

LGAT

Local Government Association Tasmania

NEWS

June 2016

P.P. No. 100003422

**SPECIAL
LIFT-OUT!**
Meander Valley
Regional Feature

Clarence Youth Flying High

Working Together to Achieve the Vision

Preview of the 2016 LGAT Annual Conference

Keeping Ethically Fit

Five Minutes with Mayor Duncan McFie

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Inside this issue



Local Government Association Tasmania



13



19



34



35

President’s Report 2

Chief Executive Officer’s Report 3

Policy Perspectives 4

Faces of Local Government 6

News and Reviews 9

People and Performance 29

Health and Wellbeing 31

Environment 34

Business and Finance 37

Roads and Infrastructure 38

Managers’ Resource Directory 43

Regional Feature - Meander Valley Council..... Centre

Cover Photo: Australian skateboarding champion, Renton Millar, wowed the crowd with his skills in the Big Bowl

Photography by: Tony Lomas



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Adequate Funding Key to Vibrant and Sustainable Communities

MAYOR DOUG CHIPMAN, PRESIDENT
Local Government Association of Tasmania

As you read this article, the nation will have become increasingly focused on the forthcoming Federal Election. In the lead-up, the Local Government Association of Tasmania (LGAT) was pleased to be able to consolidate those matters of key importance to our members in our advocacy document, *Partnering for Prosperity*.

You might wonder why LGAT should engage in the Federal Election process. It is important to remember that LGAT represents all Tasmanian councils with 263 elected members, nearly 4,000 employees and half a million constituents. One of the key objectives of LGAT is to foster and promote relationships between Tasmanian Local Government with both the State and Federal Governments.

A key strength of the Association is how we work collaboratively with others to build our arguments and deliver outcomes for the Local Government sector. In developing this submission, we consolidated feedback from our members, regional Local Government authorities and other relevant stakeholders. We also ensured alignment with the priorities developed by the Australian Local Government Association, of which we are a member.

Ultimately our submission seeks a range of investments that will serve the nation well in increasing productivity and securing the wellbeing of all communities. However, the highest priority for our sector is appropriate funding levels commensurate with the growing statutory and community roles played by councils, and the increasing costs of providing quality infrastructure and services to deliver vibrant and sustainable communities.

The decision, for the 2014-15 Federal Budget to freeze the indexation of Financial Assistance Grants (FAGS) for three years is having a significant long-term impact on councils.

Over the three-year period, it represents almost \$1 billion that will no longer be available to communities. The immediate restoration of the indexation of FAGs is the top priority for all councils and is vital to ensure equitable access to facilities and services across communities. The total loss to Tasmania over the three years is more than \$17 million. As a small state with predominantly rural/regional councils, the impact is significant.

Beyond the consideration of indexation, our sector notes that while the expectations and functions of Local Government have grown over time, the grants - as a proportion of overall Commonwealth taxation revenue - have fallen, and now stand at less than 0.6%. It is important that not only are the FAGs maintained but that they have the ability to grow in step with the actual costs faced by councils - particularly the rise in the cost of providing and maintaining infrastructure that is vital to the health and productivity of the nation as a whole.

Other key priorities identified in *Partnering for Prosperity* included making this year's doubling of Roads to Recovery funding permanent, locking in an ongoing program of funding for renewing bridges, investment in key freight routes and related infrastructure, the establishment of a national community infrastructure fund, investment in water and sewerage infrastructure improvement and upgrade projects across Tasmania, a dedicated program to support natural disaster mitigation and investment in key regional economic development projects such as the University of Tasmania's campus expansion in the North and North West of the State.

To the Tasmanian candidates running for the Federal Election, I wish you well in your endeavours. Entering public office is never without challenges and I commend all those who are prepared to invest the time and effort to advocate for our communities and our nation.



When Life Gives You Lemons, Make Lemonade: Building Resilience

DR KATRENA STEPHENSON, CEO
Local Government Association of Tasmania

What factors build personal resilience? Listening to Rabia Sabbique's story at the recent Local Government Professionals Australia conference made me ponder this question. (See www.rabiasiddique.com/)

Rabia told an amazing story of courage, perseverance, leadership and how one person can make a difference. She is survivor of childhood abuse, a former terrorist and war crimes prosecutor, international humanitarian, retired British Army Officer, Iraq hostage survivor and mother of triplets. She battled discrimination, severe and chronic health problems, and trauma. She took on systemic prejudice and won. She left us in no doubt of her strong personal resilience even when we were wondering how she kept going.

So what is resilience? How do people deal with difficult events that change their lives? Put simply, resilience is the ability to roll with the punches; to bounce back. Beyond that, it can be about turning an adverse situation into positive outcomes. Resilient people can cope with change - they can also embrace it and lead it. Personal resilience can be "viewed as a kind of sustainable, robust form of self-esteem"¹.

There are numerous resources freely available to help you understand personal resilience, assess your own resilience and to support building your capacity in this regard. In assessing your levels of resilience, the sort of questions to ask include:

- Do you keep a positive attitude during difficult situations?
- Do you have skills to help you relax and manage stress?
- Do you have a network of people who offer you support?
- Do you take good care of yourself?

In building your personal resilience you need to:

- Focus on similarities rather than differences;
- Be encouraging and open to new talent, opinions and ideas;
- Be prepared to call upon others and ask for help. Make connections;
- Allow for intuition and trust your own judgment;
- Behave responsibly and authentically;
- Undertake reflective decision-making – slow down and be aware;

- Be realistic in your planning and goal setting, and accept that change is part of living;
- Take a positive view of yourself, your strengths and abilities; and.
- Take care of yourself emotionally and physically.

Personal resilience is particularly important when you are faced with significant change. In Local Government, particularly at the moment with a multipronged reform agenda at play, change really is the only constant. Change and the resultant lack of stability can lead to increased emotions such as fear, anxiety, stress and increased conflict. In general, we don't like to feel 'out of control'. All of us tend to feel our most confident and competent when things are stable and predictable.

It is important to remember that resilience is "ordinary, not extraordinary. People commonly demonstrate resilience"². However, applying a range of personal strategies will mean that the innate ability to be resilient is strengthened and the opportunity to turn setbacks into positive and sustainable change is enhanced.

- 1 <http://www.refresher.com/personal-resilience/>
- 2 <http://www.apa.org/helpcenter/road-resilience.aspx>





Working Together to Achieve the Vision

DION LESTER, POLICY DIRECTOR
Local Government Association of Tasmania

In early May, the first progress report on *Tourism 21* was released. *Tourism 21* (T21) is the partnership agreement between the Tasmanian Government and the tourism industry, represented by the Tourism Industry Council Tasmania. The five-year strategy, released in November 2015, outlines their shared commitment to the growth and development of Tasmania's visitor economy and highlights four priority areas that the Government and industry will work together on. They are: growing demand for travel to Tasmania; expanding air and sea access; investing in quality tourism infrastructure; and building capability, capacity and community.

The first progress report provides a positive picture of how things are tracking, with Tasmania attracting 1,153,300 visitors in 2015, 8% more than the previous year and a new record for visitor numbers to the State. Of these, 45% came for a holiday, 27% came to visit friends or relatives, and business event travellers accounted for another 21%.

Other achievements within the last six months include the:

- Completion of the Cradle Mountain Master Plan;
- Completion of four destination action plans covering King Island, St Helens, Greater Hobart and George Town, with a further five plans underway for the West Coast, Triabunna, Tasman, Tamar River and Bruny Island;
- Completion of the Northern Tasmania Nature Tourism Audit;
- Development of a North-East Mountain Biking Strategy; and
- Commissioning accommodation audits for Tasmania's East Coast and North West, including King Island.

Local Government already plays a significant role in economic development and tourism through the provision and maintenance of social and built infrastructure, land use planning, community engagement and by supporting existing business and future opportunities for sustainable development. The sector will play a pivotal role in further investment in quality tourism infrastructure, and building the communities capability and capacity to support increased visitation.

Local Government is a significant investor in the infrastructure which is integral to building a competitive and productive economy. Alongside its strategic investment in public

infrastructure, Local Government also plays a role in creating a positive environment for private investment that supports and enhances visitor experiences.

T21 recognises that all spheres of government are increasingly working together to plan and deliver the infrastructure and services needed to facilitate economic development and visitor services in particular. These linkages with State Government and the private sector enable Local Government to tailor their business support and attraction strategies alongside infrastructure delivery to ensure their communities are investment ready. The greatest benefits are realised when all levels of government work together across the planning, delivery and maintenance of infrastructure.

Alongside this collaboration between State and Local Government is the prioritisation of tourism infrastructure development, regional development and strategic land use planning which are also of critical importance. Councils work with communities to create a blueprint to guide the use of land to achieve a balance of economic, environmental and community values. They actively work with proponents to ensure that development is appropriate to the location – before the council assesses the development application in its role as a planning authority.

T21 recognises Tasmania's great strength is the authenticity of our place. People and our local communities are central to this. Local Government is the closest level of government to the community and as such, councils are in a unique position to identify community needs and make sure those needs are met.

Local Government delivers an extensive range of services and manages a large array of assets while also being adept at managing big picture issues and priorities at the local level. It is these skills that will support the State Government and tourism industry in achieving the T21 vision – for Tasmania to be a world-leading destination of choice, supported by a community that embraces visitors and all the benefits they bring.

The T21 Progress Report is available at www.t21.net.au/.





Disability Access Under the Spotlight

KATE HISCOCK, SENIOR POLICY OFFICER
Local Government Association of Tasmania

Local Government aims to provide equal access to all community members to participate fully in community life, regardless of their physical or mental capabilities. An individual's impairments alone do not disable; the attitudes, assumptions, processes and structures in our community also play a significant role.

An environment that is accessible and inclusive has benefits for all community members. For example, the provision of wide pavements and ramps is essential for those using wheelchairs but also significantly assist parents pushing baby strollers, as well as older people using walking aids.

Accessible environments are necessary for participation in civic life and essential for education, health and employment. Lack of access can exclude people with disabilities, or make them dependent on others.

In 2015, just over half of Australians aged 65 and over reported living with a disability. In Tasmania, in addition to having one of the oldest populations, we also recorded the highest rate of disability prevalence (25.2%) for people living in households (ABS, 2015).

Tasmanian local governments, through the Australian Local Government Association, and the Tasmanian Government are signatories to the *National Disability Strategy* (NDS). The NDS represents an intergovernmental approach to improving the lives of people with disability and providing leadership for a community-wide shift in attitudes.

The Local Government Association of Tasmania has partnered with the Local Government Division of the Department of Premier and Cabinet to form a Disability Access Working Group. Auspiced under the Tasmanian Government's *Tasmanian Disability Framework for Action 2013-17*, the aims of the working group include:

- Identifying what Tasmanian councils need to enhance capacity to better deliver information, services, employment opportunities and facilities that are accessible to people with a disability;
- Developing and promoting resources based on best practice to guide Local Government; and
- Facilitating information sharing, building networks and raising awareness.

A first initiative of the working group was hosting a statewide capacity building forum earlier this month for Local Government staff on disability access. Recognising that impairments will affect many people in some form as they live their life, council staff from a variety of activity areas were encouraged to attend. The forum aimed to share experience and knowledge to:

- Hear ideas, identify issues and discuss opportunities for improvements;
- Provide an opportunity to share knowledge, skills, experience and resources;
- Encourage networking, relationships and collaboration; and
- Strengthen the capacity of Local Government to promote and support disability access.





Meander Valley Council's General Manager will step down in August

he provided the support for Council to progress the expansion of the Hadspen township and was instrumental to securing funding for the Barnbogle Dunes golf development. Greg has also been a strong advocate of careers in Local Government and watching young people progress their council careers has been a highlight.

Meander Valley Council Mayor Craig Perkins said, "In accepting Greg's resignation, it is fair say that he will be a loss to not only Meander Valley but the Local Government sector in Tasmania generally. The Council staff have tremendous respect for Greg and the way he manages the organisation, which speaks volumes of Greg's character and capacity. We will certainly miss him when he concludes his service."

Meander Valley Council General Manager Resigns

On 5 August, Meander Valley Council's long-serving General Manager, Greg Preece, will step down from the position after 30 years' dedicated service to the Local Government sector.

