



Local Government Association Tasmania

Year in Review 2016-2017

Better Councils, Better Communities

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President's Report

I am pleased to be able to present the Annual Review on the activities and achievements of the Local Government Association of Tasmania (LGAT) for 2016-17.



It feels somewhat of an understatement to say it has been a challenging year for Local Government in Tasmania. We have been tackling an intense reform agenda compounded by the impact of natural disasters, pressures to deliver on feasibility studies, negative media related to Boards of Inquiries, and threats to our financial sustainability. I can imagine many Elected Members and staff are feeling the pressure.

The surprise announcement by the State Government in February with respect to TasWater has undoubtedly dominated thinking in the latter half of the year (and beyond) however, LGAT has continued to prosecute a broad advocacy and service agenda with its usual diligence.

For example, our advocacy efforts have seen several successes in regard to planning reform, including \$300,000 in regional funding to support councils to develop Local Provisions Schedules, and the funding and commencement of iPlan Stage 2 - our priority budget request for 2016-17.

In March 2017, we commenced an advertising campaign *Better Councils, Better Communities* to ensure that the amazing community support provided by our councils was not lost in the noise of adverse publicity arising from some of the many challenges facing us. We also reflect LGAT's commitment to promote the good work of our councils in this report, with stories and vignettes from across the State.

The Association also continued efforts to deliver a varied program of professional development opportunities for Elected Members and staff including our Annual Conference, elected member weekend, good governance forums for audit panel members, regional breakfasts; the 2IC forum, General Managers' Workshops and Mayors' Workshops, preventative health and climate change forums and more.

Our efforts in procurement related activity continues to bear fruit for members. For example, the whole of sector energy contract for public street lighting, will save the sector \$800,000 in the first 12 months and likely more in the following 12 months. Further, through our participation in the National Procurement Network, Tasmanian Councils saved over \$1 million in 2016-17.

LGAT, in collaboration with the other State Associations under the Australian Local Government Association's umbrella, supported a highly successful campaign to restore Financial Assistance Grants (FAGs) indexation which bore fruit in the last Federal Budget.

I would like to conclude with some words of thanks. Firstly, I would like to thank and acknowledge the amazing drive, energy and support provided by Dr Katrena Stephenson and her staff in the LGAT secretariat. Prior to serving as President, I really had not appreciated just how important a highly functional LGAT secretariat is to the coherence and credibility of the sector as a whole. It truly gives us an opportunity to speak with one voice on many fronts.

I also want to thank Vice President Daryl Quilliam and the other members of your GMC. Both individually and collectively their wisdom and commitment to our sector has been extraordinary and it has been my privilege to be part of that team.

Finally, to LGAT's Members and stakeholders, thank you for your passion and commitment to the cause of Local Government in Tasmania.

Mayor Doug Chipman
President

CEO Report

The President has reported on the busy and challenging 2016-17 year, and with both State and Local Government elections on the horizon, 2017-18 is likely to be just as tough.



With that in mind, in July LGAT revealed a new Strategic and Annual Plan, which together lay out the long-term vision for LGAT alongside the establishment of five key focus areas and a short list of critical priorities for the next 12 months. These priorities include influencing the TasWater agenda, shaping the Code of Conduct Review, driving the planning reform agenda and preparing for elections.

The GMC and staff of LGAT will continue the juggling act of achieving lobbying success in the context of a highly contested election environment while continuing to push your agenda. A key component of that will be continuing to fight against the hostile takeover of TasWater by the State Government, as directed by the majority of our Members.

We will also build on the policy and advocacy work of 2016-17. For example:

Having been successful in securing \$250,000 from the Tasmanian Government to support the collaborative delivery of a Health and Wellbeing Project, the focus this year will be on recruiting a project officer and working with the Department of Health and Human Services to help councils enhance the valuable work they are already doing in the health and wellbeing space.

We will continue to advocate for advancement of a new State Waste Strategy and ensure that it is informed by the Local Government Waste and Resource Strategy we produced last year.

We aim to continue to improve the range of products available and financial benefits realised by councils through participation in the National Procurement Network.

We will continue to work with councils exploring the roll out of LED street lighting to deliver both financial and environmental benefits for their communities.

Having successfully completed the 'Workplace Behaviours Toolkits and 'Guide to Council Minute Taking' last year, we will look to developing new whole of sector tools including template policies on credit card use and a performance management framework for General Managers.

Planning is already well in place for our Elected Member Weekend and Annual Conference and we will look at developing a variety of new professional development, networking, communication and Local Government branding opportunities in the year ahead. There is no doubt that there is a huge variety of fabulous projects and outcomes that Tasmanian Councils are delivering and it is important that these stories get told to balance the sometimes negative focus of the mainstream media.

Councils provide enormous potential for active community involvement in decision-making on local issues and there has been ample recent research that demonstrates that Local Government is valued, particularly when it comes to making decisions about local areas. As former Federal Local Government Minister, Paul Fletcher has said, "If it were not for local government, many of the services that Australians take for granted simply would not be there".

