



General Meeting

Minutes

29 October 2015

**Brighton Civic Centre
Green Point Road
Bridgewater**

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

13. WHO MAY ATTEND A MEETING OF THE ASSOCIATION

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

14. PROXIES AT MEETINGS

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

15. QUORUM AT MEETINGS

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

16. VOTING AT MEETINGS

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

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

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

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* Denotes Attachment

GENERAL MEETING SCHEDULE

10.00 **Coffee on arrival**

10.30 **Meeting commences**

11.00 **Stuart Clues**
Co-ordinator General

12.00 **Alan Stokes,**
Sea Change Task Force (Australian Coastal Councils Group)

12.30 pm **Approximately, lunch will be provided**

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

Vice President, Mayor Daryl Quilliam, was thanked with acclaim for undertaking the role of Acting President, his efforts were greatly appreciated.

Apologies were received from -

Mayor Duncan McFie	King Island Council
Mr David Laughler	King Island Council
Mayor Christina Holmdahl	West Tamar Council
Mayor Deirdre Flint	Central Highlands Council
A/Mayor Joy Allen	West Tamar Council
Mr Ian Pearce	West Tamar Council
Mr Robert Dobrzynski	City of Launceston
Mayor Albert van Zetten	City of Launceston
Mayor Kerry Vincent	Sorell Council
Mr Tony Smart	Circular Head Council
Mayor Jan Bonde	Central Coast Council
Ms Sandra Ayton	Central Coast Council
Mr Peter Brooks	Glenorchy City Council
Mr John Martin	George Town Council
Mr Gerald Monson	Kentish/Latrobe Councils
Mayor Phil Vickers	West Coast Council
Mr Michael Stretton	West Coast Council
Mr Ron Sanderson	Brighton Council
D/Mayor Mary Duniam	Waratah Wynyard Council

1. GOVERNANCE

1.1 CONFIRMATION OF MINUTES *

Circular Head Council/Devonport City Council

That the Minutes of the meeting held on 22 July 2015, as circulated, be confirmed.

Carried

Background:

The Minutes of the General Meeting held on 22 July 2015, as circulated, are submitted for confirmation and are at **Attachment to Item 1.1**.

1.2 BUSINESS ARISING *

Southern Midlands Council/Waratah Wynyard Council

That Members note the information.

Carried

Background:

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

1.3 CONFIRMATION OF AGENDA

Glenorchy City Council/Devonport City Council

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

Carried

Background:

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

1.4 FOLLOW UP OF MOTIONS*

Dorset Council/Southern Midlands Council

That Members note the report.

Carried

Background:

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

1.5 PRESIDENT'S REPORT

That Members note the President's Report.

Carried

In addition to the items listed on the Agenda for this meeting, it is timely to provide an update of other activity underway at LGAT.

- My first formal function as President was to co-sign an MOU between LGAT and LGMA at the LGMA Tas (soon to be known as Local Government Professionals Tasmania) annual conference dinner. LGAT is also exploring opportunities around shared resourcing with LGMA in light of the imminent departure of their CEO to take up a new position. Katrena has also started meeting with the CEO's of the regional authorities and next month they will be undertaking a functional mapping exercise to understand the functions and strengths of each organisation and look at where there are sectoral gaps.
- As fairly recent building owners, LGAT has commenced the process of commissioning a condition assessment and asset management plan for the building at 326 Macquarie St to ensure that appropriate long term financial planning can be undertaken.
- The staff have also commenced a process to look strategically at communications and ICT to both improve the operational efficiency of the organisation and position LGAT to be able to provide new services to members in the future (for example on line training).
- A key goal of the strategic communications review is to look at how to improve the profile of Local Government. We have the opportunity to build upon the Qld advertising campaign recently launched and are exploring that amongst other options.
- With a new CEO, President and General Management Committee it is also timely to look at our internal governance and how it can be improved. The CEO has commenced a review of best practice in that regard.
- Acknowledgment of Daryl's contribution as A/President and welcome to Kristie as new GMC Member.

1.6 MONTHLY REPORTS TO COUNCILS*

Glenorchy City Council/Kingborough Council

That Members note the reports for June, July, August and September 2015.

Carried

Background:

Monthly reports to Councils that briefly outline Association activities and outcomes for the previous months are at **Attachment to Item 1.5.**

UNCONFIRMED

2. ITEMS FOR DECISION

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

Circular Head Council/Central Coast Council

That LGAT continue to receive input on:

- a) **Issues to be captured by the Terms of Reference.**
- b) **The process proposed.**

Until mid November.

Carried

Current Situation

At the July 2015 General Meeting the Minister announced a targeted review of the Local Government Act with Terms of Reference to be agreed before the end of the year.

This will not be a roots and branches review.

Specifically he mentioned:

- The roles and responsibilities of Mayors, Deputy Mayors and elected members.
- The roles and responsibilities of the Director of Local Government and the Local Government Board.
- The administration of councils, including the financial management elements of the Act.
- Areas already flagged with regard to red tape reduction and elections (social media use, general manager's roll).

The Minister has invited comment on other matters that 'really matter'.

The Terms of Reference are to be finalised by the Local Government Division, in consultation with LGAT, by the end of the year.

LGAT is currently seeking feedback and the final Terms of Reference will be endorsed by the General Management Committee.

There will be further opportunity for Mayor's to discuss the review at the Mayor's workshop on the 30th October.

It is important to note that this is not a full review of the Act and the intent is not to throw the baby out with the bathwater. It is about adding clarity and certainty around roles and responsibilities as well as addressing some anomalies and emerging issues.

Budget Impact

Within current resources.

Current Policy

There are a number of legislative issues that have been identified by councils and through the General Meeting process over recent years which will be fed into the process.

2.2 MOTION: LIMIT ON POLITICAL DONATIONS

City of Clarence/City of Hobart

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.

Carried

Background

At the July General Meeting a motion was passed urging the State Government to support the amendment of the Local Government Act and regulations to require candidates to disclose political donations. The LGAT decision seeks to address donations received by candidates, however does not sufficiently address candidate donations received from political parties in the context of a Local Government election.

Currently Local Government candidates have a ceiling of \$1000 for tax deductible campaign expense claims. This contrasts with an annual \$1,500 tax deductible donation threshold that individuals can make to a political party. There is nothing to preclude a political party from providing campaign funding support of the same amount back to an endorsed Local Government candidate.

This effectively means party endorsed candidates that either self fund campaigns and/or receive donations through a political party may have the advantage of tax deductibility and greater expenditure opportunity over non endorsed party candidates.

Furthermore party endorsed candidates may potentially not be subject to any changes to donations disclosure that intended to be sought by the LGAT proposal.

In respect to Legislative Council elections, the Tasmanian Electoral Act 2004 provides as follows:

162 Party not to incur election expenditure: A person must not incur any expenditure for or on behalf of a party with a view of promoting or procuring the election of a candidate or intending candidate as a member of the Council, whether or not the candidate or intending candidate is an endorsed candidate or intending candidate of the party.

The proposed resolution seeks to have the regulation of party endorsed candidate expenditure for Local Government elections consistent with the processes associated with the Legislative Council. It is intended to further strengthen transparency by preventing and/or making it prohibited for Local Government candidates contesting under a politically party franchise, to wash campaign donations through that political party.

Banning political party donations would assist in ensuring a level funding playing field for claiming Local Government election campaign expenses.

LGAT Comment

Please note the Item for Topical Discussion which is related.

Budget Impact

Does not apply.

Current Policy

As outlined in background, July General Meeting motion on political donation disclosure.

2.3 LOCAL GOVERNMENT REFORM Contact Officer - Katrena Stephenson

Meander Valley Council/Burnie City Council

- 1. That Members note the broad direction being taken in each region in relation to reform.**
- 2. That Members advise of any whole of sector advice or action they feel LGAT should be taking including any resources (such as the Reform Toolkit).**
- 3. That Members consider whether a benchmarking exercise should be undertaken on a state-wide basis.**

Carried

Background

At the July Annual General Meeting the Minister noted the following:

- 24 of 29 councils had expressed interest in modelling strategic resource sharing or voluntary amalgamations.
- The North and North West regions were looking at regional benchmarking and resource sharing opportunities.
- In the South a combination of models were being discussed including voluntary amalgamations.

Following a tender process, a panel of four possible providers for feasibility modelling was established.

The Director of Local Government is currently progressing meetings with Councils to progress the project proposals and discuss the mechanism for modelling going forward.

The North and Northwest have expressed intent to look at regional resource sharing, commencing with a benchmarking exercise. This work will critically inform future feasibility studies.

In the South a number of merger proposals have been put forward or are in the process of being developed for feasibility studies and in some cases quotations from the Panel of providers have been sought.

LGAT has developed a Reform section on the extranet with a view to loading research and tools going forward.

In Western Australia, the Association provided a significant toolkit for councils. LGAT is not currently resourced to be able to do this additional work to the same extent. However, if there was interest from Councils to fund this as a specific project, a more robust approach could be explored. See <http://www.reformtoolkit.com.au/>.

It should be noted that in Western Australia the toolkit was developed in partnership with the State Government and Local Government Managers Australia.

Budget Impact

Additional funds might be required for research or tool development.

Current Policy

Does not apply.

2.4 MOTION - FINANCIAL ASSISTANCE GRANTS

Flinders Council/Meander Valley Council

That LGAT lobbies the Auditor General to have Federal Assistance Grants (FAGs) that are paid in advance prior to the financial year they are meant to be received in, recognised as income in the financial year they relate to, and not in the financial year received as is the current position.

Carried

Background

In the 2014-15 year Flinders Council received the following information on 29 June 2015 from the State Grants Commission:

"This morning I received advice that the Australian Government has decided to bring forward the first two instalments of the 2015-16 Financial Assistance Grants allocation for payment to the states and territories by 30 June 2015".

The advance payment of \$650,000 landed in Council's bank on the night of the 30th June and has been required by the Auditors to be accounted as revenue in that year of 2014-15. It is needless to say, this was a totally unexpected and unbudgeted income, and in fact income that had been budgeted for by Council in the 2015-16 year.

Flinders, like many other Councils, had already considered its Budget Estimates for 2015-16, prior to receipt of this advice on 29 June. It is impossible for Councils to budget responsibly when the early receipt of FAGs can happen at random and up to the last minute of a financial year.

It is appreciated that the funds have landed in Council's bank early and a benefit will be received from the interest accruing, however Local Government accounting is under the accrual method and thus it is considered that prepayments of FAGs should be accounted for in the year they are due, not in the year they are made as prepayments.

2.5 MOTION - DETERMINATION OF PARKS AND WILDLIFE PRIORITIES

Dorset Council/Circular Head Council

That LGAT write to the Minister responsible for the Parks & Wildlife Service requesting that Councils are genuinely involved in the process of determining PWS priorities within Local Government areas, rather than being subject to token consultation.

Carried

Background

On 11 December 2014 Council wrote to the Parks and Wildlife Service (PWS) raising a number of issues about lack of maintenance which was resulting in restricted or no access to a number of trails and beaches in the Dorset area. In response the Northern Regional Manager, Chris Colley suggested it would be a good idea to seek Councils input into determining what ought to be PWS priorities in Dorset regarding walking trails, beaches, etc.

Council subsequently invited Chris Colley to Council's May 2015 Workshop at which an open discussion was had regarding priorities and other issues Councillors had with works being conducted by PWS. Subsequent to this workshop Council formally wrote to PWS requesting that the Cuckoo Falls walking trail be reopened in time for the oncoming tourism season.

The General Manager of PWS responded to Councils request informing that it did not believe Cuckoo Falls should be considered as a tourist destination for a number of reasons as outlined in the response. This was followed up by a recent site visit by the Northern Regional Manager.

Whilst Council is appreciative of and acknowledges the efforts of the Northern Regional Manager to make himself available to Council to discuss the above issues, Council remains of the opinion that Councils have inadequate input into the decision making process of PWS. In particular, Council believes that PWS would achieve better results if in addition to consulting with users it also consulted with the respective Council given that Councils are able to provide a broader community perspective on issues.

Council is also of the opinion that PWS resources are far too skewed towards its regulatory obligations rather than focusing on the end users (customer) needs such as the condition of trails, beach accesses and access roads.

Accordingly Dorset Council is requesting that a motion be raised at the 29 October 2015 LGAT General Meeting requesting LGAT to lobby the relevant Minister to ensure that Councils have a far greater say in determining PWS priorities in their Local Government areas.

LGAT Comment

This matter has been raised in part as a result of the ongoing advocacy being undertaken by the Association in relation to the funding and management of former Forestry Roads that have been transferred to the Department of Primary Industry, Parks Water and the Environment (DPIPWE).

The Government has advised through the Premier's Local Government Council (PLGC) that the Inter-Departmental 'Tourism Supply Side Committee' has been formed this year (2015) to consider strategic funding and upgrades of, among other things, PWS infrastructure.

A statement of intent is expected to be released from the IDC in late 2015 for public feedback, and Local Government will be consulted as a key stakeholder.

It is noted that the State Government allocated funds in its 2015-16 Budget Summary Paper towards both Parks and Forestry infrastructure. It is understood that Local Government is to be consulted in relation to the spending priorities under these allocations.

2.6 NORTHERN COUNCILS ENERGY EFFICIENT STREET LIGHTING PROJECT*

Contact Officer - Kate Hiscock

Break O'Day Council/Waratah Wynyard Council

That Members:

- 1. Note the report; and**
- 2. Advise Kate Hiscock as soon as possible if they would like to participate in the Northern Councils Energy Efficient Street Lighting Project.**

Carried

Background

The City of Launceston is driving a project investigating models for the replacement of 'old technology' street lights with improved energy efficient lighting such as LED. Local Governments around Australia and the world are replacing old, outdated street lights with low energy LED technology and realising both energy and emissions savings.

The City of Launceston has contracted Ironbark Sustainability to assess a number of models and report on the potential savings to replace i) all street lights across Tasmania and ii) minor road lights in Launceston. Preliminary findings of work to date suggest that a 'council owned, TasNetworks maintained' model could yield participating councils cost savings of 40%, with energy and emissions reductions of 77%.

The savings of the City of Launceston Council business case equate to a 20% to 26% reduction in costs for the TasNetworks owned scenario, and 26% to 40% for council owned lights.

A draft report from IronBark entitled Street Lighting Management Options in North East Tasmania is at **Attachment to Item 2.6**.

A number of Northern Tasmanian Councils have provided in principle support to further the project with a regional focus. Working as a region will significantly improve bargaining power with key stakeholders such as TasNetworks and potential economies of scale in regards to purchasing. LGAT is involved in the project in both a support and liaison role, but additionally to investigate options to extend the project state-wide to all LGAT Members.

LGAT is currently in the process of liaising with the Municipal Association of Victoria (MAV), which recently undertook a similar project, to see if any learnings can be shared and if potentially MAV procurement's "project assist" team could be engaged to undertake project roll out or any necessary procurement. It is likely this would be undertaken on a fee for service approach.

Replacement of old technology with new will require some capital investment to "pay out" any residual asset value. Models of financing such an investment are being investigated including the use of the extra Roads to Recovery (R2R) funding that all Tasmanian Councils will receive over the next two financial years to pay the capital costs for the replacement project.

The use of R2R funding is likely to place time constraints on the project if using the R2R funds within the funding allocation period. Therefore, the project needs to get up and running quickly. Consequently, the project is going to be progressed on a "opt in" basis.

Councils that are interested in participating need to advise Kate Hiscock as soon as possible.

As part of the liaison with TasNetworks, LGAT is working to access a data set to enable all councils to identify the number and type of streetlights by each LGA to help councils calculate potential savings. The City of Launceston, IronBark and LGAT will be meeting with TasNetworks and the MAV shortly to discuss project options.

Benefits of the LED street lights include:

- Improved energy efficiency – up to 77% reduction in energy use
- Lower greenhouse gas emissions – up to 77% reduction in CO2-e
- Great cost savings for councils and ratepayers – up to 40%
- Improved safety and lighting quality for motorists/pedestrians/cyclists
- Reduced street crime
- An upgraded design to more closely reflect current AS/NZ Standards
- Less light spill into nearby properties
- Low toxicity – no mercury

Budget Implications

- Some capital investment will be required to pay out residual asset value (note potential to use R2R funding).
- A fee for service may be applicable if MAV Procurement Project Assist is engaged (this would likely be shared across participating councils).

Current Policy

Strategic Plan Priority Area 2: Ensure Financial Sustainability

2.7 DRAFT STATE POLICY FOR HEALTHY SPACES AND PLACES

Contact Officer - Dion Lester

- 1. That Members note LGAT's concerns in relation to the proposal by the Tasmanian Heart Foundation; and**
- 2. That the Meeting determine whether to support the Tasmanian Heart Foundation's advocacy for a State Policy for Healthy Spaces and Places.**

Amendment Motion

Glenorchy City Council/Waratah Wynyard Council

That LGAT support the advocacy for a State Policy for Healthy Spaces and Places.

Lost

Burnie City Council/Break O'Day Council

That members note LGAT's concerns in relation to the proposal by the Tasmanian Heart Foundation and agree that LGAT will not advocate on behalf of the Heart Foundation for a State Policy For Healthy Spaces And Places.

Carried

Background

The Heart Foundation has been advocating for a State Policy for Healthy Spaces and Places since late 2012, followed by the development of a draft Policy in late 2014.

Tasmania currently ranks poorly against the national average on many measures of health, with approximately two thirds of the Tasmanian population being overweight or obese and 31% of all deaths in Tasmania in 2011 due to cardiovascular disease. Indications are that these trends will continue into the future.

Population health underpins the social and economic wellbeing of a community and the built environment can hinder or help an individual to be more active and healthy.

In recent decades the segregation of land uses and activities, the huge emphasis on facilitating private vehicle travel, along with technological and wider social changes, have resulted in less daily walking and cycling.

The draft State Policy for Healthy Spaces and Places seeks to set planning objectives and principles towards improving the health and wellbeing of Tasmanians through having built environments that support better health and wellbeing. It seeks to avoid the mistakes of the recent past where development discouraged physical activity.

A State Policy is a planning instrument made under the State Policies and Projects Act 1993, like the State Coastal Policy and the State Policy on the Protection of Agricultural Land. They are generally implemented through incorporation into planning schemes.

However, there has been little use of State Policies in Tasmania and those that have been developed have been difficult to practically apply.

Because the provisions of State Policies are captured in the normal development application approval processes of councils the draft State Policy for Healthy Spaces and Places will predominantly be implemented only via new developments. Therefore, the draft policy would have limited ability to influence areas which are already developed.

Designing and providing good open spaces and associated linkages like walkways and cycling tracks is already an accepted and practised corner stone of good planning. Most councils also support healthy communities in other ways, including owning and maintaining active and passive recreation areas, supporting community groups such as sports clubs, and have internal policies guiding the management and acquisition of open space.

Providing high quality and useful open spaces at a local level really requires a broader approach than just planning policy. It also relies on good asset management and a commitment by Local and State Governments to invest time and resources to develop and maintain those spaces/assets.

While there are many improvements that could be made to the current system to improve community health outcomes, arguably there are enough current planning practices in place that try to achieve a good level of design for health communities through the mechanism of planning.