Greg began his career in Local Government in 1985 with Launceston City Council as a manager of the outside works department and in 1996, he presided over the successful restructuring of the 200-strong workforce. In 1999, he took on the role as General Manager at Dorset Council, where he stayed until 2005 before moving to Meander Valley Council.

During his career, Greg served two terms (six years) as the Local Government representative on the Premier's Physical Activity Council and instigated Meander Valley Council's health and wellbeing program which has achieved great outcomes for the community. Greg developed a policy which led to the establishment of the Westbury Industrial Estate that will become a major employment hub for the area, and established a Sustainable Environment Committee which has led to multiple energy saving projects throughout the community.

In previous roles, Greg received awards for developing a night works program to undertake the upgrade of the Launceston CBD,



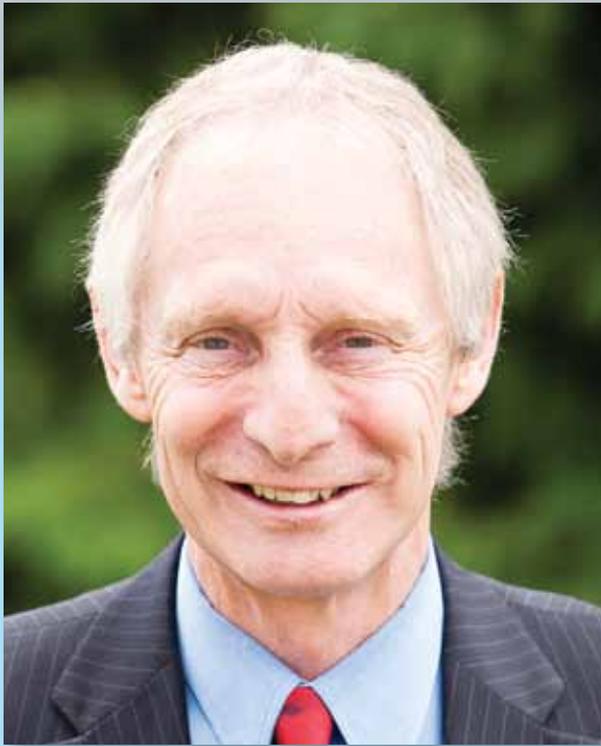
LG Pro and LGAT Welcomes New Staff Member

On 16 May, The Local Government Association of Tasmania (LGAT) welcomed Alyce Jordan to the team. In her new role, Alyce will wear two organisational hats. For three days a week, she will serve as the Executive Officer of Local Government Professionals Tasmania, supporting the Board and rolling out their programs, and the remainder of her time will be spent working for LGAT on the Professional Development Program.

LG Professionals Tasmania and LGAT have developed a strong working relationship over the last few years and in October 2015, signed an MOU to solidify the relationship. A joint position to leverage off similarities and ensure better coordination of effort and spread of product across the sector seemed a natural next step.

Previously, Alyce was the Business Excellence Manager for Oak Tasmania and she has a strong community services background. While she is new to Local Government, Alyce has hit the ground running and will soon become a familiar face around the sector.

Newly appointed Executive Officer, Alyce Jordan



West Tamar General Manager Announces His Retirement

West Tamar Council's General Manager, Ian Pearce, has announced his retirement from Council on 19 August, following 17 years in the position and four years previously as Financial Services Manager.

One of the largest achievements during his tenure at West Tamar is the establishment of the \$13 million, state-of-the-art Windsor Community Health and Wellbeing Centre, located at the Windsor Recreation Precinct, offering a range of health services. The Precinct has continued to grow and now offers a multipurpose pavilion overlooking the cricket and football grounds with a function room and conference facilities, situated above office space that is available to external organisations. The development has been a resounding success for the region

Ian oversaw the transition of the loss of water and sewerage services from Council and the resultant \$1 million drop in revenues Council had to absorb. Ian also played a pivotal role in the planning of the Legana structure plan which has involved \$13.5m being incorporated into Council's long-term financial planning to provide for future recreational and infrastructure investments in Legana.

After 21 years with West Tamar Council, General Manager, Ian Pearce has announced his retirement

West Tamar Mayor Christina Holmdahl said Ian is held in very high regard among his peers and has developed many long-standing relationships in Local Government through his strategic thinking and willingness to assist other councils in resource-sharing arrangements.

"Ian's contributions to the West Tamar Municipality over the past 21 years have been outstanding. His open and supportive approach has always been appreciated by his team, and his approach to financial management has placed this Council in an enviable position and stands it in very good stead for the decade ahead," said Mayor Holmdahl.

"The staff and the elected representatives of the West Tamar Council wish Ian a long and happy retirement with his wife, Anne, and his family. He will be very much missed," she said.



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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.

www.ctman.com.au

Five Minutes with Mayor Duncan McFie

King Island Council

How long have you resided on King Island and what attracted you to the area?

Twenty-five years ago I was sent here against my will to teach. I knocked the job back three times until the Education Department informed me that, unless I took the job on King Island, I wouldn't be offered another one.

What motivates you in life?

People motivate me - the community, my colleagues, friends and family. This in turn makes me want to be the best I can with my mayoral responsibilities, my teaching responsibilities and rebuilding King Island Cloud Juice (my bottled rain water business) post global financial crisis. I'm also motivated by Jon Stewart of *The Daily Show*, who has helped me with critical examinations of all things political.



Mayor Duncan McFie enjoying some snow skiing on the slopes of Courchevel in the French Alps

Name three qualities that you appreciate most in people?

Empathy, critical thinking and a sense of humour.

How do you like to spend your free time?

I don't have much free time but enjoy snow skiing, usually twice a year.

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

A pilot, an architect and, most importantly, a ski instructor.

Name three occupations you have held.

1. Assistant manager Coles/Myer
2. Food and beverage operations at a number of hospitality businesses
3. Music teacher K-10, Health Teacher 7-10 (current position)

What motivated you to become involved in Local Government?

Like everyone else, I wanted to make a positive difference. In 2006, I ran for Council promising to get rid of plastic bags on King Island. Once elected, I couldn't convince the majority of Council to ban plastic bags so I convinced the majority of the retailers that it was in their interest to do so - which they did.

How many years have you served as:

Councillor – 10

Mayor – 2

What do you enjoy most about your role as Mayor?

I enjoy connecting people together and seeing things happen rather than just talk festivals. Also, seeing our current Council have thorough, respectful and thoughtful debates on issues that leave us all content with the outcome. (Well I'm pretty sure we are content!)

What kind of advances would you like to see on King Island?

King Island is currently experiencing unprecedented interest, growth and development. This is primarily off the back of two new golf courses which have catapulted us onto the world stage, with the Cape Wickham course being ranked 3rd best in Australia and 24th in the World. This is forcing us to deal with a range of challenges around attracting and accommodating new people to the Island and up-skilling our current workforce. There is also the need for more visitor accommodation due to the influx of tourists. I would also like to see improved telecommunications, sealed roads, greater community engagement with Local Government issues and our main street beatified.

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

Probably the most significant moment was opening our new \$1.7 million airport terminal this year which Council owns and operates.

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

Saying who makes the best coffee on the Island during a radio interview and subsequently being challenged by the real best coffee makers on the Island - whoops!

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

LID and LEG

If you can do nothing about solving a problem at the moment then "Let it Develop" (LID), and if you have done your absolute best to solve a problem but it hasn't worked out then let it go, move on. This is called "Leg of Lamb".

What word best describes you?

Busy

Good Governance Guide for Local Government in Tasmania



(L-R) Premier Will Hodgman, LGAT President, Mayor Doug Chipman and Local Government Minister, Hon Peter Gutwein MP at the launch of the Good Governance Guide

On 19 May, the Premier, the Minister for Planning and Local Government, and the President of the Local Government Association of Tasmania jointly launched the *Good Governance Guide for Local Government in Tasmania*.

Good governance is critical to councils' ability to effectively serve the best interests of Tasmanians. The *Good Governance Guide* aims to build a better understanding of, promote and enhance good governance in Tasmanian councils.

The guide provides information across a range of governance topics including:

- Acting with the highest ethical standards;
- Understanding roles;
- Fostering trusting and respectful relationships;
- Showing a commitment to risk management;
- Engaging in effective strategic planning;
- Following a transparent and accountable decision-making process;
- Making decisions that promote the interests of the community they serve;
- Understanding and abiding by the law; and
- Committing to continuous improvement.

The guide is based on extensive research and brings together existing resources, information on different areas of good governance, relevant legislation and regulations, and useful links to external sources to create a comprehensive and uniquely Tasmanian resource for elected members. In doing so, the guide creates a common standard and shared language around good governance.

The guide is an initiative of the Premier's Local Government Council's Role of Local Government Project and was developed in consultation with a reference group, which included representatives from the Local Government Association of Tasmania, the Integrity Commission, the Tasmanian Audit Office, and the Governance Institute of Australia, as well as a mayor and a general manager. The guide has been formally endorsed by Premier's Local Government Council.

The *Good Governance Guide for Local Government in Tasmania* is available on the Local Government Division's website at www.dpac.tas.gov.au/divisions/local_government.

New Code of Conduct Rules in Place for Local Government

A new code of conduct framework for Local Government and local councillors came into force in April. Amendments to the *Local Government Act 1993* have introduced a streamlined, practical and enforceable Local Government code of conduct framework for Tasmanian councillors.

Anyone can now lodge a code of conduct complaint against a councillor within six months of the alleged contravention and have it heard under the new framework.

A new Local Government Code of Conduct Panel has also been appointed, with seven women and five men appointed to the 12 person panel. The membership is drawn from across the State and will allow for complaints to be heard right around Tasmania. Each complaint will be investigated by three members of the panel.

The Code of Conduct Panel has the new power to suspend a councillor for up to three months, without allowances, for a serious breach of the Code of Conduct. The panel also has the ability to dismiss frivolous and vexatious complaints.

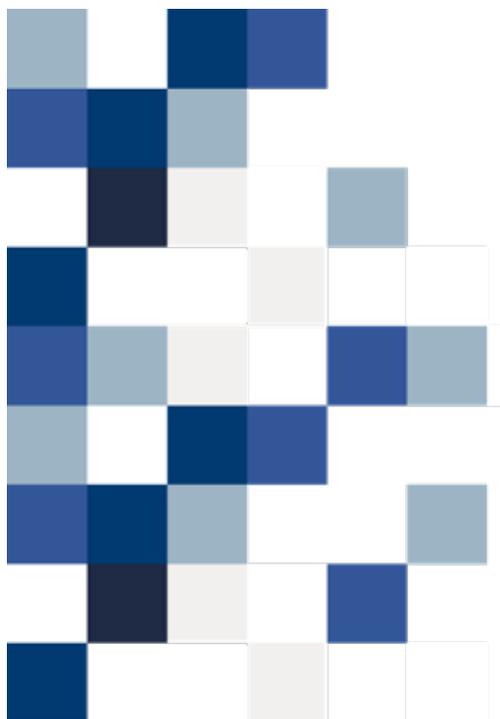
Underpinning the new framework is the Model Code of Conduct which prescribes a clear standard of behaviour

that all Tasmanian councillors are required to meet when performing their role. Councils are required to adopt the Model Code of Conduct by 12 July.

Multiple serious breaches of the Code of Conduct are not tolerated under the new framework, which provides that the Minister may remove a councillor from office if he or she has received a suspension sanction for three code of conduct breaches during one term of office or two consecutive terms of office. This provides a powerful deterrent and ensures that councils can run effectively without the distraction of repeated bad behaviour.

If a councillor fails to comply with a sanction imposed by the panel, the councillor may face a penalty of a fine not exceeding 50 penalty units, which is currently valued at to \$7,700.

Further information regarding the new Code of Conduct framework can be found on the Department of Premier and Cabinet's Local Government Division website at www.dpac.tas.gov.au/divisions/local_government.



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- RTI, privacy and intellectual property

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2016 State Funds for Planning Welcomed

The Local Government Association of Tasmania (LGAT) has welcomed the State Government's decision to fund the full implementation of the Planning Schemes Online Project (iPlan).

iPlan has the ability to link the single planning scheme with overlaid codes and local provisions, and provide a common entry to the planning system, regardless of which Municipal Area the development is taking place in.

"This project was LGAT's number one priority for the 2016-17 Budget as it will strongly contribute to making land use planning faster and simpler in Tasmania," said LGAT President, Mayor Doug Chipman. "LGAT was integrally involved in the first phase of the iPlan project as a member of the Steering Committee and strongly believes that this project represents an important component of planning reform in Tasmania."