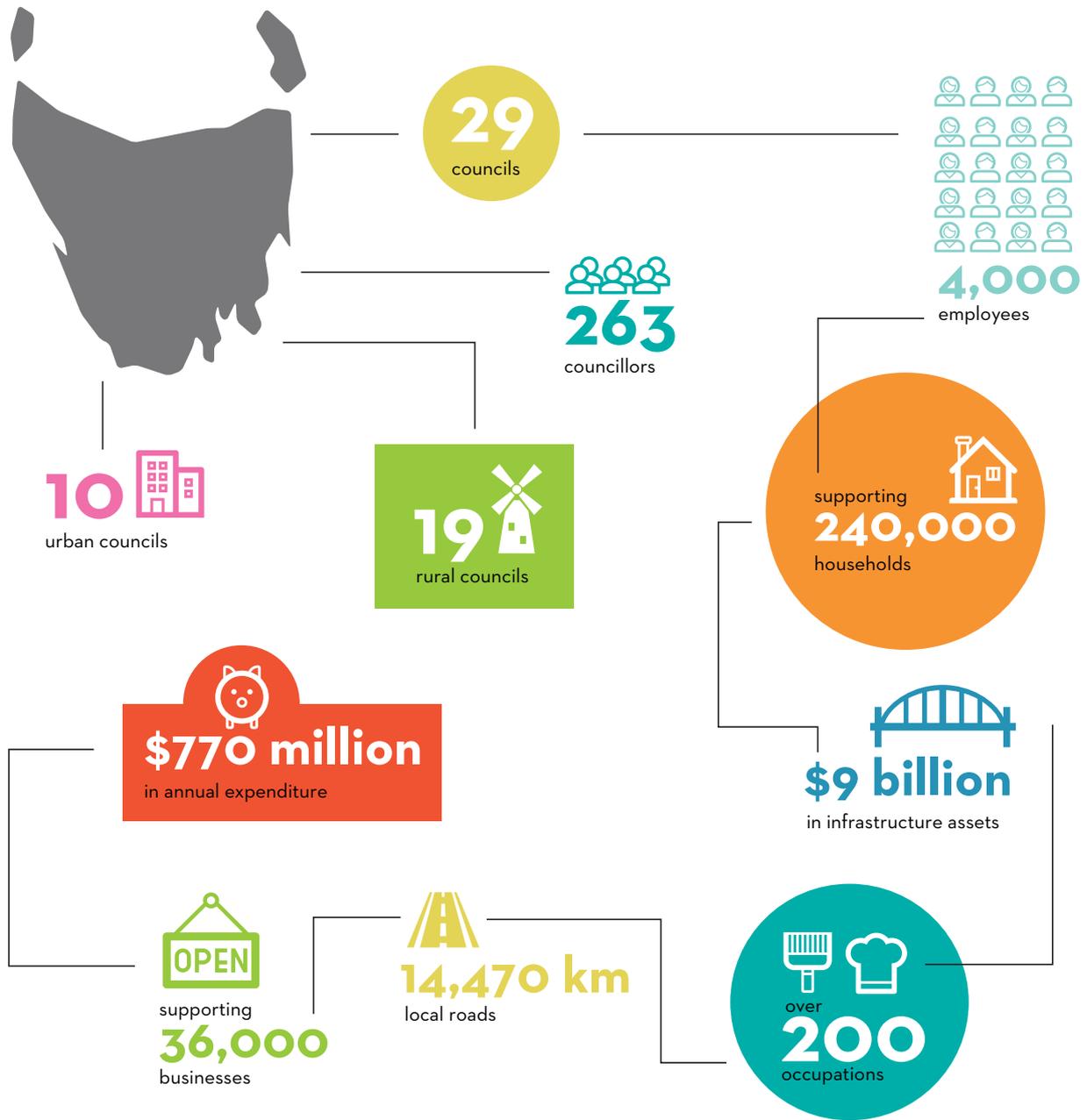
So LGAT's role next year and ongoing, is to continue to advocate for the Local Government sector to support it to be as capable, effective and sustainable as can be, to build recognition and value for the work that councils do, and ensure that this work is not hampered unduly by legislative changes at State and Federal level.

To do that requires a strong, capable LGAT team and while we have seen some staff changes over the last 12 months, I am confident that we will still meet that brief. I thank all the LGAT staff for their dedication and hard work in what at times has seemed a relentless pace. Lastly, and by no means least, thank you to the President and the General Management Committee, who are not only passionate Local Government advocates every day, but are fully engaged, supportive and strategic in their role with LGAT.

Dr Katrena Stephenson

CEO

Our Sector



Tasmanian Local Government: Sector by the Numbers



Kangaroo Bay Foreshore

About Us

The Local Government Association of Tasmania (LGAT) is the peak body representing the interest of Tasmania's 29 councils. Our core purpose is to protect the interests and rights of our Members and to promote an efficient and effective system of Local Government in Tasmania. We foster collaboration and strategic partnerships to facilitate positive change. We deliver services and professional development for our Members.

A General Management Committee (GMC) of eight members provides oversight to LGAT operations. The GMC is elected by LGAT Member council representatives every two years. It 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.

General Management Committee (as at 30.6.2017)

President	Mayor Doug Chipman	(Elected July 2015)
Vice President	Mayor Daryl Quilliam	(Elected July 2012)
	Mayor Deirdre Flint	(Resigned August 2016)
	Mayor Jan Bonde	(Elected July 2015)
	Mayor Christina Holmdahl	(Elected July 2015)
	Mayor Craig Perkins	(Elected January 2015)
	Lord Mayor Sue Hickey	(HCC rejoined the Association January 2015)
	Alderman Heather Chong	(Elected July 2016)
	Mayor Tony Bisdee	(Elected December 2016)

Strategy 2012-2017

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.

Objectives

Promote the efficient administration and operation of Local Government in the State of Tasmania

Represent and protect the interests, rights and privileges of members of LGAT

Foster and promote relationships between Local Government in Tasmania and with the Government of Tasmania and the Commonwealth of Australia

Provide support services to members of LGAT.

Moving Forward

At the end of 2016-17 LGAT developed a new strategic plan for the period 2017-2020.

In the forthcoming plan period:

Our vision is for: **Vibrant Tasmanian Communities**

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

The full plan can be viewed at www.lgat.tas.gov.au/page.aspx?u=751



Burnie City Council

A brand new Burnie Aquatic Centre and a state of the art bioremediation wetland to treat landfill leachate.

< Bioremediation wetland

Strategic Relationships

A new strategic focus for LGAT communications and marketing

This year LGAT developed a new Strategic Communications Plan incorporating a review of all communications, training, marketing and sponsorship activities. Following the review, it was decided that LGAT required a more strategic and cohesive approach to our communications, training, events and sponsorship.

It became clear that the Association's website needed improving to enable better utilisation by our Members and other stakeholders and to serve as a key platform for sponsorship. The review found that LGAT's traditional publication the LGAT News Magazine had become increasingly difficult to attract advertising to assist offsetting the costs of production. Concerns were also raised by Members that the content of both the Magazine and the online Newsletter 'The Pulse' was becoming too externally driven. For sponsorships, the review found LGAT was potentially undervaluing sponsorship activities and recommended a potentially revised sponsorship model.

In response to the review, LGAT is providing a greater communications focus on what councils are delivering for communities, building a better understanding of Local Government across Government, industry and communities as well as enabling more sharing and learning across our Member Councils.

LGAT also restructured its communications and marketing staffing to encompass a Strategic Communications Director and an Events and Marketing Coordinator, to deliver communications, marketing, events and training within the new strategic framework.

Key outcomes of the review of strategic communications implemented in 2016-2017 include:

Enhanced LGAT **Website**, providing more information about what Councils do through the Better Councils, Better Communities pages;

The Pulse Newsletter refocused as a monthly electronic publication with longer feature articles and strong Local Government content;

New **LGAT Noticeboard** on our website featuring council stories and information about grants, training, products and services;

The LGAT News Magazine was replaced with **LGTas**, a hard copy newsletter delivered twice a year showcasing exciting activity in the Local Government sector;

LGAT's **Annual Report** will gain a new lease on life and be reinvigorated as an annual year-in-review magazine; and

A review of our **sponsorship** model.

