

LGAT NEWS

Local Government Association Tasmania

March 2016

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**SPECIAL
LIFT-OUT!**
West Coast
Regional Feature

Refurbishment Breathes New Life into City Centre

Local Community Infrastructure at Risk

Time is Ripe to Consider Biomass Energy for Tasmania

Five Minutes with Mayor Kristie Johnston

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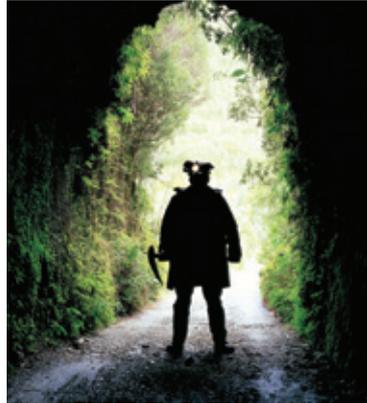
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Cover Photo: A fresh, new look for Liverpool Street in Hobart has reinvigorated the city centre

Photography by: The City of Hobart



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2016 – A Year of Change!

MAYOR DOUG CHIPMAN, PRESIDENT
Local Government Association of Tasmania

Last year, the building blocks were put in place for a number of radical changes for Local Government in Tasmania and 2016 is certainly shaping up to be the year of delivery.

The first significant change will be the new statewide Code of Conduct regulations. Opportunity to provide feedback on the Draft Ministerial Order and enabling regulations has closed, and implementation is now expected to be in April. The Local Government Association of Tasmania (LGAT) will work with the Local Government Division and Integrity Commission to ensure good information and advice is provided to elected members on the changed requirements.

Another significant change underway is the development of the Tasmanian Planning Scheme. As I write, the State Government is about to commence the statutory consultation process around the new Draft State Planning Provisions. In parallel, LGAT will be working to understand the triggers for and constraints around local provisions, and provide input into emerging State policies and mechanisms for the assessment of major projects. Land use planning will continue to be a major focus for both LGAT and councils in the months ahead.

Also under way, is a targeted review of the *Local Government Act* and the terms of reference for the review have been issued by the Minister for Local Government. The focus will be on governance and a discussion paper on the proposed changes is likely to be available towards the end of April.

Finally, by the time you receive this magazine, most councils in Tasmania will be undertaking amalgamation and/or shared services modelling, or considering it. The first results from the modelling exercises should be available mid-year and promise to give us plenty to think about.

On the immediate horizon, is the Federal Election and the need to ensure that Local Government is well-prepared to articulate its priorities to the major parties and individual candidates. In that regard, the CEO and I attended a strategic planning session for the Australian Local Government Association (ALGA), along with representatives from all the other state associations. ALGA is a federation of state and territory Local Government associations and so ultimately represents 562 councils across the country.

All associations agreed that there is power in having a consistent message for the Federal Government and opposition; and a framework under which specific state issues can be aligned.

Key to our Federal Election campaign is seeking a commitment to restoring the indexation of Financial Assistance Grants and ensuring an adequate share of Commonwealth taxation revenue makes its way to our sector.

Additionally, we will be seeking investment in community infrastructure as a vehicle for jobs creation and quicker progression of transport reforms to enable more freight movement through higher productivity. The role of Local Government in regional economic development, innovation and the digital economy is being explored. Modelling commissioned by ALGA will allow us to demonstrate the economic and employment benefits from a national approach.

A key driver of the national election agenda is the understanding that Local Government is often tasked with addressing emerging 'wicked' problems such as climate change, poor health and population ageing. There is also a call to keep rates increases to a minimum despite a broad understanding that there is simply insufficient funding to address ageing infrastructure and the call for new infrastructure and services.

LGAT will continue to engage with our members going forward, particularly as we frame our own submission to the Federal Election, with, for example, identification of infrastructure priorities in this State. Further, as the CEO discusses in her article on the next page, we will aim to do so collaboratively and look for areas of common interest at a state level, to allow us to 'turn up the volume' even further.





Collaboration Builds Confidence

DR KATRENA STEPHENSON, CEO
Local Government Association of Tasmania

Collaboration divides tasks and multiplies success.

One of the best things about my job is the high level of collaboration and sharing that occurs in Local Government, both nationally and across our State. There is a high willingness to share ideas, learnings, research, tools and resources, and it is not something I have experienced at other levels of Government, or in other sectors.

The Australian Institute of Management defines collaboration as "a working practice whereby individuals work together to a common purpose to achieve business benefit"¹.

Collaboration enables individuals to work together to achieve a defined and common purpose.

As a small organisation in a small State, the Local Government Association of Tasmania (LGAT) recognises the importance of collaboration and is working to build collaborative relationships in a number of ways. Through our meetings and forums, we support collaboration between Tasmanian councils.

The Premier's Local Government Council provides a strong, open and productive working relationship with State Government.

Membership of the Australian Local Government Association allows us to influence the national agenda, benefit from national advocacy, and share ideas and solutions to issues across state boundaries.

Collaboration between LGAT and the regional Local Government authorities provides opportunity to reduce duplication and deliver a value add service to councils.

Collaboration between LGAT and Local Government Professionals Tasmania ensures that the suite of professional development opportunities provided to officers meets the full range of needs and is delivered in a holistic way.

Collaboration with other peak bodies allows us to explore common issues and jointly and strongly advocate on those. Importantly, it allows us to move away from a tradition of negative engagement which ultimately paints a bleak picture of Tasmania and loses sight of positive outcomes being delivered across a range of sectors.

In 2014, researchers Marc Trussler and Stuart Soroka² set up an experiment, run at McGill University in Canada, looking at how people related to news. They confirmed that a negativity bias exists - that is we have a hunger to hear and remember bad



news. People choose bad news, even when they think and say they prefer good news and that the media is "too focused on negative stories".

The researchers postulate that we pay more attention to bad news because we actually think, that on the whole, the world is rosier than it actually is. We expect things to be all right in the end and therefore, bad news is surprising and interesting.

This attraction to bad news, even when on minor issues, makes it difficult to build a picture of the successes and generally good work of our sector, and can make it difficult to advocate for improvements that don't necessarily have the same lure of negativity.

One way to overcome this is to align on issues and make the voice louder. SGS Economics³ reports that the key outcomes of collaboration are reduced duplication/improved efficiencies, greater strategic capacity and better advocacy and promotion.

There are many models of collaboration and those models which would apply within a sector, might not apply when collaborating outside a sector. In Tasmanian Local Government for example, we already see examples of networked collaboration, centred collaboration, matrixed collaboration and shared service centres (see table). These models stem from the desire of all councils to be relevant, sustainable, responsive and quality providers of services and infrastructure.

What is needed for successful collaboration is common however. There needs to be shared ambition, clear roles and responsibilities, leadership and a shared agenda, investment in relationships, strong connection and opportunities to build support and overcome differences.

The Association will continue to build and strengthen collaborative relationships over the year ahead, as well as support our members in developing their own collaboration models and delivering better outcomes for councils and communities.

1 <http://www.aiim.org/What-is-Collaboration#sthash.T7Vp5q5PdpuF>

2 Stafford T, 29 July 2014, *Psychology Why Bad News Dominates the Headlines*, www.bbc.com.au

3 SGS Economics and Planning, 2015, *Local Government Collaboration, Urbecon*, Volume 4, www.sgsep.com.au

Models of Collaboration

Network Model

- Light partnership
- Not open ended
- Bottom up
- Working groups develop initiatives
- Learning and knowledge exchange
- Flexible
- Not driven to deliver efficiencies/savings
- Focused on best practice
- eg. Special Interest Groups in Tasmania

Centre Model

- Participating councils contract services from one central council
- Fee for service
- Service level agreements
- No new organisational entity
- Benefits from the key strengths of one council
- Can enable economies of scale and professionalisation
- One potential disadvantage is loss of control and identity for participating councils
- Common model in Tasmania

Matrix Model

- Collaborating councils each take charge of one or several tasks or policy areas
- Fee for service
- Staff from councils may be outsourced to another council
- Mutual service delivery contracts
- High level of mutual dependency
- Potential risk is physical disintegration of functions and policy areas
- eg. Joint Venture Model in Southern Tasmania

Shared Service Centre Model

- Councils bring all the services for collaboration under a new organisational entity
- Policy neutral and the organisation is based on functional processes
- Can generate economies of scale and scope, specialisation and professionalisation
- Relations between councils remain equal
- Allows for further growth of functions over time
- Not easily unravelled
- eg. Joint authorities



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The Tasmanian Planning Scheme is upon us!

DION LESTER, POLICY DIRECTOR
Local Government Association of Tasmania

In the December edition of *LGAT News*, I wrote about the amendments to the *Land Use Planning and Approvals Act 1993* to provide a framework for establishing the Tasmanian Planning Scheme. These amendments are now in place and in late December, the Minister for Planning provided each council with a draft of the State Planning Provisions (SPPs) of the Tasmanian Planning Scheme seeking any initial comments prior to the documents being publicly exhibited. This period has now closed, with many councils taking the opportunity to provide feedback on the draft SPPs. The Association hosted three regional workshops with planning staff and also submitted a whole of sector response. While the contents of the SPPs were discussed, much of the discussion revolved around the process going forward.

Once State Government has reviewed the comments, it is expected that the Tasmanian Planning Commission will publicly exhibit the SPPs for 60 days, giving councils another opportunity for providing feedback. Following the exhibition period the Tasmanian Planning Commission will hold hearings prior to reporting to the Minister, who has indicated that he would like the SPPs to be declared around the middle of this year. Once the Minister has declared the State Planning Provisions, each council will then be responsible for preparing the Local Provision Schedule (the local content), which will consist of the zoning maps, any Particular Purpose Zones, Specific Area Plans, or Site Specific Qualifications that are required to pick up particular local circumstances not accommodated by the State Provisions.

This next period of exhibition is a critical phase in the development of the Tasmanian Planning Scheme as it allows local communities to look at the proposed provisions and see how they may fit their particular circumstances. Local

Government will be doing likewise and undertaking a review of the SPPs to ensure they facilitate good planning outcomes at the local level. While a significant amount of effort has been expended to date by the Planning Reform Taskforce, State Government and Technical Reference Group of Local Government planners in the development of the State Provisions, it is this next stage of 'ground truthing' the provisions locally that will make certain that what is proposed is in the best interest of our local communities.

The Association recognises the critical phase we are approaching in the development of our land use planning system and also the central role Local Government will play in its implementation. We will be hosting three full-day regional workshops with planning staff to discuss issues of common concern, preparing a whole of sector submission and lobbying Government on the key issues.

While State Government investment in land use planning, via the Tasmanian Planning Scheme, is supported, there is still uncertainty regarding the process going forward and, in particular, what level of local variation will be allowed through the development of the Local Provision Schedule, both within our sector and also our communities. As the expectations of our communities are now far higher, as they seek more meaningful input on policy development and planning which has a direct impact on their lives.

We will be seeking regular updates on the process going forward from the State Government in order to keep Local Government fully informed and also encouraging the Government to undertake an appropriate level of community consultation throughout the next few months.





Switching to LED brings Serious Street Light Savings

Kate Hiscock, Senior Policy Officer
Local Government Association of Tasmania

Energy efficient street lighting replacement projects offer significant budget and greenhouse gas emissions savings.