Mayor Chipman said that while there are more and more moves to take planning into an online environment, this whole-of-state approach is a significant step forward and will lead the nation when completed. "The project to date has required State and Local Government to work closely together to develop a functional, maintainable, contemporary information system to support land use planning in Tasmania."

"LGAT also looks forward to working with the State Government on the development of state policies to guide land use and development in Tasmania, and welcome the ongoing investment in the Planning Policy Unit. A clear articulation of the Government's strategic aspirations is essential if further improvements to our planning system are to be realised," said Mayor Chipman.

Are your employees safe at work?

The RACT's Business Safety Essentials workshop provides business owners and fleet managers with an education and assessment solution for employees and contractors who not only drive for work, but also commute to and from the workplace.



The two-hour workshop increases knowledge of safe driving techniques and acceptable driver behaviour in everyday situations.

Well worth attending, for a newer driver or as a refresher course for an old-hat who thinks they know it all

SARAH WHITMORE, EXECUTIVE ASSISTANT

For details and to make a booking for the next course, please contact RACT Motoring Services Manager Peter Gillon on 0407 692 403.



Clarence Youth Flying High at Kangaroo Bay Skate Park

It was with great anticipation that the Kangaroo Bay Skate Park was officially opened on 3 April.

Australian skateboarding champion Renton Millar, along with Tasmanian and interstate skaters provided skating demonstrations throughout the day. Further entertainment was provided by local musicians and circus performers, and there were special activities for the kids.

The \$1.14 million skate park will add to Clarence's sport and recreational portfolio and provide a premier skating facility on a national and international scale, with the potential to host major competitions.

The skate park was designed by a local designer with significant input by the local skating fraternity. It includes an international standard competition street course and bowl. It also features a stage to be used for Clarence City Council's Carols by Candlelight and other events.

The idea for the skate park was first initiated by a group of young people wanting a facility for skaters in a central location. In 2010, Council was presented with a petition of 442 signatories.

Mayor of Clarence, Ald Doug Chipman said it was exciting to see the skate park finally come to fruition after working

with young members of the community, the skating fraternity and sporting groups. "The opening of the Kangaroo Bay Skate Park has been eagerly anticipated, especially since construction began, and it is very pleasing to see it be embraced so positively by our community," Mayor Chipman said.

"I would like to thank the young people in our community who had the idea for the skate park and started a petition that encouraged Council to build it. They showed a lot of initiative and were passionate in telling us what they wanted in our city to make it more enjoyable. The skate park is something that the community can all be proud of," Mayor Chipman said.

The skate park is an important component of the Kangaroo Bay Urban Design Plan and will help revitalise the area as a significant waterfront leisure precinct. The Tasmanian Government contributed \$100,000 towards the cost of the skate park.

Tasmanian all-girl skateboarding group, the She Shreds, waiting for their turn

Photography by Tony Lomas



LOVE LIVING LOCALLY

Photography by Sarah Wilcox

Over 5,000 people attended Kingborough Council's *Love Living Locally* event, held on 20 March, at the Civic Centre in Kingston. The highly successful sustainable living festival featured a huge variety of stalls, food and entertainment for all ages.

Now in its sixth year, the event has become a great day for the community to connect with Council, local community groups, local food and craft producers, and with each other. It builds on the best elements of larger events like the Tasmanian Sustainable Living Festival, the Taste of Tasmania and Festale, to bring together a huge variety of local Kingborough highlights.

The Kids Love Science tent continues to be one of the most popular features on the day, with crowds of young people and adults learning about the weird and wonderful subject of science. The liquid nitrogen ice cream was the biggest hit, particularly when the cones were handed out at the end.

Reptile Rescue Tasmania's snake display was a big drawcard, as was the petting zoo, sponsored by the Lions Club Kingborough, along with other children's activities such as zorb balls and laser tag. The entertainers were also well received on the day, with visitors enjoying the Hobart College House Band, Dominic Francis Grief Ensemble, Out After Two, Harvest Moon and the Bangladeshi Community performers.

For the first time, a Flash Mob was held involving dancers and non-dancers of all abilities to create some unexpected colour and excitement. Up to 60 dancers took part under the guidance of Kingston's Studio 42 Dance School, and were joined by keen spectators who wanted to be part of the fun.

The Country Women's Association returned with their expo and demonstrations stall, and served delicious high tea. There was a wonderful array of crafts, art and horticulture, and winners received a native plant. The whole area was filled with the delicious aromas of food from around the world, as well as a BBQ with the 1st Kingston Sea Scouts. Over 80 stallholders participated in the event, with fresh produce, sweet nibbles, arts and crafts, jewellery and woodcraft on offer.

Love Living Locally is a partnership event between Kingborough Council, the Lions Club of Kingborough, Sustainable Living in Kingborough and the Country Women's Association.





Capital Works Plan Set to Transform Hobart

The City of Hobart has developed an unprecedented \$300 million capital works program, spanning the next 10 years, to build and improve roads, parks and playgrounds, suburban retail precincts, leisure facilities, community buildings and other public infrastructure throughout the City.

The Lord Mayor of the City of Hobart, Ald Sue Hickey said Hobart is a capital city and this 10-year capital works program is a huge investment in the City's future. This Council is committed to transforming Hobart into a more livable city by improving lifestyle and opportunity for our community.

"The 10-year program demonstrates that Council is not only looking ahead and planning for managing its assets

and future facilities and infrastructure, but has a strategy in place to ensure the plan can be funded," Ald Hickey said.

A total of \$97 million of the program is for 'Transforming Hobart' projects, with the remaining \$203 million for the management and renewal of existing assets.

In order to support the capital works program, Council has given in-principal support for an indicative funding model, subject to the completion of the 2016/2017 budget, to fully-fund the 10-year Capital Works Program.

"Our long-term planning is about ensuring we will be able to deliver the infrastructure our community wants and needs in a way that's financially sustainable for our ratepayers, and this will be reviewed every year of the 10-year plan," she said.

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Sustainable Murchison

The Sustainable Murchison Community Plan, a joint initiative of the Burnie, Circular Head, King Island, Waratah-Wynyard and West Coast Councils, is being developed to provide a unified vision for the Murchison region over the next 25 years.

The first round of community engagement for the development of the plan has now been completed, with direct input from more than 1,800 people and communication with well over 2500 people.

The plan will strongly integrate and link with Burnie City Council's Making Burnie 2030 Community Plan and will consider linkages with the remaining Cradle Coast Councils. It will also build on the West Coast Community Plan 2025, linking it to broader Murchison region priorities.

The community engagement program has identified six key themes, which will be further developed to form the draft vision. The themes are: rugged natural beauty; productive landscapes; thriving, vibrant communities; producers and adventurers; connected to each other; and engaging with the world.

The draft vision is expected to be released in mid-June for further consultation with residents in the Murchison area.

The councils invited tenders for the project in September 2015, with welcome funding support from the State Government.

The plan will also include a detailed population and demographic analysis, population forecasts and projections, a social needs assessment, an economic resource analysis, transport analysis and forecasts, spatial assessment of land and water values, a land use suitability analysis and study of land use forecast requirements.

To follow the progress of the Sustainable Murchison Community Plan, visit www.placespeak.com/murchison2040.



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Watching Whales at Spectacle Head



The new whale viewing area at Spectacle Head in Dodges Ferry

Sorell Council received \$25,000 in funding from the National Whale Trail initiative to create a whale viewing area at Spectacle Head in Dodges Ferry. Received as part of the Whale and Dolphin Protection Plan, the Federal Government's National Whale Trail initiative provides funding to local communities to help them build whale viewing platforms and interpretive signage to inform and educate visitors about migratory whales.

Sorell was one of several councils on Tasmania's East Coast to receive funding to form a Tasmanian 'Whale Trail'. The project consisted of the construction of a viewing area, including fences, access path and benches, along with interpretative signage and a whale sculpture at Spectacle Head.

Council collaborated with the Dodges Ferry community to create the whale sculpture. Locals volunteered their time and resources to design and create a mosaic whale on the site.

The Spectacle Head viewing area provides sweeping views over Frederick Henry Bay. This area is part of the migratory path of three species of whales – Killer Whales, Humpback Whales and Southern Right Whales. The whales travel through this area to head north to their breeding grounds and south to their feeding grounds. It is hoped that more Southern Right Whales will return to the area to breed in the future. The viewing platform takes in the vista between the South Arm and Tasman Peninsulas, straight down into Storm Bay.

The Whale Trail project also has positive flow-on environmental effects. The Spectacle Head area has had significant erosion from uncontrolled headland access. Access into the headland area will now be controlled through the dedicated path and the area will also be revegetated. The design of the site was planned with a priority on sensitivity to the landscape. The timber seats were designed specifically for the site and are built into rocks to blend in with the area.

Mayor Kerry Vincent says the project has fantastic two-fold benefits for Sorell. "Locals and visitors alike will now have a better view and understanding of migrating whales as they travel along our beautiful coastline," said Mayor Vincent. "The project will also open up access into this stunning area. This will help protect the local environment by controlling where people walk whilst providing the opportunity to interact with one of our community's most scenic spots," said Mayor Vincent.

The project began in late 2015 and was recently completed.

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Manager Contracts & Purchasing,
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MAZESA

Break O'Day Joins 26TEN Community

Break O'Day Council has been awarded a 26TEN Tasmania Community Grant and now joins the Burnie, Derwent Valley and Circular Head Councils as the lynchpins of their 26TEN communities.

26TEN Coalition Chair, Daryl Quilliam said the role of councils in promoting learning is vital if we want our regions to thrive. "26TEN Community Grants are a great initiative that help councils to support learning, including adult literacy and numeracy," he said.

A 26TEN community is one where literacy and numeracy are talked about openly and seen as valuable skills that can be learned or improved. People can find services to help improve their literacy and numeracy, and information is presented in a way that is easy to understand.

"Circular Head became a 26TEN Community because we knew we had to engage the whole community in learning and wanted the right plan to help us do that," Mayor Quilliam said. "We received a 26TEN Community Grant in 2013 having identified that the region could give people more opportunities and boost economic growth by improving literacy and numeracy."

"It's not something you can leave for organisations such as schools, councils or governments to do on their own – we have to work together," Mayor Quilliam said.

Break O'Day Council is partnering with St Helens Neighbourhood House, St Helens District High School, St Helens Rotary, Lions and Probus Clubs, and St Helens LINC to improve reading, writing and maths skills in adults. The Department of Education funds the grants through 26TEN.

To find out how your community can become a 26TEN community, please contact Daryl Quilliam on 0408 543 927, or visit www.26ten.tas.gov.au.

Break O'Day Council is now one of four Tasmanian councils to have joined the 26TEN community





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nbn has successfully launched its wholesale broadband satellite service, Sky Muster™, helping to bridge the digital divide by enabling fast broadband access for rural, regional and remote Tasmania.

Since blasting 36,000kms into space on 1 October last year, the satellite and 10 nbn™ ground stations have since undergone significant technical testing and user trials. The service is expected to provide wholesale speeds significantly faster than those used now to around 400,000 premises across the country – with around 16,000 of those in Tasmania.

nbn Chief Customer Officer, John Simon said the state-of-the-art Sky Muster™ satellite was designed to provide access to fast broadband for many areas that have never had it before. "The nbn Sky Muster™ satellite service will make a truly transformational difference to rural and remote Australians as we offer some of the world's fastest and largest consumer satellite broadband plans to remote and isolated areas of Australia," he said.

"Broadband is essential for modern living. People in remote and isolated parts of the country will be better able to run their businesses, learn, stay in touch with friends and family, and access new telehealth services online.

Mr Simon said that the launch of the Sky Muster™ satellite service is all part of nbn's goal of connecting eight million homes and businesses to fast broadband access by 2020.

In its new report, *Satellite Broadband: A Global Comparison*, telecoms research firm, Ovum, has found that when measured in terms of data allowance, download speed, upload speed and affordability, that selected plans on the nbn Sky Muster™ service are world leading for satellite broadband services. "On a performance basis, the plans reviewed by Ovum which were based on nbn's satellite broadband service, were equal to the world's best in terms of download speed and peak monthly data allowance," the report says.

Across the four points of the compass, faster communications will change local communities for the better and help bridge the digital divide.