Financial Assistance Grants

LGAT and the Australian Local Government Association (ALGA) supported Tasmanian Councils as part of a national grass roots campaign to restore the indexation of Financial Assistance Grants for Local Government. While the Local Government sector collects just 3.6 percent of all taxes, councils are responsible for 36 percent of the non-financial assets held across all levels of government.

With no way to recover revenue for these assets, the three-year freeze on indexation cost Tasmanian Councils around \$19 million. Restoring indexation to Financial Assistance Grants was therefore vital to prevent further escalation of the vertical fiscal imbalance across the spheres of government.

Following intensive lobbying by councils, State Associations and ALGA, a successful result was achieved, with the indexation of Financial Assistance Grants restored in the last Federal Budget.



TasWater Campaign

TasWater Campaign

In February, the State Government indicated it intended to undertake a hostile takeover of TasWater, the council owned water and sewerage authority in Tasmania. This move was strongly opposed by the vast majority of Member Councils, who viewed the Government's premise for the takeover as flawed and the planning, modelling and risk assessment inadequate. They considered that in all likelihood, the cost to Councils and consumers was likely to be much higher than any possible gains.

On behalf of Members, LGAT collaborated with TasWater to enter into a strong and sustained advocacy campaign against the takeover. At the same time, LGAT continued to maintain an effective working relationship with the State Government on other matters – quite the tightrope! A campaign steering committee was established and external expertise secured to support the many months of work ahead. The campaign focused on ensuring that the legislation to support the takeover was not passed; a move that was ultimately successful. This work will continue in the 2017-18 financial year with the focus shifting to the election context.

Circular Head Council

Planned and budgeted for a new \$12M Community Wellbeing Centre, with joint funding from the Australian (\$3.8M) and Tasmanian (\$3.5M) Governments.

Sector Profile and Reform



A scene from LGAT's Better Councils, Better Communities television commercial which screened early in 2017

Better Councils, Better Communities Campaign

The 'Better Councils, Better Communities' campaign highlights the strong, demonstrable link between work undertaken by councils and results for Tasmanian communities. LGAT created a television advertisement and a new Better Councils, Better Communities dedicated webpage as part of a campaign starting in February 2017, to positively raise the profile of the activities Local Government undertakes for communities.

The television commercial was broadcast on commercial channels and SBS from February to April 2017, and took our campaign message to about 90% of the Tasmanian audience.

To provide more substance and to support the 30 second television advert, LGAT began publishing a series of Community Stories online. These stories show how councils have delivered some truly amazing outcomes such as the economic transformation of Derby in the North East or the roll out of energy saving LED street lights in Tasmania's North.

The Better Councils, Better Communities website also explains how rates work and how councils use rates to provide basic services often taken for granted, such as: roads, foot paths, sport fields, waste collections, and so on - in a series of nine animated videos.

The commercial and website were delivered at minimal cost, harnessing the support of many volunteers and in-kind provisions. We must also acknowledge the Local Government Association of Queensland, who supplied the intellectual property for the campaign at no cost.

Brighton Council

All Council data moved to the cloud, a partnership with Microsoft to sell software, and road traffic and pedestrian safety improvements.

Sharing Economy Paper

In 2016, it was acknowledged that in Tasmania, the number of people renting short term accommodation from private individuals, coordinated via the internet, was growing rapidly in an environment of regulatory uncertainty. LGAT responded to this uncertainty by initiating a conversation that resulted in change.

Known as the 'sharing economy', the connection of consumers to people who have products or services to sell, hire or lease via the internet is an emerging service model that is gaining momentum in Australia and worldwide, as changes in technology lead to reduced transaction costs and make sharing assets cheaper and easier.

LGAT developed a position paper that acknowledged the sharing economy's reach into Tasmania was inevitable. It pointed out that while Tasmania had economic and community potential in a service oriented economy, risks needed to be effectively managed. The LGAT paper offered locally based solutions, striking the right balance between freedom and regulation in what is essentially a complex policy environment. It was noted that the positions proposed would need review as the sharing economy and its influence grew in the State.

In early 2017, following the development of the LGAT paper, the matter was considered by the State Government and influenced some aspects of their policy position. LGAT was a member of the working group that considered the implications and standards and guidelines that were ultimately issued and ensured that councils had a single point of contact in State Government where they could raise concerns and ask questions during implementation.

Review of Local Government Act

The Minister for Planning and Local Government released the Targeted Review of the Local Government Act 1993 (the Act) Discussion Paper for consultation in April 2016.

On behalf of the sector, LGAT had a significant influence on the Review, providing a number of formal submissions throughout the process, participating on the steering committee (LGAT President and CEO), and targeted advocacy to State Government (via the Premier's Local Government Council and also direct to the Local Government Division).

LGAT provided feedback that, for the most part, the Act provides an effective framework to support Elected Members and General Managers to effectively fulfill their role and meet the community's expectations. However, over time, some common issues have impacted the ability of some individuals to carry out their functions, as well as negatively affecting council decision making and overall governance

To inform our advocacy LGAT consulted heavily with members, including running a number of dedicated workshops and face-to-face discussions with the sector.

The review was completed in mid-2017.

Financial Sustainability

Savings for Members through Shared Procurement for Public Lighting

To help offset the costs of rising energy prices LGAT actively worked with councils to save money in the cost of public lighting. Energy costs for public lighting or street lights remains a significant cost for councils and was exacerbated by the sharp rise in the wholesale energy market in 2016-17.

LGAT coordinated a shared procurement process for public lighting energy supply for the 27 mainland councils - amounting to a combined saving of \$800,000 in the first year of the contract, with similar savings expected in subsequent years of the contract. In addition to coordinating the shared procurement process, these savings are a result of many years of lobbying by LGAT for public lighting to be classified as a contestable asset.



LED Replacement Project

During the year, LGAT worked with councils in the northwest and south of the state to deliver council led LED street light replacement projects. This project followed on from the success of the Glenorchy and City of Hobart LED replacement program and the Northern Lights Project, which was rolled out by six of the Northern Councils in 2015-16. LGAT recognised the value in all members participating in LED replacement projects and facilitated the participation by councils in other regions.

Through working together, the projects provide an opportunity for both large and small councils to save money and reduce greenhouse gas emissions. Many councils have committed to the project with business cases demonstrating strong savings for councils over the life of the project. These projects are now moving to implementation phase.

