discussion papers and reviews developed in consultation with the sector;</li> <li>• Representation at Legislative Council, Tasmanian Planning Commission, working groups and steering committees as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation by councils in the process;</li> <li>• State Government adhering to the Consultation Partnership.</li> </ul>		LGAT has provided submissions on a significant range of State Government documentation. The LGAT website provides a list and copies of all public submissions.

<ul style="list-style-type: none"> <li>• Energy;</li> <li>• Infrastructure;</li> <li>• Cat Management.</li> </ul>				
<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"> <li>• Indexation of Local Government Financial Assistance Grants;</li> <li>• The direct funding relationship between the Commonwealth and Local Government;</li> <li>• Elected member taxation.</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Government Budget submission;</li> <li>• Submissions on legislative changes, discussion papers and reviews developed in consultation with the sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Councils participation in the process;</li> <li>• Tasmanian interests are represented in ALGA submissions.</li> </ul>		<p>LGAT has provided input in the ALGA National General Assembly on a range of matters.</p> <p>In addition, LGAT provided direct submission on:</p> <ul style="list-style-type: none"> <li>• The review of the RDAs.</li> <li>• The National Local Government Report 2015-16</li> <li>• The Australian Regional Tourism Network's report on the Contribution of Local Government to the Australian Tourism Industry;</li> <li>• Input to ALGA Rating Paper;</li> <li>• Remote Housing Review;</li> <li>• Regulation for drones;</li> </ul>

				<p>and</p> <ul style="list-style-type: none"> <li>The federal government's value capture discussion paper.</li> </ul>
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.		Recent board positions include: Emily Brown (City of Hobart) to the Tasmanian Spatial Information Council (TASSIC), and Deb Mainwaring (Circular Head) to the Community Support Levy Grants Advisory Group.
Invite key government/industry/community decision makers to Local Government events to build relationships and mutual understanding.	Key decision makers attend a range of LGAT events.	Positive response (>70% support) in membership engagement survey to speakers at events throughout the year.		<p>The April General Meeting had the Treasurer and CEO of Primary Health Tasmania present, while the May Special General Meeting had the Chairman of TasWater.</p> <p>The 2017 LGAT Member survey indicated 52% and 50% of respondent's main form of engagement with LGAT has been training / professional development and attendance meetings</p>

				respectively.
<p>Maintain and strengthen existing relationship with State Govt. &amp; other key non-govt entities. Specifically LGAT will:</p> <ul style="list-style-type: none"> <li>• Maintain cooperative arrangements with LGPro, the STCA, NTD &amp; CCA, RDA Tas;</li> <li>• Collaborate with the Governance Institute, PIA, Engineers Australia and IPWEA for specific activities;</li> <li>• Collaborate with other peak bodies, such as TasCoSS, HIA, MBA and others as appropriate on key areas of joint concern;</li> <li>• Continue our strong collaboration with ALGA and other State associations.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Budget and other submissions when and as appropriate;</li> <li>• Established principles for cooperation with identified organisations;</li> <li>• Ensure the Federal advocacy agenda is prosecuted locally.</li> </ul>	<p>Delivery of at least five (5) joint submissions or events throughout the year.</p>		<p>Joint submissions / events delivered through the year include:</p> <ul style="list-style-type: none"> <li>• TasCoSS, HIA, the Heart Foundation, the MBA and others to develop joint State budget priorities;</li> <li>• DHHS, PHT, CCA, NTD and the Heart Foundation submission to the Federal Government on a preventative health project for Tasmania;</li> <li>• The Climate Network to deliver a state-wide climate change workshop;</li> <li>• Other State Associations to plan and deliver the 2017 National HR Conference in November; and</li> <li>• Tasmanian Audit Office, Governance Institute</li> </ul>

				and Local Government Division to deliver regional Audit Panel Workshops.
Identify & promote Local Government networking opportunities to provide better cross sectoral information sharing and support.	Strong attendance at networking events.	Positive response (>70% support) in membership engagement survey to networking events.		<p>Several events have been delivered throughout 2017, including a GMs workshop, the regional breakfasts, Mayor's Workshop, Elected Members weekend, Related Parties, a state-wide climate change forum, and a preventative health forum.</p> <p>The 2017 LGAT Member survey indicated 52% and 50% of respondent's main form of engagement with LGAT has been training / professional development and attendance meetings respectively.</p>
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"> <li>• Increased GM agenda items for decision or discussion.</li> <li>• Attendance of relevant speakers to 50% of General</li> </ul>		The April General Meeting had the Treasurer and CEO of Primary Health Tasmania present, while the May Special General Meeting had the Chairman of

		Meetings.		TasWater.
Continue active membership on the DPAC/LGAT Disability working group and work with LGD to provide recommendations to local government on disability strategies.	Improve disability access through collaboration with the Local Government Division and councils.	Project outcomes facilitated through liaison with councils.		A statewide Universal Access Forum for the Building Industry was delivered in September 2016, with implementation of the Disability Action Strategy completed in December. The DPAC/LGAT project was completed in early 2017. LGAT continues to support councils meeting and sharing information. LGAT also provided comment on ALGA's submission to the Senate Inquiry into the outcomes of the National Disability Strategy and the UTS Local Government Interface project- Sector Resource.