Advertiser's index Advertiser's index Advertiser's index

ANALYTICAL SERVICES TASMANIA	20
ANDREW WALTER CONSTRUCTIONS	38
BRIGHTON COUNCIL	25
CAWTHORN WELDING.....	39
COMMONWEALTH BANK	15
COUNTRY CLUB TASMANIA	14
CT MANAGEMENT	7
DOBSON, MITCHELL & ALLPORT.....	10
EJ SHU	41
GHD.....	42

JOHNSTONE MCGEE & GANDY	17
LANDMARK PRODUCTS	36
RACT	11
ST LUKES HEALTH	33
TASMANIAN MOUNTAIN WATERS	11
TASPLAN SUPER	BACK COVER
TENDERLINK	16
VISION SUPER	INSIDE FRONT COVER
WORKSAFE TASMANIA	41

TasWater's Challenge - Doing More With Less

MICHAEL BREWSTER, CEO
TasWater

As we head into winter, it's timely to reflect on how pivotal the impact of our seasons is on the business of water. The long dry through spring and summer brought its challenges for TasWater, with water restrictions imposed in many communities for the first time in decades.

The timely introduction of restrictions along with TasWater's new, ongoing campaign for water conservation, *Save Each Drop*, ensured ongoing supply with minimal impact on the community. It has also been pleasing to see customers willing to embrace the restrictions. The dry conditions certainly highlighted to everyone how precious our water resources are.

A sudden deluge in some parts of the State late in summer showed that too much water can be as problematic as too little, with Launceston experiencing the increasingly pressing challenge of how its combined system deals with stormwater and sewerage. Again, it highlighted to the community the immense task TasWater has in improving the quality and performance of the State's water and sewerage services.

The vagaries of climate have created further challenges. The recent focus on Hydro Tasmania's dam levels has caused many to ask us if drinking water is at risk. The answer is that while we have managed to preserve water supplies through a conservative approach to operations and the carefully considered use of water restrictions, the reality is that water quality has suffered.

Customers in greater Hobart and Launceston will recall the 2015 summer taste and odour issues. This problem multiplied throughout Tasmania, with warmer temperatures causing water quality to deteriorate since then. In response, TasWater has needed to provide carbon dosing units at Bryn Estyn and virtually every water treatment plant in Tasmania. The capital and ongoing operational costs had not been foreseen in this Price and Service Plan period.

The release of a new Water Services Association of Australia survey of water businesses across Australia and New Zealand presents some astounding figures about the Tasmanian context. Of 19 water utilities servicing 79% of Australia's population and 30% of New Zealand, TasWater represents less than 3% of the customer base. In terms of income, this earns just 2% of revenue. What stands out for Tasmania is that of all the facilities managed by all those water authorities across two countries, nearly 40% of water and sewerage

networks are in Tasmania. It clearly brings into focus the massive challenge we have in maintaining, upgrading and modernising our systems to meet modern day performance standards.

Local Government understands this is the legacy of many councils running multiple, isolated systems for a dispersed population. It means we have a myriad of towns and communities all requiring or seeking investment in their local area. Since the 2009 reforms, more than \$500 million has been spent bringing our worst-performing infrastructure up to standard.

The budget is currently \$110 million each year and we estimate the total spend over the next decade to be well over \$1 billion to address water and sewerage shortcomings, and almost doubling that amount if we take Launceston and Hobart sewerage rationalisation into account. But this extraordinary cost cannot be carried by our customers alone.

The financial burden must be shared across governments and the entire community. The balancing act we face is to spend our customers' money wisely to better serve current and future generations. We cannot fix the problems in a few short years. The decisions we make now will impact into the next century, in the same way that Launceston's sewerage and stormwater decisions over a century ago still impact now.

The mammoth job ahead requires our utmost focus and the shared commitment of customers, council owners and governments in delivering short and long-term solutions.

Water sampler, Kelly Hill, taking a raw water test from the stream which is the source of the new water treatment plant at Tunbridge



West Coast Visitor Information Centre Recognised



The West Coast Visitor Information Centre in Strahan has received a TripAdvisor® Certificate of Excellence. Now in its sixth year, the achievement celebrates hospitality businesses that have earned great traveller reviews on TripAdvisor over the past year. Certificate of Excellence recipients include accommodation, eateries and attractions located all over the world that have continually delivered a quality customer experience.

The Visitor Information Centre, managed by West Coast Council, sees over 75,000 people come through the doors annually and is a member of the Tasmanian Visitor Information Network. Visitors to the Centre can access valuable information on attractions and activities on the West Coast, and the staff are able to take bookings for West Coast businesses, as well as for others throughout Tasmania.

“With the Certificate of Excellence, TripAdvisor honours hospitality businesses that have consistently received strong praise and ratings from travellers,” said Heather Leisman, Vice President of Industry Marketing, TripAdvisor. “This recognition helps travellers identify and book properties that regularly deliver great service.”



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Nubeena Foreshore Walkway to Proceed to Stage Two

Stage two of the Nubeena foreshore walkway development can now proceed thanks to a Federal funding grant. Funding of \$18,588 has been provided to the Tasman Council through the Stronger Communities Funding program, set up to fund small capital projects in local communities across Australia. The funding will enhance the overall accessibility and appeal of the foreshore and the completed project will deliver

great benefits to the community, allowing both residents and visiting tourists to enjoy the beauty of the Nubeena foreshore. The project will link with the existing walkway at Nubeena jetty and will allow people to take a leisurely stroll along the foreshore and walk into the town centre with ease. The Nubeena foreshore walkway will also create jobs during construction and stimulate the regional economy.

Brighton Sells its Local Government Software to WA

Brighton Council has sold its unique, cloud-hosted CouncilFirst information technology to the Perth suburban Shire of Peppermint Grove in WA. Peppermint Grove will be the first council in Australia to go live on a full cloud-based platform using the software. The property-centric, Local Government software, known as PropertyWise, is marketed in conjunction with Microsoft NAV as CouncilFirst. A total of 18 councils are now using PropertyWise software including

councils in Fiji, NSW, WA, the NT and Tasmania, and 27 councils across the State are using Brighton Council's vaccination recording software, VacciWise. Mayor Foster said, “By purchasing Brighton's CouncilFirst software, Peppermint Grove now has a cloud-based, highly cost-effective and affordable solution to manage budgeting, financial management, rating, animal control and other property-based requirements.”

regional feature



MEANDER VALLEY COUNCIL:

Working Together
Progressive Economy
Can Do Attitude

MEANDER VALLEY STATISTICS

AREA **3,821 SQ KM**

POPULATION **19,686**

VALUE OF ECONOMY **\$1.09 BILLION PER ANNUM**

KEY INDUSTRIES **MANUFACTURING,
CONSTRUCTION, AGRICULTURE**



Clr Craig Perkins
Meander Valley
Council Mayor



Meander Valley Council has a reputation as being one of Tasmania's more progressive and pro-active councils. It has been able to attract significant investment through several large infrastructure projects.

Population growth based upon the 2011 National Census indicated a 2.9% increase since the 2006 National Census.

Investors and developers have expressed confidence in Meander Valley Council's planning and development processes, which contribute to the positive investment environment.

Meander Valley is a large and diverse area in Northern Tasmania which offers many fantastic lifestyle opportunities. The changing landscapes range from mountain peaks to extensively forested areas, productive agricultural lands, historic towns and villages, and the urban communities of Hadspen, Blackstone Heights and Prospect Vale on the fringes of Launceston.

The Meander Valley skyline is dominated by the mountains of the Great Western Tiers and one of Tasmania's famous World Heritage Areas. The Tiers form a dramatic backdrop to our rural landscape and the small townships and villages. The seamless combination of mountains and rural landscapes, villages and townships gives Meander Valley its look and feel, and is something that visitors recognise as uniquely Tasmanian.

Mayor Craig Perkins said in recent years, we have been seeing a strong migration of new residents to Meander Valley. "With around half of our resident population in the suburbs of Prospect Vale and Blackstone Heights on the western fringe of Launceston, and the balance of residents living in an number of smaller townships such as Hadspen, Carrick, Westbury and Deloraine, there are many lifestyle options available across Meander Valley."

"Ensuring we are a Council that has a long-term, sustainable future that is attuned with the needs of our residents, is a clear strategic focus for us," said Mayor Perkins.

Council is in the final stages of completing the *Deloraine Outline Development Plan* which is the last of four pieces of work that will be vitally important for Council to set its long-term capital investment priorities. The Deloraine Outline Development Plan accompanies similar work completed for Westbury, Hadspen, Prospect Vale and Blackstone Heights.

"The detailed work undertaken within these plans sets a development agenda

for these key population areas across a 20-year timeframe," Mayor Perkins said. "It has been done through undertaking significant consultation with our residents and stakeholders, where their aspirations for the future have been considered as to how these key areas will develop over time. Importantly, Council can now start to plan and prioritise large infrastructure projects in these areas, which are evidence-based, and has the input and support of residents in these communities," he said.

In recent times, Council had placed considerable effort on understanding the needs of business and industry. Mayor Perkins said, "The focus has very much been about us identifying what the challenges and barriers are for our commercial sector, and understanding the role that Council can practically play to assist business. This approach has helped Council to develop better working relationships with our private sector."



Photography courtesy of Rob Burnett Images and Meander Valley Council

MEANDER VALLEY COUNCIL

Mayor

Clr Craig Perkins

Deputy Mayor

Clr Michael Kelly

Council

Clr Andrew Connor

Clr Tanya King

Clr Ian Mc Kenzie

Clr Bob Richardson

Clr Rodney Synfield

Clr John Temple

Clr Deb White

Providing Certainty of Process for Development and Investment

Assisting in the development of diversity in a local economy is important to ensure that a region can cope with shocks should there be a downturn in a particular industry sector. Meander Valley Council has worked extensively with landowners to develop two strategically important industrial estates that can support existing industry sectors and attract new business.

The establishment of the Valley Central (Westbury) and East Deloraine industrial estates allow for all types of industrial and commercial activity, with a particular emphasis on supporting agricultural based activities. Council has worked closely with the landowners of both industrial estates to ensure they can respond to contemporary business needs.

Since the construction of the Meander Dam and the five supporting irrigation schemes, there has been a significant

expansion of primary production across the region. This has been the catalyst for substantial on farm capital investment and a steady increase in full-time employment in agriculture and supporting industries. Whilst there has been recent and unwelcome disruption to the dairy sector, the long-term view for agriculture across the region remains positive. This view is backed by the continued emergence of new business and development investments that are associated with agriculture and aquaculture.

Meander Valley is well positioned to take advantage of the renewed investment confidence that currently exists in the region. In particular, the built infrastructure and the range of industry uses that can be accommodated in the 127 hectare Valley Central industrial estate is making it particularly attractive for expanding businesses and new enterprises.

The site can accommodate the very specific needs of most industries and enterprises, and can operate 24 hours on every day of the year. It has been designed for B double vehicles and is serviced by underground electricity, reticulated water and sewerage, natural gas, and will be serviced by NBN fibre to the premises.

Meander Valley Council has played an innovative role in the development of Valley Central by funding the common infrastructure that is spread across three landholdings. This has allowed the landowners to free up capital to develop their internal infrastructure and return Council's investment over a 10-year period. Additionally, Council provides tailored guidance and facilitation for developers to assist them through the approvals process which provides certainty with regard to approval timeframes. Council also provides an industrial development incentive for new enterprises.



Franklin Square Refurbishment Complete

The City of Hobart's newly refurbished Franklin Square was officially re-opened on 27 May. The Franklin Square Master Plan was approved in 2014 as a guiding framework for the refurbishment of this iconic park. The Master Plan provides for accessible spaces within the park for use by people of all ages, to promote activation while at the same time conserving the park's cultural significance. Landscape values have been strengthened through careful design of the soft treatments and horticultural practices. Key Improvements include: renewal of paths, pavement and walls; refurbishment of the fountain; new garden beds and improvements to existing garden beds; new lighting and park furniture; and the relocation of the chess board. The Lord Mayor of Hobart, Ald Sue Hickey said the refurbishment delivers our vision to transform Franklin Square into Hobart's civic park and provides for a destination to gather, relax and play."



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.



Brighton
going places

Authorised by Brighton Council, 1 Tivoli Road, Old Beach.