The LED Replacement Projects will transform Tasmania's street lighting system, potentially creating a smart city backbone for councils to leverage other smart applications across their operations. The projects have demonstrated that by working together, much can be achieved.

< **Northern Lights Project**

West Coast Council

Resource sharing contract with Stornoway, recognising volunteers, working with tourism operators online and in a seminar hosted by an international expert on maximising tourism.



Works Underway

National Procurement Network

During 2016-17 LGAT continued to offer a range of contracts through which Tasmanian Councils can purchase goods and services with significant advantage, including cost savings.

The contracts are designed specifically to meet council requirements, are developed and implemented by LGAT in partnership with National Procurement Network (NPN) specialists (in Local Government Associations across Australia), and result from open tender negotiations.

In 2016-17 all councils in Tasmania purchased items through the contracts offered by LGAT, at a total spend of \$7.15M (ex GST) - an increase of around \$1M over the previous financial year.

The estimated savings associated with this spend, across the 29 councils over the year was \$975,000 in direct savings (on the cost of actual items purchased) and an estimated further \$190,000 savings on indirect costs (costs associated with administrative tasks associated with purchase of these goods and services). In total \$1.16M in savings was achieved.

Of note, nine councils in the State made savings through LGAT/NPN contracts during the financial year that were more than the cost of their LGAT membership subscriptions. Others came very close to recovering their membership fees, simply by purchasing through LGAT Procurement.

Tasmanian Councils can purchase a wide range of good and services from trucks, to mobile garbage bins, to telecommunications services, playground and parks equipment and services and protective apparel. Contracts are refreshed upon expiry as required and new contracts are negotiated to meet emerging needs. Councils can purchase goods and services direct via a Request for Quotation or simple purchase order process from a range of qualified locally based suppliers.

Some councils purchased items through the range of contracts offered while some only made use of one. The most often used contract was trucks, followed by plant machinery and equipment. While the benefits of purchasing through the LGAT contracts is becoming increasing well known, there is a significant opportunity for greater savings across Tasmanian Councils through greater use of the available contracts.

Sector Capacity



LGAT Annual Conference Coffee Corner

Annual Conference 2016

The LGAT Annual Conference is the Association's key professional development opportunity for Members. The 104th LGAT Annual Conference, held at the C3 Convention Centre from 20-22 July 2016, was attended by 199 delegates and over 50 trade exhibitors. Feedback received from attendees was very pleasing, with 85% rating the conference as excellent or good. The Government House Reception, the opportunity to network, the trade exhibition and the quality of the speakers were among the conference highlights.

Awards for Excellence 2016

The 2016 Local Government Awards for Excellence were presented during the Conference. In all, 15 nominations were received from 11 councils throughout the State and the quality of entries was outstanding. The winners for 2016 were:

*Delivering Excellence - Smaller Councils
(population under 15,000)*

Circular Head Council "Reading Bug Egg"

*Delivering Excellence - Larger Councils
(population over 15,000)*

Clarence City Council "aWake Before Death"

City of Clarence

Recognised nationally for work managing coastlines in a changing climate, and completed the Kangaroo Bay Parklands.

Sorell Council

Delivered capital works of \$8.4M including Orierton Lagoon Loop trail, replacement and upgrade of the Carlton River Bridge, redevelopment of Flyway Island Park, increased efficiency for works depot, and generated business income of \$370,000 by hiring out expert staff as shared resources to other councils.

Events, Training and Professional Development

One of the Association's key roles is to provide training and professional development for Elected Members and council staff. Through the LGAT Training calendar, LGAT training and professional development is tailored to the needs of members and the Local Government sector more broadly. Leveraging its relationship with other State Associations, Local Government Professionals Tasmania, the Training Consortium, and working directly with members, LGAT can deliver training that is both cost effective and targeted to sector needs.

The 2017 LGAT Members Survey indicated that participation in LGAT events, training and professional development was valued by members and accounted for over 50% of member engagement with the Association.

During 2016-17 LGAT delivered over 30 events training and professional development activities for members.

Key activities included:

2017 Elected Members Professional Development Weekend

General Managers' Workshops

Mayors' Workshop

LGAT Breakfast Series

Workforce Planning Workshop

Organisational Change Workshop

Climate Change Energy Efficiency Forum

Health and Wellbeing Forum

2IC Forum

Workforce Behaviour Policies and Videos

LGAT, with the support of Page Seager, has, over the last two years, developed a range of Workforce Behaviour Policies, accompanied by a large range of procedures, training and advice. The policies and other resources can be accessed by Members through LGAT's Extranet.

During the development of the policies, members indicated that many of them had encountered some 'tricky situations' regarding workforce policy implementation, and that explanatory videos might be a way to help to make their policies clearer.

In 2016-2017 LGAT commenced the production of a series of light hearted videos illustrating right and wrong behaviours at work. The videos will be available on the LGAT Website later in 2017.