Installing energy efficient street lighting, such as LED, to replace outdated and inefficient technology, is delivering financial and environmental rewards throughout Australia and the world. For Local Government, street lighting is the single largest source of greenhouse emissions and a significant proportion of the overall budget. Around Australia, guided by expert advice, councils have been working together to overcome numerous barriers to implement efficient street lighting changeover projects and benefit from the significant financial and emissions savings.

Energy efficient street lights can use up to 77% less energy than current inefficient technologies. In recent years, the City of Hobart and Glenorchy City Council undertook a joint trial of an LED lighting replacement program for public lighting. In collaboration with Tasmania's single Distribution Networks Service Provider, TasNetworks, this trial saw the first use of LED technology for public street lighting in Tasmania. This project paved the way for future energy efficient lighting projects and is continuing to provide important data, as well as further discussions around potential lighting ownership models.

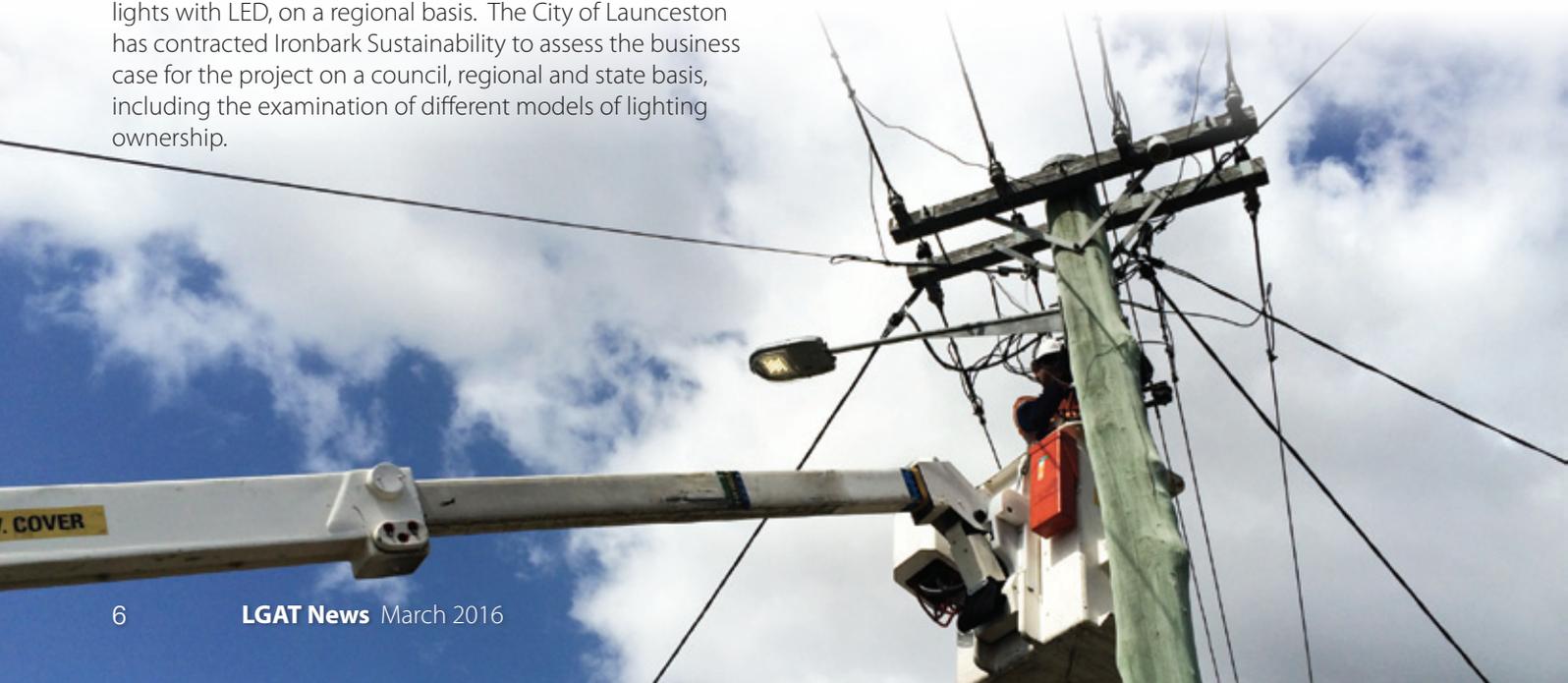
The Local Government Association of Tasmania (LGAT) is excited to be part of a current project, the Northern Lights, that will enable councils to participate in a LED lighting replacement program for minor public lighting on a regional basis, beginning in Northern Tasmania. Driven by the City of Launceston, with the support of Meander Valley Council, the Northern Lights project is progressing the business case for participating councils to replace old technology minor street lights with LED, on a regional basis. The City of Launceston has contracted Ironbark Sustainability to assess the business case for the project on a council, regional and state basis, including the examination of different models of lighting ownership.

A collaborative and transparent approach between Local Government and TasNetworks is agreed to be a critical component of a successful energy efficient street lighting project. Over many years, LGAT has worked to build a collaborative and more transparent relationship with TasNetworks as an advocate for councils. LGAT is playing a coordination and liaison role for the Northern Lights project between councils, Ironbark Sustainability and TasNetworks. LGAT's goal is to assist all councils to be in a position to determine if there is a valid business case to undertake a LED replacement program for public lighting in their municipality.

Working on a regional basis will significantly improve bargaining power with key stakeholders, such as TasNetworks, and realise economies of scale in regards to the purchasing of LED technology.

LGAT is now also working in partnership with The Municipal Association of Victoria (MAV) in order to provide Tasmanian councils with increased direct access to a broader range of goods and services through approved provider panel arrangements. These goods and services will start to be made available in 2016. An initial project under the partnership is the inclusion of Tasmania in the refresh of MAV's Public Lighting Contract. The joint Public Lighting Contract will potentially enable LGAT members to purchase public lighting goods and services at lower cost, and will likely be accessible for LED replacement projects. The contract is currently in the process of being finalised and will likely be available for the Northern Lights project to access.

Photo courtesy of TasNetworks





Working Together to Keep Things Moving

Melanie Brown, Senior Policy Officer
Local Government Association of Tasmania

Our road networks service and facilitate a multitude of everyday activities that we tend to take for granted: whether it's freight transportation, or getting from A to B via C, roads connect communities, regions and industries, and facilitate economic activity and growth. Around the clock, roads provide the foundation to convey us and the things we make, use and consume in an efficient, safe and flexible manner. Integral to the provision of a safe and efficient road network are the roles played by those who access and use the roads and those who manage them. This is particularly the case when it comes to the heavy vehicle fleet that transports 'really big stuff' all over the place, all the time.

In recent years, the way that heavy vehicles gain permission to access the broader road network has changed. In early 2014, the Heavy Vehicle National Law (HVNL) came into operation and affected a number of states, including Tasmania. Under the new legislative and regulatory framework, heavy vehicle operators must now apply through a centralised NHVR process for access to the road network. The NHVR handles the 'back end' of things. As part of the back end process, councils must advise the NHVR as to whether they give consent for heavy vehicle applicants to travel on their component of the road network.

There have been significant teething issues across the participating state jurisdictions since inception of the new regulatory framework, and Tasmania has had its own challenges to meet. For Local Government, a key challenge to providing legal access to certain heavy vehicles, particularly those that carry large, heavy, indivisible loads such as wind turbines and houses etc., has been a lack of information and understanding of the load bearing capacity of critical infrastructure and bridges on local roads. This dearth of knowledge has impinged on the ability of council road managers to be able to say 'yes' to heavy vehicle access

within a timeframe that meets the commercial and economic imperatives of the heavy vehicle transport industry and its clientele.

The LGAT raised the abovementioned challenges with the Tasmanian State Government in 2014 and in the 2015-16 State Budget, the Government responded in welcome fashion by allocating \$1.7 million towards assisting and supporting councils in the development of strategic road networks and the assessment of critical bridge infrastructure.

The result of that funding allocation has been a highly successful and collaborative project between State and Local Government, with integral input from the 'Over Size Over Mass' heavy vehicle transport industry along the way. The funding enabled the Department of State Growth to support councils to develop and implement a series of 'approved' heavy vehicle networks across the State that are accessible without the need to apply for a permit.

The project commenced and was driven throughout with a statewide focus, emphasising regional collaboration and strategic 'cross-boundary' identification of appropriate heavy vehicle routes and networks. There was no competitive element to the allocation of funds; money was spent in such a way as to maximise the overall benefit for the State's heavy vehicle transport industry and the community overall.

As a testament to the success of the project, the work undertaken 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. An additional and 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.





New Tasmanian Electoral Commissioner Appointed

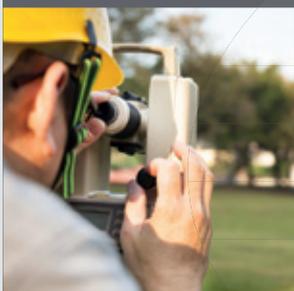
Mr Andrew Hawkey has been appointed as Tasmania's new Electoral Commissioner.

Mr Hawkey has held the position of Tasmania's Deputy Electoral Commissioner since 2010, where he has been responsible for managing Tasmanian Parliamentary and Local Government elections.

His achievements include managing the development and implementation of an electronic counting system for Local Government councillor ballots, coordinating the development of extensive electoral education resources and developing new polling place manager training resources for the 2014 House of Assembly elections.

Mr Hawkey commenced in the role on 11 February and has taken over the position from Mr Julian Type, who announced his retirement late last year.

SOME FACTS ABOUT **COUNCIL** AMALGAMATIONS



- History shows that Council amalgamations **DO NOT** result in lower rates.
- Rates in some municipalities could rise by up to 40 percent* if mooted mergers go ahead.
- Amalgamations in Queensland cost \$8 million per Council and resulted in substantial rate increases.
- The TasWater experience demonstrates that larger authorities do not bring lower prices.
- The Tasmanian Auditor-General reports that on average, the greater number of rateable properties in a municipality, the higher the rates.
- The average population of Tasmanian Municipalities is large by international standards – Tasmania 17,700, United States 8000, Europe 5700.
- Council amalgamations will see political power and decision-making concentrated in the city centres.
- Amalgamations will result in a reduction in regional employment and loss of easy access to local councillors.
- Councils involved in strategic resource sharing are already achieving significant savings and providing improved services for ratepayers.

Let's get the facts straight and have an honest debate about local government reform

* example based on averaging of household rates in Hobart, Glenorchy, Clarence, Kingborough and Brighton to form a greater Hobart council.



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Five Minutes with **Mayor Kristie Johnson**

Glenorchy City Council



How long have you resided in Glenorchy and what attracted you to the area?

I've grown up in Glenorchy and just love the sense of community that we have.

What motivates you in life?

My children, Harry and Lucy - I want them to be able to grow up in a community where they have many opportunities. If nothing else, I hope that my actions model the importance of community participation and service, and help them to develop an understanding of their responsibility to the community.

Name three qualities that you appreciate most in people?

Compassion, honesty and integrity.

How do you like to spend your free time?

Free time? I vaguely remember having free time. When those rare moments occur, I like to spend time having fun with the kids, gardening, or reading.

When you were a child, you wanted to be...

A vet! I adored James Herriot and wanted to be a country vet living in Yorkshire.

Name three previous occupations you have held in the past.

1. Retailer
2. Lawyer
3. Most importantly, a Mum!

What motivated you to become involved in Local Government?

I've always volunteered in my community and saw that there were opportunities for improvement at Council. I've never been a person prepared to whinge from the sidelines. If I think I can help to make something better, then I will roll up my sleeves and get on with doing it.