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 successfully screen for 3 months and “reached” about 80% of the viewing audience.
	Preparation of website material to support Better Councils Better Communities campaign.	Increased website traffic when ad is played.		LGAT web page visits up by 50% during campaign.  Better Councils Better Communities total page views went from 0 to 724 during campaign.
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		The key questions from the LGAT Workforce data collection is now within the CDC.
Advocate for the Local Government sector and the communities it serves through: <ul style="list-style-type: none"> <li>The current Local Government reform process;</li> <li>The review of the Local Government Act.</li> </ul>	<ul style="list-style-type: none"> <li>Councils participation in the process;</li> <li>LGAT membership on steering committees and working groups in order to influence outcomes;</li> <li>Preparation of appropriate tools and research to support council participation and</li> </ul>	Two (2) relevant pieces of support material (research articles or tools) produced for sector.		LGAT continues, through our CEO and President, to be engaged in the steering committee for the review of the Act. The State Government is yet to finalise the legislative changes, so is has not been possible to date to prepare support material. This is expected to occur in late



	also advocacy work.			2017. Through the member engagement survey and the strategic planning workshop at the February General Meeting it was noted that sectoral reform should be one of LGAT's main priorities in the new strategic plan.
Continue to progress key initiatives of the Role of Local Government Project to improve the sustainability and effectiveness of Local Government.  Reinvigorate the Economic Development Working Group (EDWG).	EDWG reformed and key initiatives established and immediate priorities commenced	Completed by June 2017		The Role of Local Government Project has finished. While there is not an appetite with State government to reform the EDWG, LGAT continues to work on initiatives to support Local Government's role in economic development.
Prepare discussion paper on the Sharing Economy.	Sectoral position established	Provided to the November 2016 General Meeting		Complete and available on the LGAT website under reports & submissions / discussion papers. 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"> <li>• Training delivered by June 2017</li> <li>• Councils have an Increased awareness of the role and responsibilities of audit panels</li> </ul>		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 the LDG has committed to the preparation of further support material in late 2017.
Continue to develop best practice case studies and fact sheets for councils, including items on: <ul style="list-style-type: none"> <li>• Council Budgeting process;</li> <li>• Participatory democracy and engagement;</li> <li>• Minute taking; and</li> <li>• Strategic asset management plan</li> </ul>	Development of one case study / fact sheet per quarter.	4 pieces of new support material produced per annum.		Minute Taking handbook complete and available on the LGAT website under reports & submissions / guidelines.  The Council budgeting and participatory democracy papers have been combined into a piece on

<p>templates.</p>				<p>participatory budgeting, which is complete and available on the LGAT website under reports &amp; submissions / discussion papers.</p> <p>Strategic Asset Management Plan templates have been developed and trialled with four Tasmanian councils. JRA has been commissioned to undertake modelling and as at June 2017, modelling work to generate the graphs and reports for the SAMP template is underway.</p>
<p>Work with the State Government to ensure Local Government is represented in the implementation phase of Infrastructure Tasmania's State Roads Audit Report.</p>	<p>State Government decision making takes into account the policy position of Local Government.</p>	<p>LGAT plays a key role in the process.</p>		<p>LGAT receives regular updates from Infrastructure Tasmania (iTas) in relation to its activities, including forestry roads, road trades and strategic network management. As at June 2017 iTas is liaising with councils directly in relation to the range of actions and recommendations listed in the audit report.</p>

