

LGAT

Local Government Association Tasmania

NEWS

September 2016

P.P. No. 100003422

'Bigger is Better', or is it?

Creating a Culture of Effective Decision-Making

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Five Minutes with Mayor Mick Tucker

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Inside this issue



Local Government Association Tasmania



10



25



39



47

President’s Report 2

Chief Executive Officer’s Report 3

Policy Perspectives 5

Faces of Local Government 6

News and Reviews 9

People and Performance 30

Health and Wellbeing 36

Environment 40

Business and Finance 47

Managers’ Resource Directory 51

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

Cover Photo: Students from Havenview Primary School getting their hands dirty planting at the wetlands treatment system

Photo courtesy of Burnie City Council



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Professional Development Key to Fostering Better Councils

MAYOR DOUG CHIPMAN, PRESIDENT
Local Government Association of Tasmania

John Maxwell comments, "When you're winning nothing hurts." Morale makes your successes seem bigger and your failures seem smaller.

At the 2016 LGAT Annual Conference, panellist Donna Bain (General Manager of the Self Help Workplace) reminded us about one of Harry S. Truman's tenants of leadership - that leaders are responsible for their own morale. That is, as a leader, you are expected to be calm, to swallow up the irritants and bug bears, and walk out the door with a smile and authority.

It is well known that high morale supports better engagement and higher productivity. People want to deliver in an environment where morale is buoyant. Therefore a key challenge for us all is to do what we can to create that environment.

Part of LGAT's role, through our professional development program which includes the annual conference, is to build

the capacity of elected members and council managers to successfully lead and deliver change to ensure high functioning councils.

Feedback received about the conference has been very positive, particularly in relation to the relevance of the speakers, both to the topic of change and to our sector. LGAT staff have already started planning for next year's conference and are also populating the professional development calendar. I note that over the next few months, there will be training around audit panels, Regional Breakfast Forums focusing on responding to natural disasters, a General Managers' Workshop, a Mayors' Workshop and an Elected Members' Professional Development Weekend early next year.

I encourage everyone in our sector to keep an eye on the LGAT Event Calendar which you will find on the LGAT website, as well as notices in the fortnightly *Pulse* e-newsletter to see what may be of interest and of benefit to you.





Adaptive Problems Require Adaptive Leaders

DR KATRENA STEPHENSON, CEO
Local Government Association of Tasmania

“Adaptive work is required when our deeply held beliefs are challenged, when the values that made us become less relevant and when legitimate yet competing perspectives emerge.”

Often in the Local Government sector, the problems seem too large, too complex and too unwieldy to resolve. This is particularly the case when we try to position the sector for the future. Determining the future role and structure of Local Government becomes part of a web of complexity related to wicked problems such as ensuring healthy and economically vibrant communities in the context of reducing funds and increasing expectations.

Working through these problems may be best tackled through the lens of adaptive leadership. This is a practical leadership framework designed to support individuals and organisations to adapt in challenging environments, where the situations being tackled have no known solutions, and are systemic.

We often default to trying to find technical solutions to the problems we are facing but adaptive challenges are not easily addressed. Adaptive challenges can be defined as “the gap between the values people stand for and the reality that they face”²

Developed by Ron Heifetz and his Harvard colleagues, the key features of adaptive leadership include:

Ensuring and displaying leadership across all levels of an organisation (noting that authority does not equate with leadership);

Constantly moving between the ‘balcony view’ and the ‘dance floor’ to observe events and patterns with the perspective of distance, and then actively respond to those observations with interventions.

Adaptive challenges are not solved with a single action and consequently, adaptive leadership is iterative, requiring you to refine and adjust your thinking and actions over and over. The importance of taking the time to move to a balcony view cannot be overstated. The ‘way we have always done it’ is very self reinforcing and difficult to counter. We can be easily trapped by our current processes and ways of thinking. Our structures can implicitly or explicitly reward certain behaviours and attitudes (such as an aversion to risk). Our default mechanisms for solving problems can hamper our ability to adapt and blind us to new ways of working, and new solutions.

“Without the capacity to move back and forth between the field of action and the balcony, to reflect day-to-day, moment-to-moment, on the many ways in which an organisation’s habits can sabotage adaptive work, a leader easily and unwittingly becomes a prisoner of the system. The dynamics of adaptive change are far too complex to keep track of, let alone influence, if leaders stay only on the field of play”¹.

When I started looking at the work of the Association through an adaptive leadership lens, I realised that both as CEO, and an organisation, there is a tendency to bundle up a number of adaptive challenges into one super problem – that of Local Government reform - and look for technical solutions, despite the absence of such solutions elsewhere. Adaptive challenges will vary from council to council and between LGAT and councils, but one that I think we all have in common is the challenge of moving to a leadership role in relation to reform. That is, moving from being reactive to being strategic in our approach.

The clues to understanding that a problem is adaptive, as opposed to technical, include: more and more complaints about the current situation; an inability to solve the problem despite the expertise within and outside the organisation or sector; the requirement to undertake difficult learning; and to consider and engage with new stakeholders. It takes longer to address the problem (there is no short-term fix) and a sense of crisis starts to be felt. To even define the problem clearly takes effort and learning.

Leading adaptive change requires a broader focus than those most directly involved and also requires leaders to understand and explain the potential losses to those who are being asked to change. Losses such as identity, comfort, security, power, control and resources. We have to understand the values which drive change resistant behaviour.

Heifetz has noted that providing leadership and not just authoritative expertise is extremely difficult." Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels, who need to use one another as resources, often across boundaries, and learn their way to those solutions".¹

Organisations which are more adaptive are those which name the elephants in the room, share responsibility for the future of the organisation, expect independent judgement, develop leadership capacity and institutionalise reflection and continuous learning.² An adaptive organisation won't always expect that the senior authorities will have all the answers, and people across the organisation will share responsibility for change.

However, it is important to remember that adaptive work is hard, it generates distress. People can only learn so much, so fast and can feel overwhelmed. Managing but not

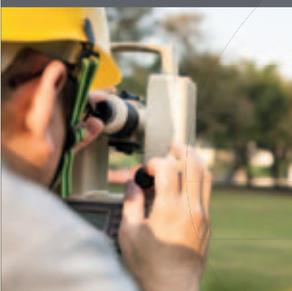
suppressing stress is important. If there is no stress, there is no impetus for change. If there is too much stress, people can feel paralysed.

One analogy useful for leaders is that of a pressure cooker. An adaptive leader will regulate the pressure, turning up the heat to generate solutions, or releasing steam to avoid a blow up. In setting the pressure cooker, a leader needs to be mindful of the recipe – which names up the challenge and frames the key questions and issues. Finally, in cooking with the pressure cooker, the adaptive leader will be calm, have presence and poise, will understand the demands, hold steady, and maintain the pressure when required.

Finally, as Donna Bain reminded us at our conference, adaptive leaders must take responsibility for their own morale. They must be resilient enough to tolerate uncertainty and frustration, be able to ask the difficult questions, be confident enough to raise the steam or hold steady, and be able to communicate confidently that collectively, the organisation can tackle the tasks ahead.

- 1 Heifetz R and Laurie DL (1997) *The Work of Leadership*
- 2 Heifetz R, Linsky M, Grashow A (2009), *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organisation and the World*, Harvard Business Press, Boston.

SOME FACTS ABOUT COUNCIL AMALGAMATIONS



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

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

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



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



Lies, Dam Lies and Statistics

DION LESTER, POLICY DIRECTOR
Local Government Association of Tasmania

During the past few weeks, there has been a significant level of public interest regarding the Census. There is no doubt that it is the most significant source of data collected by Government and, as a result, it is extremely valuable for policy-makers. The recently released *State of the Regions Report* is but one of the published resources that uses Census data, amongst other sources.

The report, released annually by the Australian Local Government Association, provides detailed analysis on how the regions are performing and then analyses the likely consequences of current issues, such as demographic and climate change, or telecommunications on the different regions.

This year's report contains an assortment of relevant information for Tasmania's three regional areas. For example, our relative share of population versus recent population growth and share in Gross Domestic Product (GDP) indicate something that we all know – that each of Tasmania's regions are falling behind many other regions in the country.

Region	Percentage of national population	Contribution to national population growth from 2014-16	Share of GDP
South	1.1%	0.6%	0.8%
North	0.6%	0.1%	0.4%
North West	0.5%	0	0.3%

This trend is also evident in the housing market, with large differences in the price of housing between different regions, with housing less affordable in the metropolitan areas compared with country areas. But it also must not be overlooked that houses and the land they sit on account for around two-thirds of household assets, with financial assets generally making up the remainder.

In Tasmania, the wealth per household across our three regions is \$523,000, \$399,000 and \$411,000 for the South, North and North West respectively, with both the South and North declining since 2013. Compare this with Sydney's Eastern beaches, Australia's wealthiest region, which has an average household wealth of over \$2.2 million. While the lowest average household wealth is in South Australia's Far North and West, with an average of \$351,000.

While comparing ourselves with our regions can be useful, we must also be mindful of overly simplistic assessment of regions, as they are complex systems and have a unique mix of people, culture and institutions. A one size fits all approach to policy development is not the right way forward. It is necessary to try and understand the complexity and dynamics of people and communities interacting within our different regions and, once we appreciate the dynamics, determining and undertaking strategic and purposeful interventions. Regions should not leave their future to chance.

Our communities expect much of governments in supporting strong local and regional economies, and all levels of government have a role to play in terms of policy setting, intervening and investing. However, it is a complex undertaking in providing this support at the local and regional level, more so than at a state or federal government level, as the multiple perspectives of people, place and proposals interact most acutely at the local and regional scale.