A State Policy for Healthy Spaces and Places will have limited effectiveness, is likely to have areas of conflict with other planning policies, and is too broad to practically apply.

The draft Policy seeks to improve health outcomes by influencing the structure of cities and towns, primarily public spaces and streets, to encourage physical activity and access to a healthy and sustainable local food system.

The principles embodied in the draft State Policy include active living, open space provision, mixed density housing and land use, access to healthy food and buildings that promote incidental physical activity.

Many of these principles would be endorsed by Councils and in fact are already being implemented through the current planning system,

However, the draft Policy has little ability to impact existing developed areas and is extremely broad and aspirational and would be very hard to apply in a useful way without significant investment in guiding documents.

In early 2013, LGAT did not support the development of a State Policy for Healthy Communities for similar reasons.

Budget Impact

Does not apply

2.8 SECONDMENT TO PLANNING TASKFORCE

Contact Officer - Katrena Stephenson

City of Hobart/Kingborough Council

That Members agree to fund the Local Government secondment to the Planning Taskforce for a further six months.

Carried

Background

At the February 2015 General Meeting, discussion arose around the Planning Taskforce and the requirements in finalising the transition to one planning scheme. It is preferred that there be Local Government input in the form of a planner on a secondment basis who could work with the taskforce in taking the technical issues and translating them to implementable levels for Local Government.

Councils agreed that input from Local Government was important in ensuring a usable, functioning scheme for all involved.

The following motion was carried:

That Members agree in principle to providing a 50% share towards the costs of a Local Government Planner participating in the transition to a single planning scheme, subject to working out the terms of reference and working arrangements. That this contribution be included in Member subscriptions for the 2015/16 financial year.

We have been asked if we would continue to co-fund the secondment of Caroline Lindus, to the Planning Taskforce drafting team until the end of the financial year, that is a further six months (provided the City of Hobart agrees to her continued release).

The Executive Chair of the Taskforce, Mary Massina has expressed the view that Caroline is an important and valued member of the team that has and continues to go above and beyond for Local Government and the taskforce.

LGAT would agree that Caroline is dedicated, presents the Local Government view and responds well to the feedback from the technical reference group.

There is however a question as to why Local Government should continue to resource a State Government policy function, particularly given the burden councils will incur in transitioning to the single planning scheme.

This would be at a cost of \$40,000 to our sector (paid on a subscription basis). The table below outlines each individual council contribution.

Council		Secondment Contribution
Flinders Island	1.77	708
King Island	1.77	708
Tasman	1.77	708
Central Highlands	1.77	708
Southern Midlands	2.65	1060
Kentish	2.65	1060
Dorset	2.65	1060
George Town	2.65	1060
Derwent Valley	2.65	1060
Break O'Day	2.65	1060

West Coast	2.65	1060
Glamorgan Spring Bay	3.55	1420
Latrobe	3.55	1420
Waratah Wynyard	3.55	1420
Brighton	3.55	1420
Meander Valley	3.55	1420
Northern Midlands	3.55	1420
Circular Head	3.55	1420
Sorell	4.05	1620
Central Coast	4.05	1620
West Tamar	4.05	1620
Huon Valley	4.05	1620
Burnie	4.55	1820
Devonport	4.55	1820
Kingborough	4.55	1820
Glenorchy	4.55	1820
Clarence	5.04	2016
Hobart	5.04	2016
Launceston	5.04	2016
Total Subscriptions	100.00	40 000

The above amounts do not include GST.

Budget Impact

As detailed above.

3. ITEMS FOR NOTING

3.1 CODE OF CONDUCT UPDATE Contact Officer - Katrena Stephenson

George Town Council/City of Hobart

That Members note the changes to the Code of Conduct provisions and the proposed transition support by LGAT.

Carried

Background

The Code of Conduct Amendment Bill passed the Parliament in September this year.

LGAT believes the Bill addresses the issues the sector has raised including:

- The difficulties faced by local Code of Conduct Panels; the limited sanctions and enforcement powers;
- The inability for the Standards Panel to dismiss frivolous and vexatious complaints; and
- The difficulties faced by LGAT, as a member body, in administering the Standards Panel that deals with complaints and applies sanctions.

Further the amendments represent a range of improvements to the workability and strength of the Code of Conduct provisions in the Local Government Act, as well as embedding voluntary improvements undertaken by the sector, such as the adoption of a Model Code of Conduct.

The changes to current practice, reflecting the Legislative Council's amendments include:

- Abolition of local Code of Conduct Panels and the establishment of a single state-wide panel.
- The state Code of Conduct Panel to be supported by an executive officer, initially to be within the Local Government Division of State Government.
- General Managers will be the first point of contact for receipt of a complaint
- Sanctions have been strengthened with the most serious being suspension without allowances for a period of up to 3 months.
- If a Councillor/Alderman has three suspensions within a two year term the Standards Panel may recommend to the Minister the dismissal of that offender.
- There is now a penalty related to non-compliance with a sanction of the Panel.
- Councils will work to a regulated Code which is supported by local policy schedules.

A move to make the holding of council Annual General Meetings optional was not supported by the Legislative Council.

LGAT's focus is now on supporting a rapid transition to the new arrangements and divesting LGAT of its role in administering the Standards Panel. We are providing resources and expertise, based on our experience in administering the Standards Panel. Our focus will initially be on updating our documents so that they comply with new requirements and are ready for use for a new Code of Conduct Panel. These include

flowcharts, guidelines, template letters for hearings and determinations and reports to council and for recruitment of Panel Members.

We have also offered support in relation to the processes around engagement of the Executive Officer and selection of Panel Members.

LGAT will also support the development of the new regulated Code of Conduct, using the LGAT Model Code of Conduct as a starting point.

It is proposed that implementation be supported by training, through a combination of fact sheets, voice over Powerpoint for use online and workshops – preferably in partnership with the Local Government Division and the Integrity Commission.

At the time of writing the Association was awaiting advice on the timeframe for implementation by the Local Government Division of the new provisions.

Budget Impact

Within current resources.

Current Policy

Aligned with current policy.

3.2 PLANNING REFORM* **Contact Officer - Katrena Stephenson**

Circular Head Council/Break O'Day Council

That Members note the progress of the State Government's planning reforms and the concerns raised by the Local Government sector.

Carried

Background

The Government committed prior to the election to the introduction of a single planning scheme for Tasmania under the guise of a faster, fairer, cheaper and simpler planning system. A taskforce was established in 2014 and the LGAT CEO participates on that.

LGAT successfully advocated for the establishment of a technical reference group, comprising nine Local Government planners, which first met in July. LGAT members also agreed to co-fund a secondee to the drafting team from Local Government.

In parallel to the Taskforce processes, the Department of Justice developed amendments to LUPAA to support the future implementation of a Tasmanian Planning Scheme. LGAT consulted with members and made a sectoral submission on the Amendment Bill.

While in principle the Bill seems workable, the sector expressed concern that it was difficult to be confident in the absence of any broad engagement on the Planning Scheme itself. The Bill also contains a reduction in assessment timeframe (from 28 days to 21) for permitted applications.

Subsequent to our submission the Executive Chair of the Taskforce has broadened consultation on the Tasmanian Planning Scheme – meeting with Mayors and General

Managers in each region and providing some hard copy documentation for review. It is anticipated that shortly there will be some fact sheets supplied to elected members.

Despite LGAT's strong case, the Government have pushed through with their intent to reduce assessment timeframes for permitted applications in the Bill that was tabled in Parliament on 22 September. LGAT undertook further consultation about the changes to the Bill ahead of Parliamentary debate commencing mid October, provided advice to the department on residual concerns and provided a written submission to the Legislative Council. A copy of this advice is at **Attachment to Item 3.2**

The overarching message in our submission was that the Local Government sector supports in principle the development of a single planning scheme for the state, provided there is still the ability for councils and communities to be able to respond to local issues of importance.

Our key messages about development assessment timeframes include:

- Permitted developments are not the same as exempt developments and require checking against a range of planning controls to verify it is permitted and decide permit conditions.
- Councils are never dealing with just a single planning application. The 28 days allows planning authorities to work with developers and applicants to address deficiencies, problems, issues or clarification without having to resort to the formality of an additional information request.
- Assessment timeframes in Tasmania are already significantly less than other States and were recently reduced from 42 days to 28 days.
- The Tasmanian Planning Scheme is not yet widely understood and Local Government strongly feels there is a high risk in reducing timeframes before a new system is implemented and tested.
- The experience of Local Government in relation to the interim planning schemes, on which the Tasmanian planning scheme is modelled, is that assessments can be significantly more resource intensive and complex.

It will be important for the Association to continue to advocate around communication and consultation on the proposed changes.

Budget Implications

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

Policy Implications

As per the LGAT submissions.

3.3 VALUATION OF COMPLEX PROPERTIES Contact Officer - Katrena Stephenson

Burnie City Council/George Town Council

That Members note the following report.

Carried

Background

Through the Premier's Local Government Council, LGAT and the Local Government Division were asked to work with the Valuer-General to address concerns related to rating complex tenancies under a capital value (CV) rating system. It had appeared there was no capacity to rate individual tenants under a CV model.

Following a meeting, the Acting Valuer-General presented at the recent General Manager's workshop and noted that a mechanism for addressing this issue had been identified.

From a valuation perspective capital value is currently determined at the whole of property level – either a title or a group of titles based on the highest and best use of the property. This is because market sales evidence is utilised by valuers to determine a valuation.

This particular point is quite important because a valuer may need to defend the valuation in court, including the methodology and evidence used to arrive at the valuation. So, the issue for the Valuer-General (V-G) is "how can I provide a solution to the dilemma facing councils utilising capital value rating working within the legislative framework of the Valuation of Land Act 2001?".

The V-G has a duty to determine statutory valuations of all lands within a municipality including crown lands that are to be rated. Council rates are based on the values and details on a valuation roll, including any adjustment factors and supplementary valuations that amend the valuation roll.

There is a little used section in the Act which permits lands to be separately valued but this section does not place a positive or mandatory duty on the V-G to separately value the land. However, the decision to separately value (or not) is reviewable by the magistrates court (administrative appeals) division.

If the V-G decides they can practicably determine separate capital values for portions of land, separate entries for each portion of the land will be added to the valuation roll and new notices of valuation issued to the land owners.

The Act then requires that the V-G ensure that the combined totals of the portions are no more than the capital value of the whole title. The land owner is able to object to the new valuations based on one of the seven valid grounds for objection.

An increase in rates is not a ground for objection.

In applying this section, the V-G needs to be satisfied that the land is subject to a different rate or tax and would require a site plan to show the exact location and parameters of each portion being separately rated.

They would also need to be satisfied that the methodology of apportionment would stand scrutiny in court.

The advice therefore was that the V-G can apportion capital value of land but would need to assess any request on its merits.

Budget Impact

Does not apply.

Current Policy

Does not apply.

3.4 PROCUREMENT

Contact Officer - Deborah Leisser

Central Coast Council/Break O'Day Council

1. That Members note that the LGAT - National Procurement Network contracts/panels are available for Tasmanian councils to purchase goods through.
2. That Members note that the contracts/panels are negotiated by the Network in council's best interests.
3. That Members note that purchasing through the LGAT - National Procurement Network:
 - can save councils time and money; and
 - provides access to an electronic procurement system that is secure and meets audit standards.
4. That Members note that there are far more opportunities for councils to benefit from the Network that is readily available to them, than currently use it.
5. That Members note that the LGAT Contact Officer is available to meet with councils to provide further information.

Carried

Background

Increasing council access to aggregated purchasing opportunities is a key procurement focus area for LGAT. LGAT is an active partner in the National Procurement Network (NPN) – a not for profit, informal arrangement of Local Government Association procurement areas across Australia. This is currently the main mechanism LGAT uses to provide councils with access to aggregated purchasing opportunities.

The NPN connects procurement services offered by Local Government Associations in States and Territories in Australia to provide national programs where it is beneficial to combine the purchasing power of councils Australia wide. The effect is to deliver savings in time and cost to member councils.

Over recent years the NPN has collaborated on a number of successful contracts that are available to Tasmanian Councils as members of LGAT. Use of these contracts/panels is optional, but there are significant benefits for councils if they use them.

The contracts/panels are:

- Earth Moving and Material Handling Equipment
- Road and Bridge Making equipment
- Trucks
- Small Plant and Machinery
- Mobile Garbage Bins
- Fuel, Oil and Lubricants
- Tyres, Tubes and Batteries
- Telecommunication
- Workwear and Personal Protective Apparel
- Corporate Wardrobe
- Office and Workplace Supplies and Associated Products.

A key issue relates to the take up level of purchase through the National Network. While take up is not poor, there are far more opportunities for councils to benefit from the model that is readily available to them.

There are some contracts/panels that have recently been introduced that have never been accessed by councils in Tasmania (e.g. Mobile Garbage Bins and Tyres, Tubes and Batteries).

There are also some councils that have not purchased any goods or services through the system and it appears difficult to motivate them to use it, even though there are significant benefits and no identifiable disadvantages.

The NPN contracts satisfy the requirements of the Local Government Act in relation to Contracts and Tendering and allow councils to purchase through local suppliers. If councils purchase goods through the NPN they will make significant savings in costs and time. They also have a secure audit trail available to them that meets probity standards.

Savings made through purchasing via the NPN can offset LGAT membership fees. A recent example of a saving under the truck contract – a smaller council spends \$73,000 excluding GST – estimated saving \$11,000 on the original list price of the goods, not including administration savings.

Budget Impact

While the NPN is a not for profit arrangement, a rebate is generated on sales (payable by the manufacturer). In the calendar year 2014 around \$16,000 was returned to LGAT through sales rebates. In the first 2 quarters of 2015 around \$11,000 has been returned.

Current Policy

Aligned with current policy.

3.5 EMPLOYEE ASSISTANCE PROGRAM

Contact Officer - Deborah Leisser

City of Hobart/Central Coast Council

That Members note that LGAT is developing a Statewide Employee Assistance Program for access by Elected Members and council employees.

Carried

Background

This project is in the very early stages of development. The intent is to put together a State wide panel of qualified providers to deliver a quality, cost effective Employee Assistance Program (EAP) for access by elected members and council staff.

The EAP service providers will be selected following a rigorous Request for Quotation process carried out in consultation with councils.

The EAP will provide access to safe, independent and confidential services delivered by experienced counsellors.

Counsellors will help with issues such as:

- Stress and fatigue
- Couple and family issues
- Separation and divorce
- Conflict and harassment
- Addictions
- Anxiety and depression
- Bereavement
- Financial difficulties
- Work and career problems
- Adjustment to organisational change

The EAP service model will be designed so that elected members and council staff can go direct to providers registered on the EAP panel without telling anyone in the Council or workplace that they intend to use the service. Immediate family members may also be able to attend.

Financing and costing will be considered as part of the service model development. However, it is likely that clients of the service will be able to access an initial session or sessions, say up to three, free of charge and then pay a pre negotiated rate for subsequent sessions if they are required. The service provider will bill the responsible employer for the agreed number of free sessions.

It should be acknowledged that some councils already provide access to a well developed EAP and may elect to continue to use their own program. Use of the LGAT negotiated provider panel will be optional.

Details regarding how various programs potentially interact or overlap will be analysed as part of service model development.

Budget Impact

The EAP will be accessed by Elected Members and councils employees on a fee for service basis. A predetermined number of sessions will be made available free of charge to users. Costs for these sessions only will be covered by the employer.

Full budget details are yet to be estimated.

Current Policy

This is a new service that is currently under development.

3.6 LOCAL GOVERNMENT SES FUNDING MODEL

Contact Officer - Georgia Palmer

Circular Head Council/George Town Council

That Members note the following report.

Carried

Background

In July 2015, the Chief Fire Officer Mike Brown approached the LGAT CEO in relation to progressing discussions around future funding models for State Emergency Services (SES) volunteer assets and resources.

Currently, under Division 5 of the Emergency Management Act 2006, councils are responsible for the effective operation of its municipal volunteer SES units, the storage and maintenance of the equipment, the provision of other facilities and resources necessary for those units to perform their functions, including adequate accommodation.

The amount provided by councils to support the SES volunteer units varies depending on capacity and does not necessarily correspond to the risks present within the municipality

There has been general consensus from councils, provided through sectoral submissions to the State in relation to Emergency Management, that resourcing of SES volunteer units should be centralised.

Councils have suggested that one method for doing this may be through an extension to the Fire levy. Such a move would ensure that SES volunteers and resources could be coordinated strategically and allocated in a prioritised manner during an emergency and not constrained by municipal boundaries.

It is noted that this does not necessarily align with feedback we have had previously about Local Government not wanting to collect the Fire Levy.

A move to a centralised model is consistent with the Tasmanian Government's strategic alignment between the Tasmania Fire Service and the State Emergency Services. In 2014 the Government changed the reporting arrangements for the SES from the Secretary, Department of Police and Emergency Management (DPEM) to the Chief Officer, Tasmania Fire Service (TFS).

This change has resulted in better alignment of the two emergency management partners.

A centralised model for SES volunteer units under the new TFS/SES structure could allow for significant efficiencies. These may include:

- Servicing and maintenance of vehicle and equipment for both SES and TFS.
- A collaborative purchasing agreements for equipment and resources.
- Integration of headquarters and operational units.

A small working group, chaired by TFS, and involving members from LGAT, TFS, SES and TFS Corporate services has been convened to explore options for the centralisation of SES volunteers services and the funding of these services.

In order to be able to make sound recommendations about future options a number of steps need to be undertaken. In the first instance, it is important to audit the current funding for SES volunteer units, including council cash and in-kind contributions, as well as to get a clear understanding of the value of the capital assets.

Wise Lord and Ferguson Chartered Accountants (WLF) have been provided a verbal brief in relation to the audit and the working group is currently awaiting a scoping document from WLF. Once received the scoping document will be sent to councils for comment.

In parallel to this project, the Parliament has recently announced an Inquiry into the Tasmania Fire Service Budget (the Inquiry). The Inquiry will investigate the impact on the Tasmania Fire Service of the transfer of the SES reporting responsibility to the State Fire Commission and the funding of the SES among other things. It is understood that the inquiry has to report to Government by the end of February 2016.

At this stage, it is not fully understood what impact the Inquiry will have on the Local Government SES volunteer funding project, however, the project will continue to be progressed and the audit will be undertaken. It is likely that the audit will also provide the Inquiry with important information in relation to the real cost of SES volunteer units.

Councils will be consulted as the project progresses and communication about progress will be regularly reported to councils, through the General Management Committee and through General Meetings.

Budget Impact

The budget impact of this project is currently unknown.

Current Policy

Does not apply.

3.7 POLICY UPDATE

Contact Officer - Dion Lester

City of Hobart/Meander Valley Council

That Members note the following report.

Carried

Private Poles

LGAT has circulated a spreadsheet to members containing data supplied by TasNetworks estimating the number of Council owned poles. TasNetworks advised that they have estimated the data, as they do not maintain private pole ownership data.

As a starting point, TasNetworks has assumed that a private pole with a light attached is a council pole. LGAT recommended that members reconcile the information in this spreadsheet with their own data and see if there are any discrepancies. LGAT will shortly be following up with members to try and compile a data set for all councils and discuss any discrepancies with TasNetworks.