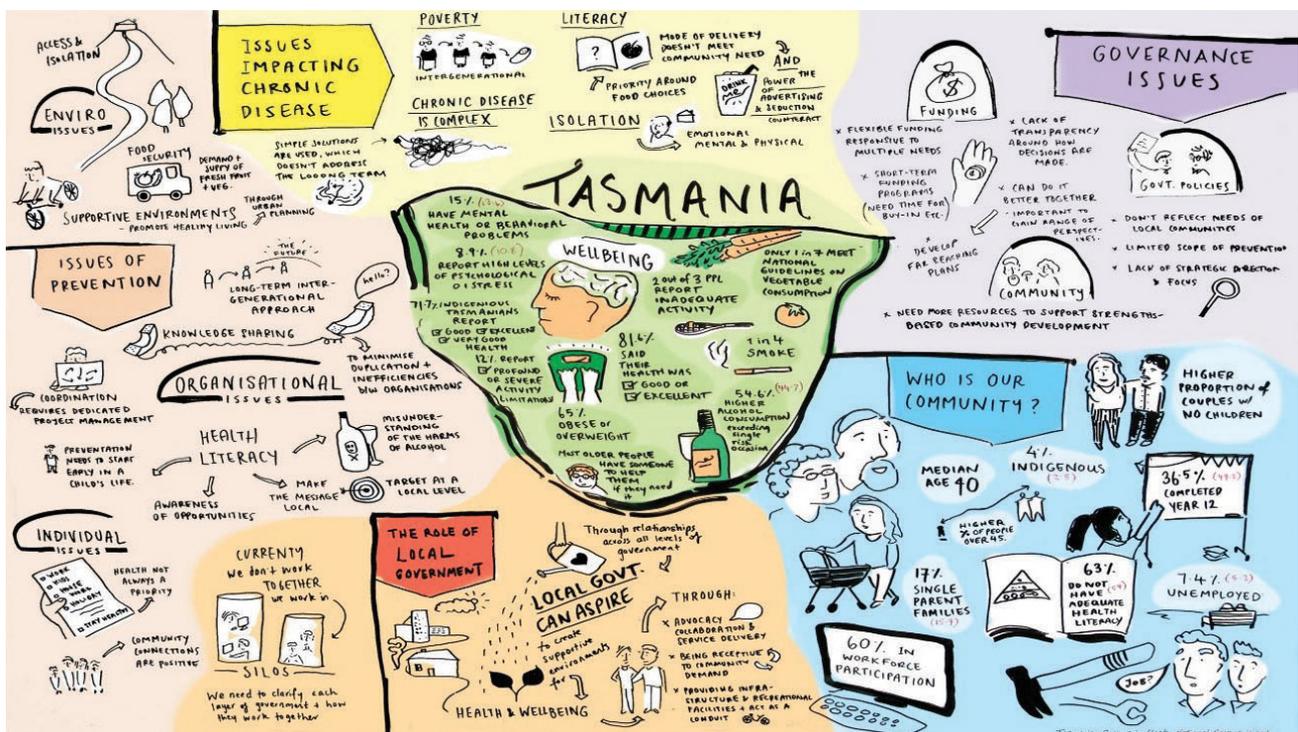
Raking Kingston Beach

Central Highlands Council

Developed a Destination Action Plan to strategically boost tourism, obtained funding for a new playground in Bothwell and new BBQ shelters and toilets at Arthurs Lake.

George Town Council

Achieved Federal funding of \$5.95M for local road upgrades, and \$350,000 to upgrade the Waste Transfer Station, freeing council funds to invest in livability and amenity assets like the Regent Square Playground.



Health and Wellbeing Project

Supporting the health and wellbeing of communities is a core function of Local Government. This is delivered in many ways, from the provision of community health and wellbeing services, to facilities and recreation spaces, through to councils' ability to have a structured and strategic approach to embedding the social determinants of health in their activities.

LGAT has a strong history in building council capacity regarding health and wellbeing, through a number of forums, workshops and support materials focusing on building understanding of the social determinants of health.

Throughout 2016-17 LGAT progressed this work with a statewide forum for council staff and Elected Members to share ideas and experiences. A key output was a mind map showing the issues affecting health and wellbeing in Tasmania and the role of councils. LGAT's advocacy work has focused on Local Government's important role and the need for additional resourcing, culminating in the State Government providing LGAT with \$250,000 to support councils work in health and wellbeing.



Land Use Planning and Environmental Sustainability

Another big year in Planning

This last year has been a significant year in planning reform for the Local Government sector. The State Government has continued with its reform priorities, the most significant being the introduction of the State Planning Provisions (SPPs) in early 2017 and now the expectation that councils prepare their Local Provision Schedules (LPS).

Throughout the last year LGAT has been very active in supporting councils throughout the reform process and lobbying the State Government on the sector's concerns. We continued our membership on the Planning Reform Taskforce and, while sometimes outnumbered, we managed to realise a number of significant wins throughout the development of the SPPs. In addition to this, LGAT has been an active participant on the LPS Steering Committee and also the Sharing Economy Working Group. While perhaps not as visible as some of our other advocacy activities, roles like these often result in significant wins for the sector in State Government led reforms.

Alongside our attempts to influence the State Government's agenda in planning, LGAT has been actively engaging with Local Government planners throughout the development and implementation of the Tasmanian Planning Scheme. This has included facilitating a number of regional workshops and many one-on-one discussions.

However, it has not just been about responding to the State Governments reform priorities. LGAT, like all our councils, recognised that the State Government had 'put the cart before the horse' in commencing the development of the Tasmanian Planning Scheme prior to a number of other reform priorities. The experience and understanding of our planning system held by our Local Government planners is unparalleled. To tap into this expertise, LGAT undertook significant consultation throughout 2016-17 to determine what areas of our planning system required the greatest attention. Not surprisingly, the overwhelming priority was at the state and regional policy level. These, and the other areas highlighted, have informed our advocacy work throughout 2016-17 and we believe have had a significant influence on the future direction the State Government is contemplating.

As we head towards a State Government election campaign, these sectoral priorities in planning will continue to be an important part of LGAT's work on behalf of members.



City of Hobart

A new streetscape for Salamanca that welcomes pedestrians, visitors, events and festivals, which was designed, manufactured and installed by Council staff and won the state Civic Landscape Award of Excellence.

Central Coast Council

Commenced building the Dial Regional Sports Complex, a farmers' market at Ulverstone Wharf and a new walking and cycle pathway.

Emergency Management

LGAT has continued its strong advocacy for the Local Government sector in Emergency Management. This was recognised in 2016-17, with LGAT appointed as a member of the State Emergency Management Committee, providing a Local Government voice on this important committee.

With the increasing frequency of emergencies, significant reform continued to occur at both the State and Federal level. LGAT continued to feed into this reform, particularly in the relief and recovery space. LGAT was also active in supporting a business case to address many of the findings of the Justice review into Tasmania's emergency management arrangements. It is hoped that the State Government will support the business case in the coming year resulting in more ongoing support at the municipal level.

The lack of appropriate mitigation funding continues to be a focus for LGAT, with mitigation funding providing an important double dividend to communities. Mitigation projects not only avoid the tangible and intangible damage of a disaster but they also provide significant co-benefits to the economy that arise from the absence of a disaster. A recent case study of the Launceston flood levy demonstrated that the benefits of avoided damage from one event outweighed the cost of the levy fourfold.

War on Waste

LGAT has long advocated for the introduction of a statewide waste levy. In the absence of a statewide levy, Tasmanian landfill prices are amongst the lowest and low landfill prices equate to poor resource recovery. Landfill levies increase the cost of waste disposal and provide a market environment which encourages investment in resource recovery resulting in an increase to the landfill diversion rate.

To illustrate this point, Tasmania has significantly more waste (as a percentage) going to land fill than the Australian average, and more than most other states. Our lobbying resulted in the State Government announcing it would be preparing a Waste Strategy. In response, LGAT established the Waste Reference Group, made up of representative of each of the regional waste authorities. The Waste Reference Group decided under the circumstances the best course of action was to develop a Local Government Waste Management Strategy to inform and influence the development of the State Government's Waste Strategy.