While Local Government is constrained by the scale at which it can operate and its limited resources, as the closest level of government to 'place', it is best positioned to appreciate these unique challenges and guide the necessary interventions by combining both bottom up and top-down strategies in a deliberate and well-planned fashion.

Photography by Sarah Wilcox-Standing





Mayor Deirdre Flint speaking with delegates upon receiving an Outstanding Commitment and Service to Local Government Award

Central Highlands Mayor Resigns

After fourteen years at the helm, Mayor Deirdre Flint has resigned from Central Highlands Council due to health reasons. Her resignation took effect on 16 August, a month after she was presented an *Outstanding Commitment and Service to Local Government Award* by the Local Government Association of Tasmania.

Mayor Flint has served as a Central Highlands Councillor for 20 years (14 as Mayor) and was awarded the Order of Australia in 2010 for services to Local Government. She has been one of the longest serving members of the LGAT General Management Committee, having joined in 1999, and served as Vice President and as an ALGA Board Member from 2010-2012.

Mayor Flint has been a member of the Australian Local Government Women's Association, a member of the Southern Tasmanian Councils Authority (STCA), and chaired the STCA's Infrastructure Committee. She served as a Local Government representative on the first five-year State Plan on Positive Aging, on the Rural Doctor's Workforce Council and on the Building Appeals Board.

Mayor Flint has been an active member of a number of community associations and committees within the Central Highland's municipality such as the Southern Highlands Progress Association, the Bothwell Country Women's Association and the Ellendale Hall Committee. She also spearheaded the establishment of the annual Bushfest in Bothwell.

LGAT President, Mayor Doug Chipman described Mayor Flint as a humble, gracious, energetic and diminutive woman, with a great commitment to the Central Highlands and to Tasmania. "Deirdre is an inspiration and leads by example. Her contribution has been valued and appreciated, and she will be missed," he said.

Clr Lana Benson will serve as Acting Mayor until a by-elected is held.



Meander Valley Council's newly appointed General Manager, Martin Gill stood out during Council's recruitment process

New General Manager brings New Directions for Meander Valley Council

Mr Martin Gill has been appointed as the new General Manager for Meander Valley Council following the retirement of Mr Greg Preece in early August. Martin began working with Council in 2012 as Director of Development Services where he was responsible for business strategy and policy development, project and consultant management, and managed a multi-discipline team. Prior to this, Martin gained six years' experience with the Bass Coast Shire Council in Victoria as their Development Services Manager, Strategic Planning Coordinator and Strategic Planner.

As the new General Manager, Martin's immediate priorities are: to oversee upgrades to the Prospect Vale Park football ground including drainage, irrigation works and resurfacing; flood repair works; and a review of Council's internal operations.

Mayor Craig Perkins said Martin stood out from among the candidates during the extensive recruitment process. "Martin impressed Council with his strategic thinking, understanding of Local Government challenges and constraints, and the way he articulated where he saw the future of Meander Valley," Mayor Perkins said. "Most importantly, Martin demonstrated that he is the right person to work with, and to provide leadership to our committed and motivated staff."



(L-R) Life Member, Lynn Mason and Meritorious Award recipient, Mayor Steve Martin

Devonport Mayor Recognised with Meritorious Service Award

On 21 July, at the LGAT Annual Conference Dinner, Devonport City Council Mayor Steve Martin received a Meritorious Service Award from Lynn Mason, representing the Life Members of the Association. Mayor Martin received a trophy and \$300 to donate to the charity of his choice.

The Life Members Award for Meritorious Service was launched in 2011 to recognise individual service and significant achievements by an elected member. In presenting this year's award, Lynn Mason said Steve Martin's nomination concentrated on his recent achievements, including a number of initiatives he has undertaken to improve the lives of people in his local community. "He shone in the areas of raising the status of Local Government, entrepreneurship, innovation and community involvement," Mrs Mason said.

Steve Martin was elected to Devonport City Council in 2009 and to the position of Mayor two years later. He made his name taking on causes to assist the local community. He has played a strong role in the creation of the East Devonport Child and Family Centre, in turning Devonport into a Learning Community, and in attracting the 2017 Australian Masters Games to the North West Coast. Mayor Martin also initiated the Mayor's Charity Gala in 2013 in an effort to raise funds to provide schools with the means to provide breakfast to students.

More recently, Mayor Martin has been leading the \$250 million *Living City* project - the largest urban renewal project ever undertaken in regional Tasmania - to revitalise the central business district of Devonport, creating a new hub for the City and jobs for the local community. He also volunteers in the community and for the past 20 years, has mentored a group of young people in the highly successful youth group, Enormity.

Lynn Mason commended all nominees for this year's award for having given excellent service to Local Government and to the Tasmanian community, some of them over many years.

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Five Minutes with Mayor Mick Tucker

Break O'Day Council

How long have you resided in Break O'Day?

I was born and bred in the Break O'Day municipality and in my opinion, there is no better place on earth!

What motivates you in life?

I am motivated to make a difference and make things better in our region. I want our municipality to inspire not just our community but our visitors as well. I also like to keep fit and challenge myself, which is why my wife and I have tackled the Kokoda Track on several occasions. By challenging yourself, you not only realise your limitations, you soar above and beyond them.

Name three qualities that you appreciate most in people.

Honesty, integrity and a good sense of humour. I also aspire to these attributes myself.

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

A professional boxer but my father, who was a boxer, talked me out of it. He convinced me to do my apprenticeship as a shipwright instead. However, it was my love of individual, physical sport that led me to one of my passions - wood chopping. I have participated at all levels over the past 39 years, including representing Tasmania, and have held Championship titles in Tasmania, New Zealand, Western Australia and have won major wood chopping events in Sydney.

Name three previous occupations you have held in the past.

1. Professional wooden shipwright
2. Professional fisherman
3. Currently a newsagent (small business owner)

What motivated you to become involved in Local Government?

I was disenchanted with what I was witnessing in terms of direction in my local area and I thought there is no point whinging about it unless I was willing to stand up and see if I could make a difference. Being part of the decision-making process in our region has allowed me to really advocate and engage with all facets of the local community.

How many years have you served as:

Councillor – 6 years

Mayor - 2 years

What do you enjoy most about your role as Mayor?

I enjoy meeting people from all walks of life, listening to their concerns and finding ways to facilitate a way forward for them. It is also very important to me to create a transparent council that has an open door policy and direct access to the Mayor.

Break O'Day Council Mayor Mick Tucker demonstrating his flair for wood chopping



What kind of advances would you like to see in Break O'Day?

With an ageing population, my main priority and focus is to see our municipality's population grow. That growth would bring greater opportunity and more employment opportunities for our community, particularly our young people, giving them additional reason to stay in our region. I would also like to see greater investment in our area which would again result in diversification and greater opportunities for all.

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

It was a pleasure to meet Her Excellency, Professor the Honourable Kate Warner AM, Governor of Tasmania, and her husband, Dick, who are both such down-to-earth people with a genuine interest in our region. I was fortunate to spend two days with them during their visit to Break O'Day and it was evident that they are warm, kind and caring people who love their work. Their dedication to Tasmania and its people was really apparent.

What was the best advice anyone has ever given you?

"Tell it like it is and take no prisoners" and "if you don't like the answer, don't ask the question." Both were words of wisdom imparted to me by my old man.

What word best describes you?

I would have to say two words... "No BS!"



Clean-up of Flood Damage Continues

MIKE BREWSTER, CHIEF EXECUTIVE OFFICER
TasWater

The North Esk intake at the height of the recent floods

In the wake of the devastating June floods, TasWater has been assessing the impact of damage to water and sewerage infrastructure across the State, with the estimated repair cost expected to be around \$20 to \$25 million.

While the damage has been significant, the extreme weather event demonstrated the organisation's ability to deal with an emergency and minimise disruption for customers. Our planning and rapid response in the face of heavy rain and rising river levels meant that the potential impact on our customers and the environment was minimal.

Hardest hit was the Forth Water Treatment Plant where the clear water storage was inundated, forcing the plant to be closed down. The office complex was also evacuated and shut for several days, with roads impassable.

Other damage to water and sewerage systems included:

- At the height of the flooding in Latrobe, a water main burst, cutting supply to many homes already evacuated and allowing flood water to inundate the water reticulation system;
- Two of Launceston's eastern water treatment plants ran at reduced capacity due to rising flood levels and increasing debris causing damage;
- The main supply line to Derby was washed away, with emergency water trucked into the town within a few hours. TasWater repair crews had the supply reconnected the next morning;
- Multiple pump stations and treatment plants were shut down;
- Launceston's Hoblers Bridge and Norwood sewage treatment plants were completely inundated while Ti Tree Bend and Riverside were evacuated for safety reasons, operating in auto mode;

- At Burnie, Devonport and Swansea, dams were affected during the floods, and while now operating at safe levels, Burnie's Pet Dam will require structural repairs to the downstream spillway;
- Three shellfish areas were affected by overflows but preparations put in place by the industry ahead of the storm event minimised the impact; and
- The floods also led to extremely high levels of turbidity, resulting in the Department of Health and Human Services introducing three temporary boil water alerts affecting several communities in the Huon Valley and Upper Derwent Valley.

TasWater managed its way through the storm period by immediately setting up an incident management team which was responsible for monitoring and assessing the flood impact as it developed, and allocating resources to respond. Where customers were impacted, they were fully informed of any shortfall, provided with alternative or restricted services, and normal operations were returned as quickly as possible.