In regards to the future of pole auditing, at this point in time TasNetworks is undertaking the work as ordered by the Minister (Groom and Gutwein), until the Minister advises otherwise. Private Pole auditing is currently a cost that TasNetworks is unable to recover, as costs that are identifiable to particular customers can no longer be "smeared" across the general tariff and paid for by all. Therefore, TasNetworks are keen for the situation to be resolved, although it remains the decision of their major shareholder ie. the Minister at the moment.

Any change to this situation will require a transitional approach and TasNetworks cannot just pull out of undertaking the service. TasNetworks recently advised there was a Minute with the Minister's office identifying a number of potential models for the future of pole auditing.

Once a decision is made, a working group will be formed - most likely by State Government, and will include TasNetworks and LGAT.

Planning for Healthy Communities Project

LGAT secured \$80,000 funding under the Tasmanian Medicare Local (now Primary Health Tasmania) Social Determinants of Health Capacity Building Fund to raise awareness and build Local Government capacity in regards to the social determinants of health.

LGAT ran two well attended forums (Brighton and Ulverstone) in May/June 2015 covering a range of topics relating to the social determinants of health and Local Government planning as well as a pre-conference workshop focusing on food security and regional food economies.

In addition, LGAT ran a small grants program allocating five \$5,000 grants to the successful applicants: Glenorchy City Council, Central Coast Council, Central Highlands Council, Kingborough Council and Circular Head Council. An evaluation of the project was recently completed. If anyone would like a copy of the report please contact Kate.Hiscock@lgat.tas.gov.au.

Joint Select Committee on Preventative Health

LGAT made a submission to the Tasmanian Joint Select Committee on Preventative Health held in May/June 2015. The Terms of Reference of the Committee were:

- The current impact of inequalities in the major social determinants of health on the health outcomes, including mental health outcomes, of Tasmanians and the capacity for health and community services to meet the needs of populations adversely affected by the social determinants of health;
- The challenges to, and benefits of, the provision of an integrated and collaborative preventive health care model which focuses on the prevention and early detection of, and intervention for, chronic disease;
- Structural and economic reforms that may be required to promote and facilitate the integration of a preventive approach to health and wellbeing, including the consideration of funding models; and
- The extent to which experience and expertise in the social determinants of health is appropriately represented on whole of government committees or advisory groups; and
- The level of government and other funding provided for research into the social determinants of health.

Key points of the LGAT submissions included:

- As well as the broadly-stated power in section 20 (1) of the Local Government Act 1993, to “provide for the health, safety and welfare of the community”, councils have significant statutory and regulatory responsibilities in areas which impact on health. These include building and plumbing control, waste removal, immunisation programs, communicable disease control and environmental health activities such as food safety and air quality.
- How councils exercise their responsibilities in relation to strategic planning and land use planning also has an impact on positive health outcomes.
- In terms of the more ‘discretionary’ aspect of the role of councils, there is considerable variance in the level of involvement of councils and the type of services and activities they deliver, in the area of preventative health care.

A key project referenced in the submission was the Role of Local Government Project. This project is a collaborative project between the Tasmanian Government and Local Government which was established by the Premier’s Local Government Council in 2012.

The Role of Local Government Project asks three questions:

- What are Local Government’s roles and what should it be delivering to its communities?
- Where are the blockages and capability gaps which impeded councils being able to deliver these roles?
- How do we work together to remove blockages and address the gaps?

The full submission can be found on the LGAT Website at:

<http://www.lgat.tas.gov.au/page.aspx?u=349>

Financial Assistance Grants Campaign

As members will be aware the 2015-16 Budget year has seen a continuation of the freeze on indexation announced in the 2014-15 Budget.

The Australian Local Government Association (ALGA) has estimated that the impact of this freeze was estimated last year to be \$925 million in lost FAGs until 2017-18. In 2017-18, indexation is projected to be re-instated, by which time the annual funding base is estimated to be thirteen per cent lower than it should have been without the impact of the freeze.

ALGA has developed documentation to support a soft 'Financial Assistance Grants Campaign' and to this end have provided State Associations with useful information and common messaging for distribution to councils to assist in telling the 'story' of Financial Assistance Grants to their local communities, and to lobby their local Federal Members.

The objectives of the campaign specifically targeted through the messaging are:

- To end the pause in the Indexation of Local Government Financial Assistance Grants; and
- To maintain the direct funding relationship between the Commonwealth and Local Government.

The LGAT will be providing council Communications and Media departments with campaign 'packs' in October.

Heavy Vehicle Local Road Access

The Association continues to work closely with councils and the State Government to deliver a \$1.7Million State funded project designed to assist councils to develop and implement a series of heavy vehicle access networks across the Tasmanian Road Network (focussing on local roads). The Project's target outcome is the facilitation of efficient, reliable road access for certain classes of heavy vehicles; specifically, 'Class One' vehicles - which include 'special purpose vehicles' e.g. cranes, and 'Over Size Over Mass' (OSOM) vehicles e.g. trucks that must carry large, indivisible loads.

Significant infrastructure components of the Tasmanian road network are bridges and culverts. Many of these assets were not designed to carry the masses presented by today's OSOM vehicle fleet. With the average age of the State's local roads and bridges continuing to increase and the amount of freight and 'Over Mass' vehicle movements also increasing, the risk to infrastructure has become more acute.

The challenge for the State and Local Governments has been to develop a system that mitigates the significant infrastructure risk to both State and local road networks, but also facilitates vital transport activity across Tasmania and minimises the administrative burden to both heavy vehicle operators and council road managers.

This project forms part of a broader suite of activities being undertaken at the both the Local and State level in response to the introduction of the Heavy Vehicle National Law (HVNL) and the National Heavy Vehicle Regulator (NHVR), of which members have been apprised in previous General Meeting Agendas.

The work being undertaken jointly between Tasmanian Local and State Governments to date has been noted among other State jurisdictions and at the national level as a 'best practice' example of the benefits of collaboration between levels of government to address the issue of access for the heavy vehicle fleet. It is anticipated that the bulk of the network development task will be completed by the end of December.

A significant benefit anticipated to flow from the work and consultation undertaken as part of the Project will be a better understanding of council assets and an increased capacity to manage these assets into the future.

Infrastructure and Asset Management Forum for Council Practitioners

LGAT is partnering with the Local Government Managers' Association (LGMA) and the Institute for Public Works and Engineering Australasia (IPWEA) to deliver a two day forum on 12-13 November in Launceston, covering off on Asset Management, Financial Sustainability and Infrastructure. The forum will target council practitioners in particular and provide a broad range of presentations focussing on integration and cross-disciplinary approaches to the abovementioned topics.

Budget Impact

Does not apply.

Current Policy

Does not apply.

3.8 2016 ANNUAL CONFERENCE

Contact Officer - Stephanie Watson

Devonport City Council/Kingborough Council

That Members note the following report.

Carried

Background

The 104th LGAT Annual Conference will be held at the C3 Convention Centre in South Hobart, from 20-22 July 2016.

On 20 July, a special cocktail function will be hosted for delegates at Government House by Her Excellency, the Hon Kate Warner, Governor of Tasmania.

The Conference Dinner will be held in the Tasman Room at Wrest Point on 21 July.

A block booking of rooms is being held at Wrest Point for delegates who wish to stay overnight. When making a reservation, please quote block booking no "722893".

Budget Implications

Full conference registration will cost \$795 (incl GST).

The continuation of the Bass Strait Subsidy for King Island and Flinders Island Councils will be subject to a review at the end of 2015 and councils will be advised of the outcome.

3.9 PROFESSIONAL DEVELOPMENT PROGRAM

Kingborough Council/Tasman Council

That Members note the following report.

Carried

Elected Members' Professional Development Weekend

Elected members are encouraged to attend the Elected Members' Professional Development Weekend being held from 20-21 February 2016 in the Boardwalk Gallery at Wrest Point, Hobart.

Whilst all the speakers have yet to be finalised, confirmed workshop topics include 'Developing High Performance Councillor Teams', 'Community Engagement Skills for Councillors' and 'Communicating with Confidence'.

A block booking of rooms is being held until Wednesday, 20 January at Wrest Point. When making a reservation, please quote booking ref no "774672".

Elected members will be posted a copy of the Program and Registration Form before the year's end.

Planning Course

An expression of interest was sent to all councils to gauge interest in attending an Elected Member Planning Course. Given the cost in running this course is higher due to the need to engage a provider qualified in the planning area, an indication of attendance allows us to determine if holding the course is viable.

Approximately 20 Elected Members indicated they are interested in attending the course and a session has been scheduled for Saturday 28 November, 2015, registration forms have been issued.

Budget Implications

The continuation of the Bass Strait Subsidy for King Island and Flinders Island Councils will be subject to a review at the end of 2015 and the councils will be promptly advised of the outcome.

4. ITEMS FOR DISCUSSION

4.1 SUPERANNUATION FOR ELECTED MEMBERS Council - City of Hobart

From time to time the matter of superannuation for Alderman/Councillors is raised.

At the time of writing, LGAT was seeking updated advice through Quadrant Super, but believes the following applies:

- If councils resolve unanimously to be an 'eligible local governing body' (under section 12-45(1)(E) of Schedule 1 of the Taxation Administration Act 1953) then under the Taxation Administration Act, councillors are regarded as employees and superannuation guarantee contributions must be paid (9.5%).
- If they don't make that resolution it is up to the council to decide whether it will make super contributions for a councillor.
- Additionally councillors may enter agreements with councils to sacrifice their remuneration into super so they are treated as employer contributions and taxed at 15% (based on ATO advice from 13/8/07). That is, the allowances are not treated as income for the purposes of the Income Tax Assessment Act 1997.
- However, the choice of fund rules do not apply with such agreements and Council can disagree with the choice of fund. The arrangements are purely voluntary.
- Councillors are encouraged to seek professional advice based on their individual circumstances.

As a side note, the quantum of allowances for elected Members is independently reviewed on a four year basis. The last review however was in 2008 with PLGC determining, in consultation with Councils, in both 2011 and 2014, that a review was unwarranted because little had changed in terms of roles and responsibilities.

Allowances are indexed in line with the wages price indexation.

It was determined that LGAT would table a paper on the review of allowances and entitlements at the next General Meeting.

4.2 LIMIT ON ELECTION EXPENDITURE Council - City of Hobart

It is suggested that expenditure on Local Government elections be limited to one thousand dollars.

Under the Local Government General Regulations 22(5):

The total expenditure for the purchase of advertising time or space by or on behalf of a candidate must not –

- (a) in respect of a single election, exceed a total amount of \$5000; and
- (b) in respect of an election for a councillor and an election for a mayor or deputy mayor, exceed a total amount of \$8000.

LGAT has had no previous motions on this matter.

Related matters include:

At the July 2015 General Meeting the following motion was carried:

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.

In July 2012 the following motion was carried.

That the Local Government Association of Tasmania request that the Federal Government:

- *Review the current maximum thresholds set for Local Government candidate election expenses which it recognises as a legitimate deduction for income taxation purposes; and further,*
- *Consider the introduction of a suitable indexation mechanism to enable currency of the revised threshold to be maintained.*

This matter is currently being pursued by the Australian Local Government Association.

It was agreed that the current expenditure limits on advertising and campaigning for Local Government Elections were unrealistic, they do not take into account localities, populations, urban/rural areas etc and that an item would be tabled at the next General Meeting.

4.3 COUNCIL V TASWATER* Council: Glenorchy City

This Item was Withdrawn

Glenorchy City Council v TasWater - Responsibility to enforce rectification of defective water and sewerage works on private land. – S56Y of the Water and Sewerage Industry Act 2008.

Background

Proclamation of the Water and Sewerage Industry Act 2008 (WSIA) effectively divested all power and responsibilities council's had concerning the service of notices to require a land owner to repair or carry out maintenance on any water or sewerage works (eg broken or leaking sewer pipes, leaking water mains etc) on private land.

Suggestions by TasWater that councils are still required to regulate this under either the Building Act 2000 or the nuisance provisions of the Local Government Act 1993 are incorrect. These do not have appropriate mechanisms to deal with these matters whereas S56Y of the WSIA specifically provides a head of power for a regulated entity (TasWater) to do this.

TasWater maintains a position that this is not their responsibility and refuses to deal with these matters.

A letter sent from Council to Southern Water regarding Interpretation of Section 56Y of the *Water & Sewerage Industry Act 2008* is at **Attachment to Item 4.3**.

5. OTHER BUSINESS & CLOSE

Councillor Sharyn Von Bertouch encouraged Members to consider membership of the Australian Coastal Councils Association.

There being no further discussion, the President thanked Brighton Council for hosting the meeting, thanked Members for their contributions and declared the Meeting closed at 2.35pm.

		Business Arising
		General Meeting - 29 October 2015
Item No	Item	Action
2	Items For Decision	
2.1	Review of Local Government Act	No further action
2.2	Limit on Political Donations	No further action
2.3	Local Government Reform	No further action
2.4	Financial Assistance Grants	No further action
2.5	Determination of Parks and Wildlife Priorities	No further action
2.6	Northern Councils Energy Efficient Street Lighting Project	Refer Item 3.5
2.7	Draft State Policy for Healthy Spaces and Places	No further action
2.8	Secondment to Planning Taskforce	No further action
3	Items for Noting	
3.1	Code of Conduct Update	No further action
3.2	Planning Reform	Refer Item 3.3
3.3	Valuation of Complex Properties	No further action
3.4	Procurement	Refer Item 3.6
3.5	Employee Assistance Program	No further action
3.6	Local Government SES Funding Model	Refer Item 3.5
3.7	Policy Update	Refer Item 3.5
3.8	2016 Annual Conference	No further action
3.9	Professional Development Program	Refer Item 3.5
	Items for Discussion	
4.1	Superannuation for Elected Members	Refer to Item 2.5
4.2	Limit on Election Expenditure	Refer to Item 2.4

Follow Up of Motions Report

Report to the General Meeting

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

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

Local Government Legislation	
<p>That the Local Government Association of Tasmania request the State Government to give priority to LGAT's previous request for the review of Section 87(1)(d) of the Local Government Act 1993 relating to the provision of exemptions for payment of rates for land owned or occupied exclusively for charitable purposes, with the express desire that the provision be amended to remove the ability of Church operated schools and nursing homes to receive an exemption.</p>	<p>Passed: September 2013 Note: The Australian Local Government Association is also looking at this issue and seeking some advice from the ATO regarding definitions of charitable and not for profit. In the meantime, as a consequence of case law, independent living units and similar are not deemed exempt from rates. See item this report. This item to be removed next report.</p>
<p>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</p>	<p>Passed: July 2014 Notes: Referred to the Local Government Division (LGD) for consideration. LGAT will seek it be dealt with under any Amendments stemming from Review of the LG Act.</p>
<p>That the Local Government Association of Tasmania be requested to write to the State Government requesting an amendment to the Roads and Jetties Act 1935 to include under section 5 (2) all Municipal Areas in the State of Tasmania.</p>	<p>Passed: July 2014 Notes: From ongoing discussions with State Government and councils (including the General Manager of Derwent Valley Council, the original proponent council for this motion) it is noted that the broader intent behind the motion is to seek State Government consideration for an increase of the quantum (currently \$1.5M) of heavy vehicle registration revenue allocated to councils out of the Consolidated Revenue Fund, and at the very least to factor in CPI increases to that figure, which has not changed since 1996. On this basis LGAT will continue to advocate to State Government on behalf of councils that the registration revenue allocation be reviewed and adjusted to reflect present requirements, whilst looking at all options that may enable this adjustment to be realised, including the method suggested in this motion.</p> <p>This Item will be removed from this Report after the February 2016 General Meeting.</p>
<p>That LGAT supports the establishment of a state-wide Local Government Performance Index (for benchmarking and performance ranking).</p>	<p>Passed: July 2014 Notes: Referred to Governance Working Group under the Role of Local Government Project. Now being progressed under the Continuous Improvement Framework Project of the Local Government Division.</p>

<p>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.</p>	<p>Passed: July 2015 Notes: LGAT will seek it be dealt with under any Amendments stemming from Review of the LG Act.</p>
<p>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.</p>	<p>Passed: July 2015 Notes: The LGAT raised this matter as part of its submission to the Review of the Electoral Act and will seek it be dealt with through the Review of the LG Act.</p>
<p>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.</p>	<p>Passed: July 2015 Notes: See above.</p>
<p>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.</p>	<p>Passed: July 2015 Notes: See item this Agenda.</p>
<p>That the Local Government Association of Tasmania request the State Government to review Section 87 of the Local Government Act 1993 to make commercial development in the exempt areas in sub-section (1) subject to the payment of general rates, special rates or averaged area rates and be specifically excluded from the exemption.</p>	<p>Passed: July 2015 Notes: This motion was carried unanimously. The matter was raised at PLGC in December and the Minister for Local Government has committed to exploring the issue further.</p>
<p>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.</p>	<p>Passed: October 2015 Notes: A matter for the Review of the LG Act.</p>
<p>That LGAT lobbies the Auditor General to have Federal Assistance Grants (FAGs) that are paid in advance prior to the financial year they are meant to be received in, recognised as income in the financial year they relate to, and not in the financial year received as is the current position.</p>	<p>Passed: October 2015 Notes: LGAT intends to raise this with the newly appointed A-G. The A-G's office will be attending the next General Manager's workshop.</p>

Environment	
<p>1. That councils endorse the proposal to introduce a statutory waste levy of \$10 per tonne to be collected via public and private landfills;</p> <p>2. That the funding be allocated on the basis of 20% to regional waste bodies; 10% to the Environment Protection Authority (EPA) and 70% to the Waste to Resources Funding Pool;</p> <p>3. That these arrangements be on the basis that the funding is directly hypothecated to waste activities and is not consumed into the State Government Consolidated Fund;</p> <p>4. That the Waste Advisory Committee be formally acknowledged within the legislation as having an integral role in the disbursement of funds from the Waste to Resources Funding Pool, providing recommendations to the EPA Board in accordance with relative priorities in the Waste to Resources Strategy.</p>	<p>Passed: July 2012</p> <p>Notes: Was raised with the new Liberal Government in August 2014 through PLGC, as well as in the LGAT Election Manifesto (2014). The Waste Advisory Committee (WAC) commissioned a study into the economics of introducing a landfill waste levy in Tasmania and its impact on the cost of living, with the final report delivered to Government in February 2015. The Government is still considering the outcomes of the study, however it has expressed some reservations regarding the additional tax aspects of a levy and potential cost of living impacts. There matter of a levy has been further raised in the discussion of how to deal with a number of waste issues including legacy tyres and Copping C Cell.</p>
<p>That the Local Government Association of Tasmania is asked to seek discussions with the State Government regarding the condition of Parks and Wildlife reserves due to the lack of funding and consider solutions and includes directing a specific amount of funding to parks and wildlife services for weed management</p>	<p>Passed: July 2014</p> <p>Notes: The matter was raised again in the LGAT Budget Submission for 2016-17.</p>
<p>That LGAT lobby the ministers responsible for mines and our rivers to address the contamination of many of our waterways through heavy metal leachate from past mining operations and to provide an inventory of all such waterways and an action plan to end the contamination.</p>	<p>Passed: July 2014</p> <p>Notes: LGAT has liaised with the Local Government coordinator of the EPA and Mineral Resources Tasmania in relation to this matter. A letter was sent to the Minister and he has advised that there is no plan to expand or augment the approach taken to date through the Rehabilitation of Mining Lands Trust Fund and focus on Savage River.</p> <p>An inventory of acid drainage from abandoned sites was carried out in the summer of 2000/01. No further work has been undertaken since this time.</p> <p>This item to be removed next report.</p>
<p>That the Local Government Association of Tasmania, through either a separate working group or through referral to the Animal Management Officers Group, undertake a review of the provisions contained within the Dog Control Act 2000 relating to the declaration (and subsequent management) of dangerous dogs, with the aim of identifying a more practical, timely, and cost effective process for dealing with dangerous dogs.</p>	<p>Passed: July 2015</p> <p>Notes: The LGAT is liaising with the Local Government Division on this matter.</p>