104th LGAT Annual Conference

METAMORPHOSIS

A Time of Change and Transformation



In 2016, the 104th LGAT Annual Conference, themed *Metamorphosis: A Time of Change and Transformation*, will be held for the first time at the C3 Convention Centre in Hobart.

Local Government is continually evolving but more than ever, there's a focus on reform – of structure, functions and governance. Councils, elected members and council staff will need to be able to not only respond to change but to lead change, and deliver improvements to our sector.

During this year's plenary sessions, delegates will hear from a line-up of highly experienced and tenacious leaders who will enhance our knowledge on how we can better prepare for, adapt to and champion change to deliver better outcomes for Tasmanian communities.



Dean Williams
Earth Shakers: How to be an Agent of Change in a Crazy World
Session Sponsor – Dial Before You Dig

Leaders must be dynamic change agents with a global mindset, who have the capacity to cross boundaries, build bridges,

shake people from the status quo and mobilise diverse factions to participate in the problem solving and creative work of generating responsive organisations and vibrant communities. Dean Williams will look at the challenges of exercising leadership and orchestrating change in an interdependent, chaotic, unpredictable and crazy world.

Dean is the author of *Leadership for a Fractured World: How to Cross Boundaries, Build Bridges, and Lead Change and Real Leadership: Helping People and Organizations Face their Toughest Challenges*. Dean earned both Master's and Doctoral degrees from Harvard University, specialising in leadership studies and organisational development. He is responsible for the World Leaders Project and chairs The Global Change Agent Program.



Susan Law
Review, Transformation and Reinvention - a Fresh Look at Local Government Reform
Sponsored by Tasplan Super

It often appears that financial factors are the main drivers of Local Government reform. Ratepayers are questioning the value they get for their rates, councils are under pressure to deliver an ever increasing basket of services with static or shrinking budgets, and financial support from other levels of government is diminishing as they themselves face fiscal pressures. From NSW's 'Bigger, Better, Fewer Councils' approach to the UK's journey from salami slicing to reinvention, Susan will contrast the different approaches and speculate on where the reform programs will lead.

Susan is a highly successful and experienced executive manager and leader whose experience spans the Housing, Health and Local Government sectors in NZ, Australia,

South Africa and the UK. Financial and productivity driven organisational transformations have been a feature of her leadership. Susan now heads LKS Quaero, a consulting company which specialises in organisational change and transformation.



Cynthia Payne
Leading through Major Change - Insights from the Other Side
Session Sponsor - CT Management Group Pty Ltd

SummitCare is a NSW based provider of residential and in home services. Under Cynthia Payne's stewardship for the past thirteen years, it has grown to serving over 1,200 older Australians each day across nine locations, and revenue growth has more than doubled from \$37 million to \$82 million. Currently the organisation has three significant developments in the pipeline totalling \$120 million. SummitCare is the only provider of aged services to have been awarded both Gold (2014 and 2012) and Silver (2009) at the prestigious Australian Business Excellence Awards. Cynthia will provide insights into the SummitCare transformation using the Australian Business Excellence Framework, and building a high performing team.

At 33, Cynthia Payne took up her position as CEO of SummitCare where she has transformed the organisation to a leader in the residential and in home aged care sector. Cynthia is also President of Leading Aged Services (LASA) NSW & ACT, Federal Director of LASA Ltd, and immediate past Chairman of the Australian Excellence Foundation.



Georgia Chapman
Understanding a Changing Tasmania: The Art and Science of Data
Session Sponsor - Timmins Ray Public Relations

Data is a valuable asset that has the potential to improve the lives of all Tasmanians.

However, many cringe at the thought of finding meaning and patterns in tables of data and presenting this to others. This presentation will use case studies of data integration and data visualisation that will show that we can all use statistics in creative, yet informative ways to demonstrate how our community has been changing, and help to plan for future transformation.

Georgia Chapman is the Tasmanian Director of the 2016 Census of Population and Housing in the Australian Bureau of Statistics. The 2016 Census, to be held on 9 August, is the largest peacetime operation in Australia and Georgia's team is responsible for ensuring that everyone in Tasmania has the opportunity to be counted.



Wayne Kayler-Thomson
The Visitor Economy - Think Differently!
Session Sponsor - Department of State Growth

Why is the term “visitor economy” gaining traction as a descriptor for tourism? What has changed that needs different

thinking and why is this relevant to Local Government? This presentation will answer these questions and consider why embracing the visitor economy can make a real difference to maximising the economic, social, environmental and cultural return on investment for communities. It will also outline the success factors for visitor economy development, marketing and management, and the role and opportunities for enlightened councils willing to embrace change and recognise the power of the visitor economy.

With over 30 years’ leadership experience in the tourism sector, Wayne Kayler-Thomson provides professional services as a strategic business planning, governance and leadership advisor. Wayne is Chairman of Great Ocean Road Regional Tourism and Deputy Chairman of the Victoria Tourism Industry Council.



Panel Discussion
Change: for Better or for Worse?

Session Sponsor - Regional Development Australia - Tas

MC and former ABC Radio talkback host, Tim Cox, will facilitate this year’s interactive Panel Discussion which will explore the benefits and drawbacks of change. The panellists will provide varying perspectives as representatives of the Government, Local Government, business and community sectors. They include the Shadow Minister for Planning and Local Government - Lara Giddings MP, Greg Hallam - CEO of the Local Government Association of QLD, Tim Hess - General Manager Sales and Logistics of the Petuna Group, and Donna Bain - General Manager of Self Help Workplace.



Tasmania’s Minister for Planning and Local Government, the Hon Peter Gutwein MP will join delegates at the General Meeting on 20 July, where there will be the opportunity

to ask questions following his presentation. On 21 July, we will also be joined by Australian Local Government (ALGA) President, Mayor Troy Pickard, who will examine the hotbed of the Federal Election campaign.

The Conference also includes six exciting workshops to choose from, covering a range of topics including: community engagement; digital futures; team based engagement to improve processes and transform operations; procurement as an enabler of change; investing in your community; and being a change champion.

Stream 1: Sponsored by Christie Parksafte



Desley Renton
Community Engagement: Play it Safe or Change with the Times

The world is becoming ever more complex and the pressure is on Local Government to identify and deliver solutions to really big issues. What changes can we make

to the way we engage our communities so that we can collaboratively and creatively work together to problem solve and innovate? In 2014, the City of Melbourne was awarded IAP2 International, and National Organisation of the Year in recognition of the robust community engagement framework they have adopted. This presentation will look at how both large and small councils can effectively transform the way they engage ratepayers, residents, business and visitors, to support enhanced transparency and better quality outcomes.

Desley Renton is a multi-award winning community engagement strategist who currently manages the Community Engagement Program for the City of Melbourne. Desley is an International Association for Public Participation (IAP2) Ambassador and was the International and Australasian President of IAP2 for six years.



Dan Casey
Being a Change Champion

Most councils tend to overrate their ability to manage change, so when a big change comes along, the wheels can fall off. But councillors can help straddle the gap between strategy and operations, and need

to be clear about their role in leading and supporting change. This workshop will provide insights into common reactions to change, our own reactions to change, proven change frameworks to deal with change, and will help delegates develop practical strategies to lead and support change, and become change champions.

Dan Casey has over 20 years’ experience working in the learning and development field, including working with councils across Australia to help staff and councillors improve their leadership, management and people skills. Dan currently works with Preferred Training Networks as a leadership capability specialist.

Stream 2: Sponsored by the Australian Bureau of Statistics



Michael Paine
Using Team Based Engagement to Improve Processes and Transform the Operational Paradigm

Central to the application of the Business or Organisational Excellence philosophy is how an organisation analyses its customer

and other stakeholder requirements, and how it delivers value to customers and other stakeholders. With a consistent and integrated approach to improving its business, TasNetworks is focused on delivering stakeholder value through lowest sustainable pricing, increased customer outcomes and a high performance culture. In this workshop, Michael Paine will use practical examples and measurement tools to show how customer understanding delivers process improvements and business transformation.

Michael Paine is the General Manager of Customer Engagement and Network Operations for TasNetworks, where

he is using 'Customer Journey Mapping' to assist his teams to better understand customer needs, resulting in better solutions to improve customer service and engagement. Previously, Michael was CEO of Southern Water, where he was responsible for the delivery of a unified water business.



Greg Hallam
It's Not Where You Live but How You Live

Councils that embrace change will gain the most benefit from the digital economy. Combining mobility, cloud, social media and data in new ways is creating disruption to how councils operate. This benefits councils

in how they deliver services to their communities, reduces costs and improves internal efficiencies and processes. The need for political and executive leadership is crucial as it provides the vision and strategic direction, but so too is understanding that business silos need to be broken if technology is to be successfully implemented. This workshop examines the strategies that were undertaken in QLD to help councils travel along the digital journey.

Greg Hallam has been the CEO of the Local Government Association of QLD (LGAQ) since 1992 and is a Director of a number of LGAQ companies. Greg was awarded the Public Service Medal in 2000 for his contribution to Local Government, the Centenary Medal in 2001, the Olympic Council's Committees Merit Award in 2005, Roads Australia's John Shaw Medal, and the National Emergency Medal in 2012

Stream 3: Sponsored by Stornoway



Cameron Spence & Angelo Sairidis
Collaborative Procurement as an Enabler of Change

Cameron Spence and Angelo Sairidis will explore initiatives undertaken within Victorian Local Government which utilise procurement as an enabler of change

and sector transformation, and will seek to identify similar opportunities for Tasmania. The Municipal Association of Victoria (MAV) has established MAV Procurement to drive efficiencies and improve procurement practices across the Victorian Local Government sector. The MAV has undertaken a number of groundbreaking projects including the LEAP continuous improvement program. The Gippsland Local Government Network (GLGN), a network of six regional councils, is a participant in the LEAP program and is working collaboratively to shape the way their services are delivered. Hear about their journey, from its establishment to the delivery of key objectives.

Cameron Spence is the Manager, Commercial Services for the MAV, where he has managed the establishment and development of MAV Procurement, and a number of sector-wide procurement projects. Angelo Saridis is the Manager of Performance and Innovation at Latrobe City Council. Angelo's team facilitates improvements and innovation to contribute to the overall sustainability of the Council.



Ian Plowman
Investing in your Community

Communities are the result of people exercising one of three choices - to come, to stay, or to go. These choices are largely influenced by how people feel. The message for councils concerned about maintaining

the resilience and vitality of their communities is to pay attention to the factors that influence people's feelings. How can we influence a visitor to stay another day? How can we influence a renter to become a home owner? How can we create a culture where people feel wanted and accepted? How can we create a community where people feel respected, listened to and empowered? Paying attention to these questions is the best investment a council can make.

Ian Plowman is an organisational psychologist, facilitator and social researcher. He holds a Doctorate in Management (researching innovation), an Advanced Masters in Business Administration, a Masters in Organisational Psychology and an Honours Degree in Clinical Psychology.

MAV INSURANCE

2016 Local Government Awards for Excellence
Sponsored by MAV Insurance

The winners of the 2016 Local Government Awards for Excellence will be announced from 11.15am, on 22 July, by MC Tim Cox and presented by MAV President, Clr Bill McArthur and LGAT President, Mayor Doug Chipman. The two category winners will each receive a trophy and \$1,000 prize money thanks to the generosity of MAV Insurance.

Government House Reception

To celebrate the commencement of the 104th LGAT Annual Conference, Her Excellency Professor the Honourable Kate Warner AM, Governor of Tasmania, will host a reception at Government House from 6.00pm - 7.00pm, on 20 July. Delegates, partners and sponsors wishing to attend must register by 1 July. A free, return shuttle service will transport delegates to Government House from Wrest Point.

MAV Insurance Conference Dinner

Enjoy a 3-course meal, fine wine and great company in beautifully themed surroundings at the MAV Insurance Conference Dinner on 21 July, at Wrest Point. Be entranced by the sounds of the Ethereal Ensemble and later, dance the night away when Transit take to the stage. The evening will include the presentation of the prestigious Meritorious Service Award by the Life Members of the Association, and the LGAT Long Service Awards. Partners are welcome.

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Register by 1 July at www.lgat.tas.gov.au/page.aspx?u=209 for your chance to WIN a night's accommodation at Wrest Point in a Harbourview Room, plus breakfast for two people, valued at \$300.