<p>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.</p>	<ul style="list-style-type: none"> <li>Expanded heavy vehicle networks established;</li> <li>Strong relationship and collaborative approach with State Growth appropriately maintained.</li> </ul>	<p>Funding options for upgrades identified.</p>		<p>THE LGAT State Budget submission included a request for funding from the State Government.</p> <p>LGAT is currently liaising with State Growth and councils in considering co-funding opportunities for additional work.</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"> <li>Standard documentation and templates, including: <ul style="list-style-type: none"> <li>Request for Tender Template;</li> <li>Request for Quotation Template;</li> <li>Expression of Interest Template;</li> <li>Goods and Services Tender Template; and</li> <li>Minor Works Tender Template.</li> </ul> </li> <li>Access to training programs;</li> <li>Value for money locally based purchasing ; and</li> <li>Whole of Sector analysis of procurement</li> </ul>	<ul style="list-style-type: none"> <li>Standard tender and contract documentation available to councils:</li> <li>Tas Councils' interests represented through the NPN;</li> <li>Training session delivered.</li> </ul>	<p>Standard documentation produced and training delivered by June 2017;</p>		<p>Draft documentation is complete and going through a review and consultation process, with the expected release date being late early August. The need for training will be assessed once the documents have been released.</p>
		<p>10% increase in total council spend on NPN.</p>		<p>Total spend for the 12 months to end March 2017 by councils - \$6.8m vs \$3.9m for same period to end March 2016.</p> <p>An increase of 74% from end March 2016 to end March 2016.</p>

& 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"> <li>• LGAT's procurement profile raised;</li> <li>• Deliver savings for Tasmanian Councils via procurement;</li> <li>• MOU established.</li> </ul>	<p>10% increase in total council spend on MAV Procurement;</p>		<p>For 12 months to end March 2016, compared with the same period to end March 2017 238% increase on MAV/LGAT contract spend.</p>
		<p>MOU in place by June 2017.</p>		<p>A draft MOU has been circulated. Further negotiations are underway regarding the scope.</p> <p>LGAT continues to work in partnership with MAV to deliver new and existing contracts for councils</p>
<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>	<p>Establishment of further energy efficiency and cost saving opportunities, such as bulk energy purchase by councils</p>	<p>Completed by June 2017.</p>		<p>Councils have agreed to renew the bulk purchase of energy for public lighting. A request for quotation has been developed and we are awaiting submissions.</p>
	<p>Expansion of Northern Street Lightening Project to other interested councils across the state.</p>	<p>Interested councils signed up to participate in LED replacements program by June 2017.</p>		<p>Business Cases for the NW and Southern Councils complete. Individual councils now considering their options.</p>
<p>Establish research notes outlining shared services opportunities and benefits and</p>	<p>Information related to shared services.</p>	<p>Completed by June 2017</p>		<p>Preliminary research has commenced, considering</p>

<p>disseminate to councils. Support those councils requiring assistance to implement shared services arrangements.</p>				<p>the two feasibility studies released so far. Studies in the NW and North of the State are yet to be completed and the shared services work will rely in part on the findings of those reports, still to be finalised.</p>
<p>Establish and document the benefits of Lean Thinking for local government and determine if a Pilot Project is warranted.</p>	<p>Information related to Lean Thinking benefits for local government in Tasmania.</p>	<p>Completed by June 2017</p>		<p>A paper has been finalised in relation to the use of Lean thinking and other continuous improvement tools in the Sector. The analysis finds that although Lean is useful, it is not the only tool and there is no one size fits all.</p>
<p>Prepare discussion paper on Value Capture and its benefits in Tasmania.</p>	<p>Paper on Value Capture</p>	<p>Completed by June 2017</p>		<p>Summary paper complete and available on the LGAT website under reports &amp; submissions / discussion papers.</p>

PA4 Sector Capacity				
Action	Output	Measure/Target	Progress	Comment
Continue to support the sector in workforce planning via targeted policy and program development.	Roll out of the Tasmanian Workforce Planning Guidelines.	June 2017		Training sessions for councils across the three regions delivered. Scoping of further support currently underway.
Set up a whole of sector Employee Assistance Program (EAP).	Panel of providers established.	June 2017		Detailed council consultation has indicated the vast majority of councils have an existing EAP in place. Further investigation is occurring regarding what further value LGAT can provide.
Deliver the forward training program for elected members and staff and continue to identify future requirements and opportunities.  Leverage off collaborative alliances, such as LGPro, in delivering integrated professional development opportunities.	A program of activities developed and implemented annually;	June 2017		Training calendar developed and delivered throughout the year.
	Induction materials updated following LG Act review;			Waiting on finalisation of LG Act review recommendations from LGD prior to preparing induction material.
	Support Code of Conduct training for elect members;			Ongoing
	Delivery of a health forum on LG's role in preventative health.			A workshop with representatives from 21 councils was held on 30 May.
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		Regional Breakfasts during the past 12 months covered emergency management and road safety.