<p>That LGAT write to the State Government requesting that they make available to the public, the testing results for all Tasmanian Town reticulated water systems.</p>	<p>Passed: July 2015 Notes: Water quality testing results are made available to the public on an annual basis and by request. TasWater have formed a working group with Local Government reps to determine the most effective ways to make this data more accessible to members of the public. The initial findings of the Working Group are expected in mid 2016.</p>
<p>That LGAT write to the Minister responsible for the Parks & Wildlife Service requesting that Councils are genuinely involved in the process of determining PWS priorities within Local Government areas, rather than being subject to token consultation.</p>	<p>Passed: October 2015 Notes: The Association has not yet contacted Minister Groom in relation to this matter. Notwithstanding, there has been direct interaction between LGAT, councils and the Parks and Wildlife Service in relation to the expenditure of State funds in the three regions of the State, and councils were directly consulted on the prioritisation of infrastructure projects in their area. Following this exercise LGAT will be liaising with PWS and the regional tourism bodies and councils to develop an appropriate channel of consultation for ongoing and future funding opportunities.</p>
Planning and Building	
<p>That the Local Government Association of Tasmania lobby the Tasmanian Heritage Council for greater coordination of heritage initiatives, including provision of funding.</p>	<p>Passed: July 2013 Notes: There are a number of changes on the horizon related to heritage and planning and LGAT intends to meet with Heritage Tasmanian and the Heritage Council regarding them and this issue.</p>
<p>That the Local Government Association of Tasmania requests the State Government to amend the provisions of the Liquor Licensing Act, 1990 to require:</p> <ul style="list-style-type: none"> • That a liquor license cannot be granted until appropriate Planning or Development approval has been granted by the relevant Council; and further • That appropriate Planning or Development approval from the relevant Council or evidence that approval is not required must accompany a liquor license application or application to vary a liquor license. • That should planning or development approval not be required then the liquor licensing board be required to formally consult with the relevant council as part of its assessment process. <p>That we request that the State Government broaden the liquor licensing Act to take into account outlet densities and health and well being of the communities.</p>	<p>Passed: November 2010 Notes: The Stare Government planned to introduce amendments to the Liquor Licensing Act in late 2015. Confirmation of this amendment is pending. Amendments included the addition of the principle of harm minimization.</p> <p>LGAT had requested that the Association is included and or consulted in the development of any guidelines regarding the implementation of the Act including the developing of assessment criteria for the Liquor Licensing Board.</p>

<p>That the Local Government Association of Tasmania seek an amendment to the Building Act 2000 (and associated Regulations) to enable an accredited Builder/DESIGNER to be able to provide a certificate of compliance for buildings which are classified as Class 10a and are associated with a residential use.</p>	<p>Passed: July 2014 Notes: The LGAT has raised this matter with the State Government within the context of the current Building Regulatory Framework Review. The Building Regulatory Framework (including the Building Bill) was released for public comment in late 2015. The Bill proposes a risk based approach to building (& plumbing) approvals, with the threshold for requiring a Building Permit substantially increased – see Agenda paper for the Meeting.</p>
<p>Roads and Infrastructure</p>	
<p>That the goals of the R2R programme be re-examined through the Australian Local Government Association's Roads and Transport Advisory Committee, with a view to determining how they can better assist Councils to achieve sustainable, strategic asset management outcomes over the long term.</p> <p>That the R2R program's funding conditions should be reviewed accordingly.</p>	<p>Passed: July 2014 Notes: The ALGA 2105-16 Federal Budget Submission included calls to instigate: - a permanent doubling of Roads to Recovery funding expenditure to \$700 million per annum. - a \$100 million Strategic Regional Roads Program to ensure that first mile/last mile and freight connectivity issues are addressed to improve national productivity. These calls were made in light of the acknowledgement that Local Government values the R2R program and requires long term and ongoing provision of R2R funds to ensure that the asset management of our local roads and associated infrastructure is sustainable.</p> <p>This item to be removed from this Report after the February 2016 General Meeting.</p>
<p>1. That LGAT write to the responsible minister requesting that they seek changes to national electricity laws and regulations so that public lighting providers are required to better inform Local Government of the cost of existing and new public lighting. This should include disclosure of the generation, transmission and distribution charges associated with individual public lighting types, as well as the residual value of public lights. This information is a critical requirement for business case assessments of more efficient and environmentally sustainable public street lighting options.</p> <p>2. That LGAT enter into discussions with Networks Tas to obtain further information about the generation, transmission and distribution charges associated with individual public lighting types, as well as the residual value of public lights.</p>	<p>Passed: July 2014 Notes: LGAT is continuing to work with TasNetworks on a number of projects including the current LED efficient street lighting replacement program. TasNetworks are providing significantly greater transparency on all components on public lighting.</p> <p>LGAT will shortly be meeting with TasNetworks regarding the next pricing proposal for the Australian Energy Regulator.</p>

<p>That LGAT lobby the Minister for Infrastructure, Hon. Rene Hidding, advocating for the reinstatement of a State Government trails and bikeways funding program, the development of an inventory of what work is still required to fill in the many gaps in the network of trails and pathways, and the establishment of a permanent fund that will meet the growing demand now apparent in cycling tourism and in the use of bicycles for sport and leisure.</p>	<p>Passed: July 2015 Notes: The LGAT is pursuing this matter on behalf of councils. It has approached Infrastructure Tasmania to discuss its forward work program which includes the task of prioritisation of cycling projects and the development of a funding framework to upgrade and develop suitable bicycle infrastructure. As part of this process ITas will be consulting relevant stakeholders on cycling infrastructure needs and will develop a framework for funding priority projects. This work is expected to be completed by June 2016.</p>
<p>That the Local Government Association of Tasmania lobby the State Government to make a decision as to which of its Departments will be responsible for all Forestry Tasmania and Parks and Wildlife Service Roads throughout the State, determine a priority maintenance programme for these roads in conjunction with the relevant Council, provide sufficient budget funds to undertake the maintenance programs and undertake the work immediately.</p>	<p>Passed: July 2015 Notes: The Association continues to raise the matter of former Forestry Roads through the Premier's Local Government Council (PLGC) and other appropriate Government Departments and Committees including the Inter-Departmental 'Tourism Supply Side Committee' which was formed in 2015 to consider strategic funding and upgrades of PWS infrastructure. A statement of intent is expected to be released from the IDC in late 2015 for public feedback. It is noted that the State Government allocated funds in its 2015-16 Budget Summary Paper towards both Parks and Forestry infrastructure. It is understood Local Government is to be consulted in relation to the spending priorities under these allocations. The LGAT has approached Infrastructure Tasmania to discuss its forward work program which includes an audit of the state's road network, including consideration of future arrangements for forestry roads.</p>
Emergency Management	
<p>That LGAT discuss with the State Government that in the event of a fire/flood the proposition of taking immediate action on temporary minor repairs to state roads and/or other infrastructure on the basis that funds are reimbursed within a reasonable time frame.</p>	<p>Passed: July 2012 Notes: Discussions are continuing with the Department of State Growth with the aim of getting an agreement such as an MOU in place so that councils can undertake immediate temporary action to State roads to minimise disruption to communities. This is still in train as at February 2016.</p>
Local Government Business and Finance	
<p>That the Local Government Association of Tasmania pursue with the newly elected Liberal Government the rating of Hydro and also the rating of all Crown Land that is leased for commercial developments including National Parks and Reserves.</p>	<p>Passed: July 2014 Notes: See earlier note re rating of commercial property in exempt areas.</p>

<p>That LGAT initiates discussion with Crown Land Services with the objective of establishing a fairer pricing model for annual leases and licences applied to private marine structures.</p>	<p>Passed: July 2014 Notes: LGAT initiated discussions with Crown Land Services in late 2014 in relation to this motion. The State Government¹ has advised that its current rental policy for private use of marine structures is six percent of land value and there is no intention to alter this. In particular the State Government has advised that any decrease in the percentage of land value charged would result in substantial decline in revenue and essentially result in subsidised occupancy of the land by the Crown, which is undesirable. The State Government has noted that some councils have started charging rates and fees for marine structures (including jetties); it has referred to section 87 of the Local Government Act 1993 with the accompanying suggestion that councils could review any charges they apply associated with marine structures to ascertain whether they are in fact allowable under the Act. Given that the State Government has indicated that its position is firm, LGAT does not intend to pursue this matter further. This item will be removed from the Follow Up motions list after the February 2016 General Meeting.</p>
<p>Other matters</p>	
<p>That Members approve the development of a Memorandum of Understanding between the Association and Tasmanian Regional Arts (TRA).</p>	<p>Passed: March 2013 Notes: Following a period of uncertainty, TRA appointed a new Executive Director for the organisation in December 2014. Negotiations are still on hold regarding the MOU, in part due to reprioritisation of LGAT staffing resources in 2015. It is anticipated that LGAT will revisit this opportunity with TRA in early 2016.</p>
<p>1. That the Local Government Association of Tasmania lobbies the Federal Government to identify social enterprise as an investment priority and fund it as such through the Regional Australia Development Fund and other such funds as appropriate.</p> <p>2. That the Local Government Association of Tasmania further lobby for any changes required to the guidelines of such funds to allow social enterprise to be funded by various Federal Government funds and that this be a long term project in the period 2015 – 2020.</p>	<p>Passed: July 2013 Notes: Needs to be progressed through ALGA – some crossover with other advocacy efforts but not a priority as it stands. To be removed next report.</p>
<p>That all Councillors be encouraged to undertake training courses i.e. Planning, Legislation, Code Of Conduct, Meeting Procedures etc.</p>	<p>Passed: July 2015 Notes: The Local Government Association has re-established a professional development calendar that provides Local Government specific training for Elected Members and Local Government Staff. See Discussion Item this Agenda.</p>

<p>That the Local Government Association make representation to the Prime Minister requesting a referendum to facilitate the recognition of Local Government in the Australian Constitution.</p>	<p>Passed: July 2015 Notes: The ALGA Board has previously championed the matter of constitutional recognition on behalf of the sector at the national level but has refocussed to other campaign priorities since the referendum being withdrawn prior to the last Federal Election. Recognising the changes at a Federal level this is no longer a priority for ALGA. To be removed next report.</p>
<p>That the Local Government Association make representation to the relevant Australian Government Ministers seeking support for the development of a consistent basis for determining whether a particular function is best carried out by Local, State or Federal Government.</p>	<p>Passed: July 2015 Notes: The Australian Government Review of the Federation and also the White Paper on Taxation have lapsed in the face of Federal leadership changes. ALGA is keeping a watching brief. To be removed next report.</p>
<p>That LGAT lobby the major State and Federal political parties seeking a cessation in the use of super trawlers and industrial factory trawlers operating in Australian waters targeting small pelagic fisheries (SPF), pending an assessment of the impact of these activities on the biomass of the fisheries being targeted in Australia's Exclusive Economic Zone (EEZ).</p>	<p>Passed: July 2015 Notes: Not yet commenced.</p>
<p>That the Local Government Association of Tasmania make urgent approaches to both the Australian Government and the State Government respectfully seeking assurances that recent federal funding changes to arts initiatives will not adversely impact upon or disadvantage key local arts groups from convening viable arts activities and events across the State.</p>	<p>Passed: July 2015 Notes: The LGAT provided a sectoral submission to the Federal Senate Committee Inquiry into the impact of the 2014 and 2015 Commonwealth Budget decisions on the Arts. It will raise the issue with other State Associations and the ALGA at the National Local Government Cultural Forum meeting in November. To be removed next report.</p>



Key LGAT Activity – October 2015

Issue in Focus

This month we concluded three months of screening 'Think Big Work Local' TV advertisement on commercial channels and SBS. As well as promoting council careers directly, the advertisement helped to raise awareness of the important positive role councils play in the community. The advert is estimated to have reached around 75% of the Tasmanian adult audience 3 times through the campaign period.

The next awareness raising campaign is currently being developed.

Key Outputs/Outcomes

- The Local Government Association of Tasmania (LGAT) entered into a formal agreement with Local Government Managers Australia (Tasmania) to ensure that the current, strongly collaborative approach is embedded, strengthened and secured for the future.
- Completed 2014-15 Annual Report (awaiting Auditor's sign off before publishing)
- Received confirmation from The Governor to host a cocktail function for conference delegates at Government House on 20 July 2016
- Reviewed the two-year Bass Strait Subsidy Trial and determined that the benefit will continue to be offered to King and Flinders Island Councils
- Developed *LGAT News Survey* for members at <https://www.surveymonkey.com/r/RNX9GFD>. Comments close on 25 November.
- Convinced the Legislative Council to amend the *Land Use Planning and Approvals Amendment Bill* to retain current 28 day Permitted development application timeframe. The State Government was seeking to reduce this to 21 days.

Policy/Project Activity

- Review and revision of Service Level Agreement between LGAT and DPIPW for administration and delivery of Section 337 certificates on behalf of councils.
- A substantial milestone reached in the LGAT/State Growth bridge assessments project - 85% 'sign off' and consent reached by participating councils with provision of statewide road networks for heavy vehicles.
- LGAT is working with all other LGAs nationally to help Commonwealth create a new VET industry consultation and training review system. LGAs will be looking for more responsiveness, due process in administration, and input that represents the sector.
- Prepared a submission on the Single Tribunal in Tasmania Discussion Paper
- Provided clarification on the Infringement and Enforcement provisions within LUPAA for a number of Councils
- Commenced the cost analysis of SES funding by Councils to inform the development of a sustainable funding model for the SES into the future

- Significant progress on the project investigating models for the replacement of 'old technology' street lights with improved energy efficient lighting such as LED, including discussions with MAV about benefits of utilising their project assist team for procurement.
- Significant Standards Panel support.
- Activities related to implementing the Code of Conduct amendments aiming to be completed by March 2016.
- Commenced the preparation of the annual operational plan including a joint planning session with the General Management Committee.

Training and Workforce Development

- Mayors' Professional Development Workshop
- Continued monitoring of Tasmanian Councils job vacancies
- Identified a new Tasmanian training grant that may suit some councils needs, called the Workforce Development Grant Program; further information will be provided to Councils this week
- Developed Elected Members Professional Development Weekend Program for Feb 2016.
- Regional Breakfast Forums focussed on tourism and Local Government.

Communication

- The Pulse e-newsletter (8 October)
- The Pulse e-newsletter (21 October)
- Finalised the appointment of Michael Stretton (Waratah-Wynyard Council) to the Tasmanian Planning Commission.
- Finalised the appointment of Tim Watson (Dorset) to the Forest Practices Advisory Council.
- Finalised the appointment of Mayor Daryl Quilliam (Circular Head) to the Rural Stakeholders Forum.
- Finalised the appointment of Andrew Smith (City of Launceston) to the State Fire Management Council.
- Coordinated nomination process for an appointment to the State Fire Commission (awaiting Minister's decision).
- Coordinated nomination process for four new members to be appointed to the Tasmanian Library Advisory Board (awaiting Minister's decision).

Media

- New LGAT President Doug Chipman interviewed in *The Sunday Tasmanian*
- Media Release - Formalising Collaboration between Local Government Peak Bodies
- Opinion piece for *The Mercury* - Role of Local Government Misunderstood
- Land Use Planning Reform – *The Examiner*
- Local Government Reform – *The Examiner*
- Think Big Work Local' TV advertisements

Meetings

- CEO and Policy Director - LGMA Tasmania Conference
- CEO presentation at Governance Institute of Australia 'Governance Update 2015'
- CEO meetings with West Coast Council, Circular Head Council, Central Coast Council and Glamorgan Spring Bay Council (also with President).
- 'Driving Public Sector Innovation' Forum
- Deputy Secretary, State Growth re heavy vehicles
- Heart Foundation and University of Tasmania re Health and Wellbeing/Food Security Program - future directions
- Homer Papantonio (The Corporate Impostor) re possible conference speaker
- Institute for Public Administration Australia Tasmanian Chapter Council Meeting
- Jude Monroe re review of Victorian Local Government Act.
- LGAT General Management Committee meeting.
- LGAT Strategic Planning Day - Secretariat and General Management Committee
- LGAT Regional Breakfast Series - Devonport, Launceston, Hobart
- LGAT October General Meeting
- LGAT President, CEO & Policy Director - Legislative Council re Land Use Planning and Approvals Amendment Bill
- Local Government Division regular monthly meeting
- Local Government Division and Archives Office re councillor record keeping.
- CEO of Multicultural Council of Tasmania
- National Local Government Cultural Forum Executive Teleconference
- National Heavy Vehicle Regulator AccessCONNECT Working Group Workshop
- Heavy vehicle access routes and bridge assessments Project Steering Committee Meeting
- Primary Health Care Tasmania
- Planning Taskforce and Technical Reference Group meetings
- Premier's Local Government Council (PLGC) Meeting
- Prime Super re Tasmanian Community Achievement Awards
- Regional council meetings (South, North East and North West) re OSOM heavy vehicle access routes and bridge assessments project (OSOM Project)
- SAI Global re Sectoral procurement of Australian Standards
- State Growth re OSOM Project
- IPlan Steering Committee Meeting
- Tasmanian Audit Office regarding LGAT Audit.
- Tasmanian Community Achievement Awards judging session
- TasNetworks, Launceston City Council and Ironbark Sustainability re street lighting project

- Australian Tyre Recyclers Association
- DPAC regarding Coastal Hazards Project
- Director of Building Control re Building Act review
- University of Tasmania regarding the role of land use planning in biodiversity conservation
- 26TEN Launch

Key LGAT Activity – November 2015

LGAT provided its submission on the 2016-17 State Budget last week. This year, in addition to seeking feedback from our members, we invited contributions from the three regional Local Government Authorities and Local Government Managers Australia (LGMA) Tas. We also consulted with other peak bodies to identify areas where we had a common interest.

Our budget submission, entitled Better Councils, Better Communities, focuses on four areas: Reform, Land Use Planning, Infrastructure and Communities. Our submission identified resourcing the implementation of planning reform as a critical requirement going forward, as is the funding of lplan - the online tool which will be essential in enabling easy navigation of the new planning scheme. We are seeking commitments around supporting feasibility studies for mergers and resource-sharing, as well as meeting the costs of any transformation. We have continued to encourage the allocation of funds to former forestry roads that are key to communities and tourism, and we urge continued investment in education and economic development. The final submission will soon be available on our website.