Keeping Ethically Fit

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

Prevention is always better than the cure, and this is particularly true in relation to ethical issues. In our work with public sector organisations, the Integrity Commission has found that most organisations are keen to address ethical issues once they have escalated to the point of a complaint. But how much better would it be if ethical risk areas were considered and addressed as part of everyday operations?

When dealing with ethical issues, it's often not so much a matter of right and wrong, but of two competing 'rights'. This is especially true in the Local Government sector. A council's code of conduct and policies are invaluable for clarifying council's position on ethical issues – but more is needed. Councillors and staff need to think about how the codes and policies apply to both the council and to his or her individual role. All of us can build 'ethical muscle' through discussing ethical issues on a regular basis.

We find that, during our training sessions, people are often surprised by the diversity of views on ethical issues. In fact, when discussing ethical issues, diverse thinking styles, background and experiences are beneficial. An advantage for the Local Government sector is that councils are accustomed to considering different viewpoints, discussing issues and ensuring that all parties are heard. That's why these discussions are so important. In the book, *Giving Voice to Values*, Mary Gentile notes, "There is no one strategy or answer for all situations. The key is to practice ahead of time, before a situation arrives, so you're ready when it does."

When staff and councillors talk about ethical issues regularly, they build capacity to identify and address ethical risks. We encourage teams to include discussions on ethics as a standard agenda item in their team meetings or councillor workshops. These discussions are also an opportunity for council leaders to identify where there may be areas of confusion that require clarification.



A number of councils have embraced the Commission's *Speak up* campaign, designed to encourage people to raise concerns if they see or suspect misconduct. This means there's less likelihood of an ethical risk resulting in misconduct and, should misconduct occur, there's more chance that it will be addressed. Through the campaign, the Commission is seeking to support a public sector culture where it's not just acceptable but desirable to talk about and address ethical risks.

There are a number of ways a council can increase its 'ethical fitness'. In addition to the Commission's training programs, we have written and video scenarios based on real-life situations for both councillors and staff that councils can use to generate discussion. As always, the Commission is available to provide support and assistance.

Contact us at mper@integrity.tas.gov.au, or on 1300 720289.

Dumb Things Leaders Do

KEN WARREN BA, M Soc Sc, CSP
Positive People Solutions

Let me say at the start that I don't know any perfect leaders, or perfect people. And mistakes are not always a bad thing, provided you learn from them. I often say, that if you learn from your mistakes, then I must be one of the smartest people around! But when leaders keep repeating the same mistake over the long-term, it can be very demoralising for their team members.

Here are five of the most common dumb things that leaders do which, fortunately, most are easy to avoid:

1. **Being too busy to connect with their team members**

It seems that most of us are crazy-busy these days - managing urgent projects, leading ongoing change and putting out fires at work. But dare I suggest, that the most important thing we do each day as leaders is simply to connect with our team members.

Yes, it certainly takes time to touch base with people, to ask how they are going, and explain (again) why change is needed. Though sometimes you can ask a team member if they are up to sharing lunch or a coffee with you. Ultimately, connecting with your team members will help people feel more valued, get you more cooperation and stop small issues escalating into major concerns.

2. **Setting a poor example**

If we want to have open, respectful communication at work and are closing conversations down or speaking disrespectfully to others, this will certainly damage relationships and erode confidence in our leadership.

It is the behaviour that is dominant in a workplace, good or bad, that determines the culture. So, the behaviour modelled by senior and middle managers, as well as long-serving staff, sets the benchmark for others.

3. **Over-using the top-down leadership style**

There are certainly times for leaders to impose decisions on others – fait accompli decisions made by Central Office, urgent matters and unpopular changes are a few that come to mind. Of course, such decisions are best delivered when they are accompanied by a very good rationale and support in implementing those decisions.

However, if we over-use this type of decision-making, people tend to feel devalued. Most people want to have a say in decisions that affect their work, particularly staff with a strong need for control and respect. Yes, consultation and collaboration will slow some decisions down, but you will gain greater cooperation and better ideas on changes and how to implement them.

4. **Handling difficult conversations poorly**

Many people in leadership roles struggle just as much as team members in resolving frustrations with colleagues. Too often, there is too much avoidance which allows frustrations to build. Or they respond poorly to concerns that are raised by team members, becoming defensive when they feel like their leadership or decisions are being questioned.

Yes, team members could often raise their concerns more directly and respectfully but someone needs to be the grown-up here. Good leaders model open, honest, robust and respectful communication in their workplace.

5. **Forgetting to thank people**

To be honest, I can't believe that I still hear people complaining about the lack of recognition in their workplace. It is tremendously demotivating when the efforts being made by staff are hardly ever recognised.

Yes, I know leaders are busy. And do people really need to be thanked for just doing their job? It really doesn't take much time to thank people when there is opportunity. Even the self-motivated don't mind genuine thanks for their efforts.

Some leaders also set up an easy way for staff to nominate colleagues who have done something to celebrate, or consistent with the culture you want to see. You can then celebrate all of those wins with your team.

You might be thinking of highlighting a few of the above and leaving it on a certain person's desk but remember, we are all human and being in a leadership role is very challenging. Let's at least acknowledge our humanity, set the right example with our own behaviour and encourage our leaders. Goodness knows, they need positive feedback too!

Ken Warren is a relationships specialist who helps teams to perform at their very best through interactive training programs. Free resources are available at www.positivepeoplesolutions.com.au.

A CELEBRATION OF CULTURAL DIVERSITY

Glenorchy City Council has been celebrating the rich cultural diversity in the local community with a number of events and activities including the annual Moonah Taste of the World Festival and the Hear our Voices Multicultural Women's Gathering, along with the development of a Multicultural Community Spaces Plan.

Mayor of Glenorchy, Ald Kristie Johnston said the City has a proud history of welcoming people from many countries and cultures. "It is really important to both Council and the community to provide opportunities to build on multicultural traditions through arts, food, music, entertainment and shared experiences," she said. "This was identified very strongly as a community goal in the City of Glenorchy Community Plan 2015-2040 which was launched last year with over 7,500 responses received".

A diverse program of music, dance and performance was on offer over two stages, and festival goers were treated to marquees full of activities including grape crushing, bocce, games and cultural cooking demonstrations. The event also featured activities to acknowledge Harmony Week, as well as the 'Racism. It Stops with Me' campaign, to which Council is a signatory.

"The festival provides a great way to celebrate and support our diversity, and contributes significantly to public understanding and greater knowledge of our culturally diverse communities", Mayor Johnston said.

The Hear our Voices Multicultural Women's Gathering was also held in Harmony Week and attracted over 75 women from a diverse range of communities. Now in its third year,

the event is a partnership between Council, the Migrant Resource Centre, service providers and community members. The theme for this year's gathering was 'Stepping Out Again', and included discussions around a diverse range of topics including safety issues, alcohol and drugs, relationships and mental health.

The Council has also been working in partnership with the multicultural community and the Tasmanian Government to develop a Multicultural Community Spaces Plan. The aim of the plan is to ensure that Glenorchy residents from diverse backgrounds have spaces available to them to participate in cultural and community activities and engage in local community life. There has been consultation with multicultural groups as well as a drop-in information session for members of the public.



Patrons at the Moonah Taste of the World Festival enjoying the Lion Dance

Held in March, the Moonah Taste of the World Festival attracted thousands of people to Benjafield Park to sample the diverse array of food, music and activities on offer. Patrons sampled food originating from areas such as Bhutan, the Philippines, Ethiopia, Liberia, Korea, Sierra Leone, Italy, India, German and more, which is reflective of the Glenorchy community.

"The Multicultural Community Spaces Plan, along with events and the continuing work with Council's Cultural Diversity Advisory Committee, all work towards our commitment to ensuring Glenorchy remains a community of choice for diverse cultures," Ald Johnston said.



Windsor Community Precinct – West Tamar’s Health and Wellbeing Community Hub

Nestled in the suburban surrounds of Riverside, the gateway to the Tamar Valley, the Windsor Community Precinct offers more than meets the eye. Opened in 2011, the Council-driven development of the Windsor Community Precinct responded to the community’s need for a regional health and wellbeing centre to: reduce travel time to the City for residents in the southern end of the municipality; and to draw together existing local medical and allied health services with sporting facilities and passive recreation for people across the greater Launceston region.

A range of health services are offered on site including medical, mental health, x-ray, pathology, massage, physiotherapy, hearing and dental, however the precinct offers the community much more than that. The precinct meets the needs of all ages and demographics. With extensive, free parking, located inside the main buildings are childcare, online access, free public Wi-Fi, cafe-style dining, a gym, a versatile community hall and one of only two indoor training facilities in the region.

Outside, the possibilities are endless. The precinct is home to football, cricket, soccer and touch football clubs; as well as orienteering, Little Athletics and outdoor exercise equipment. Complementary to the sporting facilities, an outdoor amphitheatre and barbecues reside in a lush, grassed public open space, with Tasmanian native flora planted throughout

the grounds. A 2.5 kilometre native walking trail meanders down to the river past the accessible children’s playground, the recently opened community garden and the popular off-leash dog exercise area. The beautifully landscaped 21 hectares contribute to the natural ecosystem, with wetlands developed on-site.

Anecdotal figures suggest that foot traffic across the precinct totals over 4,000 people per week, inclusive of groups and service clubs, with regular bookings in the community hall and sport-related users. This figure does not, however, provide a true indication of the facility’s overall use as it does not include those who visit the grounds for passive recreation at all hours of the day.

With an overall build cost in excess of \$20 million to date, West Tamar Council welcomed a \$3 million dollar Federal Government contribution in 2010 and dedicated its own financial resources to fund the remainder of the development. The precinct has continued to grow and now offers a multipurpose pavilion overlooking the cricket and football grounds with a function room and conference facilities, situated above office space available to external organisations.

The development of the Windsor Community Precinct has been a resounding success for the region and is a testament to the significant investment of West Tamar Council.



HELP KEEP YOUR COMMUNITY SAFE

Create a safer Tasmania for our children, for our families, for each other. That was the message for Crime Stoppers Week (9-16 May), the largest campaign run each year by Crime Stoppers Tasmania.

Crime Stoppers Tasmania thanks everyone who helps to keep their community safe, especially those who participated in Crime Stoppers Week by reporting crime.

The campaign aimed to encourage and empower Tasmanians to play their part in keeping their communities safe through developing a heightened community understanding of Crime Stoppers and the function it performs in assisting crime solving.

Ron Franks, General Manager of Crime Stoppers Tasmania says keeping our community safe is everyone's responsibility. "We would like to see our communities become safer because of our collective effort. Community safety is not just an issue for police. The solution is outside law enforcement alone; every

Tasmanian has a role to play in ensuring our communities are safe," he said.

The 1800 333 000 Crime Stoppers number provides members of the community with a confidential option for providing information on suspicious or criminal activity in their community. "We encourage people to store the number in their phone, so they are in a position to act immediately if they see something they wish to report," said Mr Franks.

Crime Stoppers Tasmania wants members of the community to know that all information on criminal activity is of value in the crime solving process. A tiny detail may seem insignificant but may just be the missing piece of the puzzle for those trying to solve a particular crime.

Crime Stoppers Tasmania operates as an independent, non-profit, community organisation that provides anonymous mechanisms for reporting crime.



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Triabunna - Tidy Town Winner

Congratulations to Triabunna, on Tasmania's East Coast, which won the Keep Australia Beautiful, Australian Tidy Towns overall title for 2016.

Australian Tidy Towns judge, Jill Grant said Triabunna has a strong investment in the future. "This cohesive and innovative community on Tasmania's East Coast has turned itself from a period of economic and social adversity towards an optimistic future through integrated projects and creative collaborations that capitalise on the natural and cultural assets of the town and region."

There is a strong investment in a future providing sustainable employment opportunities and a rich artistic and educational base for new industries and ventures that capture the special character of the area. The focus on preservation and interpretation of the marine environment and surrounding coastal attractions, including nearby Maria Island, have the potential to significantly develop local tourism and aquaculture industries and their related service sectors.

The combination of vision and guidance, provided by the Glamorgan Spring Bay Council, and the dedicated and consistent efforts of community organisations and volunteers, have resulted in numerous initiatives that preserve and enhance environmental quality, and celebrate and showcase Triabunna's long history including its links to agriculture, fishing and forestry.