The Local Government Waste Management Strategy includes details of a suite of initiatives addressing key statewide issues faced by Local Governments across Tasmania and calls for greater reuse, recycling and other efforts to divert materials from landfill. Additionally, the strategy calls for maximising the economic benefits of greater investment in resource recovery.

 WASTE RECOVERED
 WASTE TO LANDFILL





Kingborough

LOCAL



LINKS

Profiling Our Members

Kingborough Council – Kingborough Local Links

Kingborough has the fastest growing population of any Tasmanian council. It is a problem others would love to have, but growth also brings challenges. One of these is being able to afford to invest ahead of time in community infrastructure, such as recreational spaces and facilities.

Kingborough's Local Links provides a series of online maps showing all the 'secret pathways' linking cul de sacs and local streets, paths, gardens, and even short cuts to schools, playgrounds, shops and bus stops. Local Links lets community members know what they 'already have' by way of recreational paths and trails, making it easy to explore the neighbourhood – walking, cycling, horse riding or exercising a dog.

Smart phone compatible, Local Links let people plan a trip, think about what they need, and even print a map before they go.

Local Links demonstrates how easy it is to get out and about locally, increasing physical activity and health and wellbeing. People can meet and say "Hi", and social networks begin to form between neighbours, and sometimes dogs! Visitors too can find those special spots only the locals know. Encouraging people to get out and about helps everyone learn more about their community and see the positive work council is doing.

Local Links trail maps can be printed from www.kingborough.tas.gov.au/recreation-facilities/local-links/

< Kingborough Local Links are easily identified

West Tamar Council

Beaconsfield Youth and Community Festival, replacement of a local bridge, upgrades to roads and footpaths, growth in tourism to the Tamar Valley of 8.2%, with staff and community volunteers assisting an increase in numbers, bringing in 123,000 visitors.





Crew work into the evening to make emergency levees

City of Launceston Council - Launceston Social Media in an Emergency

In June 2016, Launceston faced its largest flood threat in decades. In response, City of Launceston Council launched a digital communications strategy, to provide the local community and beyond with up-to-the-minute information. The major social media platform used was Facebook which provided the community with engaging real-time information through out the crisis.

Key to the success of the strategy was the willingness of council staff to step in front of the cameras to explain everything from the erection of flood gates to the widespread clean-up efforts. Council used props, including red balloons and hundreds and thousands, to illustrate how and why the flood was occurring: providing easily understood educational videos throughout the crisis.

The community response to this constant provision of timely, accurate and explanatory information was incredible - with the combined weekly posts reaching 10.2 million, with a daily reach of 2.5 million people.

Conventional media did not have the same access to the constant and changing stream of information as the council. Therefore, by utilising the internal information and the Council's Facebook Page, the City of Launceston Council quickly established itself as the preferred information source for the local community, local, national and international media, government agencies and former residents/relatives and friends of Launceston residents.

The social media posts also provide a valuable tool to educate the community and stakeholders about council's role during an emergency.

< The Basin in Flood



Waratah Wynyard Council Tulip Festival highlights the region's stunning agriculture

Waratah Wynyard - Doing Wonders for Tourism

Waratah-Wynyard Council is capitalising on the area's natural beauty, its history and its people, and helping transform the local economy with a focus on tourism. In 2016-17, these efforts were recognised when Council won a number of Tourism Awards:

Qantaslink CCA Regional Tourism Awards/Visitor Information Services category winner for "Wonders of Wynyard"

Qantaslink CCA Regional Tourism Awards/Festivals and Events Category winner for "Bloomin' Tulips Festival"

Tasmanian Tourism Awards: Winner of the Best Visitor Information Centre Category for: "Wonders of Wynyard"

State - Tasmanian Tourism Awards: Finalist in the Festival and Events Category for "Bloomin' Tulips Festival".

National - Australian Tourism Awards: Finalist for "Wonders of Wynyard".

Despite the region's natural assets, growing tourism numbers does not happen automatically, it takes strategic investment and enthusiasm. As the Cradle Coast Authority noted of the Waratah Wynyard area in their Destination Management Plan in 2014, "the region is at a critical point in its destination life cycle ... as a destination it is facing stagnation or decline, unless rejuvenation strategies are put in place".

In early 2017, Council engaged an expert to help develop a 'Destination Management Priorities Report'. The report made a number of strategic recommendations relating to planning, infrastructure, regulation, marketing, and partnering with local businesses as well as new strategies for generating income from Council's assets.

The report also noted the importance of an area where Waratah Wynyard already excels: working with the community as a vital part of the visitor experience.

The community's willingness to be welcoming: their care, pride and knowledge of their environment, culture and history as well as the provision of quality services, products and experiences is well demonstrated and succinctly captured in the award winning "Wonders of Wynyard" (WOW) Visitors Centre.

The WOW is a multi-purpose centre offering a rich visitor experience. In 2016-17 it was further enhanced by the addition of bicycle hire facility. The retail section underwent a significant revamp and now stocks an extensive range of uniquely Tasmanian products and gift ideas. The Art Gallery features a new exhibition of local art each month, and an open space, which features permanent displays of local heritage and history, which was also used throughout the year by the community for meetings, events and charity collections.

The WOW attracted 27,000 visitors in the 2016-17 year; approximately one third of the total visitors to the town as calculated by the Tasmanian Visitor Survey.

For councils looking for economic growth from tourism, the approach being adopted by Waratah Wynyard is a modern, authentic, immersive experience - which breathes life into an area's natural and cultural heritage assets and capitalises on what are known draw cards for tourists with just the right amount of commercialisation. Waratah Wynyard's strategic approach is helping to bring new money into the local economy, with multiplier effects for local cafés, restaurants, accommodation and small businesses.



Boat Harbour Beach



1827 Commissariat Cottage, Oatlands

Southern Midlands Council

Restoration of the 1827 Oatlands Convict Commissariat building including a training centre, conference and office space, heritage trades and crafts, using Federal funding.

2016-2017 LGAT Activities

Priority Area 1: Strategic Relationships

STRATEGIES

OUTPUTS

Build a strong Association

Regular Member engagement

Regular council visits by the President, CEO and Senior LGAT staff continued
 The Pulse Newsletter, Noticeboard and LGTas, LGAT Website and Social Media @LGATasmania
 2017 LGAT Member survey
 Direct member communications, Events and Networking.

Review and enhance communications focusing on external communications

Strategic Communications Plan actions complete
 LGAT News Magazine replaced with LGTas
 E-Newsletter The Pulse and LGAT Noticeboard implemented
 LGAT webpage updated
 Better Councils, Better Communities website established.