TasWater has now completed immediate works to make safe the assets, and repairs have been undertaken to restore essential services across the State.

Plans are also underway to ensure longer term infrastructure recovery where still required.

This has been the most significant incident faced by TasWater since we formed as Tasmania's statewide water and sewerage provider, and the fact we were able to work around the clock to minimise service interruptions was pleasing.

I am very proud of the way the TasWater team handled the situation.



Highlights of the 2016 LGAT Annual Conference

Two hundred delegates gathered at the C3 Convention Centre from 20-22 July for the 104th LGAT Annual Conference.

This year's conference, themed *Metamorphosis: A Time of Change and Transformation*, explored topics including: Local Government reform; leading through major change; understanding a changing Tasmania; thinking differently about the visitor economy; community engagement, collaborative procurement, team-based engagement, investing in your community; being a change champion and embracing the digital economy.

The three-day event began with the Annual General Meeting and General Meeting. Local Government and Planning Minister, the Hon Peter Gutwein MP took the opportunity to talk with delegates about: governance challenges in Local Government; the targeted review of the *Local Government Act*; the feasibility studies into voluntary amalgamation and resource-sharing; the implementation of the Government's Planning Reform Agenda; and Taswater and its ongoing investment in essential infrastructure.

At the General Meeting, councils voted on over 15 different

matters. Resolutions passed included lobbying the State Government for: the provision of funding for tourism infrastructure for popular visitor sites; funding towards the staff and legal costs associated with the implementation of the State Planning Scheme; speed limit restrictions when passing an emergency incident; and the development of a coordinated approach to reducing wildlife fatalities on Tasmanian roads.

That evening, over 170 delegates and sponsors gathered at Government House for a special reception. The event began with a speech from Her Excellency Professor the Honourable Kate Warner AM, Governor of Tasmania and afterwards, guests enjoyed the opportunity to meet and talk with the Governor and her husband, Mr Richard Warner. Interstate visitors were particularly delighted for the opportunity to see inside the grand, historic building.

On 21 July, delegates heard from an array of insightful plenary and workshop speakers including: highly successful and experienced executive manager and leader - Susan





Conference photography by Tony Lomas, Island26

Law; Summitcare CEO - Cynthia Payne; tourism leader - Wayne Kayler-Thomson; Australian Local Government Association President - Mayor Troy Pickard; the Tasmanian Director of the 2016 Census at the Australian Bureau of Statistics - Georgia Chapman; award winning community engagement strategist from the City of Melbourne - Desley Renton; TasNetworks General Manager of Customer Engagement and Network Operations - Michael Paine; the Municipal Association of Victoria's Manager, Community Services - Cameron Spence; and Latrobe City Council's Manager of performance and Innovation - Angelo Saridis.

The panel discussion, facilitated by Tim Cox, was joined by Lara Giddings MP, Greg Hallam of the Local Government Association of QLD, Tim Hess of Petuna Aquaculture and Donna Bain of Self Help Workplace, who shared their thoughts and experiences on the subject of change.

Conference delegates made the most of the trade exhibition during the meal breaks which featured displays from over 20 exhibitors promoting park supplies, insurance, superannuation, investment opportunities, procurement, Tasmanian heritage and much more.

After a full day of conferencing, delegates mingled at the Commonwealth Bank Happy Hour and entered in the raffle to help raise funds for the RSPCA Tasmania. The first prize winner received a \$500 gift voucher from Tyres 4U and the

two runners-up each received family passes to the Tahune Airwalk, valued at \$56 each. With combined donations from the raffle, the MAV Insurance Coffee Corner and the Local Government Association of Tasmania, a total of \$1,800 was raised for the RSPCA. The cheque was presented to RSPCA CEO, Peter West, on 15 August by LGAT President, Mayor Doug Chipman.

The MAV Insurance Conference Dinner, held at Wrest Point, was attended by 250 guests. The evening kicked off with champagne on arrival, a delightful performance by the Ethereal Ensemble and later, musical entertainment by local band, Transit.

A highlight of the evening was the presentation of awards to Mayor Deirdre Flint of Central Highlands Council and Greg Preece of Meander Valley Council for *Outstanding Commitment and Service to Local Government*, to Ian Pearce of West Tamar Council for *Outstanding Achievement*, and Mayor Steve Martin of Devonport City Council who received the *2016 Meritorious Service Award* by the Life Members of the Association.

On 22 July, the day began with workshops conducted by: leadership capability specialist - Dan Casey; CEO of the Local Government Association of QLD - Greg Hallam; and organisational psychologist and social researcher - Ian Plowman.

Continued Page 12 ➤



The presentation of the Local Government Awards for Excellence followed. Clarence City Council received the *Delivering Excellence - Larger Councils Award* for the *aWake Before Death* project, and Circular Head Council won the *Delivering Excellence - Smaller Councils Award* for the *Reading Bug Egg*. The award winners were announced by Clr Bill McArthur representing Platinum Sponsor, MAV Insurance. Full details about the awards are located on page 13.

The workshops were followed by a fascinating exploration of leadership and how to cross boundaries, build bridges and lead change in a fractured world by Dr Dean Williams - author and faculty member of Harvard University's Kennedy School of Government.

LGAT would like to thank all the delegates who attended this year's conference, along with the speakers, sponsors, trade exhibitors and contractors for their attendance and support. We would also like to acknowledge our MC - Tim Cox, spruiker - Daryl Peebles, Moving Moments facilitator - Kalo Lowe, and the wonderful staff at the C3 Convention Centre and Wrest Point for their contribution to the event's success.

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2016 LOCAL GOVERNMENT AWARDS FOR EXCELLENCE

Circular Head Council and Clarence City Council emerged as the winners of the 2016 Local Government Awards for Excellence, announced at the LGAT Annual Conference, held on 23 July, in Hobart.

This year saw an extremely strong field of entries vying for honours in two categories: *Delivering Excellence - Smaller Councils* (populations up to 15,000) and *Delivering Excellence - Larger Councils* (populations over 15,000). The winners were each presented a trophy and \$1,000 to invest in staff development activities by Clr Bill McArthur, representing awards sponsor, MAV Insurance.



(L-R) Clr Bill McArthur of MAV insurance, Yvonne Stone and Mayor Daryl Quilliam of Circular Head Council

Delivering Excellence - Smaller Councils (populations up to 15,000)

In the **Delivering Excellence - Smaller Councils (populations under 15,000)** category, Circular Head Council was recognised for the development of **The Reading Bug Egg** - a whole of community literacy project.

After an audit found one in two people in the community had literacy issues, the project was initiated as part of the Circular Head Community Literacy five-year plan to stimulate and engage children in a fun way to learn and improve literacy.

The concept is built around a rare egg which needs to be read to in order to hatch. The egg visited schools, community events, even a council meeting to be read to. In the nine months since the project started, just under 3,000 books had been read in the Municipal Area. In addition to the children who participated in reading, friends parents and caregivers were also exposed to and engaged with the program.

The Reading Bug Egg was jointly funded and administered by Circular Head Council and Rural Health Tasmania through its Home Interaction Program for Parents and Youngsters (HIPPY) program.

Judges praised the project as a great example of Local Government delivering excellence through collaboration and forming partnerships to deliver an innovative program addressing an identified community need.



(L-R) Carol Joseph of Fairway Rise, Kevin Huxtable of the Clarence Positive Ageing Advisory Committee, Sally Mollison of Salmutations Music Therapy, Julie Andersson of Clarence City Council, Joan Carr of CPAAC, Leanne Doherty of the Warrane Mornington Neighbourhood Centre, Ald Sharyn von Bertouch - CPAAC Chairperson, Clr Bill McArthur of MAV Insurance and Clarence City Council Mayor Doug Chipman

Delivering Excellence - Larger Councils (populations more than 15,000)

In the **Delivering Excellence - Larger Councils (populations more than 15,000)** category, Clarence City Council took out the award for its **aWake Before Death** project.

The project was created to provide the opportunity for people of all ages to have meaningful conversations about death, grief and end-of-life planning in a safe and supportive environment. Research indicated, although a sensitive topic, increasing promotion and education of end-of-life planning was beneficial if handled in a supportive open way.

A collaboration between Clarence Council's Positive Aging Network, non-government, government and private enterprise, it aimed to capture conversations about death and dying on film which were then turned into a portfolio of quality, flexible and sustainable educational and training resources for wider community benefit. Doing this through a community development process ensured discussion of death, dying, end of life care planning and bereavement, helped build capacity and resilience by learning from others.

The project had wider benefit with the video created from the conversations showcased at the Mofo Arts festival. The portfolio has been adapted and distributed widely as a valuable palliative care resource. The project also supports Council's World Health Organisation status as Tasmania's first Age Friendly City and Community.

Congratulations to the winners and also to the runners-up:

Delivering Excellence - Smaller Councils

Derwent Valley Council - Tree2Sea

West Coast Council - West Coast Community Plan 2015

Delivering Excellence - Larger Councils

Devonport City Council - Devonport Food Connection

Glenorchy City Council - Moonah Taste of the World Festival

LAND USE PLANNING GUIDELINES for Disaster Resilient Communities

Environmental change is accelerating and natural disasters are increasing in frequency because of climate change. It is therefore imperative that a national framework is developed for addressing and coping with these changes and disasters.

The Planning Institute of Australia has released an e-handbook, the *National Land Use Planning Guidelines for Disaster Resilient Communities*, which brings together some of the best-practice thinking in the area of disaster planning, recovery and betterment, including the Rockefeller Foundation's Framework for Resilient Cities and the outcomes of the Productivity Commission inquiry into natural disaster funding arrangements.