Issue in Focus

LGAT is keen to improve on our training and advice for those who are considering running for Local Government as well as those who are newly elected. If you were elected for the first time last year, we would appreciate you taking the time to complete the following short survey which will assist us in targeting our future training and resource development efforts. Simply click on the link to complete the survey:

<https://www.surveymonkey.com/r/JNKZ7PQ>

Policy/Project Activity

- Advice to ALGA regarding disaster funding arrangements
- Continued advocacy regarding planning reform including meetings of the Technical Reference Group to the Planning Taskforce as well as the Taskforce itself
- Development of the Annual Plan 2015/16
- Feedback to ALGA and Worksafe Tasmania on the Australian Government Asbestos Safety and Eradication Agency's Residential Asbestos Identification Report
- Input into ALGA submission on the Harper Report on National Competition Policy
- Input into the draft MOU on Key Regulatory Requirements between the State Government and LGAT on behalf of Councils
- Ongoing work with councils and the Department of State Growth on the State- funded project assisting councils to assess their critical bridge infrastructure in order to facilitate strategic heavy vehicle access networks.
- Standards Panel Activity
- State Budget submission
- Submission on the "Single Tribunal for Tasmania" Discussion Paper
- Submission to the Department of Health and Human Services re draft Tasmanian Health Action Plan for Pandemic Influenza
- Updating of the Strategic Plan 2012 – 2017

Training and Workforce Development

- Tasmanian council job vacancies went down to an average of 26 during November after consistently high levels in August, September and October. Vacancies are expected to decline for the Christmas and New Year period but then rise in January. The monthly average of 26 vacancies is still higher than the same months figures for 2011, 2012, 2013 and 2014
- Called for EOI from councils for LGAT to make a collective training grant application and prepared project suggestions. Councils have partnered with LGAT for 3 successful grant applications since 2010 and LGAT will advise councils of further training grants as they become available
- Joint application for Skills Tasmania Funding with ACELG regarding workforce development training
- Teleconference with the other LGAs, to discuss formation of new Skills Service Organisations (SSO) to replace Skills Councils, and utilising any unspent funds from the latter. The SSOs will have responsibility for shaping VET training courses and related services
- Successfully delivered the workshop for senior Local Government managers (2IC)
- Operational skills training delivered in Launceston and Burnie
- Delivered Forum on Finance, Assets and Infrastructure in Local Government - Launceston, November 12 & 13

Communication

- The Pulse e-newsletter (5 November)
- The Pulse e-newsletter (19 November)
- Compiled results of LGAT News Survey
- Development of the December edition of the LGAT News magazine

Media

- Annual Report
- Auditor General's report
- Business View Magazine – Interview with CEO
- Financial Assistance Grants.
- Land Use Planning
- Rules around Public Meetings
- Tasmanian Councils Unite in Support of Paris
- Voluntary Mergers/Resource Sharing

Meetings

- ALGA Board Meeting
- ALGA National Local Roads Congress
- ALGA Roads and Transport Advisory Committee
- ALGA State Associations Cultural Officers Meeting

- Auditor-General's office regarding report on Local Government
- Clarence City Council re Strategic Community Development planning
- Collaborative Leadership Sub Committee of the State Emergency Management Advisory Group
- Continuous Improvement Project Advisory Group meeting
- Council Visits: Hobart City Council Governance Committee and Executive Meetings; Wynyard; Central Coast, Burnie; Devonport; Brighton; Southern Midlands
- Deputy Secretary State Growth (Bob Rutherford) re economic development projects identified in Role of Local Government Project
- Employment and workforce officers from all state associations
- Governance Institute
- Huon Valley Council and TasWater regarding Trade Waste
- Integrity Commission – Acting CEO
- IPlan Steering Committee
- Law Society re subdivision legislation reform
- Local Government Managers Australia (LGMA) Tasmania regarding partnership
- Meeting with the Executive Chair of the Planning Taskforce re future work program
- Meeting with the Regional Authority CEOs – collaboration, alignment, future planning.
- Minister Grooms Economic Advisor (Adam Saddler) re Local Government's role in economic development
- National Local Government Cultural Forum
- PIA Awards
- Planning Reform Taskforce and Technical Reference Group
- Premiers Local Government Committee Officials Meeting
- Public Health Service Tasmania - Opportunities for working with LGAT
- Regular monthly meeting with the Local Government Division
- Resilience and Recovery Sub Committee of the State Emergency Management Advisory Group
- Review of the LGAT News magazine
- Southern Regional Stormwater Modelling Group Meeting
- Southern Tasmanian Councils Authority AGM
- State-wide Heavy Vehicle Permit Project Steering Committee
- State-wide Review Meeting re Heavy Vehicle Networks (with State Growth)
- Strategic Action Plan (Role of Local Government Project) Implementation Committee
- TasCOSS, COTA and Aged and Community Services Tasmania re budget submission.
- Tasmanian Bushfire Mitigation grants program assessment panel meeting
- Tasmanian Climate Change Office - re Tasmanian Local Government LED Street Lighting Project
- Tasmanian Community Achievement Awards Dinner (as Expert Judge)
- Tasmanian Local Government LED Street Lighting Project

- Tasmanian State Natural Disaster Risk Assessment Pandemic Influenza Risk Analysis Workshop
- Tasmanians for Recognition
- TasNetworks re Tasmanian Local Government LED Street Lighting Project
- TasPorts
- Teleconference with Australian Centre of Excellence for Local Government re Resource Sharing Review
- Teleconference with Australian Centre of Excellence for Local Government re VET Training for Local Government
- Tourism 21 Launch
- Tyre Working Group
- Volunteering Tasmania re CREW system for spontaneous volunteers in an emergency
- Wise Lord & Ferguson re Iplan Stage 2

Extract from LGAT's 2015-16 Budget Submission

Regional and Economic Development

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The council funded Regional Local Government Authorities are ideally placed to support both State and Local Government in meeting common objectives around regional economic development and tourism.

The value proposition that Local Government provides includes:

- **Advocacy:** As a democratically elected level of government, Local Government can readily connect to State and Federal governments to advocate on priority issues.
- **Regulatory:** Local Government performs a critical role in planning for prosperous and sustainable futures for our community. As the key land use planning authority, Local Government can work with major participants to coordinate the regulatory response to development proposals.
- **Infrastructure:** As a major provider of community infrastructure, Local Government is ideally positioned to advocate, collaborate or partner with major participants to deliver key strategic infrastructure required to enable major economic activity to proceed. This may involve 'joined-up' government responses from federal, state and local government in partnership with major developers.

While councils are very effective at working for the regional development of their jurisdiction, it is recognised that:

- Their view of regional development is almost inevitably limited to their own boundaries and they may struggle with broader regional issues;
- They may have limited linkages into state and federal government programs and activities, thereby limiting their role as facilitators of economic development; and
- The performance of, and commitment to, regional development varies significantly between councils. While some are very effective in promoting growth, others place their priorities elsewhere and their lesser performance may affect the development of the region as a whole.

It is recognised that effective regional development is most likely to be successful through a combination of approaches and organisations. Local Government has a role in delivering assistance and expediting the development process within their boundaries. However, their activities will be most effective when placed within the context of a truly regional approach to economic development; one that straddles Local Government boundaries and is seen to be free of the political tensions that can surround the sector.

It is recognised that regional initiatives are seen to be more effective than smaller scale Local Government-based development efforts because:

- A single voice (or united voices) representing a significant region is more likely to be listened to by federal government and private sector decision makers than a number of competing voices from individual communities;
- A united approach could also work to reduce parochialism and petty rivalry between communities and the region as a whole is seen to benefit;
- It would reduce competition between councils in a region;
- Significant regions are of sufficient size to genuinely achieve economies of scale in their operations;
- They are able to genuinely address regional issues such as infrastructure provision and adequacy; and
- They reflect the value that the Australian and Tasmanian Governments place in regions. This is reflected in their preference in dealing with regional consortia in developing the economic and social future of Australia, and notably the Australian Government's desire for a regional approach in assessing projects for funding.

Regional development organisations are advantaged over state-based approaches because:

- They can more effectively carve out a presence for the region in the global marketplace in a way that would be difficult for government departments, which are required to treat all regions equally;
- They result in greater local ownership, support and control as opposed to state-based initiatives;
- They are often perceived to be more flexible and responsive in dealing with the private sector, and;
- They are often considered to be highly effective in mobilising local businesses, entrepreneurs and private sector resources in working for the growth of the region.

A regional strategic direction is necessary to guide regional economic development because:

- It demonstrates that local government is an important partner in shaping Tasmania's future;
- It establishes a clear pathway for communication to central government, resulting in a stronger advocacy role at both the State and Federal level on priorities;
- The absence of a regional framework may operate as a disincentive for private sector investment, and;
- It facilitates and coordinates the work of other agencies committed to economic development, such as local government and branch offices of the State Government departments.

LGAT and the three regional authorities have started reviewing the current contexts and frameworks which we respectively work within and mapping opportunities to reduce duplication and deliver improved outcomes and value for the entire Local Government Sector.

As we map the future role for the Regional Bodies, particularly as relate to economic development, tourism and supporting efficient and effective Local Government within regions, we encourage the State Government to also be actively involved in the dialogue and to work with the Local Government sector in developing collective and collaborative approaches to meeting common goals.

	STCA	CCA	NTD	LGAT
Governance	<ul style="list-style-type: none"> • 12 Mayors=Board • GMs ex officio • Subcommittees (Gov, Infra, ED) • Chair by convention HCC 	<ul style="list-style-type: none"> • Independent Board – 8 members including 2 council representative and one GM. • Representative Body – 2 members each council. • The Rep Body appoints Board. • Competitive process • 4 year terms. • Chair elected by reps or delegated to Board. • Incorporated. • NRM Committee. • RTO Committee. 	<ul style="list-style-type: none"> • Incorporated Assoc • Executive – President, VP, Treasurer and Secretary – nominate at AGM • LG Committee – all Mayors, GMs ex officio • All elected members invited to attend meetings. • Partnership group with NFP and Industry. • NRM/RTO separate. 	<ul style="list-style-type: none"> • Elected Board • Regional Representation • President elected at large • 1 vote per council • Policy set through General Meeting votes – weighted
Funding	<ul style="list-style-type: none"> • Subscriptions • Weighted • \$200K • Grands and direct project levies in the past • Small reserve for co-contributions/consultancies. 	<ul style="list-style-type: none"> • Subscriptions • Weighted • \$800k (0.5% of annual revenue of each council). • No grants recently but in the past. Some reserves. • NRM/Tourism C/W and State Funding. Unconstituted committees. • 	<ul style="list-style-type: none"> • Subscriptions • Weighted • \$420 if all members (\$405 without Dorset). • No grants recently but in the past – esp Tourism. • Small reserve. 	<ul style="list-style-type: none"> • Subscriptions main source of income • Weighted • Around \$1M • Additional project funds sought where applicable – around \$2M over last 5-6 years. • Small dividend from procurement activity. • Some projects

Attachment x. Mapping Exercise Notes: Regional Authorities/LGAT

				directly funded by members if agreed as a priority.
Staffing	<ul style="list-style-type: none"> • CEO only • Ad hoc staff if \$ available for projects 	<ul style="list-style-type: none"> • 25 staff • Many support NRM/RTO with separate funding stream. • Admin/Finance Officer/Comms – some offset through service to RTO/NRM • CEO/ED Officer/Project Man 	<ul style="list-style-type: none"> • 1FTE • Admin/Comms 0.8 • Vacant EO • Provision for casuals/project staff as required. 	8.5 FTE Policy Team, Admin Team, Comms Officer, Project Officer (Careers)
Functions	<ul style="list-style-type: none"> • Regional cooperation and advocacy and engagement with Government. • Regional projects as appropriate. • Possibly regional waste in future. • Moving to increase focus on regional development. 	<ul style="list-style-type: none"> • Regional Economic Development/ Tourism key focus as per rules • Regional advocacy and regional coordination of projects. 	<ul style="list-style-type: none"> • Regional Economic Development • Regional advocacy and regional coordination of projects. 	Statutory Role to represent councils, to promote effective and efficient LG and to provide services to councils, councillors and employees.



STRATEGIC PLAN

2012-2017

Document Version & Control

DOCUMENT ACCEPTANCE and RELEASE NOTICE

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

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

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

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

1. BUILD STATUS:

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

2. MAJOR AMENDMENTS IN THIS RELEASE:

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

3. DISTRIBUTION:

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

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Introduction

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

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

They are:

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

In reviewing this plan it is important to note that:

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

About LGAT

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

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

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

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

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

About GMC

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

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

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

Context

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

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

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

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

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

Vision

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

Mission

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

Aims

The Local Government Association of Tasmania aims to:

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

Priority Areas (PA)

PA I: STRATEGIC RELATIONSHIPS

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

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

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

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

STRATEGIES:

1. Build a strong association

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

2. Provide a strong united voice for Local Government

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

3. Develop and maintain strategic alliances

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

4. Foster collaboration and cooperation within the Local Government sector

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

PA 2: SECTOR PROFILE AND REFORM

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

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

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

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

STRATEGIES:

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

PA 3: FINANCIAL SUSTAINABILITY

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

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

STRATEGIES:

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

PA 4: SECTOR CAPACITY

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

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

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

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

STRATEGIES:

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

PA 5: LAND USE PLANNING AND ENVIRONMENTAL SUSTAINABILITY

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

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

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

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

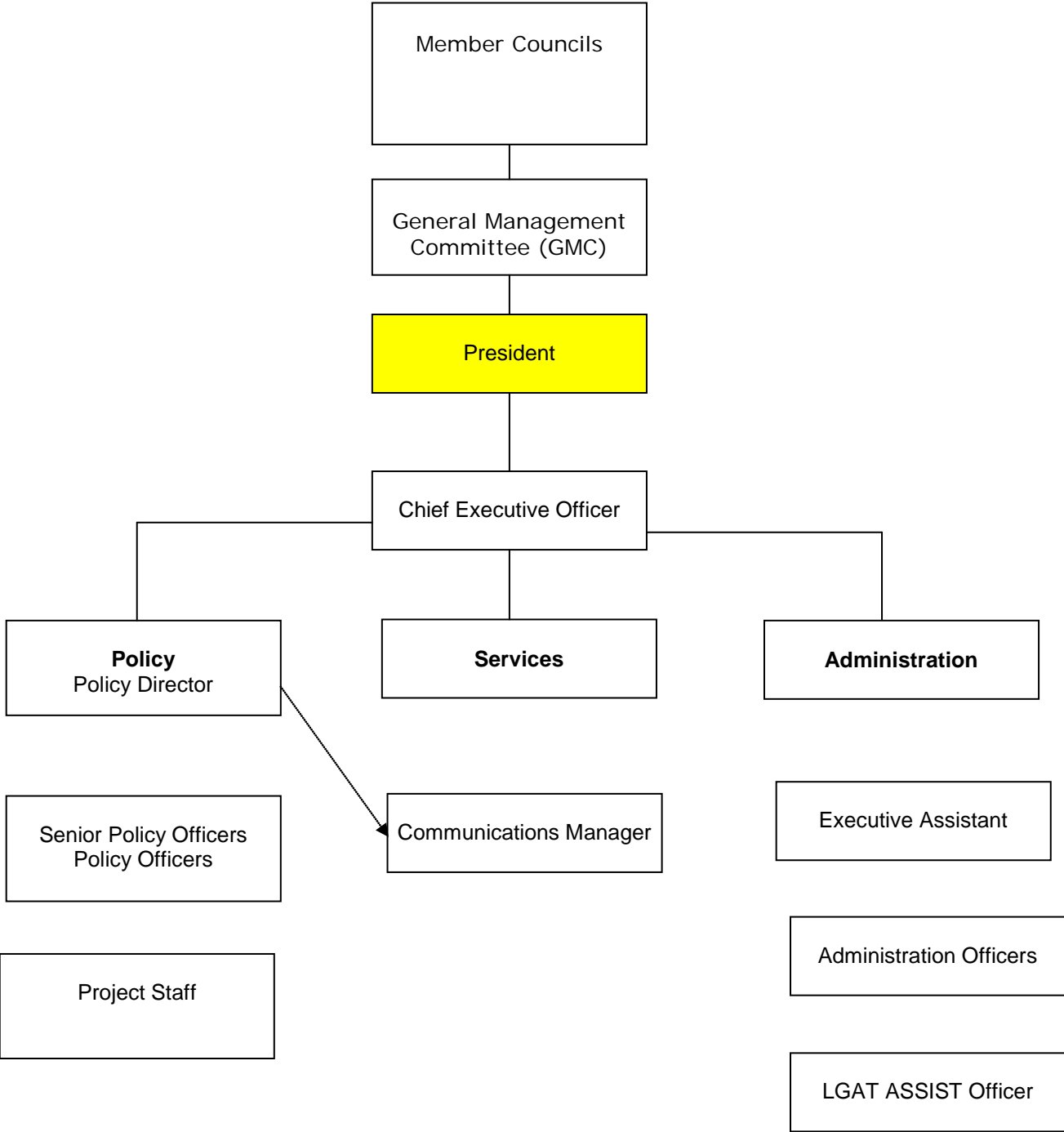
LGAT has been at the forefront of a number of innovative projects in recent years that have garnered support and funding to enable councils to move beyond their traditional roles and take a leading position in dealing with the challenges outlined above. LGAT is committed to building on the support it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

STRATEGIES:

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

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

Organisational structure



Process for development of the Strategic Plan

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

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

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



Strategic Plan

The LGAT Strategic Plan outlines the broad direction for the Association over the period 2012 – 17. The Plan contains five priority areas and associated strategies. A focus on the identified priority areas and strategies is essential for LGAT if the organisation is to achieve its specified aims, vision and mission. The Strategic Plan does not describe the particular activities that LGAT will undertake annually. This detail is held in the 12 month Annual Plan.

Annual Plan 2015-16

This document is the LGAT Annual Plan for 2015-16.

It identifies the actions that will be taken over the 2015-16 financial year, how success against actions will be measured and specifies who is responsible for each action. Actions are set out so they align with the relevant priority area and strategies identified in the Strategic Plan.

About LGAT

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

LGAT provides specialist services to its members including policy and strategic support, information and learning for Local Government elected members and officers, procurement, employee relations and insurance services. LGAT also coordinates the Tasmanian Local Government Awards for Excellence, the LGAT Annual Conference and the LGAT Assist Program.

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

The following table provides the key action LGAT will undertake to fulfil its Strategic Plan. The table is broken down into *ongoing core activities in italics* and those activities that are specific only to the current Annual or Strategic Plan period.