Identify, promote and where available, secure grant funding for training and sectoral capacity building.	Funds secured throughout the year.	Funds secured		<p>The scoping of being “grant ready” has commenced with LGAT being successful in gaining some funding from the State Government for preventive health activities.</p> <p>A plan for securing funding to deliver increased support for energy / electricity was unsuccessful.</p>
<p>Develop sectoral support tools and resources, such as:</p> <ul style="list-style-type: none"> <li>• Finalise workplace behaviours toolkit</li> <li>• Audit of capacity to enable gaps to be addressed.</li> </ul>	Final workplace behaviours toolkit available to councils	June 2017		<p>The final tranche of polies has been provided to the sector and the Crucial Conversations presentations have been delivered and very well received.</p> <p>Work has commenced on further tools to support implementation.</p>
Develop online training for Councillor Inductions, staff training and identification of council election induction material.	<p>Training and induction material available for staff</p> <p>Pre- election material and training and induction material for elected members</p>	<p>June 2017</p> <p>January 2018</p>		<p>Staff Training and induction PowerPoint has been finalised.</p> <p>Several Online learning systems have been reviewed however a suitable system has yet to be determined. Pre -Election material and training and induction for elected members to be finalised once the review of the Local Government Act has been completed.</p>



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 is ongoing. The CEO & Policy Director now participate on the Sharing Economy and Local Provision Schedule Steering Committees respectively.
Lobby State Government to respond to the sectors view on State-wide planning system reform across the areas of planning policy, regional strategies, Planning Appeal tribunal process, subdivision legislation and discretionary application advertising.	State Government, key interest groups and community appreciation of sectors priorities.	Completed by June 2017		The Local Government reform priorities have been highlighted to the State Government and they have accepted the priorities are sound and can be supported, however the timing and precise approach may vary.  The same priorities have been accepted and included in the recommendations of the Planning Reform Taskforce to the Minister.
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.		Three council visits have included specific land use planning sessions. One additional council has expressed an interest in having land use planning training during 2017 and work to scope this has commenced. Further sessions are likely to be following the implementation of the Tasmanian Planning Scheme in 2018.
Prepare best practice process guide to "When the council is the	Guide developed	Completed by June 2017		The higher than expected activity in the planning portfolio across other priorities has

applicant”.				meant this has not commenced.
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		<i>Climate Action 21</i> , the State Governments Climate Change Action Plan for 2017 – 2021 was only released in early June. The Plan recognises that Local government is the sphere of government closest to communities and notes the sector can assist with informing and educating local communities about climate change, and considering climate change in their decision making. Work will commence on the state-local government climate change work plan in the latter part of 2017.
In collaboration with the Tasmanian Climate Change Office, explore project opportunities in relation to climate change governance capacity building for councils and implement appropriate project	Implementation of appropriate project (likely managed by the TCCO in the main) and delivery of guides and templates to councils for ongoing use.	Completed by June 2017		Around 15 councils have decided to participate in the <i>Climate Resilient Councils</i> project, which will assist councils to measure and understand the importance of incorporating climate change into council decision-making and strategic governance approaches e.g. in areas including legal risk, financial management and land use planning.  Delivery of the project commenced in May 2017, and is expected to be completed by September 2017.
Advocate to the State to provide	State Government recognition	Completed by June 2017		A Risk manager has been appointed to work

additional expert support to councils for emergency management risk assessment and planning.	of requirement and mechanism for provision of support established;			with Municipal Committees to undertake risk assessments, LGAT is on the working group.  The 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 its sub committees.
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.		The 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 lobby on this issue.
	Continue to work with the State Government and ALGA in relation to proposed changes for federal emergency management funding.			LGAT continues to have discussions with the State in relation to these reforms and the impact on Tasmania.
Promote opportunities and support councils in accessing funding to support them in planning for	Councils receiving funding support for emergency	Funds secured		Several councils have applied for funding under the NDRGP grant programs and Bushfire Mitigation Grants Program. LGAT sits

emergencies.	planning.			on the assessment panels for many of the grants. An announcement is imminent in relation to successful applicants.
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 completed a Statewide Waste and Resource Management Strategy and provided this to the EPA to inform the update of the Tasmanian Waste and Resource Management Strategy. LGAT has also met with the EPA to discuss the initiatives we put forward.  The next meeting of the LGAT Waste Management Reference Group will be on release of the draft Tasmanian Waste and Resource Management Strategy for comment.

### 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
Undertake a business improvement review of LGAT operations across the following areas: <ul style="list-style-type: none"> <li>Complete Governance Review including a review and update of IR Policy for LGAT</li> </ul>	All business improvement reviews have been complete or are well advanced. Many of these reviews resulted in follow up activities, which the LGAT team are progressing through when sectoral priorities allow.

- Develop risk register for LGAT
- Develop new Strategic plan
- Implement Strategic communications plan, including the following actions:
  - Review of current communications activities;
  - 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:
  - 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