The handbook demonstrates the role of land use planning in creating resilience and provides comprehensive guidance for planners grappling with the issues of natural hazard resilience, pre-disaster planning and post-disaster recovery.

The *National Land Use Planning Guidelines for Disaster Resilient Communities* are available online at www.planning.org.au/documents/item/7804. Accompanying the guidelines is a Disaster Resilience Education Implementation Plan, located at www.planning.org.au/documents/item/7805.

Photo courtesy of Warren Frey, Tasmanian Fire Service

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Clarence City Council's cultural program is designed to foster a vibrant and culturally sensitive community



ENCOURAGING LOCAL ARTISTS IN CLARENCE

Community engagement in arts and culture is actively promoted by Clarence City Council and the number of submissions in the ever popular City of Clarence Open Art Exhibition is proof of this. This year, more than 200 works by 118 Tasmanian artists in the fields of painting, photography, drawing, printmaking and mixed media were on show. The overall winner was Martin Rek for his beautifully detailed drawing, *Melaleuca*, which delighted the judges.

The biennial exhibition, which began over twenty years ago, has attracted more than 100 artists and hundreds of individual artworks by professional and amateur artists.

Mayor Doug Chipman said Council's cultural program aims for excellence and community participation with the arts in order to foster a vibrant and culturally sensitive community. "Council actively encourages our community to get involved in arts activities through a number of initiatives in our arts and events program," he said.

The exhibition has become such a popular event for the community that it is now shown in both the Schoolhouse Gallery and Barn in Council's Rosny Farm precinct. Some of the artworks have also been acquired by Council to add to their collection.

"Our arts program at Rosny Barn has a strong commitment to community as we host exhibitions by local arts groups, matched with professional artists and touring exhibitions," Mayor Chipman said. "We are finding that more and more people are attending arts events, programs and exhibitions in Clarence due to the diversity of programs we offer and the partnerships we have made with Dark Mofo, Ten Days on the Island and TMAG, as well as local arts organisations," he said.

For more information on Clarence City Council's arts programs contact, Tracey Cockburn, Arts and Cultural Development Coordinator on (03) 6217 9606.

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‘BIGGER IS BETTER’,



BRIAN DOLLERY, PROFESSOR OF ECONOMICS AND DIRECTOR OF THE CENTRE FOR LOCAL GOVERNMENT

University of New England, NSW

The debate on municipal amalgamations continues in Tasmania, with a number of councils involved in studies to consider the merits of voluntary mergers. At the same time, several forward-thinking councils

are successfully sharing services in a joint venture that is generating significant savings for ratepayers.

While the current thrust of the State Government’s policy is for voluntary amalgamations, the emphasis may change after the election in 2018, with pressure from the Property Council and other vested interests pushing for forced mergers.

Before jumping into mergers, Tasmanians would do well to consider the experience interstate. Hard-pressed ratepayers in NSW and Queensland need no reminding of the perils of municipal amalgamation. After all, NSW experienced a sharp dose of forced mergers in 2004 and their QLD counterparts underwent draconian council consolidation under the Beattie Government in 2008. Moreover, NSW is presently at the cusp of a further round of municipal mergers being inflicted on unwilling councils by the Baird Government.

In all three cases, the architects of compulsory amalgamation have been under the sway of the dogma that ‘bigger is better’ in Local Government. Ratepayers are told that a new dawn will break post-amalgamation of lower rates, cheaper services, improved service quality, enhanced financial viability, and superior administration and planning. These claims are typically presented as the outcome of careful research and deliberation on Local Government reform.

But are these claims consistent with the empirical evidence? To investigate this question for the 2004 forced amalgamation imposed on NSW local authorities, working under the auspices of the Centre for Local Government at the University of New England, my colleagues Brian Bell, Dr. Joseph Drew and I took advantage of the fact that we could use 2014 data to compare the performance of merged councils with their unmerged counterparts over a 10-year period.

The resultant research paper has successfully been through the peer review process and was recently published in the journal, *Economic Papers*, by the Economic Society of Australia. We compared the performance of the two groups against common criteria, including four of the main ratios presently being used by the Baird Government under its *Fit for the Future* forced amalgamation program (i.e. operating performance, own-source revenue, building and infrastructure renewal, and asset maintenance ratios), as well as council employees per capita.

We found no statistically significant differences in the performance of the two groups of councils against these performance criteria. This not only falsifies the claims by the (then) Carr Government that its forced amalgamation program would herald substantial improvements in NSW Local Government financial performance, but also undermines the current claims made by the Baird Government on its proposed mergers.

Further research undertaken by my colleagues and I, provides additional damning evidence. For example, Dr Joseph Drew, Dr Mike Kortt and I examined the outcomes of the 2008 Queensland amalgamations, which witnessed a reduction in the number of councils from 157 to just 73 as a consequence of forced amalgamation.

Drew, Kortt and Dollery (2015) demonstrated that these mergers had resulted in a greater proportion of councils exhibiting diseconomies of scale, which created entities which were simply too large to be run efficiently. Furthermore, of the 31 new councils created by the mergers, over 58% exhibit decreasing returns to scale. Comparing the efficiency of non-amalgamated with amalgamated councils through time, we found that merged councils performed worse than unmerged councils!

Finally, Dr Elizabeth Sinnewe, Dr Mike Kortt and I recently tested the claim that ‘bigger is better’ by examining the financial performance of the Australia’s largest council by population size – the Brisbane City Council (BCC) – against comparable NSW and Queensland metropolitan local authorities.

In our analysis of BCC, recently published in the *Australian Journal of Public Administration*, we compared the BCC to Sydney City Council, the average of six south east Queensland councils and the average of ten metropolitan NSW councils. We then examined the financial performance of BCC and the comparison groups using four measures of financial performance (financial flexibility, liquidity, debt service capacity and asset management). We found that between 2008 and 2011, the three comparator groups outperformed BCC in financial flexibility, liquidity and debt servicing ability.

Taken together, these three papers not only cast doubt over the continuing dogma that ‘bigger is better’ but also demonstrate that amalgamated municipalities frequently perform worse in financial terms relative to their unmerged counterparts. Tasmania would be wise to take note of these findings in determining the way forward.

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or is it? *Two Perspectives*



GRAHAM SANSOM, ADJUNCT
PROFESSOR AND ASSOCIATE
MEMBER

Institute for Public Policy and
Governance

Very few Tasmanian councils seem interested in mergers which appear to threaten local control, identity and democracy. By contrast, resource-sharing may offer a 'soft landing' that combines cost-savings with better regional planning and

advocacy, and keeps the State Government at bay.

Opposition to amalgamations has been nourished by a torrent of academic papers that 'prove' mergers do not deliver predicted efficiencies and cost savings, and that 'bigger is not better'. Certainly there is no 'straight line' relationship between population size and financial performance. Some smaller councils are more efficient and financially robust than some larger ones (and vice versa), and amalgamations do not automatically yield worthwhile cost savings. Circumstances differ, notably the quality of senior management and decision-making by councillors, while efficiency gains may be delayed by legislation preventing staff cuts for several years after mergers.

So do all those papers really prove that 'forced' amalgamations are always wrong and shared services can deliver better results? Well no, they don't. Typically their coverage and analysis are selective, and sometimes their methodology is seriously flawed. For example, a recent study (Sinnewe et al 2016) which argued that 'biggest is not best' (did anyone ever say it was?) compared Brisbane City's finances with meaningless averages of two groups of other councils, and failed to examine Brisbane's very different mix of services and infrastructure. Moreover, the paper grossly miscalculated Brisbane's revenue base, overlooking hundreds of millions earned from public transport, parking and other commercial ventures.

And shared services are no ready-made alternative to mergers. Dollery et al (2011, pp.161-162) note that their success

varies widely from case to case and faces significant barriers, including loss of 'local identity', conflicting objectives between participating councils, and uncertain benefits. Similarly Dollery et al (2012, p.251) caution against exaggerated claims for what shared services models can realistically achieve.

In fact, there is substantial evidence that mergers can deliver substantial benefits, especially if they are carefully planned and implemented. For example, Dollery et al (2010) developed a useful model of 'sustainable amalgamation' for small rural shires. Tiley (2011) analysed the merged NSW Clarence Valley Council (CVC) and found that (pp.297-303): "The larger organisation has been able to increase outputs and projects that were beyond the capacity of the former councils... the financial strength and stability of CVC is now greater than that of each of the former councils..." He concluded that (p.340): "...at least from a fiscal standpoint, bigger is indeed better, but not obviously cheaper."

As well, simply having fewer councils can produce more robust and coherent regional organisations, and enable both regions and state associations to advocate more effectively. And larger councils may be better placed to negotiate arrangements such as the 'City Deals' proposed by the Federal Government.

Local councils are complex institutions and communities differ greatly, so inevitably one size doesn't fit all. But for Local Government to remain strong and relevant, it must adapt to a changing environment. All options must be fully assessed and discussed, and sometimes mergers will be the right answer.

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(L-R) Amanda McCall, Louise Ryder, Belinda Graham, Sandra McMillan and (Front) Jess Dallas of Derwent Valley Council dressing the windows of the Council Chambers with red material in readiness for Dark Mofo

Derwent Valley Embraces Dark Mofo

The Derwent Valley became the focus of over 12,000 visitors during Dark Mofo, following the decision of Derwent Valley Council to allow the use of the Willow Court precinct for the event.