The 'Triabunna for the Future' strategy has been developed with extensive community consultation and proposed improvements in the streetscape and town entrance. The emphasis is on improving the amenity and accessibility of the town through sensitively designed signage, infrastructure and community buildings which enhance Triabunna's economic, social and environmental sustainability.

A series of annual events including Seafest, Harvest Festival and monthly produce and craft markets bring residents together to celebrate the local area and its natural assets and creativity. A thriving artist community has emerged and the integration of school and community groups in fundraising, entertainment and civic beautification projects is inspirational.

Support from University of Tasmania and Monash University in developing a town aesthetic to attract visitors has provided an opportunity for residents to envision the future they want and need. The process has taken into account the likely impacts of climate change and potential sea level rise so Triabunna can adapt with minimal disruption and damage to infrastructure.

Triabunna's youth focus is demonstrated by the impressive programs at the local school and is complemented by The Village Hub that provides support for health, wellbeing and creativity. Integration of environmental education in the school curriculum, after school and holiday activities does much to instil a strong environmental ethic in all parts of the community.

A winners book has been produced for this year's Keep Australia Beautiful, Tidy Towns awards and it has more information about the finalists and their projects. The book can be downloaded from the Keep Australia Beautiful website at <http://kab.org.au/wp-content/uploads/2016/03/ATT16-winners-book-2016-WEB.pdf>.



New Green Waste Collection Service for Hobart

The City of Hobart launched a new green waste service in April, rolling out approximately 12,500 bins to delighted residents.

The Lord Mayor of Hobart, Ald Sue Hickey said, "Our residents have been keenly waiting for a green waste collection service and as a Council, we are pleased that this new service will also have a significant positive impact on how we manage our community's waste."

The new, fortnightly service which commenced on 2 May will add around \$50 per annum to a household's rates, effective from the 2016/17 rates year. The new service is anticipated to divert 1,700 tonnes, or the equivalent of 386 full garbage trucks of green waste being dumped into landfill every year. The garden waste will be turned into compost and other useful products,

Chairman of the Council's City Infrastructure Committee, Ald Helen Burnet said anything that leads to less material going to landfill is better for the environment and expects the new service to also deliver financial and social benefits.

"This City has a history of managing waste well and we are continually looking for new ways of improving and handling waste," Ald Burnett said. "The green waste collection service is one such new initiative which will further improve the diversion of organic material from landfill. It is also one of the major actions detailed in our Waste Management Strategy 2015-2030 that aims toward sending zero waste to landfill by 2030," she said.



(L-R) Ald Helen Burnet, Chairman City Infrastructure Committee and Lord Mayor Sue Hickey at the launch of the City of Hobart's new green waste service

Further information about the new green waste service is available at www.hobartcity.com.au/greenwaste.

THE COST OF DISASTERS

In Australia, natural disasters have incurred billions of dollars in tangible costs to individuals, businesses and governments. The Australian Business Roundtable for Disaster Resilience and Safer Communities has released *The Economic Cost of the Social Impact of Natural Disasters*. The report looks at the costs and long-term social impacts of natural disasters in Australia and finds the social costs of natural disasters in 2015 were at least equal to the physical costs.

The report makes four key recommendations:

- Pre and post-disaster funding should better reflect the long-term nature of social impacts;
- A collaborative approach involving government, business, not-for-profits and community is needed to address the economic costs of the social impacts of natural disasters;
- Governments, businesses and communities need to further invest in community resilience programs that drive learning and sustained behaviour change; and
- Further research must be done into ways of quantifying the medium- and long-term costs of the social impacts of natural disasters.

To read more visit <http://australianbusinessroundtable.com.au/our-papers/social-costs-report>.



Flooding and Rainfall Extremes to Rise as Climate Changes

Cities face harsher, more concentrated rainfall as climate change not only intensifies storms but draws them into narrower bands of more intense downpours, UNSW engineers have found. This has major implications for existing stormwater infrastructure, particularly in large cities, which face higher risks of flash flooding.

In the latest issue of *Geophysical Research Letters*, doctoral student Conrad Wasko and Prof Ashish Sharma of the School of Civil and Environmental Engineering at the University of NSW, show the first evidence of storm intensification triggering more destructive storm patterns.

“As warming proceeds, storms are shrinking in space and in time,” said Wasko, lead author of the paper. “They are becoming more concentrated over a smaller area, and the rainfall is coming down more plentifully and with more intensity over a shorter period of time.”

Wasko and Sharma, working with collaborators at the University of Adelaide, analysed data from 1,300 rain gauges and 1,700 temperature stations across Australia to see how air temperature affected the intensity and spatial organisation of storms.

They found that atmospheric moisture was more concentrated near the storm’s centre in warm storms than in cooler ones, resulting in more intense peak rainfalls in those areas. The storms were clearly shrinking in space, irrespective of the amount of rain that fell.

Most urban centres have older stormwater infrastructure designed to handle rainfall patterns of the past, which are no longer sufficient. “The increase is especially noticeable in urban centres where there is less soil, unlike rural areas, to act as a dampener,” said Sharma. “So there is often nowhere else for the water to go and the drainage capacity is overwhelmed. So the incidence of flooding is going to rise as temperatures go higher.”

Wasko, lead author of the paper, said scientists have long suspected that the intensity of rainfall would be boosted by climate change, as the warming air raises the carrying capacity of moisture. But while extreme rainfall has been rising, little was known about the mechanisms causing it. The latest study shows that storms are changing in spatial terms.

It follows a study by the same authors in *Nature Geoscience* in June 2015 showing that storms were also changing their ‘temporal pattern’ – that is, getting shorter in time, thereby intensifying. When it comes to flash flooding, the amount of rain that falls over a period of time is much more important than the total volume of rainfall that a given storm delivers. This study was the first to show that climate change was disrupting the temporal rainfall patterns within storms themselves. If both spatial and temporal changes in storms continue, as they are likely to do as the world warms, there will be more destructive flooding across major urban centres.



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New Tasplan Office in State's North West

WAYNE DAVY, CEO
Tasplan Super

At Tasplan Super, we're excited to extend the organisation's presence in the North West of the State with the establishment of our new Devonport office. You can find Tasplan on level one at Bass House on the corner of Edward and Best Streets.

There's plenty of demand for our super services in the North West of the State, so we've decided to employ a second financial expert there and set up premises in the Devonport Corporate Centre.

The new office is modern, professional and provides wheelchair access. There are private rooms for member meetings and there is other accommodation the team can use for seminars and functions. So there's the distinct possibility of some workshops and gatherings to help North West Tassie people sort their super.

On the face of it, we're simply opening an office but there's a bigger picture to think about. Tasplan is committed to delivering simple financial options and consistent service, even in regional areas. There is a clear need for financial services right around the State – not just in Hobart. We aim to be available – wherever people are – to meet that need.

Tasplan is all about removing barriers to financial education, engagement and solutions. Research shows that sometimes being remote is a barrier.

In this digital age, we can connect via email, the web, Skype, phone and Facebook. However, at Tasplan, we know that, a lot of the time, nothing can replace an old-fashioned, low-tech face-to-face catch up. So if you need a form, a booklet, or a bit of direction when it comes to your super, drop in and say hi.

At Tasplan, we're everyday people but we're all over super. We give it to you straight, light on the jargon, easy on the frills. We're at the ready with simple, practical and valuable tools to help you. We make super so simple that you can be confident about realising your best possible financial future.

For more information, visit our website at

www.tasplan.com.au call us on 1800 005 166, or email us at info@tasplan.com.au.

Giving Councils Better Access to the ABR

Australian Business Register (ABR) data is now easier for councils to access thanks to the new ABR Explorer tool. The online tool, available to all Local Government agencies, provides direct access to information about more than seven million ABN-holders, with the data refreshed weekly.

The new tool will make it easier for council staff to access non-public ABR information and use it to identify critical needs. Councils can use ABR Explorer data for different

purposes, including: planning and economic development activities; disaster management; sending invitations and making announcements; community engagement; issuing licences and registrations; investigating and enforcing regulatory compliance; procurement; checking eligibility for grants; and fieldwork activities.

The ABR Explorer tool is available at abr.gov.au/ABRExplorer.

INCREASED TRAFFIC CONGESTION

A Symptom of Infrastructure Funding Issue



projects is progress in the right direction, but with trends showing that infrastructure spending is tracking downwards, more needs to be done to ensure that we have the appropriate infrastructure to support Australia's economy to remain competitive."

ALGA and the signatories of the joint statement - the Institute of Public Works Engineering Australasia, Planning Institute of Australia, Australian Logistics Council, Urban Development Institute of Australia, Property Council of Australia, National Farmer's Federation and Green Building Council of Australia - are calling for a commitment ahead of the Federal Election from the

The traffic congestion experienced by many of Australia's major cities is a symptom of a larger infrastructure funding issue that is taking its toll on Australia's productivity, Mayor Troy Pickard, President of the Australian Local Government Association (ALGA), said at the launch of a joint statement on 19 May, signed by ALGA and seven other peak bodies.

"Years of under-investment in public infrastructure, particularly transport infrastructure, means that we now have a national infrastructure network that is struggling to meet the needs of Australian businesses and communities, with traffic jams set to cost the nation an estimated \$53 billion a year by 2031," Mayor Pickard said.

"The Government's plans to accelerate major infrastructure

Government and all Federal political parties to ensure ongoing investment of no less than 5% of GDP into productive infrastructure projects that support continued economic growth and boost national productivity.

"We must move away from the fragmented infrastructure funding habits of the past and start taking a long-term, strategic and planned approach to infrastructure investment, and local roads must be considered as part of this approach," Mayor Pickard said.

"Maintaining and improving our standard of living in the future will depend on increasing our productivity. A greater level of investment in productive infrastructure in our cities and regions will benefit communities across the country, and the nation as a whole," he said.



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State Roads Audit Highlights Important Role of Local Government in Managing the State's Road Network

The Local Government Association of Tasmania welcomed the release of Infrastructure Tasmania's State Roads Audit report and its acknowledgement of Local Government's important role and improved capacity in managing the State's local road network.

"Councils collectively manage approximately 14,400 kilometres of the State's 18,000 kilometre, publicly accessible road network, including the vital local roads and critical bridge infrastructure that connect communities, businesses, industries and iconic tourist destinations," said LGAT President, Mayor Doug Chipman.

The dispersed nature of the State's population, resources and rural industries, dictates that the source of much of the produce and product being carried is invariably adjacent to the local, council-owned road network.

"The State road network as a whole is only as good as its 'weakest links,'" said Mayor Chipman. "The audit report identifies key road managers across the State, including Local Government, and the critical role each plays in managing their component parts of the network," said Mayor Chipman.

Of particular concern to councils in recent times has been the management and funding of former forestry roads, particularly those that act as high use tourist routes.

"The Association has repeatedly outlined to the State Government

the adverse economic, access, safety and amenity issues likely to emerge within an under-resourced and inappropriate management framework," said Mayor Chipman.

The audit highlights the need to consider the longer-term management of these roads and whether there is merit in transferring ownership - for example to the Department of State Growth - to ensure that the necessary resources and expertise can be provided. The Association will continue to lobby the State Government for a resolution to this issue.

A copy of Infrastructure Tasmania's State Roads Audit report can be found at www.stategrowth.tas.gov.au/__data/assets/pdf_file/0014/131315/Formatted_Version_Roads_Audit_15_March_v3.pdf.