PRIORITY AREA 1 – STRATEGIC RELATIONSHIPS				
Strategy	Action	Measure	Target Date	Responsibility
Build a strong Association	<i>Regular engagement, communication and interaction with member councils via a range of activities and mediums. Specifically each member council to have received at least one visit from an LGAT representative within the 2015-16 financial year.</i>	<ul style="list-style-type: none"> <i>Ongoing</i> 	<i>First round of visits completed by February 2016.</i>	
	<i>Plan the 2016 LGAT Annual Conference</i>	<ul style="list-style-type: none"> <i>Delivery of the Conference</i> 	<i>June 2016</i>	
	<i>Continue to facilitate the appropriate allocation of staff resourcing and support to deliver the LGAT Assist Program.</i>	<ul style="list-style-type: none"> <i>Ongoing</i> 		
	<i>Provide a central point of contact for external stakeholders who wish to communicate with the sector.</i>	<ul style="list-style-type: none"> <i>Ongoing</i> 		

	<p>Continue to provide support to the LGAT Standards Panel until the Local Government Amendment (Code of Conduct) Act 2015 is enacted and secretariat duties are transferred to the Local Government Division.</p>	<ul style="list-style-type: none"> • Ongoing support and registrar duties 		
	<p>Continue to deliver a LGAT breakfast speaker series for members on a regional basis.</p>	<ul style="list-style-type: none"> • Rolling plan developed 	March 2016	
<p>Provide a strong united voice for Local Government</p>	<p>Represent Local Government interests in key policy priority areas of State Government as they relate to the sector. During this plan period they will include :</p> <ul style="list-style-type: none"> • Planning Reform • Emergency Management • Sectoral Reform • Economic development <p>Participate in and seek representation on State forums</p> <p>Demand sufficient consultation periods</p>	<ul style="list-style-type: none"> • Ongoing • State Government Budget submission • Councils participation in the process • State Government adhering to the Consultation Partnership 		
	<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"> • The national review of Federation 	<ul style="list-style-type: none"> • Ongoing • Federal Government Election submission • Councils participation in the process 		

	<p><i>& Taxation;</i></p> <ul style="list-style-type: none"> <i>• Indexation of Local Government Financial Assistance Grants;</i> <i>• The direct funding relationship between the Commonwealth and Local Government.</i> 	<ul style="list-style-type: none"> <i>• Tasmanian interests are represented in ALGA submissions</i> 		
	<p><i>Facilitate Local Government representation on government and community boards and committees to ensure representation and a voice for our sector</i></p>	<ul style="list-style-type: none"> <i>• Ongoing</i> 		
<p>Develop and maintain strategic alliances</p>	<p><i>Invite key government/industry/community decision makers to Local Government events to build relationships and mutual understanding</i></p>	<ul style="list-style-type: none"> <i>• Ongoing</i> <i>• Key decision makers attend a range of LGAT events</i> 		
	<p><i>Maintain and strengthen existing relationship with State Govt. & other key non-govt entities. Specifically LGAT will:</i></p> <ul style="list-style-type: none"> <i>• Develop cooperative arrangements with LGPA, the STCA, NTD & CCA</i> <i>• Collaborate with the Governance Institute, ACELG, PIA, Engineers Australia and IPWEA</i> 	<ul style="list-style-type: none"> <i>• Ongoing</i> <i>• Establish principles for cooperation with identified organisations</i> 	<p>Completed by June 2016</p>	

Foster collaboration and cooperation within the Local Government sector	<i>Identify & promote Local Government networking opportunities to provide better cross sectoral information sharing and support.</i>	<ul style="list-style-type: none"> • <i>Ongoing.</i> • <i>Attendance at networking events</i> • <i>Feedback from membership</i> 		
	<i>Facilitate strategic policy discussion at General Meetings to enable active engagement and decision-making by members on key issues.</i>	<ul style="list-style-type: none"> • <i>Ongoing</i> • <i>LGAT GM agenda items for decision</i> 		

PRIORITY AREA 2 – SECTOR PROFILE AND REFORM				
Strategy	Action	Measure	Target Date	Responsibility
Improve the image of local government	<i>Strategically highlight positive local government activities and successes via appropriate communication methods. Such as: TV, print media, social media, LGAT publications and events.</i>	<ul style="list-style-type: none"> • <i>Ongoing</i> • <i>Delivery of Local Government TV advertising campaign (to follow Think Big Work Local)</i> 	<i>June 2016</i>	
	Work with the Local Government Division to ensure appropriate data collection, identification of key sectoral performance indicators and analysis and reporting	<ul style="list-style-type: none"> • Workforce data collection transitioned from LGAT to LGD. Councils able to use and report on indicators meaningfully. 		

Actively participate in the Local Government reform agenda on behalf of the sector	Advocate for the Local Government sector and the communities it serves through: <ul style="list-style-type: none"> • The current Local Government reform process • The review of the Local Government Act. 	<ul style="list-style-type: none"> • Ongoing • Councils participation in the process • Participate in committees where there are clear and relevant Terms of Reference 		
	Continue to progress key initiatives of the Role of Local Government Project to improve the sustainability and effectiveness of Local Government.	<ul style="list-style-type: none"> • Ongoing 		

PRIORITY AREA 3 – FINANCIAL SUSTAINABILITY				
Strategy	Action	Measure	Target Date	Responsibility
Drive improvements in financial and strategic asset management across the sector	<i>Support councils in implementing Audit Panel requirements.</i>	<ul style="list-style-type: none"> • <i>Ongoing.</i> • <i>LGD delivering appropriate training and tools</i> • <i>Councils have understanding of requirements</i> 		
	Raise member awareness of the LGAT Financial Sustainability Practice Notes.	<ul style="list-style-type: none"> • Ongoing 		

	Work with regional groups of councils to identify appropriate sectoral project opportunities in this area.	<ul style="list-style-type: none"> Practice Notes promoted to councils Projects identified as appropriate 		
	Provide input and work with Infrastructure Tasmania on its audit of the state's road network, including consideration of future arrangements for forestry and PWS roads	<ul style="list-style-type: none"> LGAT plays key role in the process 	June 2016	
Develop opportunities for improvement and efficiencies	<p><i>Work with Procurement areas in other LG associations and Tas councils to develop and implement improved procurement practices, including:</i></p> <ul style="list-style-type: none"> <i>Standard documentation and templates</i> <i>Access to training programs</i> <i>Value for money locally based purchasing</i> <i>Whole of Sector analysis of procurement & expenditure patterns</i> 	<ul style="list-style-type: none"> <i>Training session delivered</i> <i>Standard tender and contract documentation available to councils</i> <i>Tas Councils' interests represented through the NPN</i> 	June 2016	
	<p>Establish a partnership with MAV Procurement that supports and builds LGAT's procurement capacity.</p> <p>Initial areas to investigate procurement support include LED lighting contract and employee assistance program.</p>	<ul style="list-style-type: none"> Overarching MoU in place LGAT's procurement profile raised 	June 2016	

	Continue to work with councils to identify and capitalise on opportunities for energy efficiency and financial savings. Deliver the City of Launceston & Northern Councils LED Project and work towards extending to other councils.	<ul style="list-style-type: none"> • Ongoing 		
	Work with councils to identify and capitalise on opportunities for shared services.	<ul style="list-style-type: none"> • Ongoing 		
	Establish a Lean Thinking Pilot Project in at least one Council to determine applicability to sector and whether a broader roll out would be of benefit	<ul style="list-style-type: none"> • Project scoped and Pilot location selected 	June 2016	

PRIORITY AREA 4 – SECTOR CAPACITY				
Strategy	Action	Measure/Target	Target Date	Responsibility
Continue to deliver programs which improve recruitment and retention	<i>Continue to support the sector in recruitment, retention and workforce planning via policy and programs, such as: Think Big Work Local, workforce survey, national relations and careers fairs.</i>	<ul style="list-style-type: none"> • <i>Ongoing</i> • <i>Delivering against identified KPIs.</i> 		

	Scope a whole of sector Employee Assistance Program	<ul style="list-style-type: none"> Scoping study complete 	May 2016	
Build the capacity of elected members and staff to deliver quality outcomes	<p><i>Deliver the forward training program for elected members and staff and continue to identify future requirements and opportunities.</i></p> <p><i>Leverage off collaborative alliances, such as LGPA, in delivering integrated professional development opportunities.</i></p>	<ul style="list-style-type: none"> Ongoing. A program of activities developed and implemented annually 		
	<i>Identify, promote and where available, secure grant funding for training and sectoral capacity building.</i>	<ul style="list-style-type: none"> Funds secured throughout the year. 		
	<p>Develop sectoral support tools and resources, such as:</p> <ul style="list-style-type: none"> An updated compliance register Workplace behaviours toolkit Audit of capacity to enable gaps to be addressed. 	<ul style="list-style-type: none"> Ongoing 		
	Develop online training for Councillor Inductions and identification of council election induction material.	<ul style="list-style-type: none"> Program and material scoped 	June 2016	
	Work with Local Government Division in its review of the Local Government Highways Act relating to the interface with gas infrastructure.	<ul style="list-style-type: none"> Completion of new regulations 	June 2016	
	Work collaboratively with the Local	<ul style="list-style-type: none"> Ongoing 		

	Government sector, State Government and the National Heavy Vehicle Regulator to support councils in their role within the National Heavy Vehicle Regulatory Framework.	<ul style="list-style-type: none"> • Additional gazettal of access networks • Reduction in LGAT involvement 		
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PRIORITY AREA 5 – LAND USE PLANNING AND ENVIRONMENTAL SUSTAINABILITY				
Strategy	Action	Measure	Target Date	Responsibility
Engage in the debate on planning policy reform on behalf of the Local Government sector	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 including through: <ul style="list-style-type: none"> • Participation on the Planning Taskforce • Active engagement in the broader planning reform agenda 	<ul style="list-style-type: none"> • Ongoing • Acknowledgement and participation from member councils to LGAT-led planning forums and submissions 		
	Develop a whole of sector view on State wide Planning System and Governance reform and pursue that reform agenda with State Government.	<ul style="list-style-type: none"> • Position statement developed 	April 2016	
Build the capacity of elected members to function as a Planning	Deliver land use planning and planning authority training program for elected members. Where possible use in house or Council planners.	<ul style="list-style-type: none"> • Ongoing 		

Authority				
Build recognition of good planning outcomes being delivered by Tasmanian councils	Incorporate good planning outcomes delivered by councils into a strategic marketing campaign (see PA 2)	<ul style="list-style-type: none"> • Ongoing 		
Continue to support councils in identifying and responding to natural hazards and climate change related tasks	Engage with the State Government on the State's Climate Change Action Plan and represent Local Government interests where the sector is implicated	<ul style="list-style-type: none"> • Submission provided to draft TCCO Climate Change Action Plan 	March 2016	
	Continue to advocate for resolution on the climate change indemnity issue for Local Government through PLGC and the Tasmanian Climate Change Office.	<ul style="list-style-type: none"> • Ongoing 		
Emergency Management	Continue to represent councils on key State Emergency Management Steering committees	<ul style="list-style-type: none"> • Participate in committees where there are clear and relevant Terms of Reference 		

	Develop a formal relationship with Volunteering Tasmania to enable councils to access volunteers during emergencies.	<ul style="list-style-type: none"> Relationship established 	February 2016	
	Represent the sector in relation to the state reform of emergency management arrangements and federal emergency management funding reform	<ul style="list-style-type: none"> Ongoing 		
	Promote opportunities and support councils in accessing funding to support them in planning for emergencies	<ul style="list-style-type: none"> Ongoing 		
Work to secure better waste management outcomes across the sector	Represent the sector on current and emerging waste matters.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 		

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	Target Date
Undertake a business improvement review of LGAT operations across the following areas:	Complete by end of June 2016

- | | |
|---|--|
| <ul style="list-style-type: none">• Strategic communications• Governance• Financial Reporting• ICT Support Systems• IR Policy• Asset and Financial Plan• Develop site upgrade proposal• Content and site map review of the LGAT public and secure websites | |
|---|--|

BETTER COUNCILS, BETTER COMMUNITIES



3/12/2015

Submission to the 2016-17 Tasmanian State
Budget

Better councils, better communities

2016-17 STATE BUDGET SUBMISSION

SUMMARY OF COMMITMENTS SOUGHT BY LGAT

Priority

Fully resourcing the Planning Schemes Online Project to support implementation of the Tasmanian Planning Scheme

Continued co-funding feasibility studies related to voluntary mergers and strategic resource sharing

Critical

Adequate resourcing of the Local Government Division

Resourcing the completion and implementation of the Tasmanian Planning Scheme and associated policies, communications, tools, and training

Investment in the development of State Policies to provide the overarching direction for sustainable land use and development

Resourcing of a separate Planning Policy Unit

Clarification of the uncertainty around future ownership, maintenance and upkeep of former Forestry Tasmania roads (now managed by Parks) through the audit of roads being undertaken by Infrastructure Tasmania, without significant new and unfunded infrastructure burden placed with Local Government

Support Local Government to address the infrastructure upgrades and replacements identified through the recently completed Local Bridge Assessment Project, including joint advocacy to the Federal Government

Significant

Commitment to fund future transactional costs of voluntary mergers

Commitment to fund future transformation costs of mergers identified as meeting the agreed principles and delivering good outcomes for communities

Resourcing further legislative review aimed at improving planning outcomes

Maintain current State road maintenance funding levels and ensure appropriate funding to upgrade State roads, particularly those linked to popular tourist routes

Support and work with Local Government on the development and implementation of a regionally integrated freight and transport strategy

Support for community infrastructure projects of state significance including the Copping C-Cell and addressing the waste tyre legacy

Communication and collaboration, with Local Government, on education reform activities at a local and state-wide level

Progression of projects identified in the Role of Local Government Project Strategic Action plan which support improved economic development outcomes

Involvement in mapping and supporting the ongoing role for Local Government's regional authorities as relate to economic development and tourism

Important beyond Local Government

Make changes to the water and sewerage regulatory framework (in line with TasWater's submissions) to allow pricing outcomes to be linked to TasWater's long term infrastructure and financial planning

Support TasWater in lobbying the Federal Government for funding of the Launceston Sewerage Improvement Project

Continued investment in improved educational completion and attainment

Improved collaboration in relation to tourism strategies; developing private investment opportunities; assisting with marketing and events development; education and training and appropriate funding

Support for collaborative building of Age Friendly Cities

Immediate development of the five year strategic plan for Preventative Health in Tasmania, accompanied by an increase in the preventive health budget

SPECIFIC REGIONAL PRIORITIES

New Bridgewater Bridge

Sealing of the Highland Lakes Road

Upgrade of the Airport Roundabout (Hobart)

Channel Highway re-direction at Huonville

Development of a greater Hobart Transport Plan

Promoting regional dispersal of tourists

Construction of the Copping C Cell

Securing more defence manufacturing contracts

Continued upgrade and restoration of Willow Court

Partnership on the Cradle Coast Regional Economic Development Strategy (REDS)

INTRODUCTION

In the early years Local Government was responsible for building roads for newly formed towns, rural roads, wharves, jetties and bridges. The logic of the colonial masters, that local communities should manage issues important at the local level, still applies today. As a consequence, Local Government's role has expanded from building roads, bridges and public buildings to providing a wide range of community services such as sport and recreational facilities, community care, health and welfare services. Increasingly the Commonwealth and State Government's look to Local Government to enforce legislation at the local level and deliver initiatives at the grass roots.

Local Government has a critical role to play in the Tasmanian economy. It has a presence in every part of the state. It is responsible for over 14,000 Km of Tasmania's road network by length; provides governance and public administration at the local level; and provides services, facilities and programs that meet the needs of local residents and visitors. As such it is uniquely positioned to work with the State Government to enhance productivity, build local community infrastructure that will create jobs and underpin the social life of Tasmanians.

Tasmanian councils are focused on increasing their capacity to service their ratepayers. Collectively the sector is identifying ways to share resources, deliver savings through more effective purchasing, reduce duplication in relation to operational policies and procedures and deliver innovation which enhances capacity or reduces costs.

In any given day a council is likely managing roads, streets, pavements, traffic lights, bridges and car parks. It is making sure stormwater and drainage systems don't fail. It is recycling and managing waste. It works with communities to create a blueprint to guide the use of land to achieve a balance of economic, environmental and community values, and that buildings are of the required standard. It is considering how climate change might impact on the community and how to mitigate the effects for the next generation. It will be undertaking local environmental management initiatives, conserving biodiversity and water. It will be geared up to help communities prepare for and recover from natural disasters. It will be providing cultural and sporting venues, events and opportunities. It is immunizing children, ensuring drinking water is safe and that where people eat is not going to make them sick.

Many councils' provide social welfare programs such as childcare, aged care, community gardens and youth programs. They will be actively working to ensure vibrant communities through economic development and tourism programs. The list goes on.

Governing our communities, coordinating capital projects and delivering efficient and effective public services requires a clear understanding of roles and responsibilities and a joint commitment to outcomes. Tasmanian Local Government is a responsible strategic partner for the State in maximising its public infrastructure and service delivery investments as well as its reform agenda.

Tasmanian councils are committed to continuous improvement, and as the recent Auditor General's report shows, are making progress particularly as relates to financial sustainability. We have worked with the State Government previously on significant changes, such as the establishment of a single water and sewerage corporation and electoral reform. We have contributed significant resources to planning reform through direct funding of a member of the drafting team and participation on the technical reference group and the Planning Taskforce as well as the Planning Schemes online Steering Committee.

Even while there is much debate and consideration of improvement processes, councils will continue to perform a wide range of roles within Tasmania – some of which are driven by statutory or regulatory requirements and others which are more discretionary and have evolved out of the unique relationship with its local communities.

Councils will be supported in undertaking their diverse roles by the Local Government Association of Tasmania. The Local Government Association of Tasmania (LGAT) advocates and negotiates on behalf of the Tasmanian Local Government sector. We represent all Tasmanian councils with 262 elected members, nearly 4000 employees and half a million constituents. One of the key objectives of LGAT is to foster and promote relationships between Tasmanian Local Government with both the Governments of Tasmania and Australia.

LGAT works closely with other key Local Government bodies, such as Local Government Professionals Australia (Tasmania), and the three regional authorities, Think South (STCA), the Cradle Coast Authority and Northern Tasmanian Development. Collectively, we are working to ensure the best possible outcomes for our members and their communities. Each organization has had opportunity to provide input into this submission.

The Local Government sector recognizes that the current economic climate is not one that is conducive to ambit claims for funding, but rather, one that seeks a range of investments that will serve the State well in increasing productivity and securing the wellbeing of all communities.