Several buildings in the historic Willow Court precinct were utilised by internationally acclaimed artist, Mike Parr, to present a static display and 72-hour performance in honour of his brother, with the site providing the perfect backdrop for the sometimes confronting art installation. The artist requested that no cleaning or other disturbances take place, as the space provided the ideal atmosphere for his works.

Opening night was celebrated with a community Garden Party, a free event for community members and Mona VIP guests. This included a showcase of some of the Derwent Valley's finest seasonal produce and beverages. The Agrarian Kitchen provided meals for the crowd who enjoyed live entertainment and conversation around fire pots in the Avenue and Ladies Cottage. Local wine, mulled cider and hot chocolate all proved to be very popular, along with other food and drink choices.

High Street was aglow with red light from specially tinted street lights, in shop windows and on feature buildings. Fire pots lit the way for guests to The Garden Party and Dark Mofo event. Norske Skog and the Corumbene aged care facility participated by lighting their buildings red. During the course of the week, buskers entertained visitors and locals, and visiting food vans augmented the businesses in New Norfolk.

Derwent Valley Council was overwhelmed by the support shown by the community for the event, with over 40 businesses and homes taking part in the Paint The Town Red campaign from Strathgordon through Mt Field, from Plenty to New Norfolk and Granton, providing a warm winter's welcome to visitors. The majority of businesses in New Norfolk and surrounds took advantage of the influx of visitors by extending business hours or making other special arrangements.

Derwent Valley Council hopes to build on the success of this event to help to activate the Willow Court precinct for future use, and is investigating the possibility of attracting other major events to the Derwent Valley.



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WEST COAST HITS THE ROAD

The West Coast is on show across Tasmania courtesy of a dynamic montage of images on the West Coast Council General Manager's vehicle. Promoting the West Coast through images portraying adventure tourism, wilderness



and heritage, the car wrap is sure to capture the attention of people across the State.

West Coast Mayor Phil Vickers said we must continue to think of different ways to get the message across that the West Coast is an amazing place to visit, and a special place to live. "Our General Manager is often required to travel across Tasmania to attend meetings so we thought, why not use the vehicle he's travelling in to promote our region?" he said.

Completion of the car wrap promotion is in line with the vision for the region adopted in the West Coast Community Plan 2025, where it was recognised that 'raising the profile and increasing awareness of the region's offerings will assist in attracting new residents and investment.'

Burnie Aquatic Centre makes a Splash

On 5 July, Burnie City Council's long awaited Burnie Aquatic Centre indoor pool opened its doors to the public for the very first time and has since seen a steady flow of pool users.

The facility offers: a 25-metre lap pool; a new outdoor kids' splash pad; eight different pieces of equipment in the play area which is accessible for children in wheelchairs; a canteen; meeting spaces; and a large gymnasium for use by table tennis and martial arts groups.

The Aquatic Centre redevelopment was made possible through grants from both the State and Federal Governments, with Council providing the balance of funding. The indoor pool was built by Stubbs Constructions with the support of many technical consultants, engineers and trades people, and is operated by local company, Sea-Lyons Aquatics on behalf of Council.



Mayor Anita Dow said that the opening was the end of a long journey for the Burnie community, after years of lobbying and planning for an indoor, 25-metre swimming pool. "The Aquatic Centre will be a great facility for the whole community, with a focus on providing year-round learn to swim programs, swimming training and leisure activities."

George Town Council Welcomes **POKÉMON** to Town



(L-R) George Town Council's Des Bolt – Council Ranger and James Stewart – Town Planner out on the town in search of Pokémon

George Town Council's Planning Department has approved a number of Pokémon related structures throughout the Municipal Area. Regent Square, Windmill Point and the York Cove Pontoon are just some of the locations where residents can find a training station (Gym).

Numerous rare Pokémon have been seen throughout the township enjoying the public parks and recreation areas, as well as an unusually high number of water-type Pokémon which have been sunning themselves along the Kanamaluka Trail.

PokéStops can be found at interesting places throughout the town such as public art installations, monuments and historical markers. Along the way, Pokémon enthusiasts can learn some interesting facts about George Town whilst enjoying some fresh air and exercise, and having fun with friends and family.

A Regional Focus on Tasmania's Finest Produce

This year's Taste of Tasmania, from 28 December 2016 – 3 January 2017, will see 18 new participants join 56 returning stallholders to showcase some of the State's finest produce. Applications were 19% up on the previous year, with a total of 88 applications submitted, requesting 99 sites.

The Lord Mayor of Hobart, Ald Sue Hickey said an increase in applications not only signals a vote of confidence in the event from past and new stallholder partners, but that the Taste of Tasmania is the place for some of Tasmania's finest food and beverage producers and providers to showcase the best Tasmania has to offer.

"The selection panel was very impressed with the high-calibre of applications and we are excited about having a regional focus this year that will truly provide a taste of Tasmania's finest produce," said Ald Hickey.

In total, there will be 74 stallholders occupying sites throughout PW1, the Paddock, Salamanca Lawns and Parliament House Lawns. This year will also see an expansion along Castray Esplanade near Salamanca Lawns.

"We have had a significant interest from microbreweries so we are designing an area that provides an opportunity to showcase their products to local, interstate and international audiences," said Ald Hickey.

"As part of our commitment to stallholders, we are establishing and advisory group so stallholders and invited peak body representatives from the festival and events sector, and the tourism and hospitality industry, can contribute to the event's development," she said.



Blackman Bay oysters

Photo courtesy of Nick Osborn and the City of Hobart

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Change the Narrative!

E J SHU, PLANNING AND POLICY CONSULTANT

Change the narrative! That was a key message to attendees at the Future of Local Government Summit, held in Melbourne in May. During two days of diverse presentations, delegates heard about the growing importance of communicating the value of Local Government, both for gaining community support for council decision-making and for securing recognition and funding from higher levels of government.

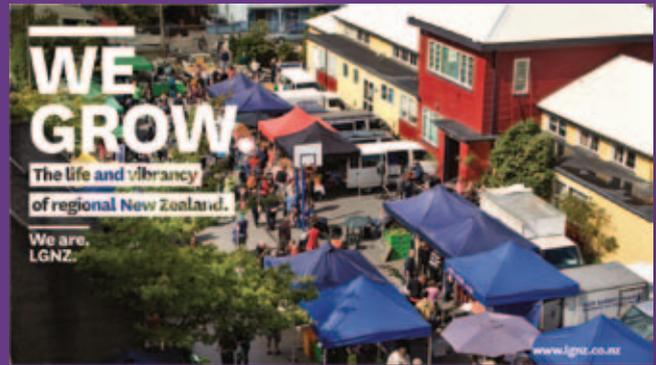
While Australians trust Local Government more than any other tier, the breadth and impact of Local Government activities remains unclear to many citizens. This impedes the ability of councils to realise their strategic goals. Former Director of the Australian Centre of Excellence for Local Government, Graham Sansom, observed that citizens would be more willing to pay rates if they understood the community benefits they received from council activities.

According to presenter Iain Twine, Australasian and South East Asian CEO of public relations company Edelman, sharing stories about obstacles and successes is a powerful way to build public trust. He told summit attendees that local governments have a unique opportunity to become the most positive storytellers in their community. This means taking a fresh approach to communications, moving from a defensive position of reputation protection to a more proactive stance. "Mine your councils for stories," Iain advised attendees. "Collate them, capture them and promote them."

A thought-provoking example from across the Tasman as given by Helen Mexted, Director of Advocacy for Local Government New Zealand (LGNZ), who described how Local Government's low public reputation in New Zealand had prompted the creation of a nation-wide communications campaign to showcase the sector's value. The campaign, centered on the theme 'We Are. LGNZ', was launched in 2015 to establish a collective brand position for New Zealand councils. It features image-rich advertisements that make bold declarations of public value, such as 'We maintain. The roads you drive on.' and 'We grow. The life and vibrancy of regional New Zealand.'

Helen said that a key strategy behind the campaign was the importance of the sector telling its own story locally. Rather than rolling out the campaign nationally, LGNZ established a 'library' of images and creative concepts from which individual councils could draw. More than half of New Zealand councils have indicated their support and many are now utilising the campaign in local contexts, for example on council-owned buildings, billboards, social media and digital channels.

While the 'We Are. LGNZ' campaign is in its infancy, there are early indicators of success. LGNZ's stakeholder audit



has shown a marked rise in approval ratings, and the Local Government sector is starting to enjoy more balanced media coverage. Public perceptions of Local Government in New Zealand will be re-surveyed in 2017.

'We Are. LGNZ' is an example of how stories, no matter how concise, can help shift perceptions of Local Government. The campaign is part of a sector-wide transformation. "Real reputational change will come when each council collectively focuses on what's important to its communities, engaging locally and nationally, and shows the value it delivers to communities on the issues that matter," Ms Mexted said.

Find out more at www.ejshu.com.au

Tasmania's Visitor Economy Continues to Grow



JAMES CRETAN, CHAIR
Tourism Tasmania Board

“Visitors to our State are now looking for more than just places to see and go. They are seeking a more immersive experience and the chance to enjoy the features of Tasmania that we take for granted.”

Most Tasmanians will be well aware that our tourism industry has undergone significant growth over the last few years. There are a number of reasons for this. The cultural side of Tasmanian life is of increasing interest to visitors. The fact that we are a place with not only significant natural beauty but also a rich and unique cultural and social character, has fuelled Tasmania becoming a must see destination.