How many years have you served as:

Councillor – 4 years

Mayor – 1 year (and loving it!)

What do you enjoy most about your role as Mayor?

Without a doubt, it is the opportunity to visit schools and talk with the children in our community. They inspire me to make their city a better place. I get quite emotional at award assemblies because I feel overwhelmingly proud of their individual achievements and hopefully for what their future might hold.

What kind of advances would you like to see made in the region?

We are proudly a community council and I want to see our people flourish. This means that we need to value education more, support our local industries and connect our people. And of course, I would like to see the Hobart Northern Suburbs Railway operational.

What has been the most memorable moment of your Local Government career?

After a particularly challenging few weeks at Council, I received a kind gift of a homemade chocolate, self-saucing pudding from one of our well known community members. It had a note attached saying "For our Mayor – thinking of you and keep up the good work". This simple act of thoughtfulness by a resident instantly reminded me of why I do what I do, why I love what I do and how blessed I am to have the community supporting me.

What has been the most embarrassing moment of your Local Government career?

Accidentally mistaking someone's wife for their mother - never again will I make that mistake!

What's the best advice anyone has ever given you?

Do what is right, not what is easy.

What word best describes you?

Determined

The Next Step Towards Council Amalgamations and Resource Sharing

The State Government has been working with Tasmania's southern councils to achieve better outcomes for ratepayers by improving the efficiency and effectiveness of Local Government.

As part of its commitment to ensuring that ratepayers are receiving the best possible services for the lowest possible rates, the State Government has been exploring the possibility of voluntary amalgamations and resource-sharing. Research is now underway to provide solid, reliable information so that councils can make informed decisions in close consultation with their communities.

Currently, there are two proposals under consideration:

1. A Greater Hobart proposal which will model the Municipal Areas of the City of Hobart, Clarence City Council, Glenorchy City Council and/or Kingborough Council; and
2. A South East Councils proposal which will model four voluntary amalgamation proposals:
 - Clarence City, Sorell, Tasman and Glamorgan-Spring Bay Councils;
 - Clarence City, Sorell and Tasman Councils;
 - Sorell and Tasman Councils; and
 - Sorell, Glamorgan-Spring Bay and Tasman Councils.

Both studies will also consider the potential for shared services, or any other model that would best serve ratepayers.

The Mayors of Hobart, Clarence, Glenorchy and Kingborough held their inaugural meeting with SGS Economics on 15 February to discuss the methodology and timeframe for the study.

The Lord Mayor of Hobart, Ald Sue Hickey said, "We have commissioned this independent research to understand how we might gain efficiencies to better serve the needs of our communities and are pleased that a process has commenced that will provide us with solid evidence and help us understand the benefits of Local Government reform."

So far, 25 out of 29 Tasmanian councils have agreed to take part in modelling voluntary amalgamations and resource-sharing. The modelling will be completed later this year when there will be a fully informed discussion with the community about the future of Local Government in the State.

The Minister for Planning and Local Government, the Hon Peter Gutwein MP, congratulated the councils involved for their constructive approach to the issue.



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Local Government Efficiency and Effectiveness

Service Planning – Why does Council provide the services it does? How does Council ensure its investment in services is achieving desired outcomes? CT Management Group offers a structured Service Planning process that ensures the range and levels of service is agreed and aligned, levels of service are adjusted to meet financial constraints, with service standards and capital investment agreed to meet community needs. A performance management framework to ensure greater integrity and transparency is also established. Council can make comparative choices between a higher/lower level of service organisation wide, balancing strategic priorities against financial constraints.

Shared Services – Our professional award winning Shared Services model incorporates a Governance Framework, Business Plan, Management Structure and Project Management process designed to make shared services work for member Councils. The GVRCA (two Councils) in Victoria after three years have recorded savings of \$4.82m. In its first "Performance Report 13-15" additional Councils have been invited to join the alliance. The Alliance is driving reform and leading change through innovation, fostering team work between alliance partners and developing a culture of best practice to support sustainable futures-importantly costs are reducing for communities.

CT Management Group will work with you to develop solutions that meet your Council and Communities expectations. For further information call us on 1300 500 932 or visit our website.

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Review of the Local Government Act

The Tasmanian State Government has announced a targeted review of the *Local Government Act 1993* as part of its commitment to improving the efficiency and governance of Local Government, and reducing costs to ratepayers. The Minister for Planning and Local Government, Hon Peter Gutwein MP said Local Government must be efficient and effective, and deliver good value for ratepayers if we want to make Tasmania the best place in the country to live, work, invest and raise a family. "This targeted review of the *Local Government Act* will ensure the legislative framework for Local Government is effective and efficient, with a focus on governance improvement," he said.

A Steering Committee has been established, chaired by Department of Premier and Cabinet's Deputy Secretary, Rebekah Burton, and including representatives from the Local Government Division, the Local Government Association of Tasmania and Local Government Professionals Australia (Tasmania).

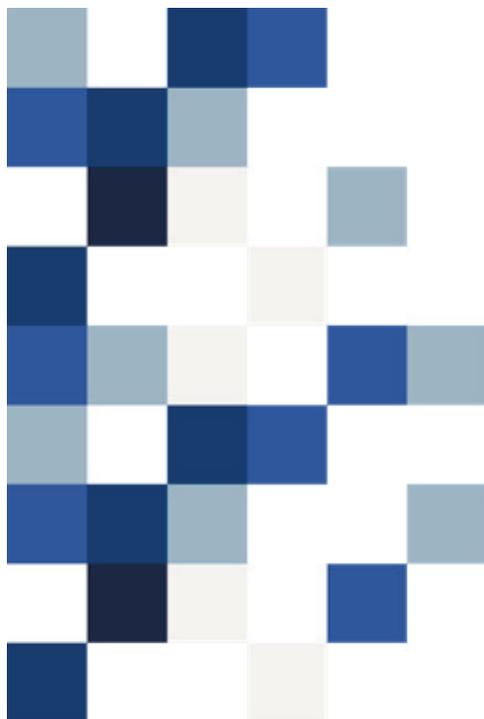
While Local Government is expected to play a significant role in the review, all interested parties, including community groups and members of the public, are encouraged to participate in the review process. Later this year, the Minister will release a discussion paper outlining a range of ideas identified by the Government, or raised by members of the

public and Local Government, to help inform people who wish to make submissions. It is anticipated that any necessary amendments to the *Act* as a result of the review will be introduced to Parliament by May 2017.

The Steering Committee will consider and make recommendations to the Minister in relation to:

- The functions of mayors, deputy mayors and elected members;
- The appointment, functions and powers of the general manager;
- Financial management and reporting;
- The functions and powers of the Director of Local Government;
- The functions, powers and procedures of the Local Government Board;
- The functions, powers and procedures of a Board of Inquiry;
- Local Government elections – electoral rolls, funding and advertising; and
- The reduction of unnecessary administrative requirements.

Further information about the review can be found on the Local Government Division's website at www.dpactas.gov.au/_divisions/local_government



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The Local Government Association of Tasmania collaborates with other State and Territory Local Government associations nationally to negotiate contracts that provide councils in Tasmania with direct access to a range of goods and services. One panel that is available to LGAT members is through the Telecommunications Contract – BUS 238 – 0813. LGAT is Local Buy's (LGA Qld's procurement services company) procurement partner in this preferred supplier arrangement.

Through the LGAT/ Local Buy preferred supplier arrangements, Tastel Community Telco have worked closely with a number of LGAT members to deliver the latest voice and or Avaya telephony technology including Launceston City, Clarence City, Circular Head, Waratah-Wynyard, Meander Valley, Sorell and Dorset Councils.

LGAT members have taken advantage of exclusive pricing from Tastel Community Telco and have migrated their voice services to the enterprise SIP platform and/ or updated to an Avaya telephone system. By making these changes, councils have reaped substantial benefits. The most noteworthy being significant reductions in their annual spend on telecommunications services, with up to 75% savings being achieved. For councils that have adopted an Avaya IP Telephony solution, substantial

productivity tools have been delivered for staff through the rich unified communication feature set that is offered.

These Avaya systems, adopted by Clarence, Sorell, Waratah-Wynyard, Circular Head and Tasman Council, are changing the way in which these councils communicate, collaborate and work more freely. Not only can the right phone system improve productivity and transform business operations, a number of other key benefits can be achieved:

Reduce Costs - Switching from traditional landlines to Voice Over IP (VoIP) can save you money on your monthly bills whilst providing exceptional voice quality.

Create Simplicity - With a single phone number, callers can reach the right employee on their desk or smart phone. Fewer missed calls mean fewer missed opportunities!

Dedicated Account Management - A personal account manager is dedicated to support each council to ensure a high level of local support is available on an as needs basis.

Wireless Phones - Wireless connections with features like conferencing and directory access help users stay productive, even as they move throughout the building.

Outside the Office - When you extend all the communication capabilities available inside the office to smartphones and tablets, the world is your workplace.

Powerful Features - Such as video conferencing and directory access help users stay productive.

Tastel Community Telco also offers a variety of mobile phones and plans which include shared fleet calls and generous data allowances, with the latest handsets available, and premium internet and data services, Virtual Private Networks, and hosting and cloud services.

Tastel Community Telco form part of a nationwide group, Community Telco Australia which is solely owned and operated by Bendigo Bank. Community Telco is 100% Australian operated including our Australian based Customer Call Centre.

Enquiries:

Northern councils - Sarah Veale
on 0488 339 889, or email
sarah.veale@communitytelco.com.au

Southern councils - Robert Hartog
on 0413 099 471, or email
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Heritage Register Review Continues in 2016

The Tasmanian Heritage Council's review of the Tasmanian Heritage Register is continuing throughout 2016 in an effort to ensure all places on the Register meet the criteria for entry, as set out in the *Historic Cultural Heritage Act 1995*.

Based on an independent audit of the Register, completed in 2013-14, 70% of the entries are remaining on the Register as they clearly meet the criteria for entry.

In 2015, the Heritage Council completed the audit's recommendation to review more than 1,700 entries. This review has helped to confirm those entries that will remain on the Register. Entries for which no evidence can be found to meet the criteria are being proposed for removal.

The *Heritage Act* requires a two-staged public consultation process for any entry proposed for removal. This includes writing to the affected owners, the relevant planning authority and seeking community feedback through public notices. The consultation process began in Launceston in April 2015 and moved to Hobart in November 2015. Consultation in Hobart will continue in early 2016 before moving to regional areas across Tasmania.

The public consultation process will continue throughout 2016 and the Heritage Council will begin reviewing any information provided to it before deciding to permanently

remove any entries from the Register. If the Heritage Council receives information through the consultation process that a place meets the criteria for entry to the Register, then those places will remain on the Register.

The Heritage Council is liaising closely with planning authorities as each step of the consultation process unfolds. This is particularly important as all the places proposed for removal are duplicated on local heritage codes and it is anticipated that those places will remain on heritage codes to ensure their future protection as places of value to local communities.



The Heritage Council's website has a range of information, including a useful video, at www.heritage.tas.gov.au/thr_review. Planning authorities seeking more information are encouraged to call Heritage Tasmania on 1300 850 332.

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Refurbishment *Breathes* New Life into City Centre

There's a fresh new look and feel to Hobart's city centre, courtesy of the much-anticipated reopening of Myer in Hobart and the completed streetscape upgrade to Liverpool Street.