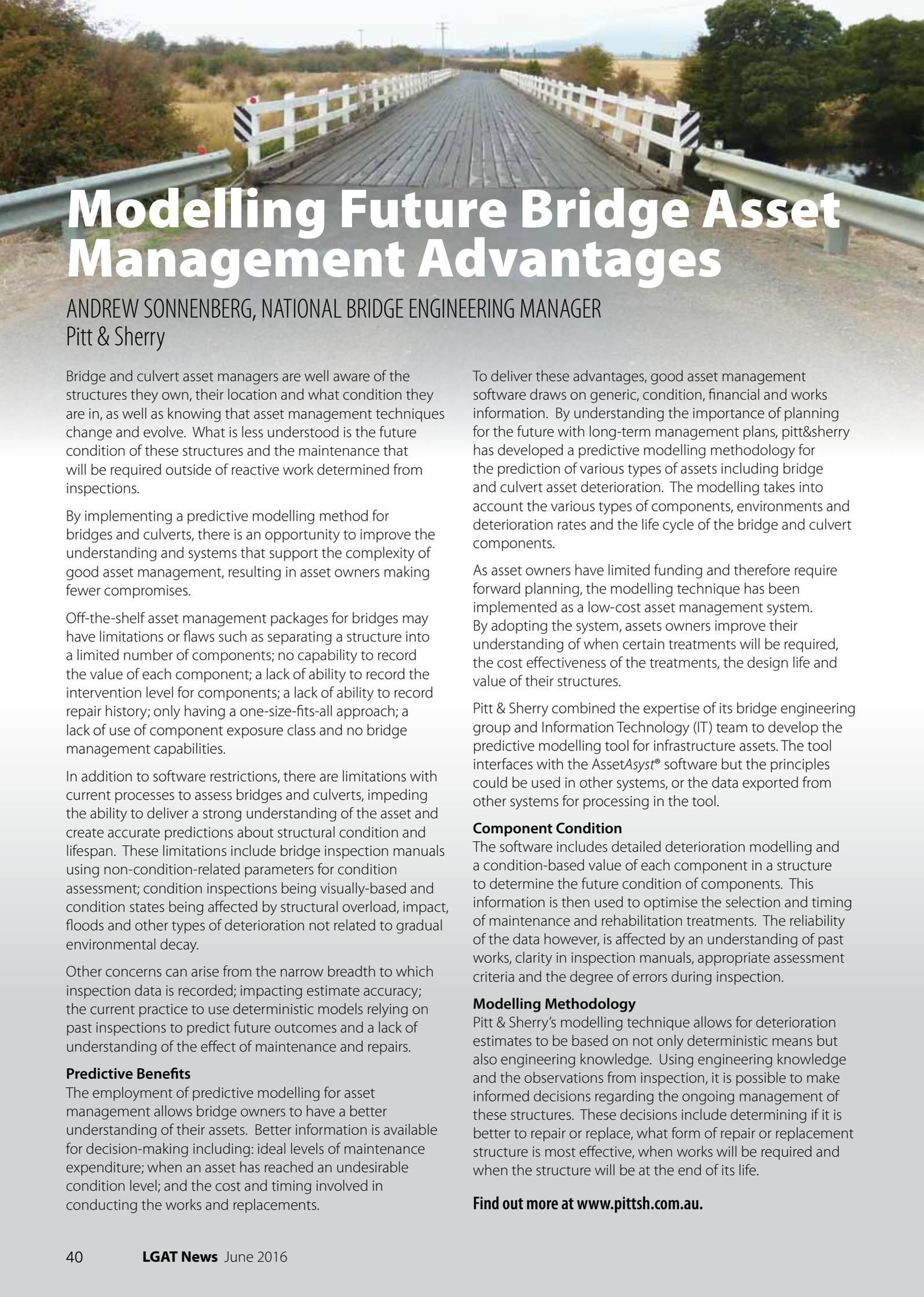


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Modelling Future Bridge Asset Management Advantages

ANDREW SONNENBERG, NATIONAL BRIDGE ENGINEERING MANAGER

Pitt & Sherry

Bridge and culvert asset managers are well aware of the structures they own, their location and what condition they are in, as well as knowing that asset management techniques change and evolve. What is less understood is the future condition of these structures and the maintenance that will be required outside of reactive work determined from inspections.

By implementing a predictive modelling method for bridges and culverts, there is an opportunity to improve the understanding and systems that support the complexity of good asset management, resulting in asset owners making fewer compromises.

Off-the-shelf asset management packages for bridges may have limitations or flaws such as separating a structure into a limited number of components; no capability to record the value of each component; a lack of ability to record the intervention level for components; a lack of ability to record repair history; only having a one-size-fits-all approach; a lack of use of component exposure class and no bridge management capabilities.

In addition to software restrictions, there are limitations with current processes to assess bridges and culverts, impeding the ability to deliver a strong understanding of the asset and create accurate predictions about structural condition and lifespan. These limitations include bridge inspection manuals using non-condition-related parameters for condition assessment; condition inspections being visually-based and condition states being affected by structural overload, impact, floods and other types of deterioration not related to gradual environmental decay.

Other concerns can arise from the narrow breadth to which inspection data is recorded; impacting estimate accuracy; the current practice to use deterministic models relying on past inspections to predict future outcomes and a lack of understanding of the effect of maintenance and repairs.

Predictive Benefits

The employment of predictive modelling for asset management allows bridge owners to have a better understanding of their assets. Better information is available for decision-making including: ideal levels of maintenance expenditure; when an asset has reached an undesirable condition level; and the cost and timing involved in conducting the works and replacements.

To deliver these advantages, good asset management software draws on generic, condition, financial and works information. By understanding the importance of planning for the future with long-term management plans, pitt&sherry has developed a predictive modelling methodology for the prediction of various types of assets including bridge and culvert asset deterioration. The modelling takes into account the various types of components, environments and deterioration rates and the life cycle of the bridge and culvert components.

As asset owners have limited funding and therefore require forward planning, the modelling technique has been implemented as a low-cost asset management system. By adopting the system, assets owners improve their understanding of when certain treatments will be required, the cost effectiveness of the treatments, the design life and value of their structures.

Pitt & Sherry combined the expertise of its bridge engineering group and Information Technology (IT) team to develop the predictive modelling tool for infrastructure assets. The tool interfaces with the AssetAsyst® software but the principles could be used in other systems, or the data exported from other systems for processing in the tool.

Component Condition

The software includes detailed deterioration modelling and a condition-based value of each component in a structure to determine the future condition of components. This information is then used to optimise the selection and timing of maintenance and rehabilitation treatments. The reliability of the data however, is affected by an understanding of past works, clarity in inspection manuals, appropriate assessment criteria and the degree of errors during inspection.

Modelling Methodology

Pitt & Sherry's modelling technique allows for deterioration estimates to be based on not only deterministic means but also engineering knowledge. Using engineering knowledge and the observations from inspection, it is possible to make informed decisions regarding the ongoing management of these structures. These decisions include determining if it is better to repair or replace, what form of repair or replacement structure is most effective, when works will be required and when the structure will be at the end of its life.

Find out more at www.pittsh.com.au.



AURIN: Streamlining Decision-Making with Spatial Data

As our towns and cities face the challenges of growing sustainably, urban experts must consider a range of issues. Urban systems are complex and understanding how they function is critical for their future development.

The Australian Urban Infrastructure Research Network (AURIN) is a national resource for urban researchers, policy and decision-makers. AURIN provides a powerful digital environment that serves to connect all levels of government, academia and urban business together by providing streamlined connections to meaningful repositories of data and urban information.

Some 50 Local Governments are using AURIN across Australia, providing raw data on issues surrounding health and wellbeing, socio-economic metrics, transportation, and over 100 analytical tools, designed by urban experts for the spatial research community. These tools cover a range of applications, assisting in the analysis of neighborhood walkability, industry clustering, scenario modelling and What-if testing. The further ability for a user to download and upload their own data securely opens limitless possibilities for research.

Data acquisition can be time-consuming, costly and prone to delays. To add to this, accessing spatial data online can require specialised tools and skills. By accessing data through the AURIN portal, a user has instant access to licensed data that is quick to retrieve and explore in an easy-to-use geospatial environment.

A suite of training options, including workshops and masterclasses, are available to help users become familiar with using the system and develop their geospatial mapping skills.

Accessing the system is free. Members of the gov.au community can set up their securitised, cloud-based account at <http://aurin.org.au/signup/>.

To find out more, email jack.barton@unimelb.edu.au, or visit <http://aurin.org.au/>.



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— *Independent Consultant,*
EJ Shu (MA, MPubPol&Gov)

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If you've come up with a way to make your workplace safer and healthier, you could be eligible for a WorkSafe Award!

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To find out more and to enter, head to www.worksafe.tas.gov.au and search for 'awards'

All entries must be submitted online by Sunday 10 July.

Safety is good for business

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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MANAGER'S RESOURCE

DIRECTORY

June 2016



contents

Accommodation - Corporate	44
Asphalt & Bitumen Sealing	44
Banks, Building Societies & Credit Unions	44
Barristers & Solicitors	44
Building Surveyors	44
Business Records - Storage/ Retrieval/ Destruction	44
Computer Systems & Solutions	44
Construction & Project Management	44
Digital and General Printing	44
Dry Ice Supplies	44
Engineering Consulting	45
Environmental & Pollution Consultants	45
Geotechnical - Environment & Water Resources	45
Health & Wellbeing - Health Insurance	45
Insulation & Skylights - Custom Built	45
Investment	45
Loans & Leases	45
Local Government Consultants	45
Open Space - Infrastructure Specialists	45
Outdoor Furniture - Street & Park	45
Planners - Town & Regional	45
Procurement & E-Tendering Solutions	45
Quarries - Sand, Soil & Gravel	45
Records & Information, Management Services	45
Safety Products - Road & Temporary	45
Steel Fabricators & Manufacturers	45
Steel Light Poles - Structural Scanning Devices (Non-Destructive)	45
Surveyors - Land	45
Tree Removal	45
Trucks	45
Water Dispensing	45
Water - Spring Water Drinking Supplies	45

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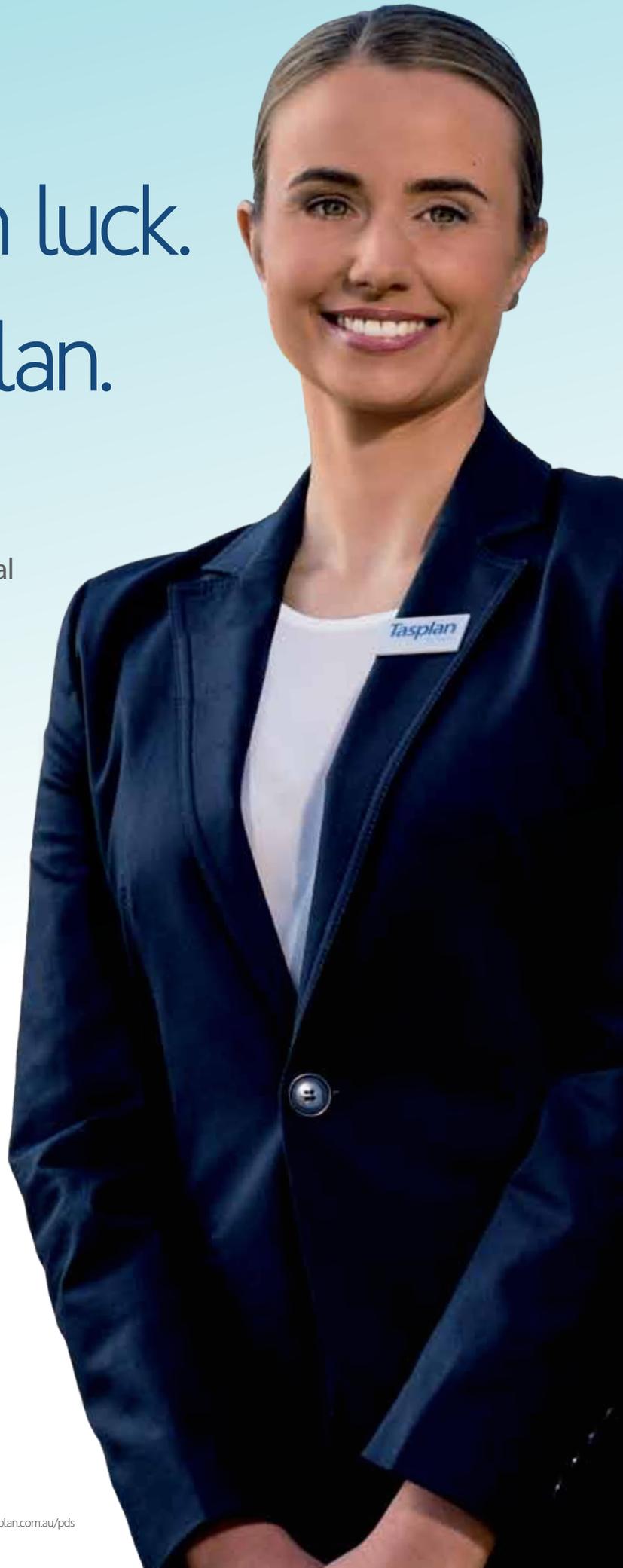
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