In addition, our ties with China, seeded by successive state governments since the 1980's, have come to fruition just at a time when Australia is seen as offering so much more than mineral resources. Tasmania ticks a lot of boxes for many who live in Asia and further afield - not only our natural surroundings and premium produce, but also our intriguing heritage, our safety and security.

While the dynamics of the tourism industry can be expected to change over time, the heightened interest from not only China but also other Asian regions will remain solid into the foreseeable future. Visitors to our State are now looking for more than just places to see and go. They are seeking a more immersive experience and the chance to enjoy the features of

Tasmania that we take for granted.

Over the last 18 months, significant thought has been put into how we can achieve this outcome and importantly, what benefits will come to Tasmania and its people from doing so. Arising out of this process, in November 2015, the T21 Tasmanian Visitor Economy Strategy (T21) was launched by the Premier. An important feature of this new plan is that it has broadened the scope of the traditional tourism industry.

It has actively engaged with sectors of the economy and community not traditionally seen as being involved in tourism, such as international education, state government departments and Local Government, to develop a shared vision and action plan for the visitor economy.

In economic terms, the advantages of visitation to Tasmania are real and quantifiable, with 1.18 million visitors coming to Tasmania and spending \$2.01 billion in the last year. The flow-on benefits are also significant, with tourism and the visitor economy being drivers for additional investment and job creation, particularly in regional areas.

The health of the visitor economy industry depends upon a network of public and private organisations working in synergy. While private operators are the engine room of the industry, at a state government level, Tourism Tasmania focuses on increasing visitor demand while the Department of State Growth and other government agencies support the supply or capacity and capability aspects of the industry. Regional Tourism Organisations also play a vital role, linking in with their regional priorities and working closely with local tourism associations around the State.

T21, as the shared strategic plan for the visitor economy, provides a framework for this to be addressed in a strategic and streamlined way. Overseeing this is the high-level Premier's Visitor Economy Advisory Council (PVEAC), chaired by the Premier and supported by the Minister for State Growth, the Deputy Chair. One of PVEAC's main roles is to monitor the delivery of T21 priorities and closely track the State's progress towards its T21 goal.

For Tasmania to fully unlock the benefits of the visitor economy, we must ensure that we do not neglect other areas. Infrastructure such as buildings, roads and visitor facilities, as well as skilled and job ready people needs close consideration. Rapid growth in demand will put pressure on these, as we are already seeing in a number of areas around Tasmania.

We must also carefully protect and preserve the value of our assets, attributes and brand. These are the essence of our visitor economy. There is emerging a 'whole of government' engagement with the T21 strategic objectives. There is also a keen focus on ensuring the infrastructure needs of the industry are appropriately prioritised to recognise its importance to Tasmania's future. This area is being addressed as a high priority by PVEAC.

The Tasmanian community is the ultimate beneficiary of the visitor economy and it is important that as we go through a period of rapid change, that Tasmanians feel involved and empowered, and share our excitement about the benefits that can be enjoyed.

The principles of environmental and social sustainability must remain at the core of our strategy and actions. As such, the role of Local Government in representing the needs and aspirations of their local communities is an essential way of achieving this.

A vibrant and robust visitor economy and the Tasmanian brand that underpins it will help our primary producers, niche manufacturers and services such as international education successfully participate in the global marketplace. In the longer term, it will assist in growing the size and demographic diversity of the Tasmanian population to sustainable levels. There has never been a better opportunity for Local Government to engage in a proactive manner to ensure its constituents are beneficiaries.

I am confident Tasmania is well positioned with the right structures and relationships in place for us to achieve maximum benefit from the visitor economy. Commitment to a genuinely shared vision coupled with careful and continued strategic oversight are critical elements for success.

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STUART LEE,
MOTOR VEHICLE ASSESSOR

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regional feature



KINGBOROUGH COUNCIL:

Vibrant communities, economic opportunities,
sustainable infrastructure and healthy environments



KINGBOROUGH COUNCIL STATISTICS

AREA **717 SQ KM**

POPULATION **36,000**

VALUE OF COUNCIL ASSETS **\$600 MILLION**

COUNCIL STAFF **220**

KEY INDUSTRIES **AQUACULTURE,
TOURISM, AGRICULTURE**

Clr Steve Wass
Kingborough
Council Mayor





Kingborough Council's vision is to achieve a vibrant, diverse and connected community with well-managed natural and physical assets, and a wide range of economic and lifestyle opportunities.

The Kingborough Municipal Area has one of the longest stretches of coastline in the State and is framed by areas of great natural beauty alongside rural landscapes, making it an idyllic place to live. As the population continues to expand, Kingborough Council aims to deliver a diverse range of services, programs and facilities necessary to maintain and build a healthy and sustainable community, as well as provide for the increasing number of tourists visiting the area.

The residents of Bruny Island have felt the effects of this tourism boom and Council is working closely with partner agencies, land managers and the local community to manage and identify the potential impacts on the environment and local life. An Action Plan for Bruny Island is underway to provide real long-term infrastructure solutions and a marketing strategy is being prepared by Destination Southern Tasmania for Kingborough to support tourism promotion and maximise the benefits to local communities.

Kingborough Council Mayor, Clr Steve Wass, is optimistic for the future and says Kingborough has one of the strongest footholds when it comes to community service delivery and business

partnerships. "We have the people, the ideas, the service platform and the desire to embrace our challenges, and turn them into opportunities," he said. "As a council, we pride ourselves on supporting a strong quality of life for residents and provide many unique and rare services like our sports centre, family day care, aged respite centre and volunteer program."

Council also provides a variety of workshops, training sessions and activities for all ages across the year, including events where the community can connect with Council, local groups, local producers and with each other. Community events allow for residents to make a difference to their environment at a local level, like the popular annual planting event in celebration of National Tree Day and Kingborough's premier sustainable living event, Love Living Locally.

A priority area for Council is the issue of climate change and the identified risks to the community. Council recognises the need to develop appropriate climate change mitigation and adaptation responses as the impacts become increasingly apparent at local levels, particularly in coastal areas where there is the greatest risk of storm surge

inundation or erosion, and in regard to stormwater and bushfire management.

Clr Wass emphasises Council's strong commitment to becoming leaders in climate change adaptation. "We have recently presented identified risks to our Kingston Beach community and our next steps are to work with them and our partners to explore potential adaptation options," he said. "Council has also recently endorsed a proposed establishment of a Climate Change Innovation Lab, where we would be able to attract world-leading climate change professionals and researchers, and subsequently will be able to test innovative and emerging responses for the specific challenges we face."

Kingborough's waterways are a treasured resource for both recreational and industry use, and waterway health is of great social and economic importance. Council is involved with innovative partnerships like the Derwent Estuary Program and D'Entrecasteaux and Huon Waterway Collaboration, and is developing a stormwater strategy. The strategy will plan for and contribute to the improvement of infrastructure for the protection of waterways and mitigation of flood and erosion risks.



KINGBOROUGH COUNCIL

Mayor

Clr Steve Wass

Deputy Mayor

Clr Paula Wriedt

Council

Clr Richard Atkinson

Clr Sue Bastone

Clr Graham Bury

Clr Paul Chatterton

Clr Flora Fox

Clr David Grace

Clr Michael Percey

Clr Dean Winter

Major Development for Central Business District

Kingborough Council is focusing on planning for the future and adapting to a growing community that brings with it a number of challenges and pressures.

A strategic vision for Kingborough's communities is vital for the region to secure a prosperous social and economic future. Council has a unique development opportunity within central Kingston which will be a critical element in achieving this future.

The vision for the Kingston Park development is that it will contribute to the stimulation and creation of a revitalised central business district, and will lead to a viable self-sustaining community. It is the most critical single project for the economic future of Kingborough.

An economic assessment was prepared by independent

consultants which found that this project will help to create 600 new jobs and inject more than \$80 million a year into the local economy once completed. Development aspirations include a community hub, new community healthcare centre, residential properties, limited commercial space and a large area of parkland.

It is the right time to seize the opportunity to generate more home-grown development in the region, preventing the need for people to travel into Hobart or other areas for employment, education and health. The project is gaining momentum with a recent competition to name the site, the winning architect announced and engaged to design the community hub, and the main road in its final design stages.

March Studio were the winners of the architectural design

competition for the community and Director, Rodney Eggleston, said they were delighted to be involved as they have strong connections with the region. "Our design celebrates the working history of the region through the adaptive reuse of materials and the preservation of the original Kingston High School gym, and will create a thriving community centre for the people of Kingborough to enjoy."

Mayor Steve Wass said this design will provide a striking building that will make effective re-use of the old gym building while providing a new facility that is flexible for future changing demands. It will also be built to a style and quality that can be used as an example for other future surrounding developments and will be the centre point of connections and activity in Kingston."



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Tasmanians to Get More Say on Planning Reforms

The development of the single planning scheme is well underway and the Statewide Planning Provisions are now being reviewed by the independent Tasmanian Planning Commission through the public statutory process. Having considered advice from the Commission, Minister Peter Gutwein has extended the timeframes for the Tasmanian Planning Commission (TPC) to provide its report. This will

extend the time provided as the minimum under the Act but will still allow the Statewide Planning Provisions to be finalised and provided to councils around the end of this year. With the extension of time provided, the TPC Hearings are programmed to continue into October ensuring that those interested can have their say before the Statewide Planning Provisions come into effect.