The Lord Mayor of Hobart, Ald. Sue Hickey said it is incredibly exciting that this important project is now complete. "With the Myer store opening, complemented by our

new streetscape, the city certainly has a new vibrancy about it," she said. "These improvements have successfully transformed Liverpool Street into an attractive and pedestrian-friendly zone, aimed at improving shopper numbers and the shopping experience in the inner city.

Ald Helen Burnet, Chairman of the Council's City Infrastructure Committee said the work of Danish architect, Jan Gehl, identified that Liverpool Street was an important street to be upgraded to increase priority for pedestrians. "The reconstruction of Liverpool Street was at the forefront of a range of projects in the inner city to support a more dynamic, active and pedestrian-friendly retail environment, and we are pleased that the finished product achieves this goal.

Key aspects of the upgrade include a kerbless road, significantly widened footpaths, high-efficiency lighting and the introduction of street trees. Short-term parking is provided for with 22 spaces being maintained and new street furniture.

"Significant funds have also been invested underground with a new stormwater system, gas supply system, modifications to street drainage and conduits for communication systems, all aimed at future proofing the street," said Ald Burnet.

The Lord Mayor added, after seven months of work on the Council's single biggest capital works project for 2015, the street is looking absolutely fantastic. "There is definitely a renewed sense of energy and optimism in the City and the new Liverpool Street will play a key role in the resurgence of Hobart," she said.

The reconstruction of Liverpool Street supports a more dynamic, active and pedestrian-friendly retail environment

Photo courtesy of the City of Hobart





(L-R) Clarence City Council Mayor Doug Chipman, Community Manager at RACT, Will Oakley and Minister for the Arts, Vanessa Goodwin MLC pictured at the announcement of the ArtBikes scheme in Clarence

EASTERN SHORE THE NEW HOME FOR ARTBIKES

The Eastern Shore's arts and cultural profile continues to grow with the announcement that Clarence City Council will introduce the ArtBikes scheme.

Based at Rosny Farm, ArtBikes will give locals and visitors the opportunity to explore arts, historical and cultural attractions in the City of Clarence.

ArtBikes on the Eastern Shore will use the City's expanding network of bike tracks. People can hire a bike free of charge to ride along the Clarence Foreshore Trail beginning at the Rosny Farm with the Barn and Schoolhouse Gallery. Users can then visit other places of interest, such as artwork of the Tasman Bridge disaster at Montagu Bay Park, the Kangaroo Bluff Battery Historic Site, Bellerive Village, Simmons Park, Kangaroo Bay Parklands and Bellerive Beach Park.

Mayor of Clarence, Ald Doug Chipman said ArtBikes on the Eastern Shore will complement our growing arts and cultural attractions as well as our expanding network of bike trails. "It will give art lovers and visitors a chance to get active and is a healthy way to enjoy the sights and scenery the city has to offer," Mayor Chipman said.

"The scheme will also tie in well with the redevelopment of Kangaroo Bay becoming a destination for visitors, with retail, restaurants, cafes and accommodation, while taking in the beautiful waterfront and views of Mt Wellington."

ArtBikes was first launched in Hobart in 2011 by Arts Tasmania. They also operate in Launceston from Design Tasmania.

The introduction of ArtBikes to Clarence is a great example of the cooperative relationship between State and Local Government.

ArtBikes has been assisted by a grant from the Tasmanian Government's Climate Change office under the ClimateConnect program and has been supported by Arts Tasmania.

Vanessa Goodwin, Minister for the Arts said ArtBikes is a fantastic initiative. "Popular with locals and tourists alike, I'm very pleased it will extend to the Eastern Shore under the guidance of the Clarence City Council."

"On behalf of Council, I thank the State Government for this exciting opportunity and we look forward to providing ArtBikes for visitors of our city to enjoy and explore many arts, cultural and historical attractions that our city has to offer," Mayor Chipman said.

RACT will continue to be an ongoing partner of ArtBikes, providing users with the free Bike Assist roadside service to help people if the bike breaks down.

Information on the scheme can be found on the Clarence Arts and Events website at www.clarenceartsandevents.net.

New Energy Efficient Lights Brighten up Hobart and Glenorchy

Streets in Hobart and Glenorchy are brighter than ever with more energy-efficient lights installed as part of a push to make energy savings, reduce maintenance costs and improve lighting output.



Photo courtesy of the City of Hobart

The environmental and financial savings achieved through the Accelerated Energy Efficient Street Lighting Project will have a lasting benefit for the Glenorchy and Hobart communities

The Australian Government, through the Accelerated Energy Efficient Street Lighting Project, invested \$3.68 million in the \$3.76 million project which saw around 4,700 80 watt mercury vapour lights replaced with 18 watt LED lights. This has resulted in energy savings of over 1,500 MWh, or the equivalent of the electricity used by 170 typical houses. This is equivalent to savings in greenhouse gas emissions of about 350 tonnes of CO₂-equivalent per year.

Instead of needing to change light bulbs every four years, the new lights are expected to have a maintenance cycle of 10 years, thus resulting in lower maintenance costs. The combined cost savings to the two councils from this project are estimated to be about \$500,000 per annum from both electricity and maintenance savings.

The Minister for Regional Development, Senator Fiona Nash said the Accelerated Energy Efficient Street Lighting Project delivers significant community benefits for Hobart and Glenorchy by increasing pedestrian and vehicle safety.

Senator Eric Abetz, who officially launched the lighting project, said the lighting levels are about three times brighter than the former lights and yet overall energy consumption is reduced. "This important local project will allow ratepayers' money to be saved and reinvested in other local projects," he said.



Photo courtesy of Glenorchy City Council

The St Helens community enjoying some fun and frivolity at the opening of the Break O'Day Community Stadium



NEW STADIUM

SET TO DRIVE HEALTH AND WELLBEING OF LOCAL COMMUNITY

Hailed as an extraordinary facility for a regional area, the Break O'Day Community Stadium in St Helens was officially opened on 20 February.

About 1,000 people attended the double event which saw market stalls, live music and food vans until early afternoon, followed by a state league netball game between the Karana Flames and Cavaliers in the evening.

The facility was officially opened by Federal member for Lyons, Eric Hutchinson MP and the Minister for Infrastructure, the Hon Rene Hidding MP, both of whom expressed how impressed they were that such a facility had been built in a regional community.

"This is an extraordinary facility and something that any city in Tasmania would be proud to be opening," Mr Hidding said. "This is going to be a big driver, not just of health and wellbeing in the area, but for economic development as well."

Mr Hutchinson said a \$2 million facility in a little community like this is something that is quite extraordinary and is testament to, not the money that the Commonwealth or the State put into it, but the local community, Council and sporting clubs who got behind this project and made a compelling case to see it delivered.

The Break O'Day Council contributed more than 60% of the funds required to build the state-of-the-art facility and will continue to seek funding to further enhance the multi-use nature of the stadium.

"While the day was a huge success and showcased the flexibility of the stadium, our work here is not done," Break O'Day Mayor, Mick Tucker said. "The potential this facility represents to our area has only just begun to be explored and I am sure the Break O'Day area will benefit from this amazing facility for decades to come," he said.

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Riding for the Disabled Association gets a Leg-up

A generous Break O'Day Council employee has kindly donated their winnings from the Name the Stadium competition, that Council ran in November last year, to the Riding for the Disabled Association.

A \$200 cheque was donated in January by Break O'Day Mayor Mick Tucker on behalf of the Council employee who wants to remain anonymous.

With a shortage of feed and a new program underway, St Helens Riding for the Disabled Association President, Cindy King, said the cheque would go a long way. "Receiving this donation really takes the pressure off us financially and has come at a key time," Ms King said. "The money will go towards the purchase of some much needed equipment like boots and helmets, as well as feed for the horses."

Mayor Tucker said often the hard work of volunteers and charitable organisations in our community go unnoticed so it is an honour to be able to give back for once. "Council are grateful that the donation will help this hard working organisation and group of dedicated people continue to offer this wonderful service to people with special needs in our community," he said.



(L-R) St Helens Riding for the Disabled Association President, Cindy King receives a welcome donation from Break O'Day Mayor Mick Tucker on behalf of a kind Council employee



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HOBART AND CLARENCE *Commemorate* TASMAN BRIDGE DISASTER



Photography by Alastair Bett

Pictured at the unveiling of the memorial plaques are Hobart Lord Mayor Sue Hickey (far left) and Clarence Mayor Doug Chipman (far right) with relatives of those who lost their lives during the Tasman Bridge disaster (centre)

On 26 February, the cities of Hobart and Clarence unveiled places of reflection, housing identical memorial plaques, commemorating the collapse of the Tasman Bridge.

The two councils partnered in a memorial event last year to mark the 40th Anniversary of the disaster which took place on 5 January 1975, when the bulk carrier, Lake Illawarra, collided with the Tasman Bridge. As further recognition of the tragedy, the two councils have again partnered to create lasting memorials on both sides of the bridge which include the names of the twelve people who tragically lost their lives, including five Tasmanians.

The Lord Mayor of Hobart, Ald Sue Hickey said the Tasman Bridge disaster is an event that many Tasmanians, particularly

the communities of Clarence and Hobart, still have strong and lasting memories of. "This was a significant event in the history of Hobart and Clarence that shaped the way in which our cities relate to each other, and have grown and developed over the last four decades," said Lord Mayor Hickey.

The Mayor of Clarence, Ald Doug Chipman said an important component of the project was to identify surviving family members, to consult them on the plans for the memorials and we are very pleased that some family members were able to join us at the unveilings. "The places of reflection on both sides of the bridge will be a lasting reminder, a place to contemplate the tragedy and importantly, places for the families and the community to remember those who lost their lives," he said.



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NORTH EAST MOUNTAIN BIKE PROJECT RECOGNISED WITH BOFA AWARD

Northern Tasmania Development's North East Mountain Bike Project has been recognised with the Breath of Fresh Air (BOFA) Film Festival's 2015 Innovative Awards: *Sport, Leisure and the Arts* category. The initiative has involved the development of 75km of mountain bike trails including associated mapping, signage, skills development and marketing.

The Hollybank Mountain Bike Park was completed as Stage 1 of the North East Mountain Bike Project after funding of \$800,000 was secured through the Tasmanian Jobs Package. A successful application with the Australian Government's Regional Development Australia Fund secured an additional \$2.4 million which enabled construction to commence on new mountain bike trails at Derby (Stage 2) and Blue Tier (Stage 3) in North East Tasmania.

The project has driven economic development in the region through job creation and training, and has resulted in the development of new businesses, accommodation and bike related infrastructure, as well as increased visitation to the region.



Change of Name for LGMA

Following the decision by its members, Local Government Managers Australia (Tasmania) Inc. (LGMA Tas) has changed its name to Local Government Professionals Australia, TAS Inc. (LG Professionals, TAS).

The Board believes the name and new logo better reflects what the organisation stands for with the diversity of professions that are now being represented within its growing membership.

The Board has been working towards the change of name for a period of time following a move from other States in adopting the more contemporary branding. The National Office also adopted the new name and logo in 2015.

Over the coming months, the Board will be working on its re-branding strategy that will be rolled out in the near future, following the appointment of a new Executive Officer for the organisation.



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THE GHD LAUNCESTON CONNECTION CONTINUES

The opening of GHD's new office at 23 Paterson Street continues the company's proud connection with Launceston and the greater northern region, an association which began in 1947.