Local Government suggests that the following investments will meet those criteria:

Reform	<p>Continued co-funding feasibility studies related to voluntary mergers and strategic resource sharing</p> <p>Commitment to fund future transactional costs of voluntary mergers. That is, those associated with deciding whether or not a merger should proceed including consultant reports, feasibility studies, community consultation and referenda, Local Government Board review.</p> <p>Commitment to fund future transformation costs of mergers identified as meeting the agreed principles and delivering good outcomes for communities. That is, those costs related to implementation.</p> <p>Adequate resourcing of the Local Government Division</p>
Planning	<p>Resourcing the completion and implementation of the Tasmanian Planning Scheme and associated policies, communications, tools, and training</p> <p>Resourcing further legislative review aimed at improving planning outcomes</p> <p>Fully resourcing the Planning Schemes Online Project to support implementation of the Tasmanian Planning Scheme</p> <p>Investment in the development of State Policies to provide the overarching direction for sustainable land use and development</p> <p>Resourcing of a separate Planning Policy Unit</p>
Infrastructure	<p>Maintain current State road maintenance funding levels and ensure appropriate</p>

	<p>funding to upgrade State roads, particularly those linked to popular tourist routes</p> <p>Support and work with Local Government on the development and implementation of a regionally integrated freight and transport strategy</p> <p>Clarification of the uncertainty around future ownership, maintenance and upkeep of former Forestry Tasmania roads (now managed by Parks) through the audit of roads being undertaken by Infrastructure Tasmania without significant new and unfunded infrastructure burden placed with Local Government.</p> <p>Support Local Government to address the infrastructure upgrades and replacements identified through the recently completed Local Bridge Assessment Project, including joint advocacy to the Federal Government</p> <p>Make changes to the water and sewerage regulatory framework (in line with TasWater’s submissions) to allow pricing outcomes to be linked to TasWater’s long term infrastructure and financial planning</p> <p>Support TasWater in lobbying the Federal Government for funding of the Launceston Sewerage Improvement Project</p> <p>Support for community infrastructure projects of state significance including the Copping C-Cell and addressing the waste tyre legacy</p>
<p>Better Communities</p>	<p>Continued investment in improved educational completion and attainment</p> <p>Communication and collaboration, with Local Government, on education reform activities at a local and state-wide level</p> <p>Support for collaborative building of Age Friendly Cities</p> <p>Immediate development of the five year strategic plan for Preventative Health in Tasmania, accompanied by an increase in the preventive health budget from the current 2.6% of the total health budget to 5% over the next five years.</p> <p>Progression of projects identified in the Role of Local Government Project Strategic Action plan which support improved economic development outcomes</p> <p>Improved collaboration in relation to tourism strategies; developing private investment opportunities; assisting with marketing and events development; education and training and appropriate funding</p> <p>Involvement in mapping and supporting the ongoing role for Local Government’s regional authorities as relate to economic development and tourism</p>



Reform

VOLUNTARY MERGERS/STRATEGIC RESOURCE SHARING

The council and community conversations about reform have undoubtedly been slower than anticipated. In large part, this is a reflection of the complexity of the task. We welcome the Government's ongoing commitment to an evidence based dialogue, which includes councils and communities.

The starting principles outlined by the State Government remain critical. That is:

- Any change must be in the interest of rate payers;
- Any change must improve the level of services for communities;
- Any change must preserve and maintain local representation; and
- Any change must ensure that the financial status of the entities is strengthened.

The Local Government Association has supported members in this early deliberative phase through hosting a forum and producing a literature review. Once councils have moved down particular paths, LGAT will have a clearer indication of what further support will be needed for the sector ongoing.

As the closest level of government to the community, councils are in a unique position to identify community needs and make sure those needs are met. As a consequence, no two councils are exactly the same and that difference can be what makes a council special to those who live in the municipality. This is not to say there is not opportunity for reform, in Tasmania and nationally. But the argument to simply change geographic boundaries is a simplistic one that fails to strategically take into account the community and operational drivers of a complex and diverse business.

It is evident from all the research on Local Government reform is that in order for amalgamations to be successful the new entities must be carefully designed, have a strong level of community support and be viable. Further the cost of deciding whether or not to merge as well as the cost of implementation must be well understood and minimised. There has been a significant history of underestimating these costs and overestimating the potential savings.

What is becoming clear is that the cost of feasibility studies is quite significant – even with councils contributing 50%, the initial allocation by the Government will not allow all the proposals on the table to be tested. There should be a sense of whether amalgamations of some councils meet the required principles by the end of June. Adequate funding of the Local Government Board to conduct the next, and required stage of analysis, is vital. There will be costs to councils in relation to further refining proposals, undertaking related analysis and community consultation and imputing into the Board's process.

LGAT would like to flag that while not an issue for this budget period, if there is agreement to proceed with any amalgamations at the end of the Board process, this is where the real costs begin. The experience of amalgamation in other Australian jurisdictions provides evidence of significant up-front costs and outcomes which are not quantifiable in terms of profit or reduced rates. In fact evidence clearly shows that rates reductions are never an outcome of amalgamation however improved capability, service and infrastructure outcomes and economies of scale generally result. It is incumbent on the State Government to make sure there is not a repetition of the failure to meet the expected outcomes of amalgamation as has been seen in other jurisdictions. Communities need to clearly understand what benefits will and won't be delivered.

The most significant costs identified in implementing mergers in other jurisdictions relate to wage parity, ICT/systems changes, senior officer costs and redundancies, new buildings/renovations/relocations, change management and communication, statutory plans, branding and payroll tax. The impact on Financial Assistance Grants also needs consideration.

Local Government would not want to see the Western Australian debt financing model implemented in Tasmania. We consider this is inappropriate, because it unfairly burdens ratepayers of the new Local Governments with the costs of reform. Recent experience suggests that even relatively simple amalgamations have a multi-million dollar implementation cost. If the State is to achieve the successful implementation of its ambitions for Local Government reform, it must provide the necessary budget allocations to resource change.

Further resources should also be allocated in the forward estimates for implementation of the Government's reforms pertaining to strategic resource sharing, particularly in supporting councils with the initial burden of transition in what and how services are provided.

SUPPORTING GOOD GOVERNANCE

The Local Government Association of Tasmania looks forward to continuing to work in partnership with the State Government, particularly the Local Government Division, in progressing a range of governance improvement projects. These include the Review of the Local Government Act, the implementation of the new Code of Conduct provisions and agreed activities under the Role of Local Government Project Strategic Action Plan. It is important there are sufficient resources within State Government to progress these key projects in a timely manner.

This is particularly the case given the diversion of resources to supporting investigations by the Director, Boards of Inquiry and related failures of governance matters. It is vital that the Local Government Division has sufficient human resources to undertake both their statutory role and their supportive, improvement focused agenda.

COMMITMENT SOUGHT

- **Continued co-funding feasibility studies related to voluntary mergers and strategic resource sharing.**
- **Commitment to fund future transactional costs of voluntary mergers. That is, those associated with deciding whether or not a merger should proceed including consultant reports, feasibility studies, community consultation and referenda, Local Government Board review.**
- **Commitment to fund future transformation costs of mergers identified as meeting the agreed principles and delivering good outcomes for communities. That is, those costs related to implementation.**
- **Adequate resourcing of the Local Government Division.**



Planning

PLANNING

Local Government plays an important role in land use planning and the development approvals systems in all State jurisdictions in Australia. Councils develop strategic plans for the future development of their municipalities, coordinate and provide physical and community infrastructure, use their strategic plans to guide the application of land use and development zones through State planning instruments and administer the planning instruments on a day-to-day basis.

Over the years, community expectations about the objectives of the planning system have grown. Planning is being relied upon more and more as the solution to complex urban and regional issues and these will only be possible with a commitment by the State Government to meaningful engagement with councils.

Councils are widely thought of by the general public as the masters of the planning system, and while they have a variety of responsibilities under the *Land Use Planning and Approvals Act 1993 (LUPAA)* to assess applications and review and update Planning Schemes, in reality the process is currently driven and governed by the State Government. While the vast majority of development applications in Tasmania are approved efficiently and effectively by councils, the development assessment component of the planning system remains the most confrontational and subject to the greatest scrutiny and criticism.

Under a single Tasmanian planning scheme, councils will work with communities and developers to ensure that development is appropriate to the location – it will decide where the zones are applied as well as where there needs to be special consideration of local circumstances. While there will be many more permitted pathways for development, council officers will still be there making sure development complies with the requirements set at the State and Local level.

Councillors will still consider those matters which fall outside the normal parameters and considering the varying views made through representations, determine the best overall outcome for the community in line with their statutory function.

In considering the role of Local Government in planning it is worth remembering that the system is a State one, implemented at the local level by councils as statutory planning authorities; that assessment timeframes in Tasmania are already significantly less than other States and that there is no evidence to directly link current timeframe performance with the rate of development in Tasmania.

Even in the face of what are sometimes scathing criticisms about planning decisions made by councils, much of which is unfounded, Tasmanian councils have continued their commitment to a more efficient and transparent system. Councils continue to demonstrate this, through for example, detailed whole of sector input to recent legislative amendments posited through the Planning Reform Taskforce.

Progressing Planning Reform

The Local Government sector recognizes the commitment of the State Government to implement a single planning scheme and seeks that the implementation be sufficiently resourced and funded. Local Government has found, through the experience of the Regional Planning Initiatives, that significant resourcing and effort at both the local level and the State level is necessary for implementation (e.g. legislative amendments, policy and code development, testing including legal testing, guidance and training, consultation and community communication).

The Planning Schemes Online Project provides significant potential to link the single planning scheme with overlaid codes and local provisions and provide a common entry to the planning system, regardless of which municipality the development is taking place. Its further development would strongly contribute to the Government's faster, simpler mandate. LGAT encourages continued funding of to the vitally important next stage of this project so that the system can reach its full potential and remain reliable and valid.

Further, while the introduction of a single planning scheme has been the focus of the taskforce, a number of other process and legislative issues have been raised that should be addressed if real improvement is to be seen. For example, as raised on a number of occasions one such opportunity relates to better integration of legislation. For example, subdivision provisions are currently specified in the *Local Government (Building and Miscellaneous Provisions) Act* however; they would be better housed in LUPAA. There are also opportunities for process improvement through a two stage permit process.

The planning reform undertaken to date has been overly focused on regulation. A greater investment is required on supporting the State's strategic direction through land use policy to inform planning. A clear articulation of State level aspirations via State Policies, with whole of government support, is essential if real improvement to our planning system is to be realized.

The Resource Management and Planning System was designed to have a suite of state policies implemented through planning schemes, however currently Tasmania has just three (excluding the National Environment Protection Matters) as a result of low levels of investment in State policy development.

The development of the Regional Land Use Strategies was the most significant step the State had taken towards integrated policy development in many years. However, there was little integration between the three strategies and the recent amendments to the Land Use Planning and Approvals Act 1993 (to facilitate the Tasmanian Planning Scheme) has limited the strategies function to local provisions only. A lack of State policies will also limit consistency of application of the Tasmanian planning scheme as Local Government officers continue to work in a policy vacuum.

The development of State Policies and the ongoing governance and review of the planning reform discussed above must be appropriately resourced if our planning system is to stay current. Once the Tasmanian Planning Scheme has been implemented it will require on-going review and maintenance to maintain its effectiveness, via a dedicated Planning Policy Unit.

Recent experience indicates this unit should rest within State Government, rather than the Tasmanian Planning Commission (TPC), as when the TPC and the Planning Policy Unit were merged it led to reduced policy resourcing and a greater focus on regulatory function over wider policy analysis. A separately funded and located Planning Policy Unit should ensure this does not occur again.

The TPC should be retained as the independent reviewer of planning legislation.

COMMITMENT SOUGHT

- **Resourcing the completion and implementation of the Tasmanian Planning Scheme and associated policies, communications, tools, and training.**
- **Resourcing further legislative review aimed at improving planning outcomes.**
- **Fully resourcing the Planning Schemes Online Project to support implementation of the Tasmanian Planning Scheme.**
- **Investment in the development of State Policies to provide the overarching direction for sustainable land use and development.**
- **Resourcing of a separate Planning Policy Unit.**



Roads and other Infrastructure

INFRASTRUCTURE PROVISION

Tasmanian councils own and manage more than \$700 million worth of assets (as per the Auditor General's report on Local Government released November 2015); most of which is infrastructure in the form of roads, footpaths, bridges, drains and culverts. Maintaining this infrastructure to support communities and facilitate economic activity is a major financial challenge to councils.

There must be clear signals from State Government on its intended strategic direction in relation to infrastructure management and investment over coming decades. Better roads will save lives. Appropriate investment in utility infrastructure will help reduce the cost of living and make our State more environmentally sustainable. Smart funding and management decisions will drive economic growth and tourism. These matters are not 'term of government' issues but have long-term implications for the coming decades. The need to secure and promote bi- and tri- partisan support and prioritization of these key assets and provide clear messaging to business and communities alike is essential to allow for appropriate planning and investment decisions into the future.

LGAT welcomed the establishment of Infrastructure Tasmania as a vital step in improving coordination, planning and assessment of major infrastructure proposals in Tasmania and notes the engagement of the Minister and CEO with councils in developing the priority work program and integrated freight strategy.

Councils are key stakeholders in infrastructure planning discussions and need to be appraised of the potential growth areas and investment decisions that will impact on their local areas. LGAT seeks ongoing engagement and collaboration between the levels of government early in the decision making processes to ensure that optimum outcomes are achieved for local communities, businesses and the State as a whole.

ROADS

Roads are the arteries of all our communities and in particular are the life blood of our regions. Local Government is responsible for over 14,000 kilometres of road in Tasmania; with over 7,000 kilometres sealed. In rural areas, operational expenditure on roads infrastructure comprises more than 36% of functional expenditure.

Significant components of the Tasmanian road network are bridges and culverts. Many of these assets were not designed to carry the masses presented by today's freight task and heavy vehicle fleet. With the average age of the State's local roads and bridges continuing to increase and the amount of freight vehicle movements also increasing, the risk to infrastructure has become more acute.

Local Government recognises the interconnectedness of transport networks and freight corridors and the importance of identifying and supporting cross-municipality linkages. The sector supports the development and implementation of a regionally integrated freight and transport strategy that seeks to provide seamless access across Tasmania and engenders certainty in broader planning and investment decision-making. There are obvious local and regional productivity improvements that can be derived through investment that improves access for freight vehicles and connectivity between local roads and preferred state and national freight routes.

It must be acknowledged that the freight and transport task forms just one part of Local Government's responsibility as an infrastructure asset manager. This point has been highlighted in recent times with the establishment of a national regulatory framework for heavy vehicles and increased pressure on councils to provide improved access to the heavy vehicle fleet, whilst continuing to manage local road assets within existing physical and fiscal constraints.

LGAT warmly welcomed the State Government's 2015-16 Budget allocation of \$1.7M to assist and support councils in a Local Bridge Assessment Project and the development of strategic road networks for the State's heavy vehicle industry. This Project represents a vital 'first step' towards delivering a sustainable, heavy vehicle access network within the State. The work being undertaken jointly between Tasmanian Local and State Governments to date has been noted among other State jurisdictions and at the national level as a 'best practice' example of the benefits of collaboration between levels of government to address infrastructure and access challenges.

Local Government is committed to working with the State Government to build on this body of work in order to develop a successful state-wide integrated freight network. It should be noted however that strategic regional investment and infrastructure planning to realise this end will require additional resources beyond the capacity of councils. Assessments of local bridges across the State have highlighted those that are not up to the requisite load-bearing standard to accommodate the modern freight vehicle.

Acknowledging the Government's focus on economic growth and the desire to unlock the full potential of the State's business and industry sectors, it is vital that support is given to Local Government to address network 'gaps', and to ensure that upgrades and investments are appropriate and in alignment with regional and state-wide priorities.

The Local Government sector calls on the State Government to ensure adequate investment is made into State-owned roads. Funding should be maintained at least to current levels.

Forestry Roads

An ongoing issue of concern for Local Government in recent times has been the ambiguity surrounding the future management and funding of former Forestry Tasmania roads transferred to the Department of Primary Industry, Parks, Water and Environment (DPIPWE). On behalf of its members the LGAT has continually sought greater clarity from the State Government regarding current and future funding arrangements for these roads, as a significant proportion act as major tourist routes and access points to iconic destinations.

Whilst the LGAT was pleased to see \$8M allocated in 2015 for Parks 'high priority' infrastructure (including roads) and is currently in consultation with the State's Parks and Wildlife Service to determine appropriate investment sites, it must be acknowledged that there is still no 'long term' solution or indication of how these roads should or will be maintained.

The Local Government sector is aware of the audit of the State's road network being undertaken by Infrastructure Tasmania in the first half of 2016, which will include consideration of future arrangements for forestry roads. Local Government anticipated that this audit will result in the appropriate allocation of ongoing State funding to ensure that these roads are maintained to an appropriate level in the long term.

WATER AND SEWERAGE

TasWater is a wholly owned corporation of Local Government. In its capacity as shareholders, but also, and importantly, in its capacity as a primary service provider to ratepayers, Local Government supports the efficient provision of water and sewerage functions to the Tasmanian community and the delivery of sustainable financial returns to its members consistent with the *Water and Sewerage Corporation Act 2012*.

In its provision of water and sewerage services, TasWater must be able to develop and implement long term state-wide infrastructure and financial strategies that will enable the water and sewerage sector to transition to a sustainable position. The current disconnect between the intent and application of the *Water and Sewerage Industry Act 2008* requirements regarding price setting and good long term infrastructure and financial planning is hindering TasWater's ability to achieve this. LGAT supports TasWater's review of the regulatory framework and any changes that are required, including to legislation, to correct this disconnect.

There are a number of significant capital upgrade projects required in order to improve existing water and sewerage across the State. Of these, the Launceston Sewerage Improvement Project is set to be one of TasWater's largest infrastructure projects. It will address the challenges of ageing infrastructure, increased environmental standards and population growth and aims to deliver a financially, environmentally and socially sustainable sewerage system for the greater Launceston community and generations to come. This Project is of a scale that requires Federal Government support in order to be fully realised. LGAT joins with TasWater in seeking State Government support in lobbying the Federal Government for funding assistance for this Project. Importantly, Federal Government assistance will mean that a number of the other TasWater projects can proceed within acceptable timeframes.

COMMUNITY INFRASTRUCTURE

Local Government is responsible for billions of dollars worth of community infrastructure, excluding local roads. Growth in demand for Local Government services has increased rapidly during the past decade. In addition, Local Government plays an important role in meeting new and unprecedented challenges affecting all Australians, such as the impact of population ageing and associated health care needs, disease and obesity, environmental protection and climate change. In addition to the increasing community demand for services, Local Government must devote a growing level of its resources to maintain its ageing local community assets.

Well-located, well-designed and properly maintained community infrastructure helps produce better quality outcomes for Australian communities as well as facilitating greater social inclusion. It also helps achieve other important social and regional policy outcomes, including attraction and retention of skilled workers, preventative health, social cohesion and tolerance, building social capital and enabling broad-based education and learning.

Tasmanian Local Government seeks the support of the State in the lead up to the next Federal election in relation to securing funds to address the issue of aging community infrastructure.

Further, there are some council owned or managed assets that have a broader, state-wide significance and should be collectively supported and addressed. In particular we seek investment by State Government to address the waste tyre storage legacy at Longford as well as support to ensure the Copping C-Cell development proceeds, providing a modern Tasmanian based land fill for controlled waste.