New Integrated Parking System for Hobart

The City of Hobart is seeking to replace its current on-street parking meters and voucher machines to make it easier for motorists to pay for parking. Council's current equipment is due for replacement so new equipment and technology will be introduced to provide additional and convenient payment options. Council recently called for tenders to supply and install 370 multi-payment option parking meters that will offer payment by cash, debit card, or credit card, and a pay-by-phone system that will allow people to pay for their parking

on their mobile phone. The tender also includes the supply of up to 1,700 in-ground parking sensors capable of monitoring parking space usage in all meter and voucher parking spaces, as well as the ability to detect vehicle over-stays, and software that is Smartphone-based to facilitate the monitoring of in-ground sensors, pay-by-phone transactions and the issuing of infringement notices. It is expected that the purchase and installation of the new equipment will take place during the 2016/2017 financial year.

PCYC Arrives in the Derwent Valley

Derwent Valley Council has established a Police-Citizens Youth Club (PCYC) group to manage the Derwent Valley Sport and Recreation Centre. Council has been in negotiations with the PCYC for a period of time which culminated in the centre opening under the new banner in August. The PCYC

arrangement will allow for a broadening of the scope of activities undertaken at the centre and their presence will assist Council in further integrating the delivery of youth services into the future.



Partnerships Add to Rosebery Plaza

A partnership between West Coast Council and two major businesses has resulted in additional seating at the Rosebery Plaza. The public space was redeveloped by West Coast Council over the past two years, with MMG and TasRail approaching Council offering to cover the cost of installation of a table and covered seating at the Plaza. MMG Rosebery and TasRail were keen to jointly fund a commemorative project in recognition of the rare achievement of 80 years of continuous operations, which was achieved in February this year. With their support, Council was able to install the additional infrastructure, saving the community \$5,000.

MyPost Digital Mailbox Makes Rates Easier to Pay

Devonport City residents can now receive their rates notices securely online via Australia Post. MyPost Digital Mailbox is a handy tool to help manage the business of everyday life by allowing residents to receive and pay selected bills, upload and store important documents in one convenient, secure location. With a Digital Mailbox, Devonport residents can

securely access mail from Council online for free 24 hours a day, 7 days a week. Missed bill payments are also less likely as users can set notifications and reminders, and pay most of their accounts using any device with an internet connection. To find out more about MyPost Digital Mailbox, visit www.digitalmailbox.com.au.



Is your Council's Culture Impacting on your Ability to make High Quality Decisions?

DR SETH NICHOLLS, PRINCIPAL CONSULTANT
Nicholls Consulting Services

In February 1961, US President John F. Kennedy took the decision to support a foolhardy CIA plan to invade Cuba and overthrow the Communist regime of Fidel Castro. The so-called 'Bay of Pigs' invasion was an unmitigated disaster and has since become a textbook example of how not to make a decision. As President Kennedy later asked himself, "How could I have been so stupid to let them go ahead?". In October 1962, however, it was that same President's decision-making skills that are widely believed to have averted a nuclear conflict between the United States and the Soviet Union during the Cuban Missile Crisis.

The Kennedy administration's decision to support the Bay of Pigs invasion was a product of the advice of a small, tight-knit and relatively isolated group of advisors who ignored key evidence and whose opinions converged around the adoption of one particular alternative (a process now commonly referred to as 'Groupthink'). In contrast, and largely as a result of his awareness of Groupthink and other biases, during the Cuban Missile Crisis, the President resolved to consult far more widely and 'demanded his advisors principled dissent' before making a decision. It is widely accepted that Kennedy's decision to seek information from a much wider variety of sources (and encourage his advisors to talk, argue and disagree with him during the formative stages of the decision-making process) was crucially important in determining the right course of action.

The purpose of these examples is to illustrate: the extent to which decision-making skills can be developed and improved over time with the right information, training and practice; and the way in which leaders can actively contribute to the creation of a culture of effective decision-making, or an organisational environment conducive to high quality decisions.

Culture as a 'decision framework'

Within any organisation, decisions are made within a framework of implicit and explicit rules. These range from the relatively inconsequential "Can I get up and make a cup of coffee when I am not on a break?" to the highly significant "Will I be rewarded or punished for respectfully informing a senior manager that they are wrong when the evidence clearly suggests that this is the case?". Along with a wide variety of other customs and norms of behaviour, such rules combine to produce a particular organisational culture. One of the ways organisational culture may be understood is as an overarching framework from within which decisions are made and actions are taken.

Culture and organisational decision quality

Perhaps unsurprisingly, organisational culture can have a direct and profound effect upon organisational decision quality. For example, agencies which are characterised by a culture in which it is quite obviously unacceptable for a staff member to respectfully speak up, challenge the boss and/or point out that a particular course of action is fundamentally flawed in light of the evidence, are far more likely to make poor quality decisions than those in which openness, truthfulness and candor are supported and encouraged. This is because good information comprises the foundation on which high quality decisions are based. Indeed, as American leadership expert, Warren Bennis, points out, "Organizations need candor like the heart needs oxygen".

Creating a culture of effective decision-making

Given their position within organisations, managers and executives have the ability to shape the culture – or



framework – from within which decisions are made (for better or worse). So how can one create a culture of effective decision-making within their organisation as a means of significantly improving organisational decision quality? While a comprehensive discussion of the kinds of action that leaders can take to actively improve decision quality is beyond the scope of this article, the creation of an organisational environment that is conducive to high quality decisions involves the development of an understanding of what actually constitutes a good decision (note: while counterintuitive, a good decision is not necessarily one that 'leads to a good outcome'); an awareness of unconscious and other biases, and the ways in which they can negatively impact upon organisational decision quality; as well the right kind of leadership skills. For the leader who is seeking to improve the quality of the decisions made by their organisation, it is also necessary to develop the skills required to positively leverage the inevitable conflict that results from the diverse array of viewpoints – and value systems – by which organisations are characterised.

Conflict, diversity and decision quality

“Conflict can be highly constructive, indeed, essential to teamwork and organisational effectiveness. Why have a team if team members have similar backgrounds and think alike? The very rationale for an organisation is to combine the energy, ideas, and knowledge of diverse people.”ⁱ

A conscious, well-managed and appropriate level of constructive conflict is conducive to high quality decision-making. If skillfully harnessed, a diverse array of perspectives within an organisation can be utilised by managers and executives to counterbalance distortions resulting from biases such as ‘Groupthink’ (as President Kennedy discovered) and the limitations of any one individual’s knowledge of a particular issue.

“Within an organisation, individuals with different viewpoints and values may ‘drive each other crazy’. However, it is often those same individuals who are able to counterbalance each others’ weaknesses.”

An appropriate level of constructive conflict can also be used to develop superior strategies for tackling complex problems by revealing hidden assumptions and surfacing new and potentially valuable ideas. For the manager or executive, the key is to distinguish between constructive and destructive forms of conflict, and develop the skills required to foster an optimum level of the former as a means of improving organisational decision quality.

Developing the skills to improve organisational decision quality

Creating a culture of effective decision-making is a complex and challenging task. It begins, however, with a conscious awareness of the power of culture, the nature of the culture from within which decisions are currently being made, and the ways in which that culture is impacting upon an organisation’s ability to make high quality decisions. It also begins with the development of the skills which are needed to ensure that the direction in which your organisational culture is heading is the right one.

Elected members who wish to learn more about creating a culture for effective decision-making, are encouraged to attend the Elected Members’ Professional Development Weekend, to be held in Hobart, from 25-26 February 2017.

For enquiries, email enquiries@nconsulting.com.au, or phone 0431 857 008.

Dr Seth Nicholls has worked in academia, government and consulting for more than 15 years. He holds a PhD in political science and public policy from the University of Adelaide, and a graduate professional certificate in Strategic Decision-Making and Risk Management from Stanford University.

ⁱ Tjosvold, D, 2008, ‘The Conflict-Positive Organization: It Depends Upon Us’, Journal of Organizational Behavior, 29(1), p.19

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Conflict in Your Workplace? Three Important Steps

DR OLIVIA RUNDLE, SENIOR LECTURER IN LAW
University of Tasmania

We've all experienced a workplace conflict but how many of us can say we can confidently resolve one? Workplace conflict related stress is estimated to cost the Australian economy \$14.81 billion a yearⁱ. Most employees deal with conflict in the workplace regularly. Managers typically spend around five hours per week managing conflict between staff but typically don't feel highly skilled to do so. The good news is that with the right management, workplace conflict can be resolved before serious damage is done to morale and productivity.

Resolving conflict is an important skill for those working in government. The absence of (or outdated) resolution systems and lack of training are common causes for conflict escalation and breakdowns. The costs of poor workplace conflict resolution stack up quickly.

Here are some strategies to help in your workplace:

1. GET TO IT EARLY AND BE PROACTIVE

When situations do arise, don't avoid the problem - get on the front foot and be proactive. With correct training, problems can become an opportunity to grow. Drs Samantha Hardy and Olivia Rundle know only too well how high the costs of workplace conflict can be. "As dispute resolution specialists and active mediators, coaches and facilitators, Olivia and I saw the need for a serious up-skilling of those in management roles in particular," said Dr Hardy. "A common theme is that conflict is left to go on far too long, when it could have been dealt with much earlier. By avoiding the problem, or hoping it will go away on its own, it becomes expensive and sometimes almost impossible to fix."

2. ACTIVE MEDIATORS AND DEFINED SYSTEMS

Clear defined roles and expectations in the workplace, along with structured systems and qualified leaders can help bring successful resolution to workplace conflict. When conflict does occur, processes that are fair, sensitive, transparent, flexible and quick can help prevent escalation.

In the modern workplace, the impact of conflict can jeopardise the sustained success of a system. An often made mistake is a culture of avoidance where problems are expected to 'work themselves out'. Denial and managerial avoidance can lead to break downs, staff loss, expensive litigation, inefficiency and loss of productivity.