Opening the refurbished heritage office the Mayor of Launceston Albert Van Zetten reflected upon the significant history of GHD in the provision of consulting services to the city and the municipalities of the north which have grown to include:

- roads and transport,
- geotechnical analysis,
- water and sewerage infrastructure service and design,
- asset management,
- emergency management risk assessment,
- environment, stakeholder engagement and town planning
- architecture



GHD Tasmanian State Manager Rob Lowther with Mayor of Launceston Albert Van Zetten at the opening of GHD new Launceston office at Paterson Street Launceston

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WEST COAST COUNCIL:

Smart decisions

Strong partnerships

Stronger communities

WEST COAST STATISTICS

AREA **9,575** sq km

POPULATION **4,527**

COUNCIL ASSETS **\$107,110,000**

COUNCIL STAFF **65**



Clr Phil Vickers
West Coast
Council Mayor



Photo courtesy of West Coast Wilderness Railway



Photo courtesy of Tourism Tasmania and Joe Shemesh

An extensive mining sector, world heritage landscapes, a burgeoning arts culture, convict heritage and a drive for innovation are brilliantly juxtaposed to create the unique region that can only be the West Coast of Tasmania.

The coastal populations of Strahan, Granville Harbour and Trial Harbour, the inland communities of Queenstown, Zeehan, Tullah and Rosebery, and the small, historic townships of Gormanston and Linda are all within a short distance from magnificent lakes, rivers, rainforests, dunes and historic sites.

Renowned for its mining industry, the region has set itself a challenge to diversify its economy and develop industries such as tourism, aquaculture and renewable energy.

“Mining has been the lifeblood of the West Coast, employing the vast majority of the population for over a century,” Mayor Phil Vickers said.

“It is really only a recent realisation within the community that the West Coast is a region with economic potential outside of mining – there is a strong willingness to innovate and position ourselves as the premier destination for those looking to move to a smaller community, as well as for visitors to Tasmania,” he said.

And the West Coast Council is taking a lead role in driving this change.

With Council’s existing Strategic Plan due to expire, Council embraced

the opportunity to reach out to its community for direction in creating a new Community Plan – one which will not only drive Council business over the next decade but also provide a solid framework for other stakeholders such as investors, State Government and business.

An extensive community engagement process incorporating information stands, key industry summits, school-based activities, surveys and community workshops was facilitated by the Council in 2015.

The community embraced the opportunity to become involved with planning for the future, with a 22% survey return rate and 40% of the West Coast population participating in the process.

The *West Coast Community Plan 2025* is a true reflection of what the West Coast needs and with many of the opportunities identified not in the control of Council to deliver, the Council will advocate for the region and strive to influence government and private sector organisations and individuals.

The 2025 vision holds the key for economic development in the region, providing crucial details and actions to

assist investors in their business planning and implementation. The appointment of an Economic Development, Tourism and Events Coordinator in January 2016 and a new Council-driven economic development advisory group, to be established this year, is testament to Council’s commitment to the 2025 Plan.

“2025 identified a need to be proactive and creative in diversifying our industry base,” Mayor Vickers said. “The West Coast is ready for investors to see the potential that we do in the region.”

Mayor Vickers says the Community Plan should be embraced by the community, Council, government, non-government organisations and the private sector to build partnerships and direct business planning for activities in the region.

“Having a shared vision has allowed Council to develop a partnership with a local social enterprise organisation, to work with local industry leaders to secure a better mix of NBN technologies for the region and to work more closely with agencies,” Mayor Vickers said.

A whole of community plan about what can be achieved through working together - the *West Coast Community Plan 2025*, is a conversation starter and a road map for the next ten years.



Photo courtesy of Tassal

WEST COAST COUNCIL

Mayor

Clr Phil Vickers

Deputy Mayor

Shane Pitt

Council

Clr Lindsay Newman

Clr Robyn Gerrity

Clr Al Medwin

Clr Lyn O'Grady

Clr Terry Shea

Clr Scott Stringer

Clr Leigh Styles

Innovation and Diversity: here and now

The West Coast is open and ready for business.

Mining, a main-stay of the economy, will no longer be a stand-alone industry – the ore bodies and exploration will exist alongside interpretative tourism reflecting upon, and showcasing its history. The rainforests, lakes and mountains will stand pristine amongst heritage railway experiences and adventure tourism, incorporating mountain bike trails and river rafting.

Substantial growth in the aquaculture industry, a small but significant agriculture industry looking to grow, and a renewable energy project in the form of a wind farm proposal at Granville Harbour, signifies the region is serious about chasing innovation through diversification and embracing change.

With a Gross Regional Product approaching \$400 million, the West

Coast is punching above its weight but there is more to be done to ensure sustainability. To grow the economy, the potential for a true regional airport will be investigated by Council and other stakeholders, seeking partnerships with the government and private sector such as tourism operators and the aquaculture industry.

Mayor Vickers said, "We have the assets, the landscapes, the experiences and the lifestyle. The clear message from the *West Coast Community Plan 2025* was the need to brand the West Coast to reflect what we have, who we are and what we can become. Council will take a leadership role in working with key stakeholders to ensure this occurs. Promotion and marketing will reflect this new brand, ensuring the West Coast identity prevails."

The West Coast people are the strength of the region. Like the landscape they live amongst, West

Coasters stand strong. Sometimes scarred by events of the past, but resilient and positive about the future. Their compelling stories continue to be told at our heritage museums, with chats on the street and at festivals such as *The Unconformity*. Council continues to support West Coast events and sees the growth in this area as adding to the diversity of the West Coast.

"Our youth, through the Next-Gen program, have identified business ideas that will make use of existing assets to embrace adventure tourism and education opportunities in the future." Mayor Vickers said

Despite recent bushfires burning in remote sections of the West Coast Municipal Area, the West Coast community and tourist destinations have remained relatively unaffected.

Where will your West Coast experience take you?



Photo courtesy of Jacinta Lang

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Ethics in your Inbox

NIC D'ALESSANDRO, MANAGER,
MISCONDUCT PREVENTION EDUCATION AND RESEARCH
Integrity Commission

In August 2015, news stories appeared worldwide about the hacking of controversial website, Ashley Madison, which revealed the personal details of the 36 million people who'd signed up (or had been signed up). Local media reported that the email addresses of 20 Tasmanian public officers, including council officers, were included.

This is an extreme example of the potential damage that the misuse of work resources can bring. Even so, it's a timely reminder to consider our use of work resources and particularly our personal use of work email.

Is it ethical to use work email for personal use? It's probably common sense for many of us not to register a work email account in a social media profile. However, there are other ways that work email can be used where the ethical lines are not so clear.

It's not uncommon for people to use their work email for personal matters. After all, it seems easier if all emails come into one account – you won't miss a thing while at work. However, there are some significant ethical risks with this.

Firstly, there's the risk of sending and receiving emails that are inappropriate at work. Certain types of jokes and content fall into this category as well. Emails intended for personal contacts may be accidentally sent to work contacts and vice-versa, and, when emails and addresses are 'out there', they can 'go viral' in no time.

Work emails can (deliberately or inadvertently) apply undue influence outside of the workplace. For example, a councillor may be having personal issues with a certain business and, when emailing to resolve the issue, she uses her council email account and signature block. The person who receives the email may notice these details and possibly prioritise and address the issue based on the councillor's title and her perceived influence.

Email at work, like other work resources, is provided to assist us to perform our roles. Using this resource for personal purposes can send a message to the public that work resources and time are being used for personal rather than public benefit. This can undermine public trust in the council.

Many councils have 'reasonable personal use' policies for resources such as phone, internet and email. It pays to be well aware of these policies. However, even where email is used within policy, we should still exercise caution and care. For example, it can easily be apparent where an email has been sent from – even if a signature block is removed from an email.

So, what can we do as individuals to avoid this? The safest and easiest approach is to keep work and personal emails totally separate. If you use your council email only for council business and your personal email for everything else, you have set clear boundaries for yourself and others.

The everyday personal emails that we may send/receive in our work email may not be in the same league as the Ashley Madison incident but use of work email needs to be carefully considered, given the potential impacts on the individual, the council and the community.

For support and advice on ethical issues, contact the Integrity Commission on 1300 720 289, or email mper@integrity.tas.gov.au.

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Devonport: *Living and Learning*

The launch of the Devonport Learning Communities Strategy, *Live & Learn*, in late 2105 set a new direction for Devonport; establishing a solid foundation of life-long learning which is expected to influence the future development, enterprise and innovation in the region.

Devonport's first Learning Communities Strategy was developed over the past three years by over 150 representatives from the education, community, industry, youth and government sectors, steered by the Devonport Learning Communities Special Interest Group.

Devonport Mayor, Ald Steve Martin, said the aim of the strategy is to improve the learning, training and employment outcomes for the community and that bringing *Live & Learn* to reality was a significant community achievement. "By embracing learning as a community, we believe that we'll be prepared to take advantage of the many opportunities which are set to come our way over the next decade," said Mayor Martin.

"In a region characterised by high unemployment, we realised that if we were to improve employment outcomes for the

community, that a whole of community approach to lifelong learning was needed," said Mayor Martin. "Flexibility in our approach and addressing barriers for business to participate in learning programs will also be vitally important in the roll-out of the strategy."

Mayor Martin said the Devonport Community *Live & Learn* Strategy is also about embedding learning into our everyday activities and achieving a co-ordinated approach to planning, and the allocation of funding for the provision of learning resources in the region. "We've got the vision, now it's about having dialogue with the community to get their feedback and hear their ideas about how we can go about progressing the strategy, and realising the vision of Devonport becoming a 'Learning City,'" he said.



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Mature Age Workforce Resource for Councils

Councils that are keen to be seen as preferred employers to ensure that they can attract the best employees should outline their commitment to mature age workers when making an employment offer to current and potential employees.

A Mature Age Workforce Resource is now available to proactively support Australian councils in implementing a corporate framework, policy and set of aligned, recommended actions towards engaging, supporting and retaining older workers. It is an initiative of Local Government Professionals Australia, a consortium partner of the Australian Centre for Excellence in Local Government.

The resource is designed to contribute to organisational continuous improvement, staff enhancement and engagement, and the wellbeing of mature age workers. It adopts an organisation-wide approach to age and employment of the workforce. The documents and approaches identified have specific application to mature age workers, and management and staff responsible for workforce planning, workforce development and operational management of a mature age workforce.

The Mature Age Workforce Resource provides guidance to progress mature age initiatives in a planned and structured way through the inclusion of key policy development actions

and performance indicators to support CEOs in mobilising cost-effective initiatives to address the changing composition of their workforce.

The resource is free and available at www.lgprofessionalsaustralia.org.au/mature-age-workforce-resource.html.



Photo courtesy of Clarence City Council



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A NEW FOOD SECURITY WEB PORTAL FOR TASMANIAN COUNCILS

The Heart Foundation's Healthy Food Access Tasmania is working with local communities to improve access to fruit and vegetables (preferably locally grown and produced) across Tasmania.

Despite Tasmania's reputation for farming and distributing some of the nation's finest quality produce, paradoxically many Tasmanians are not eating enough fruit and vegetables, and this is, in part, due to fluctuating availability, affordability and access across the State. Sharing information with organisations and communities so they can act to improve this inconsistency is an important aim of the Healthy Food Access Tasmania project.

Work done by the project in collaboration with Professor David Adams of UTAS in 2015, showed us that there is strong emerging interest in Local Governments and their role in improving access to healthy food. Councils are often well placed as the stewards of local food systems to bring people together and support local activity that enhances health, social and economic outcomes around food. To further assist Local Government in this work, the Heart Foundation has developed an information portal.