COMMITMENT SOUGHT

- **Maintain the current State road maintenance funding levels and ensure appropriate funding to upgrade State roads, particularly those linked to popular tourist routes.**
- **Support and work with Local Government on the development and implementation of a regionally integrated freight and transport strategy.**
- **Clarification of the uncertainty around future ownership, maintenance and upkeep of former Forestry Tasmania roads (now managed by Parks) through the audit of roads being undertaken by Infrastructure Tasmania, without significant new and unfunded infrastructure burden placed with Local Government.**
- **Support Local Government to address the infrastructure upgrades and replacements identified the recently completed Local Bridge Assessment Project, including joint advocacy to the Federal Government.**
- **Make changes to the water and sewerage regulatory framework (in line with TasWater's submissions) to allow pricing outcomes to be linked to TasWater's long term infrastructure and financial planning.**
- **Support TasWater in lobbying the Federal Government for funding of the Launceston Sewerage Improvement Project.**
- **Support for community infrastructure projects of state significance including the Copping C-Cell and addressing the waste tyre legacy.**



Better Communities

BETTER COMMUNITIES

Local government is the closest level of government to the community and as such it is the best placed to work cooperatively with many of the State Government and non-governmental bodies, whose mission is to work with communities to promote and encourage improved community outcomes across areas such as education, health and well being, ageing and social inclusion.

Education

Local Government realizes that education is a key determinant of people's health and life satisfaction and is critical in ensuring vibrant, resilient communities.

The debate around education in recent years demonstrates the value placed on it by local communities.

Local Government has strongly engaged in this issue. We have delivered resources and programs in partnership with 26TEN and 28 Mayors are now Education Ambassadors.

Tasmanian councils encourage the Government to continue to focus on improving retention rates to year 12, improving completion of the TCE and improving literacy and numeracy outcomes.

It is important for Local Government, and local communities more widely, to be actively involved in decision making and planning for senior secondary schooling and we ask that the Government continue to engage the sector fully in discussions about change at both a local and state-wide level.

Ageing Population

It is anticipated that one third of Tasmania's councils will have one third of their population over the age of 65 years by 2030. There is a need to consider both the impacts and the opportunities from demographic change. LGAT supports continued collaboration across the spheres of Government and the not for profit sector, in the development of Age Friendly communities which foster health, well-being and the participation of people as they age.

Preventative Health

Tasmania faces significant challenges in this area, with the States high levels of chronic disease and smoking, physical inactivity, poor nutrition and obesity. In order to address these challenges and achieve the Government's goal of making Tasmania the healthiest population in Australia by 2025, a strategic, targeted and integrated health prevention program is critical.

A strong preventive health system is demonstrated to significantly improve health outcomes. Currently in Tasmania we are focussing our resources on the acute hospital sector, and as a consequence not enough attention is being paid to factors that promote and facilitate wellness and consequently reduce the burden on the acute system.

Over the last decade there has been increasing focus on Local Government as enablers of better health, both through appropriate land use planning and development of infrastructure to encourage activity and in direct service delivery targeting particular aspects of primary and preventative health care. Funding for preventative health care, particularly at the Local Government level tends to be ad-hoc or one off and we

have historically seen good programs falling to the wayside and the reinvention of the wheel because of the absence of a secure, recurrent funding stream. Local Government is ideally suited to partnering on preventative health projects with the best outcomes derived from place based approaches. We would welcome being part of strategic conversations on how best to deliver desired health outcomes for Tasmanians in the future.

Regional and Economic Development

Core aspects of the Tasmanian economy are strong, however there are continuing concerns about the capacity of Tasmania to compete in a globalising marketplace and in a national 'two speed' economy where we are removed from fast growing areas. This challenge is underscored by our economy currently growing at less than half the national rate.

Three issues are dominant in examining how our economy is transforming and how it needs to respond to the changes.

1. Global and national competition for materials, goods, services and skilled persons will increase.
2. The workforce will need to be more adaptable and will need enhanced skills to be competitive.
3. While investment in traditional economic strengths may continue to be strong, this will not necessarily translate into the levels of employment seen in the past. Future jobs growth will most likely be concentrated in the service industries.

Our challenge will be to continue to adapt to the changes that are occurring, cope with the impacts of the changes and where possible anticipate and take advantage of the new emerging economy.

The Role of Local Government Project (Final Report August 2014) identified the facilitation of the economic development of communities as one of eight key roles for Local Government. Councils identified that they want to actively improve their performance in this emerging functional space and that they required more support to build their capability and deliver genuine outcomes in partnership with Industry and the other spheres of Government.

"Councils' ability to deliver and/or support economic development at the local level is essential to revitalise local economies and build more resilient and economically diverse regions. Local Government has a key role to play in initiating, facilitating and supporting local/regional economic development.

Councils fulfil multiple roles in this regard: they are key stakeholders for state and federal government initiatives; they pursue local/regional economic development opportunities, and provide infrastructure and services necessary for the functioning of their communities. Councils are well connected to relevant stakeholders and members of their community and are ideally placed to coordinate and promote economic development activities.

For many councils, economic development is a relatively new role and as these councils have less experience and expertise this is reflected in a lower level of capability. The self-assessment survey revealed that out of the eight roles, this role was perceived as the role least successfully delivered by councils. Across all responses, only 50 per cent reported to be delivering the role well or very well" (Role of Local Government Project Final Report).

The strategic action plan developed by PLGC identifies some priority projects to support the objective of improved economic development investment and outcomes by Local Government. These include:

- Developing an agreement between the Department of State Growth and the local government sector (through LGAT) that identifies how we will work together to enhance the delivery of economic development activities and in doing so, better define the respective roles of State and Local Government.
- Building opportunities to share and aggregate data, monitor risk and understand competitive opportunities.
- Piloting models of collaboration and projects that improve competitiveness, productivity and resilience of local and regional economies.
- Identifying skills gaps and providing access to appropriate training.
- Coordinating export and overseas investment attraction activities.
- Identifying ways to share planning and implementation of major infrastructure projects.
- Mapping State and Local Government land holdings suitable for potential development.

Some of these initiatives can be completed within the existing resources of the Local Government Sector and State Government, but they do need appropriate leadership and commitment to move forward, particularly from the Department of State Growth.

Tourism is recognised by Local Government as a key component of regional economic development. Local Government supports the priorities as outlined in the T21 Strategy.

While there is not a direct statutory role for Local Government related to tourism, increasingly councils are seeing this as a high priority area of business and are becoming more strategic in their considerations of this emerging role. Councils are already working collaboratively with their neighbours, their regions and with other stakeholders in building capability and outcomes in the tourism space. However, we know more can be done.

There will be a role for State Government, LGAT and the regional local government authorities in going forward related to improving collaboration and strategies; developing private investment opportunities; assisting with marketing and events development; education and training and appropriate funding. A key focus will be on ensuring tourism is a sustainable industry limiting the negative social and environmental impacts.

As the Western Australian Local Government Association states, *to make the most of its potential, managing the challenges in the dynamic context in which tourism exists is imperative. This can only happen with true collaboration between all spheres of government, industry, stakeholders and the community – a sentiment mentioned very often and much less often followed through. It takes planning, time and dedication towards a common purpose.*

The council funded Regional Local Government Authorities are ideally placed to support both State and Local Government in meeting common objectives around regional economic development and tourism.

The value proposition that Local Government provides includes:

- **Advocacy:** As a democratically elected level of government, Local Government can readily connect to State and Federal governments to advocate on priority issues.
- **Regulatory:** Local Government performs a critical role in planning for prosperous and sustainable futures for our community. As the key land use planning authority, Local Government can work with major participants to coordinate the regulatory response to development proposals.
- **Infrastructure:** As a major provider of community infrastructure, Local Government is ideally positioned to advocate, collaborate or partner with major participants to deliver key strategic infrastructure required to enable major economic activity to proceed. This may involve 'joined-up' government responses from federal, state and local government in partnership with major developers.

While councils are very effective at working for the regional development of their jurisdiction, it is recognised that:

- Their view of regional development is almost inevitably limited to their own boundaries and they may struggle with broader regional issues;
- They may have limited linkages into state and federal government programs and activities, thereby limiting their role as facilitators of economic development: and
- The performance of, and commitment to, regional development varies significantly between councils. While some are very effective in promoting growth, others place their priorities elsewhere and their lesser performance may affect the development of the region as a whole.

It is recognised that effective regional development is most likely to be successful through a combination of approaches and organisations. Local Government has a role in delivering assistance and expediting the development process within their boundaries. However, their activities will be most effective when placed within the context of a truly regional approach to economic development; one that straddles Local Government boundaries and is seen to be free of the political tensions that can surround the sector.

It is recognised that regional initiatives are seen to be more effective than smaller scale Local Government-based development efforts because:

- A single voice (or united voices) representing a significant region is more likely to be listened to by federal government and private sector decision makers than a number of competing voices from individual communities;
- A united approach could also work to reduce parochialism and petty rivalry between communities and the region as a whole is seen to benefit;
- It would reduce competition between councils in a region;
- Significant regions are of sufficient size to genuinely achieve economies of scale in their operations;
- They are able to genuinely address regional issues such as infrastructure provision and adequacy; and
- They reflect the value that the Australian and Tasmanian Governments place in regions. This is reflected in their preference in dealing with regional consortia in developing the economic and social

future of Australia, and notably the Australian Government's desire for a regional approach in assessing projects for funding.

Regional development organisations are advantaged over state-based approaches because:

- They can more effectively carve out a presence for the region in the global marketplace in a way that would be difficult for government departments, which are required to treat all regions equally;
- They result in greater local ownership, support and control as opposed to state-based initiatives;
- They are often perceived to be more flexible and responsive in dealing with the private sector, and;
- They are often considered to be highly effective in mobilising local businesses, entrepreneurs and private sector resources in working for the growth of the region.

A regional strategic direction is necessary to guide regional economic development because:

- It demonstrates that local government is an important partner in shaping Tasmania's future;
- It establishes a clear pathway for communication to central government, resulting in a stronger advocacy role at both the State and Federal level on priorities;
- The absence of a regional framework may operate as a disincentive for private sector investment, and;
- It facilitates and coordinates the work of other agencies committed to economic development, such as local government and branch offices of the State Government departments.

LGAT and the three regional authorities have started reviewing the current contexts and frameworks which we respectively work within and mapping opportunities to reduce duplication and deliver improved outcomes and value for the entire Local Government Sector.

As we map the future role for the Regional Bodies, particularly as relate to economic development, tourism and supporting efficient and effective Local Government within regions, we encourage the State Government to also be actively involved in the dialogue and to work with the Local Government sector in developing collective and collaborative approaches to meeting common goals.

COMMITMENT SOUGHT

- **Continued investment in improved educational completion and attainment.**
- **Communication and collaboration, with Local Government, on education reform activities at a local and state-wide level.**
- **Support for collaborative building of Age Friendly Cities.**
- **Immediate development of the five year strategic plan for Preventative Health in Tasmania, accompanied by an increase in the preventive health budget**
- **Progression of projects identified in the Role of Local Government Project Strategic Action plan which support improved economic development outcomes.**
- **Improved collaboration in relation to tourism strategies; developing private investment opportunities; assisting with marketing and events development; education and training and appropriate funding.**
- **Involvement in mapping and supporting the ongoing role for Local Government's regional authorities as relate to economic development and tourism.**

STATEMENT FROM LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA (TASMANIA)

Local Government Professionals Australia (Tasmania) (formerly Local Government Managers Australia (TAS)) provides leadership and advocacy, professional development and fellowship and services for Local Government professionals in Tasmania. Local Government Professionals (Tasmania) and LGAT have a strong history of collaboration and just this year formalized that through the signing of a MOU.

Local Government Professionals Tasmania support LGAT's advocacy and identified priorities for the 2016-17 State Budget.

Additionally we note the importance of continued investment in the Local Government workforce both in relation to attracting and retaining skilled staff and in ensuring that Local Government professionals have the skills needed to address emerging roles and functions. Working with LGAT, we will continue to seek to ensure quality data for workforce planning, appropriate benchmarking of performance, assistance in addressing capability gaps and appropriate advocacy and advice regarding the role of officers in Local Government.

We have welcomed the regular dialogue with the Minister and engagement with the Local Government division on improvement projects and seek that that continues going forward.

STATEMENT FROM THE SOUTHERN TASMANIAN COUNCILS AUTHORITY

INTRODUCTION

The Southern Tasmanian Councils Authority (STCA) is the regional Authority representing the 12 southern councils. Together the councils' come together through the STCA to work cooperatively and identify regionally beneficial projects.

PLANNING REFORM

In recent years the STCA has been an active participant in the different planning reform processes. We remain committed to working with the State Government to deliver the best planning outcomes for local communities.

- It is important the State Government and the Planning Reform Taskforce continues to closely engage with local government through the development of the Single Statewide Planning Scheme.
- There needs to be appropriate resourcing and assistance to local government for the implementation of the Single Statewide Planning Scheme
- Local Government input into the development and implementation of the state planning policies
- We want to play an active role working with the State Government on the resources and the review of the Southern Tasmanian Regional Land Use Strategy

The Single Statewide Planning Scheme is due to begin in 2017. The STCA believes the success of this piece of planning reform is dependent upon the full rollout and implementation of IPlan.

A fully resourced and implemented IPlan is critical in making the Single Statewide Planning Scheme user friendly as well as delivering efficiency benefits through the online DA lodgement and tracking process and the enquiry search function

- The STCA strongly supports the resourcing of the full rollout and implementation of IPlan

TRANSPORT/INFRASTRUCTURE

The STCA has long been a strong advocate for increased funding and improved transport infrastructure in Southern Tasmania. This is vitally important as our population and economy continue to grow. We look forward to continuing to work cooperatively and in collaboration with all tiers of government to improve our region's transport system.

In particular, we need an integrated transport network that supports the mobility of people and freight across the region.

We have a number of key regional priorities, these include:

- **New Bridgewater Bridge** – This is a longstanding key project for the Authority and represents a key transit route for passengers and freight on the national highway
- **Sealing of the Highland Lakes Road** – This project will seal the final stage of the road allowing it to act as a key tourist route connecting the Highland Lakes to the West Coast
- **Upgrade of the Airport Roundabout** – With the large increase in vehicles expected on the roundabout in the coming years this is a critical infrastructure upgrade to alleviate a potential bottleneck and ensure efficient traffic flows in and out of the airport
- **Channel Highway re-direction at Huonville** – A re-routing of the Channel Highway at Huonville would create better traffic flows in the main street and also open up the foreshore for economic development and recreation opportunities. It would also improve road safety for motorists and pedestrians
- **Development of a greater Hobart Transport Plan** – This is a critical piece of infrastructure planning work to understand the traffic flows and movements across the three major road corridors into and around greater Hobart

REGIONAL AND ECONOMIC DEVELOPMENT

Increasingly the STCA is looking to play an active role in facilitating regional and economic development in Southern Tasmania. By investing in regional development projects we help build vibrant and strong local communities. Projects that support this goal also help drive economic development which delivers growth and employment opportunities, benefitting the whole community. Some crucial regional and economic development priorities include:

- **Promoting regional dispersal of tourists** – With the increasing number of tourists visiting Tasmania it is important strategies and programs are put in place to encourage the dispersal of these visitors to regional Tasmania. It is also vital that appropriate investment is made in tourism infrastructure to support this visitor growth.
- **Construction of the Copping C Cell** – Tasmania is the only State in Australia without a C Cell facility, its construction would open up economic development opportunities in the Antarctic sector, the heavy industries and with the remediation of Macquarie Point. It would also deliver better environmental outcomes through the disposal of legacy waste
- **Securing more defence manufacturing contracts** – Despite our strong capabilities Tasmania's maritime industries still struggle to obtain defence contracting work, it is vital we are recognised as a defence manufacturing precinct to give us a better opportunity to tender and secure this work
- **Continued upgrade and restoration of Willow Court** – This is a key heritage icon of Tasmania, it is important that heritage restoration works continue on site. A redeveloped Willow Court presents strong regional and economic development opportunities to take place on site through retail space, food and beverage offerings, special events and functions

STATEMENT FROM THE NORTHERN TASMANIAN DEVELOPMENT

Northern Tasmania Development (NTD) is the regional development organisation for North and North East Tasmania. Its purpose is to advance the interests and development of the region by facilitating and coordinating worthy economic and community initiatives. NTD is an incorporated association, established by the eight Councils of Northern Tasmania.

Core business for NTD is:

- intelligence, planning and research to support economic development opportunities;
- economic and skills development initiatives;
- investment attraction for projects of regional significance;
- maximising Commonwealth and State funding for the Region.

NTD is leading the development of a collaborative strategic direction for the North: The Regional Futures Plan.

This direction has been developed in consultation with over 200 industry, business, community and government representatives.

Through these discussions, their message is clear: Northern Tasmania can and will take charge of its future.

The Regional Futures Plan is a framework for regional leaders to determine and advocate for the game-changing projects required to grow the Northern Tasmanian economy.

By 2025, the Regional Futures Plan will:

1. Reduce unemployment and increase workforce participation to higher than the national average, creating 8,000 new jobs.
2. Stimulate economic activity, increasing Gross Regional Product by 5% pa from \$6.1bn to \$10bn.
3. Lift living standards by increasing average income to higher than the state average, meaning \$100 extra in the pocket each week.

NTD encourages the Government to recognise:

- The Regional Futures Plan as a partnership between industry, community and Local Government;
- The goodwill, momentum and commitment between these partners to the Regional Futures Plan;
- Alignment of the Regional Futures Plan to key Government economic, industry and population platforms, and;
- The value of the Regional Futures Plan in growing Tasmania's economy and jobs.

STATEMENT FROM THE CRADLE COAST AUTHORITY

The Cradle Coast Authority was established by the nine North West Tasmanian Councils to:

1. provide leadership for the Cradle Coast Region and Councils
2. promote and achieve economic development (including tourism development) for the Cradle Coast Region
3. act as advocate and lobbyist for the Cradle Coast Region
4. provide for means of cooperation between the councils

The Cradle Coast Authority in partnership with its Councils and industry stakeholders is developing a Regional Economic Development Strategy (REDS) that will identify the region's opportunities, gaps and barriers. The REDS will use an evidence based approach to develop a long term vision and strategies to build a sustainable and resilient economy that supports its communities and industries.

Key to the REDS will be developing capacity within Local Government, business and communities to take responsibility for developing and implementing actions at a local level under a shared regional framework.

The Cradle Coast Authority encourages the Government to be a partner in this project that will end the cycle of expecting Government to fix problems but be a partner in delivering solutions in collaboration with the community.

REFORM

Cradle Coast Councils have a long history of collaboration and resource sharing. The Cradle Coast Authority, along with its Councils, is committed to delivering efficient and effective services to the community. The Authority is supporting the Cradle Coast Councils as they engage with the State Government's reform agenda.

PLANNING

Cradle Coast Councils have actively engaged with the State Government's Single Planning Scheme and support the idea that a uniform planning scheme can assist with economic development within and between regions for the betterment of the State economy.

The Cradle Coast Authority encourages the Government to continue with the process of planning reform with investment in developing regional planning strategies that respond to the emerging opportunities.

INFRASTRUCTURE

The maintenance of existing and investment in new infrastructure contributes to building a strong and prosperous economy. The Cradle Coast Authority encourages Government is work collaboratively with Local Government to identifying gaps in infrastructure as well as creating a priority list, based on robust analysis and strategic long-term planning, of regionally-significant infrastructure proposals.

BETTER COMMUNITIES

Cradle Coast Councils have an intimate relationship with their communities and the specific socioeconomic issues that directly impact their prosperity and livability.

The Cradle Coast Authority encourages the Government to work closely with it and its communities in constructive and inclusive processes which empower the community to take responsibility and control for developing solutions to local issues.