A senior LGAT representative to visit all Member councils each year

20 Council visits completed throughout 2016/17.

Deliver the LGAT Annual Conference

2016 LGAT Annual conference successfully delivered in Hobart.

Deliver the LGAT Assist Program

LGAT Assist provided 53 loans for a value of \$328,200
 Four funeral Grants for a value of \$14,000
 University bursaries for \$10,000.

Act as a central Local Government contact point for external stakeholders.

Whole of sector submissions and advocacy
 Advice on Local Government Sector
 Centralised communications
 New LGAT website focus on external communications.

Break O'Day Council

Worked with the community to develop the next 10-year strategic plan and a new fortnightly wheelie bin recycling collection program.

Tasman Council

Developed and implemented the Tasman Destination Action Plan to boost tourism in the area, by advertising, improving facilities, services and infrastructure, adding tourism products and experiences. Supported growth in tourism, hospitality, real estate and aquaculture industries.

Provide a strong united voice for Local Government

Represent Local Government interests on State Government policy issues

Participate in and seek representation on State Forums

Demand sufficient consultation periods

Facilitate Local Government representation on government and community boards and committees.

Active participation on State Govt. working groups, forums, committees and Boards

Coordination of nomination process for Local Government representatives on boards and committees

LGAT Whole of Sector Submissions included:

Biosecurity Bill

Dog Control Amendment Bill

LGAT Waste and Resource Management Strategy

Question on Notice from Public Hearing on Gaming Markets

Draft Local Government Amendment (Rates) Bill 2.3.17

Proposed E-cigarette and Tobacco Laws

Gaming Control Act Community Interest Test

Joint Select Committee on Future Gaming Markets

2017-2018 State Budget Submission

Tasmanian Flood Review

Draft Tasmanian Transport Access Strategy

Review of the Emergency Management Act 2006

Review of the Climate Change (State Action) Act 2008

Review of the Local Government Act 1993

Represent Local Government interests on Federal Government policy issues

Direct Input to ALGA policy development and advocacy

LGAT Whole of Sector Submissions or collaboration:

The review of Regional Development Australia

The National Local Government Report 2015-16

Australian Regional Tourism Network's report on the Contribution of Local Government to the Australian Tourism Industry

ALGA Rating Paper

Remote Housing Review

Regulation for drones

Australian Government: value capture discussion paper.



The Blue Tier plateau in Tasmania's north east

Huon Valley Council

Maintained financial sustainability, restructured the organisation, created a new visitor information centre, and an Emergency Recovery Plan.



Moving Moments LGAT Annual Conference

Latrobe Council

The Municipal Alliance with Kentish Council continues to set the pace for Local Government reform initiatives and Latrobe is absolutely committed to Council's continuous improvement regime. A 10-year funding agreement for the Mersey Community Hospital was secured.

Derwent Valley Council

Developed a Destination Action Plan to strategically boost tourism, and capital works resealing to renew local roads.

Develop and maintain strategic alliances

Invite key government/industry/community decision makers to Local Government events.

Over 30 events for Members profiling high calibre, influential speakers.

Maintain and strengthen existing relationship with State Government and other key non-govt entities.

LGAT delivered a number of collaborative policy positions, joint submissions and events with strategic partners including: TasCoSS, Housing Industry Association, the Heart Foundation, Master Builders Tasmania, Department of Health and Human Services, Primary Health Tasmania, Cradle Coast Authority, Northern Tasmania Development, Tasmanian Audit Office, Governance Institute and Local Government Division, Department of Premier and Cabinet (Tas), Planning Institute of Australia, Engineers Australia and Institute of Public Works Engineering Australasia.

Foster collaboration and cooperation within the Local Government sector

Identify & promote Local Government networking opportunities.

LGAT delivered several valued networking events including: General Manager’s Workshops, LGAT Regional Breakfasts, Mayor’s Workshop, Elected Members Weekend.

Facilitate discussion at General Meetings

Focus on discussion items at General Meetings
Attendance of relevant speakers to 50% of General Meetings.

Priority Area 2: Profile and Reform

STRATEGIES

OUTPUTS

Improve the image of Local Government

Highlight positive Local Government activities and successes.

Better Councils, Better Communities Campaign screened on TV for three months with 80% reach to viewing audience
Better Councils, Better Communities Website.

Ensure appropriate data collection, identification of key sectoral performance indicators and analysis and reporting.

LGAT Workforce data collection survey submitted to Local Government Division
Workforce data working group.

Actively participate in the Local Government reform agenda on behalf of the sector

Advocate for Local Government and Communities through Local Government reform process: Review of the Local Government Act.

LGAT CEO and President continued to be engaged on the steering committee for the review of the Act
LGAT Member Survey and strategic planning workshop confirmed sectoral reform as a key priority for LGAT.

Continue to progress the Role of Local Government Project to improve the sustainability and effectiveness of Local Government.

The Role of Local Government Project complete
LGAT continued to work on initiatives to support Local Government's role in economic development.

Prepare discussion paper on the Sharing Economy.

This paper was completed and is available on the LGAT website
Influenced State Government's policy position.



Meander Valley Council

Built the Valley Central Industrial Precinct in Westbury attracting investment, installed an energy saving LED street light network, and cleared river side land to reduce flooding risk.

< Valley Central Industrial Precinct

Glenorchy City Council

Developed a multicultural strategy and joined the Welcoming City network for new migrants, strengthened bushfire prevention with a new coordinator, and enhanced roads and storm water work.

Priority Area 3: Financial Sustainability

STRATEGIES

OUTPUTS

Drive improvements in financial and strategic asset management across the sector

Support councils in implementing Audit Panel requirements.

Two LGAT Workshops were delivered in Launceston and Hobart
The Local Government Division has committed to producing further support materials for sector.

Continue to develop best practice case studies and fact sheets for councils.

The LGAT Guide to Minute Taking completed
Advice on participatory budgeting completed
Strategic Asset Management Plan (SAMP) templates have developed and trialled with four Tasmanian councils
Independent modelling has been commissioned.

Work with the State Government to ensure Local Government is represented in the implementation phase of Infrastructure Tasmania's State Roads Audit Report.

LGAT receives regular updates from Infrastructure Tasmania
As at June 2017 iTas is liaising with councils directly in relation to the actions and recommendations listed in the Audit Report.

Work with State Government and other stakeholders to identify funding opportunities for further development of local/regional strategic road and bridge networks for heavy vehicles.

LGAT State Budget submission included a request for funding from the State Government
LGAT is currently liaising with State Growth and councils in considering co-funding opportunities for additional work.