Profiles have been created for each Local Government Area and a range of tools (including Tasmanian case studies and a step by step guide) to help councils consider how they can be the principal stewards of improved food security for local residents and create additional value for the local

economy. There are also detailed interactive maps for each Local Government Area. Now the resources needed to help councils to be leaders and facilitators are just a click away.

The Healthy Food Access Tasmania Project is funded by Primary Health Tasmania under the Primary Health Networks Program – an Australian Government initiative.

The portal will be launched in April. You can view the Heart Foundation's progress at www.healthyfoodaccesstasmania.org.au. For further information, please contact Leah Galvin, Project Manager on (03) 6220 2210, or email leah.galvin@heartfoundation.org.au.



Defibrillator Provides Security to Shack Owners

The placement of a defibrillator at Pieman Heads will provide shack owners and campers some security that, should someone in their isolated community suffer cardiac arrest, assistance is available until emergency services arrive.

The new defibrillator was purchased following a successful funding request to the West Coast Council and is located in the Parks and Wildlife shack at the Pieman Heads. Council has assisted in the provision of four defibrillators around the West Coast in recent years.

"Given the remote location of the Pieman Heads, Council was pleased to be able to assist in the purchase of the defibrillator," Mayor Phil Vickers said. "Let's hope it never has to be used but if an incident does happen, it's great to know the defib is there."

The Pieman Heads Shack Owners Group will maintain the defibrillator and register it with Ambulance Tasmania's Early Access to Defibrillation Program.



(L-R) Mayor Phil Vickers with Susan Marshall from the Pieman Heads Shack Owners Group

\$250 Million

Program to Help Councils Reduce Energy Bills and Lower Emissions



Photo courtesy of the City of Hobart

Australian councils are being encouraged to invest in clean technologies to reduce their energy bills and lower emissions, via a new \$250 million program from the Clean Energy Finance Corporation (CEFC).

The CEFC Local Government Finance Program is designed to provide flexible and competitive, fixed-rate, long-term finance tailored to the needs of Australian councils. The CEFC operates under the *Clean Energy Finance Corporation Act 2012*.

The CEFC's Executive Director – Corporate and Project Finance, Paul McCartney said there are compelling reasons for Australian councils to take proactive steps to manage their energy use. "Australia-wide, councils are under continued pressure to effectively and efficiently manage their operations," Mr McCartney said.

"Local Governments across Australia administer a vast network of street lights, community centres, libraries, sport and recreation facilities and other public access buildings," he said. "We see strong potential for operational savings through a range of renewable energy, energy efficiency and low emissions technologies. This program will provide councils with access to finance to help accelerate the adoption of these improvements."

Key elements of the CEFC Local Government Finance Program include:

- Finance for eligible projects across renewable energy, energy efficiency and low emissions technologies;
- Loans of at least \$10 million for a single project or package of works;
- Finance can be drawn over three years;
- Ability for multiple councils to enter into joint financing agreements for eligible projects;

- Access to competitive, fixed-rate longer-dated senior debt (up to 10 years); and
- A straightforward approval process with simple loan documentation.

"This program will support major investment activities across a range of eligible projects. For example, there are clear benefits to councils from converting street lighting to more efficient LED lighting, as well as installing rooftop solar PV on council-owned buildings," Mr McCartney added.

The CEFC has identified energy from waste projects as an area where councils can generate energy by reusing landfill waste. "We'll also be speaking with councils about improving air conditioning, installing smart controls and voltage optimisers to improve the energy efficiency and performance of their buildings," he said.

The CEFC's financing solutions can help councils proactively manage these costs, whether through reducing energy consumption in high use areas such as leisure and aquatic centres, or accessing fleet financing to enable the council's conversion to electric vehicles.

"Because these investments lead to lower energy use, councils can reduce their ongoing operating costs," Mr McCartney said. "These savings may be sufficient for councils to repay the loan without impacting their net cash flows."

More information is available online at www.cleanenergyfinancecorp.com.au.

Wetlands Treasure Hunt

PROVIDES GREAT SUMMERTIME FUN

Parents and children enjoyed the Kingston Wetlands Treasure Hunt in Kingborough over the summer holidays.

Kingborough's young children made a variety of treasured artworks using salvaged materials from the local beaches last year which were hidden in the Kingston Wetlands for the trail. A treasure map was available to guide people through the Wetlands to hunt for the artworks and had two puzzles for young children to match words with pictures. These puzzles highlighted some of the area's native animals and problems with marine waste.

Salvaged art stars, Marina Debria, Wazza and the Marine Maid made a special appearance on 2 February to celebrate World Wetlands Day, and up to 30 children came along for a morning picnic.

The feedback from all ages was extremely positive and the council-run event encouraged families to discover the

Wetlands and gain an understanding about marine waste and the area's local natural flora and fauna.

"The Kingston Wetlands have evolved from being an essential stormwater management system into being a recreational reserve, where our natural flora and fauna flourishes," said the Mayor of Kingborough, Clr Steve Wass. "The creation of the area has successfully cleaned and filtered stormwater from bacteria and pollutants before they enter our waterways. It is a great showpiece which we use to educate school groups."

The Wetlands are also home to a thriving community of birds, and platypuses have been spotted swimming in the ponds. "Council carefully manages the plant life at the Wetlands and it is a great demonstration of local species, just a stone's throw from the centre of Kingston," Clr Wass went on to say. "This has been a great opportunity for Kingborough's young children to create art, learn about marine waste and enjoy our natural areas."





Time is Ripe to Consider Biomass Energy for Tasmania

Current concerns regarding energy supply in Tasmania present an opportunity to consider appropriately scaled biomass plants in the State.

“The addition of another renewable energy source would enhance Tasmania’s reputation as a renewable State,” Senator Richard Colbeck said. “A compilation of global science published in the journal, *Future Science*, shows that on a lifecycle basis, biomass can reduce carbon emissions by up to 96%.”

In 2013, Prof Andreas Rothe from the University of Applied Sciences in Weihenstephan produced a report that found Tasmania currently uses about 400,000 tonnes per year of bone dry forest biomass to generate heat – about 6.5% of Tasmania’s total energy supply.

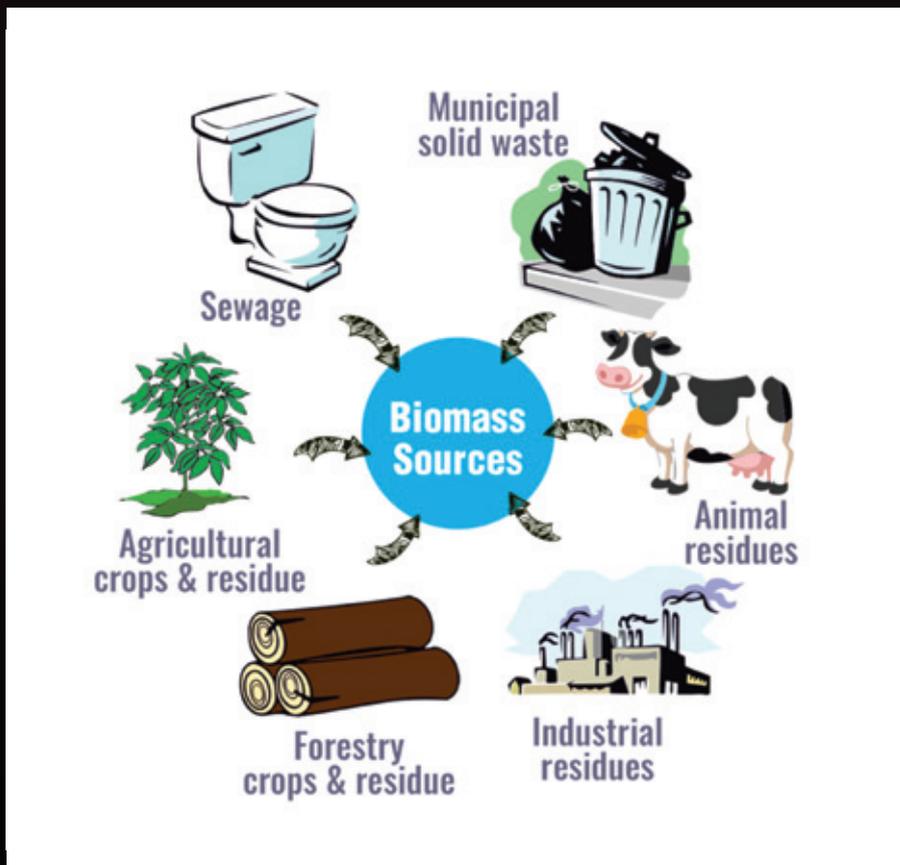
“Based on current practice in Europe, biomass could supply up to 30% of Tasmania’s energy needs without having to cut down one additional tree,” Senator Colbeck said.

The World Wide Fund for Nature (WWF) and the European Biomass Association set a target for achieving 15% of electrical production from biomass in OECD countries by 2020. “As an OECD country with effectively no renewables coming from biomass, Australia has a long way to go to meet that target,” Senator Colbeck said.

“Biomass is renewable, cost competitive with wind and cheaper than solar, and provides base load energy when

the wind doesn’t blow and the sun doesn’t shine – it just makes sense,” he said. “Biomass plants in Tasmania would create ongoing local employment and would add up to \$200 million to the economy, with the greatest benefit in regional communities.”

Senator Colbeck said a biomass plant in Southern Tasmania would assist with the forest residues and provide surety for people working in the industry in that region.





NEW water delivery stations and more

Abberfield Industries coin pre-payment for Council facilities is well known. Coin floodlighting control of tennis courts & playing fields, coin showers for caravan parks & swimming pools, space heating

& cooling, control of laundry equipment & the list goes on. There are also push button controllers.

It is however the recent introduction of CARD OPERATED WATER

DELIVERY SYSTEMS that excites current Council interest. Credit/debit card or Account card systems developed for several Queensland Councils is receiving Australia wide acclaim. Two models; both cater for tanker drivers & the general public, one based upon an 80mm mains supply, the other 50mm. Both include a 25mm outlet. Payment can be by any or all credit/ debit cards, account cards with monthly billing or coin payment.



Logan City Council

Just one of Abberfield's customers explains:

'When the infrastructure that is critical to supplying residents with vital water for everyday living was due to be retired, Logan City Council needed a solution that would fill its existing need, while streamlining its service delivery.

'Logan contains a large rural area, and not all of the city's residents are connected to reticulated (or "town") water supplies, meaning that a large number of residents are dependent on tanker water; either from professional delivery drivers, or self-driven. After scoping a replacement, market research began

with the following criteria: a small-footprint-utilised credit card, rather than a tag or proprietary card system, which would cater for small volume & large volume customers. 'The first unit was installed in August 2015, & has been performing smoothly since. **Abberfield Industries was placed under very tight time pressures, & fulfilled the brief, including design & development, admirably.**

'The end product has been a significant advancement on the preceding implementation, & is a credit to Abberfield Industries' ability as a supplier'

– Michael Kenyon, Program Leader.
Water Business & Customer Management, Logan City Council



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COUNCILS Achieve Significant Savings Sharing Services

Sharing services and information technology will save councils up to \$2.3 million this financial year. The Local Government Common Services Joint Venture, comprising seven southern Tasmanian councils, says this result, after less than one year in operation, is expected to grow significantly in the future as more councils see the merit of sharing services and become involved.

Currently, some 1,200 hours of services are being exchanged each month, equating to approximately nine full-time equivalent staff members working between the councils. An estimated 15,000 hours of services are expected to be exchanged between councils this financial year, providing \$1.2 million in savings to the group.