King Island Council

New main street footpaths, a glass crusher to reuse old glass in road and concrete, a new IT system for public requests and budgeting, renovation of the 100-year old Town Hall, and work towards more permanent solution for the shipping service.

Develop opportunities for improvement and efficiencies

Work with the National Procurement Network (NPN) and Tasmanian councils to develop and implement improved procurement practices.	LGAT has developed strong relationships with National Procurement Network Draft procurement documentation \$1.16M in savings for Members by purchasing through LGAT.
Continue to work with MAV to support and build LGAT's procurement capacity.	Partnership with MAV to deliver new and existing contracts for councils.
Continue to work with councils to identify and capitalise on opportunities for energy efficiency and financial savings.	LGAT shared procurement process for public lighting energy costs: \$800,000 saving in the first year, with similar savings in following years LGAT coordinated Business Cases for LED replacement programs for North West and Southern Councils complete and Individual councils now considering their options.
Identify and provide advice on opportunities and benefits of shared services.	While this is largely being driven by councils, preliminary research was undertaken and LGAT has commenced reviewing the two feasibility studies.
Provide advice on the benefits of Lean Thinking.	An issues paper on Lean Thinking was finalised.
Prepare discussion paper on Value Capture and its benefits in Tasmania.	The summary paper was completed and is available on the LGAT website.

Priority Area 4: Sector Capacity

STRATEGIES

OUTPUTS

Continue to deliver programs which improve recruitment and retention

Continue to support the sector in workforce planning via targeted policy and program development.

LGAT delivered a number of training sessions across the State
Scoping of further support currently underway.

Set up a whole of sector Employee Assistance Program (EAP).

LGAT undertook consultation and found that existing EAP sufficient for member needs. Further investigation is occurring regarding what further value LGAT can provide.

Build the capacity of Elected Members and staff to deliver quality outcomes

Deliver the Forward Training Program for Elected Members and staff and continue to identify future requirements and opportunities.

The LGAT Training calendar was developed and delivered throughout the year
There was continued collaboration with Local Government Professionals Tasmania and the Training Consortium.

Continue to deliver a LGAT breakfast speaker series for members on a regional basis.

LGAT delivered two rounds of Regional Breakfasts during the past 12 months covering emergency management and road safety.

Identify, promote, secure grant funding for training and sectoral capacity building.

LGAT successfully gained grant funding from the State Government for preventive health activities
A plan for securing funding to deliver increased support for energy / electricity was unsuccessful.

Develop sectoral support tools and resources.

The final tranche of workforce behaviours policies was provided to Members
Crucial Conversations presentations were delivered and very well received. Work commenced on further tools to support implementation.

Develop online training for Councillor Inductions, staff training and identification of council election induction material.

A Staff Training and induction PowerPoint was developed to be delivered in 2018
Several Online learning systems were reviewed
Pre-election material and training and induction for elected Members will require further updating to reflect changes to the Local Government Act.

Kentish Council

Delivered a \$7M capital works program, a new streetscape for Sheffield, road maintenance work, and extensive repairs after June 2016 floods destroyed many bridges in the area.

Northern Midlands Council

New 'electronic' playground in Longford used by a variety of community members. Playground provides data on calories burned and which equipment is most popular. Replaced and upgraded the Lake River Bridge.

Priority Area 5: Land Use Planning and Environmental Sustainability

STRATEGIES

OUTPUTS

Engage in the debate on planning policy reform on behalf of the Sector

Advocate for Local Government and Communities on State Government planning reform process.

Active engagement with Justice and the Tasmanian Planning Commission
CEO and Policy Director membership on Sharing Economy and Local Provision Schedule Steering Committees
CEO participation on Planning Taskforce.

Lobby State Government on State-wide planning system

The Local Government reform priorities accepted and included in the recommendations of the Planning Reform Taskforce to the Minister
The Government has funding and commenced iPlan Stage 2 after LGAT lobbying.

Build the capacity of Elected Members to function as a Planning Authority

Deliver land use planning and planning authority training material and program for Elected Members

Three council visits have included specific land use planning sessions. Further sessions are likely to be following the implementation of the Tasmanian Planning Scheme in 2018.

Prepare best practice process guide to "When the council is the applicant".

Not yet commenced.

Build recognition of good planning outcomes being delivered by Tasmanian councils

Incorporate good planning outcomes delivered by councils into a strategic marketing campaign.

Successfully published opinion pieces on Airbnb (Mercury) and the State Planning Provisions (Mercury and Advocate).

Continue to support councils in identifying and responding to natural hazards and climate change related tasks

Work with Tasmanian Climate Change Office (TCCO) to develop a state-local government Climate Change Work Plan.

Work will commence on the state-local government Climate Change Work Plan in the latter part of 2017.

Work with TCCO in relation to climate change governance capacity

LGAT is involved in Climate Resilient Councils project.



Glamorgan Spring Bay Council

Completed the Triabunna Marina and Wharf Development, with recreational and commercial marina facilities, boat ramps, diesel refueling, a new income stream for the community and renewed sense of activity and vibrancy.

< *Triabunna Port complete*

Emergency Management

Advocate to the State to provide additional expert support to councils for emergency management risk assessment and planning.

A risk manager was appointed to work with Municipal Committees to undertake risk assessments, LGAT is on the working group
The Department of Justice has recommended the appointment of three (3) officers to support councils in emergency management planning and training.

Continue to represent councils on key State Emergency Management Steering committees.

LGAT is represented on the State Emergency Management Committee and all its sub committees.

Provide Mayoral Training and information on emergency management.

Communicating in emergencies training was delivered to Mayors.

Represent the sector in relation to the state reform of emergency management arrangements and federal emergency management funding reform.

LGAT continues to have discussions with the State in relation to these reforms and the impact on Tasmania.

Prepare best practice process guide to "When the council is the applicant".

Not yet commenced.

Promote opportunities for successful funding for planning for emergencies.

LGAT was involved on the assessment panels for many emergency relief grants.

Represent the sector on current and emerging waste matters.

The LGAT Waste Reference Group completed a Statewide Waste and Resource Management Strategy and provided to EPA
LGAT has regular liaison with EPA to discuss the initiatives.

Devonport City Council

Commenced Stage 1 of the Living City project rejuvenating Devonport including a new multi-purpose civic building, a food pavilion and a multi-story carpark.



Dorset Council

Partnered to keep aged care services in Scottsdale, hosted the Enduro World Series mountain bike race on the Blue Derby Trails and delivered a record \$8.5M of capital works on time and under budget.

< One of the twisting berms MTB





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