In addition to the Joint Venture, councils sharing the Local Government-developed Microwise software are achieving annual savings of \$1.1 million by not having to use alternative, more expensive software. Currently, 27 councils use the Microwise VacciWise software and 18 councils use the PropertyWise solution.

The success of the Tasmanian initiative is being recognised, with four Northern Territory (NT) councils joining the Joint Venture and a number of other interstate councils currently considering membership. By doing this, they gain access to the resources, skills and expertise of the seven participating Tasmanian councils, as well as the other NT councils, and will be able to provide services and advice to those councils.

The Northern Territory's Palmerston City Council had looked closely at the Tasmanian initiative and saw it as the best way forward to serve ratepayers. They saw the advantages of joining an already-established Tasmanian model, rather than set up a separate venture.

City of Palmerston Mayor Ian Abbott said the City of Palmerston is excited to participate in the Common Services Joint Venture and continuing to build strong relationships with Tasmania's Local Government community. "We are the extreme opposites geographically, and yet so very similar in the issues we face," Mayor Abbott said. "Working towards solutions such as the Joint Venture will have a very positive impact on our council and community."

The independent Chairman of the Local Government Common Services Joint Venture, Peter Murfett, said the value of sharing common services could not be overestimated and went far beyond the millions of dollars saved. "It is a clear demonstration of the increased efficiency being achieved by the member councils and in fact, formalises and significantly expands previously ad hoc arrangements where councils shared knowledge and skills," Mr Murfett said. "Importantly, the councils maintain their independent decision-making and preserve local democracy.

"Participating councils now have a better appreciation of the benefits of sharing services, understanding that it provides

opportunities for increased revenue and staff subsidisation, as well as accelerated learning outcomes for staff working in a range of environments.

Mr Murfett said the Local Government Common Services Joint Venture was delivering valuable savings and new efficiencies to the participating councils. "This is being achieved through increased collaboration between councils, joint investment in human resources, assets and information technology, implementation of common systems, processes and procedures, and increased human resource and asset utilisation.

"The future will see our Joint Venture implement cloud solutions to further reduce IT costs and create a seamless platform to conduct work for any council from any location with a virtual office reducing the disadvantage of isolation.

Current members of the Common Services Joint Venture are: Brighton, Central Highlands, Glenorchy, Huon Valley, Sorell, Southern Midlands and Tasman Councils, and the City of Palmerston, Litchfield, West Arnhem and Coomalie Community Government Councils in the Northern Territory. The Glamorgan Spring Bay, Derwent Valley, West Coast and Flinders Councils also use the Joint Venture's services.



Planning is just one of the many Local Government functions provided under the Joint Venture Agreement, with planners providing services for a number of councils

Funerals versus Ferraris: Should ex-students use super for HELP debts?

WAYNE DAVY, CEO Tasplan



effective inheritance pool? Could it be used to pay the deposit on a home, to buy a car, or a Caribbean cruise?

If you're like me, your gut probably says that using super to finance a Ferrari (or even a Ford) is not the go. But what about withdrawing it to pay private school fees? Would you be so keen to pay the super guarantee if you thought it would be spent on someone's holiday home or wedding? Where exactly do we draw the line?

My belief is that super is for retirement. Using it for any other purpose just drains money away from people's nest eggs. In an ideal world, no one would dip into

What is super for? Why are you paying 9.5% into your employees' super funds?

The Association of Superannuation funds of Australia (ASFA) has 'urged caution' over a recent proposal to let former tertiary students use their super to pay off HELP debts. Except for borrowing from their parents, HELP debts probably have the best loan conditions students are going to get. Maybe they have a short-term cash flow problem but trading in super earning five or 10% a year to pay off a HELP debt increasing at maybe 3% a year makes no financial sense.

Worse, withdrawing super so early in their working lives would have a significant impact on their balance at retirement because they would miss out on the compounding effect. The proposal is slapdash stopgap thinking that would leave ex-students worse off so, good call, ASFA!

But it does open up the debate over the purpose of super. Talking it out and nailing it down is a good thing. Is super only a way to fund retirement? Should it also be a tax-

their super before they wind up their working life. But in real life, applications for early super withdrawal are at a six-year high – and three in five are approved. Desperate Aussies are tapping into their super savings early to pay for medical treatment, to modify their homes or cars, to pay down their mortgages and to pay funeral costs. In the 2013–14 financial year, the government released more than \$151 million dollars early, an average of \$12,870 for each person.

There's absolutely no doubt that having a roof over your head now can be far more pressing than having super in your account for retirement. Taking out ten grand to pay the mortgage might mean the difference between a person losing their home and hanging on to it. Providing that kind of lifeline makes sense – and we'd be pretty hardboiled not to grant early release on compassionate grounds like this.

But in some cases, people exploit the early access laws and sometimes early access makes things worse over the long-term, not better. So cruises, cars, houses, HELP debts...? I don't think so. Withdrawing money from super early should be someone's absolute last resort.



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Councils Building an Even Stronger Partnership

Having worked closely together during 2015 to formalise the new arrangement, the West Coast and Burnie City Councils have upgraded their formal resource-sharing arrangement.

"Local Government in Tasmania is facing many challenges," West Coast Mayor Phil Vickers said. "Being able to work closely with another council to share staff resources and infrastructure, where appropriate, will assist both councils in the delivery of our services to each community."

Environmental health resources from Burnie City Council are being shared with the West Coast Council, whilst succession planning in infrastructure resources, human resources and planning resources will also be developed as part of the agreement. Future shared services and career development opportunities will be explored throughout the term of the agreement, which will be reviewed in 2017.

"We need to continually identify and implement efficiencies, and we believe that in entering this agreement, both council's will benefit whilst allowing us to maintain our individual identities," Burnie Mayor Anita Dow said.

The arrangement has already fostered stronger relationships between staff from both council's outside of the formal agreement, with Burnie City Council providing a waste collection truck to the West Coast after theirs broke down. This assistance ensured the West Coast kerbside garbage



One of the great outcomes of the new partnership has been the use of Burnie City Council's waste collection truck when West Coast Council's truck was out of action

collection service was able to be completed with minimal delays.

"This is indicative of the commitment of both council's to building a strong partnership and to providing assistance between each other where possible," Mayor Vickers said.

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Strategic Risk Vs Operational Risk: Can You Tell the Difference?

GRAHAM MARSHALL, MANAGING DIRECTOR
RiskComply

Do you understand the difference between strategic risk and operational risk?

Many strategic risk registers, maintained by boards and senior executives in organisations, confuse the two and frequently register operational risks as strategic risks.

My understanding of strategic risk is something that is outside the control of the organisation - external influences from the

environment within which you are operating. Examples include risks associated with the legislative environment, the regulatory environment and competitive environment. If a government organisation reduces funding without any commensurate reduction in responsibilities, that is a strategic risk to the organisation. For a council, an amalgamation of a number of councils is a strategic risk. But I often find that strategic risk registers include things like a major fraud event, or when somebody dies, however these are operational risks.

Yes, they might have strategic consequences, or consequences that affect the organisation, but they still need

to be managed at the lower levels of the organisation and operated up to the Board. It is not the responsibility of the Board to manage those types of risks. They need to be focusing outward in the operating environment. Why? Because they're setting the strategic direction of the organisation and need to be aware of the external environment so they can adjust strategic direction if necessitated by a change in that environment.

If Board members are continually focused on matters in the operational area, they might miss those triggers that mean they need to change their strategic direction. So the lesson is for the Board and senior management in terms of strategic risk – look outward. Your CEO and managers are focused on managing operational risks so they can achieve the strategic direction that is being set by the Board.

As a Board, if you focus on managing operational risks, you are going to become mired down with those. Not only that, it is not your responsibility - that's the CEO's job. So have a look at your strategic risk registers and ask yourself how many of those risks are actually strategic?

For enquiries, contact RiskComply on (03) 6239 310, or visit www.riskcomply.com.au.

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LOCAL COMMUNITY INFRASTRUCTURE AT RISK

A significant proportion of Australia’s local community infrastructure is at risk of disrepair – with an estimated \$27 billion of community facilities in need of significant renewal – and more Federal Government support is needed to restore them, according to the Australian Local Government Association (ALGA).

In its budget submission put forward for consideration in the Federal 2016-17 Budget, ALGA proposed a Local Government Community Infrastructure Program of \$300 million per annum for five years to fund the renewal and maintenance of existing community infrastructure, with the aim of stimulating local economic opportunities and creating an estimated 5,000 jobs to promote economic development where it is needed most, particularly in rural and regional communities.

The proposal was developed following findings in the 2015 National State of the Assets: Roads and Community Infrastructure Report which estimated that 11% - or around \$27 billion – of community infrastructure is in poor, or very poor condition and in need of replacement, maintenance, or upgrades, with some infrastructure being physically unsound or beyond rehabilitation.

Mayor Troy Pickard, President of ALGA, said ALGA acknowledges the Government’s commitment to restrain expenditure responsibly, but these constraints should not be at the expense of support for essential community services or investment in infrastructure and initiatives that are vital to the sustainability of local communities.

“The findings in the 2015 State of the Assets report show that councils do not have the financial resources to bring community infrastructure up to a reasonable condition and are facing the ongoing challenge of a decades-long backlog and underspend on community infrastructure, which has limited their capacity to develop their communities and contribute to local and regional development,” Mayor Pickard said. “Support in the May Budget of a Local Government Community Infrastructure Program would help build resilience and increase the overall prosperity of our communities.

pitt&sherry pavement deflection testing



It is common for decisions regarding the allocation of road maintenance funding to be based on road surface defect observations. The limited nature of this information often leads to inappropriate rehabilitation treatment programs with potential misalignment with maintenance budgets and with the long term lifecycle management of the road manager’s most valuable asset.

pitt&sherry can assist government at all levels with the assessment of insitu pavement strength utilising

a range of in-house tools and expertise to optimise rehabilitation programs to align with allocated budgets.

pitt&sherry own and operate the only deflectograph trucks in Tasmania which can be utilised for full network pavement strength assessment or individual road testing. To support the data collection, pitt&sherry have developed proprietary software for data analysis and presentation to clients. The data outputs can be tailored to suit individual needs and integrate with asset management software systems.

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LIGHTENING THE LOAD of Heavy Vehicles on Bridges

The condition, functionality and capacity of Australian bridges continue to cause concerns for local governments following the requirements of the National Heavy Vehicle Regulator (NHVR).

"Many bridges in Australia have aged or deteriorated to the point where making a knowledgeable response to the NHVR can be difficult," explained Andrew Sonnenberg, Bridge Engineering Manager at Pitt & Sherry. "Findings in the Australian Local Government Association's (ALGA) 2015 National State of the Assets report, combined with NHVR requirements and an industry push for heavier vehicles, demonstrates the importance for local governments around Australia to improve their knowledge and databases on these structures with current load assessments," he said.

According to the report, only 35% of local governments believe their timber bridges are in a 'good to very good' condition, while 50% of councils responded that the functionality and capacity of their timber bridges is 'good to very good'.

For concrete bridges, only 72% of local governments responded that their concrete structures are in a 'good to very good' condition, while only two thirds believe the functionality and capacity of their concrete bridges is 'good to very good'.

"The responses in the ALGA report indicate that there is still a significant percentage of bridges managed by local governments that are likely not up to the required standard for the demands of today's heavier vehicles," Mr Sonnenberg said. "With local governments aiming to improve these figures to 100% to help follow the requirements of the NHVR, as well as increasing demands, it is critical that load assessment data on their structures are up-to-date."

A Proactive Approach to Heavy Vehicle Load Assessments

Many ageing and deteriorating structures have been constructed over the past 100 years to a range of design standards, and in a range of construction types. Last year's introduction of the National Heavy Vehicle Regulator (NHVR) – Australia's first national, independent regulator for all vehicles over 4.5 tonnes – made it critical for asset owners to improve their understanding of the bridges they manage.

The NHVR has changed the processes for applying for a permit to run larger vehicles, such as B-Doubles, road trains and other vehicles types, including oversize and overmass (OSOM) vehicles. Tasmania's Department of State Growth has recognised this situation by delivering initiatives that now



allow local governments to quickly assess its key road routes for heavy vehicles.

Pitt & Sherry was engaged by the Department of State Growth to work with local councils in North West Tasmania to assess key routes on their road network for heavy vehicles. Strategic road networks were identified and structural assessments of bridges critical to these networks were provided, as well as a review of road geometry requirements. The project included the review of over 160 structures and the assessment of over 330 roads.

"The structural assessment of the bridges accommodates the OSOM vehicles that plan to use the strategic routes," Mr Sonnenberg explained. "The project has also determined the capacity of each route to accommodate particular OSOM within an acceptable factor of safety."

The assessments are reflected in a series of maps – both GIS enabled and web-based – showing the capacity of each route to accommodate the specific vehicles in the Tasmania's OSOM and SPV reference vehicle guide.

Mr Sonnenberg said, "This is a proactive response to both Tasmania's ageing and deteriorating infrastructure, and the introduction of the NHVR, which will allow industry to operate with improved efficiency on the State's transport network."

"This has been delivered using a collaborative approach between Pitt & Sherry, the Department of State Growth and local governments," he said.

Tasmania's Sewerage Problems Now on the Map

TasWater's Chief Owners Representative and Mayor of the Northern Midlands Council, David Downie is pleased that the Federal Government has recognised the need to assist TasWater in addressing its ageing sewerage infrastructure, with the announcement that Tasmania is seen as a priority in Australia's Infrastructure Plan.

In its latest assessment, the upgrade of sewerage in Launceston, Hobart and Devonport has been elevated to the infrastructure priority list. The projected cost of the capital projects needed to be completed over the next 10 years, in order to bring Tasmania's ageing and in many cases failing water and sewerage infrastructure up to modern day standards, is in the order of \$1.7 billion. Mayor Downie said TasWater is only able to fund \$1.2 billion of that by itself, with an extra \$500 million required from other sources to finish the work.

The infrastructure priority list states that the underperformance of a large number of ageing treatment

plants leads to both health and environmental outcomes which fail to meet modern day standards. It goes on to highlight the threat that this has to Tasmania's clean, green status.

"These projects will activate commercial, industrial or residential development across the State through the release of strategically important land, including in proximity to a number of major projects at the planning stage, such as the \$1 billion Macquarie Point redevelopment in Hobart," Mayor Downie said.

TasWater Chairman, Miles Hampton, said with this announcement, TasWater can continue with detailed plans to undertake these major upgrades and work with all levels of government around funding requirements.

The upgrading of Launceston, Hobart and Devonport's ageing sewerage infrastructure has been elevated to the infrastructure priority list



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The old Lake River Bridge will soon be replaced with the support of an Australian Government Bridges Renewal Program grant



LAKE RIVER BRIDGE TO BE REPLACED

Northern Midlands Council has secured an Australian Government Bridges Renewal Program grant of \$700,000 towards the replacement of the old Lake River Bridge with a two-lane, state-of-the-art, concrete bridge.

The Lake River Bridge on Macquarie Road, 12kms south of Cressy, is an ageing single lane, wooden bridge, built in 1992, and is at risk of having a weight limit imposed. Without a replacement, the many heavy vehicles in the Macquarie District that use the bridge would need to make a lengthy detour of up to 100kms.

Federal Member for Lyons, Eric Hutchinson MP said the Bridges Renewal Programme underpins the Government's support for local infrastructure, which is vital in ensuring

communities and local businesses have easy and safe access to essential services, traffic movement and the efficient transportation of road freight.

Mayor David Downie said the icing on the cake is that the new bridge will be realigned to address approach safety issues and thus the old bridge can be used whilst the new bridge is being constructed. "We thank our local Member, Eric Hutchinson MP and the Federal Government for their support," he said.

The total cost of the project is \$1,439,000 and Northern Midlands Council will fund the balance of the cost. The new, concrete bridge will have a life of 100 years, in comparison to wooden bridges that have an average life of 23 years.

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MAXIMISING EFFICIENCIES BY REUSING INFRASTRUCTURE

Reuse of existing materials on transport infrastructure projects facilitating residential, commercial and industrial developments is proving to be a valuable way of optimising design and construction efficiencies.

With Australia's population estimated to rise as high as 48 million by 2061¹, more than \$50 billion² is being invested in transport infrastructure by the Australian Government to support growth throughout the 21st Century. A key challenge of this investment will be delivering transport outcomes that maximise cost and time efficiencies while safely supporting growth in residential, commercial and industrial areas.

David Coe, Director at Pitt & Sherry, explained that for Australia's transport infrastructure to successfully meet the growing demands of stakeholders while optimising investment, future projects will increasingly be brownfield developments, where existing infrastructure is modified and/or refurbished to meet future expectations. "With extensive residential, commercial and industrial development required to support Australia's population growth, designing transport infrastructure that is 'fit-for-purpose' with a high level of efficiency through extending the useful life of existing assets will be essential," said Mr Coe.

Identifying Reuse

A road upgrade project that supported an Australian aquaculture development presented Pitt & Sherry with an ideal opportunity to optimise efficiencies through the reuse of existing road pavement. The major access road to the industrial development required widening to accommodate for an increase in traffic, in particular, heavy vehicles.

With no previous condition data for the road, deflection testing of the pavement was carried out using a Deflectograph truck to evaluate the strength of the existing pavement. Pavement test pits were also carried out along the road to assess the quality of the existing pavement materials. The information was analysed to inform development of a pavement design which maximised reuse of existing pavement materials.

Deflectograph Truck

Using Deflectograph testing, an efficient, automated, non-destructive method to evaluate the structural condition of pavement surfaces, has been vital in identifying where reuse of infrastructure is possible on transport infrastructure projects. The road upgrade project was also ideal for use of



Deflectograph testing is an efficient method to evaluate the structural condition of pavement surfaces and identify opportunities to reuse existing materials to avoid the significant costs associated with using new materials

the Deflectograph truck as it measured the condition of a substantial length of previously unassessed road.

"The Deflectograph is better utilised over larger areas to provide a thorough report of the overall pavement condition, in terms of factors such as pavement stiffness and variability," said Mr Coe. "On the road upgrade project, the client was able to make a comprehensive decision about the reuse of existing materials, avoiding the significant costs associated with using new materials."

Each year, Pitt & Sherry tests about 500km of pavement throughout Australia with the Deflectograph truck.

For enquiries regarding Deflectograph testing, please contact David Coe, Director Pitt & Sherry on (03) 9682 5290, or email dcoe@pittsh.com.au.

1 [http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/3222.0main+features32012%20\(base\)%20to%202101](http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/3222.0main+features32012%20(base)%20to%202101)

2 <http://investment.infrastructure.gov.au/>

MANAGER'S RESOURCE

DIRECTORY

March 2016



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06 January 2016

Re: Tasmanian Government C150 Contract

Dear Keirran and the FXBC Tasmania Team

I wanted to congratulate you and the team at the Fuji Xerox Business Centre Tasmania (FXBC) on your successful appointment to the Tasmanian Government Information Communications and Technology Hardware (C150) Contract.

Your success is a testament to the great work in preparing FXBC to meet the needs of government customers across Tasmania. This is also great news for government customers in Tasmania as it means they will now have access to Fuji Xerox products including our market leading multi-function devices (MFDs).

Your success is also great news for Fuji Xerox Australia as it completes our presence on all state and federal government contracts around the country with Tasmania being an important member of this community.

Once again well done and we look forward to working with you and your team as you aim to exceed the expectations of customers across Tasmania.

Sincerely,

Neil Whittaker

Senior Managing Director
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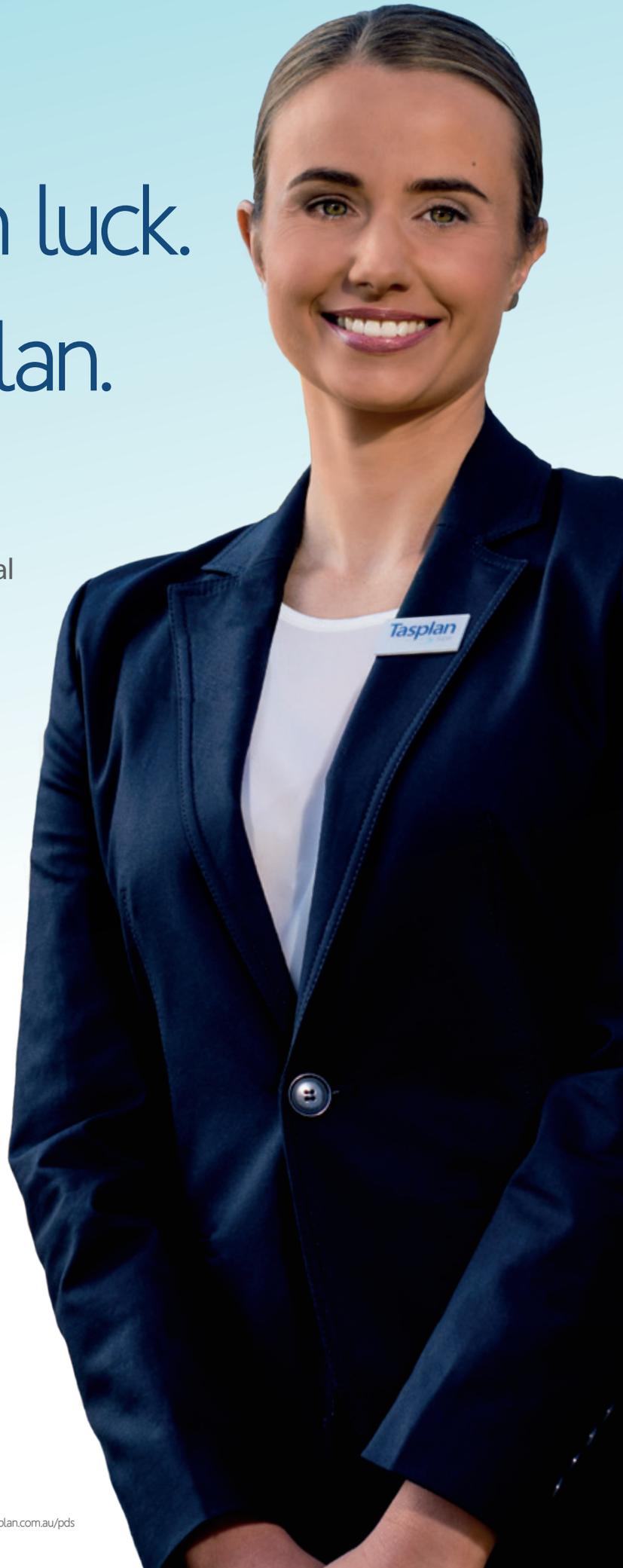
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