3. REFLECT AND RECOGNISE

Continuing to grow and learn as an organisation can help a team build strength and resilience. Reflecting on areas where improvement is needed can help recognise organisational needs. Are your staff equipped to handle conflict situations? Does your organisation have enough conflict resolution training? What impact is conflict having on your organisation's effectiveness? What else could you be doing to improve the ability to build effective culture? What tools and strategies do you have at your disposal to manage conflict? Does your organisation have best practice conflict resolution?

A best practice conflict management model should be adaptable, flexible, cost-effective and practical. Providing a "source of innovation, enlarged perspective and vitality for the organisation"ⁱⁱ.

The UTAS Graduate Certificate in Workplace Conflict Management has been designed for people working full-time.

The course is fully online and can be taken one subject at a time and completed over two years.

Dr Samantha Hardy and Dr Olivia Rundle have developed a new Graduate Certificate in Workplace Conflict Management, the only course of its kind in Australia. They both have PhDs in conflict resolution and years of practical experience supporting people to manage and resolve conflict. The course is highly engaging, with video interviews, online discussions and activities, real life simulations and practical assessment tasks.

"We wanted to give people knowledge and skills that they could take back to their workplaces and apply immediately with confidence," said Dr Hardy. "It is an ideal qualification for anyone who manages staff or operates as a consultant. In reality, almost all job descriptions ask for conflict management skills these days, so this qualification will be a valuable string to anyone's bow."

**To find out more, visit
www.utas.edu.au/law/conflict-management.**

i (Medibank Private 2008)

ii (Katz and Cohen 2009, 87)



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Workforce Planning Guidelines for Local Government in Tasmania

A new resource from the University of Technology Sydney Centre for Local Government will provide Local Government in Tasmania with a practical approach to developing strategic workforce plans.

Workforce planning in the Local Government sector is essential to meet the needs of communities and deliver a growing, prosperous Tasmania. These guidelines were developed to improve Tasmanian councils' understanding of the benefits of workforce planning and build capacity to better plan for a changing workforce. The project was funded by a grant from Skills Tasmania (Tasmanian Department of State Growth) and developed in partnership with the Local Government Association of Tasmania and Burnie, Circular Head and Waratah-Wynyard Councils.

The guidelines cover six steps and include case studies and various tools. Working through the guidelines and populating the supporting templates should help councils develop their own workforce plan.

"Workforce planning brings important benefits to councils and their communities, and these guidelines are intended

to help Local Government plan at a local, sub-regional and regional level to support the future growth of a vibrant Tasmanian economy," said Centre Director, Associate Professor Roberta Ryan.

"This project is one example of how Local Government in Tasmania is displaying initiative in implementing innovative ways to improve performance, increase their capacity to more effectively respond to community expectations, and provide strong leadership and good governance for the betterment of their communities," said Katrena Stephenson, Chief Executive Officer of the Local Government Association of Tasmania.

The University of Technology Sydney Centre for Local Government will run capacity building workshops based on the six steps in the guidelines in the North-West, North and South regions of Tasmania in September and October.

Link to the resource at

www.uts.edu.au/research-and-teaching/our-research/public-policy-and-governance/news/workforce-planning-guidelines

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Acting in the Public Interest: A Popular Thing To Do?

MICHAEL EASTON, ACTING CEO
Integrity Commission

When a council makes a decision affecting its community, having listened carefully to all cohorts of the community, noted the advice of experts, weighed all the facts and put the interests of the community first, this is no guarantee that the community as a whole will be satisfied with the outcome. As many councillors can attest, acting in the public interest will not always be popular.

So, what does it mean to act in the public interest and how can councillors feel confident about decisions in the midst of community pressure and dissatisfaction?

'In the public interest' is a term that is used frequently - so much so that its importance is sometimes lost. Yet, it is not simply a cliché or mantra - it is a question about real life decisions in real life situations. For any councillor, acting in the public interest must be the principal motivator and the core value that drives them to perform their public role with high standards of ethics and integrity. This in turn assists to build and retain the community's trust, both in them and in the council as a whole, regardless of whether or not specific decisions are broadly popular.

Acting in the public interest means performing functions and duties, and exercising any discretionary powers in a way that puts the public's interest ahead of any personal or private interests, or those of a specific group. For a councillor, this can present a challenge when an individual has been elected on a specific policy platform, or has a close relationship with a particular cohort of the community. Their platform may well be at odds with other parts of the community and/or other councillors. There is no particular surprise in this, as there will always be a diversity of views in any community. President Abraham Lincoln once famously said, "You can please some of the people all of the time, you can please all of the people

some of the time, but you can't please all of the people all of the time".

The public interest and what is favoured by the majority of the public are not necessarily the same thing. Councils must sometimes make a decision that is in the public interest, despite an apparent broad opposition to the decision in the community.

While it can be a great challenge to determine what is in the best interests of the public in a given situation, there are some 'rules of thumb' that can assist.

1. Consider whether the decision or action will bring about 'the greatest good for the greatest many'.
2. Look at where the differing individual and factional views overlap – the public interest can, at times, be found at those points.
3. Consider if the issue in question is a 'want' or a 'need'. A 'want' is more likely to be about personal, partisan and/or factional interests; whereas a 'need' is more likely to be about the interests of the public.

Acting in the public interest does not mean that all decisions will be easy, or that everyone will be satisfied with council decisions. The public interest does not necessarily flow from popular opinion, nor will it necessarily convert into 'popularity' for councillors. It simply means that council will be doing its job.

Councillors are leaders in the community. They are in public office to represent and serve the community, but also to make the difficult decisions. In the end, good public policy comes from good judgment and decision-making, and acting in the public interest is a fundamental aspect of those processes.

The Integrity Commission provides advice, consultancy and training in ethics and integrity for the Local Government sector. Contact the Commission on 1300 720 289, or email mper@integrity.tas.gov.au.



(L-R) Glenorchy City Council's Corporate Champions Seva Iskandarli - Director Corporate Governance and General Counsel, David Hunt - Arborist Assistant, Gregory Mann - Arborist Team Leader, Peter Brooks - General Manager, and Katherine Legg - General Manager, Sageco

Glenorchy City Council Pilots Innovative Program for Employees

Glenorchy City Council has piloted a unique and innovative health and wellbeing program to assist employees to plan for their later working lives and transition into retirement.

Initially jointly funded by the Federal Government and Council, the Corporate Champions program comprised a series of employee 'Envisage' workshops covering issues such as identity, financial planning and superannuation, employment options for mature-age workers, health, relationships, retirement options and opportunities.

It is being delivered by Hobart specialists in mature age workforce solutions, Sageco, with the first phase workshops attracting some 80 attendees. It proved so successful, that Glenorchy is now offering Sageco's 'Envisage' as an ongoing component of the Council's human resources strategy.

A unique aspect of the workshop was that it involved not only mature-age Council employees but also their partners, and the pilot was so successful that it was opened up to all staff.

Some 49% of the Glenorchy City Council's 360 employees are aged 45 or over and the initiative will help Council to better understand the risks, challenges and opportunities associated with an ageing workforce. It is particularly relevant to outdoor staff who may not be able to undertake such physically strenuous roles later in their working lives.

General Manager Peter Brooks said it is an extremely holistic program and while we have a very stable and mature workforce at GCC, younger employees are also seeing the benefits of making these whole-of-life decisions earlier in their

working lives. "It is so much more than simply planning for retirement. It opens up thinking about new opportunities, particularly in regard to careers, and encourages employees to consider what these may look like.

Sageco's Tasmanian Manager, Katherine Legg said the Glenorchy City Council was championing a program that could be taken up and benefit other like-minded organisations. "It provides great value for both employers and employees and has already made a positive and lasting influence on the culture at the Council," she said.

General Manager Peter Brooks said for Council, it provides the basis of an effective Mature Age Workforce Plan that will ensure it is prepared and proactive in its response to the ageing of the organisation's workforce. "The program is now a permanent part of the Glenorchy City Council's human resources strategy and workplace health and safety system," Mr Brooks said.

In addition, Council has appointed a wellbeing advisor in their People and Safety Department to provide ongoing advice and support. It is also looking at more flexible working arrangements in terms of duties, different work options and hours of work to assist the transition to retirement for mature-age employees.

"The next phase will focus on knowledge transfer. As our workforce ages, we want to make sure we capture the great knowledge our employees hold and pass it on to the new generation," Mr Brooks said.

Mapping out Australia's Heart Health

New data mapped by the Heart Foundation reveals hotspots for heart-related hospital admissions throughout Australia which illuminates a concerning trend for those in regional areas and living in disadvantage.

Heart Maps is an online service highlighting how indicators for heart disease are distributed throughout Australia's hospital network.

Heart Foundation National Chief Executive Officer, Adjunct Professor John Kelly said that for the first time, these maps brought together a national picture of hospital admission rates for heart-related conditions (which includes heart attack, unstable angina and heart failure) at a national, state and regional level. "While Tasmania fared worse than Victoria, New South Wales and Western Australia on a statewide basis, what is more telling is the disparity between different areas within the State," he said.

The Heart Foundation's Chief Executive Officer in Tasmania, Graeme Lynch, said that in creating these maps, we could more easily visualise the significant difference in the rates for heart related admissions across the various Local Government Areas in Tasmania. "These new maps show strong links between areas with high admission rates and areas of socio-economic disadvantage," Mr Lynch said.

The eight areas with the highest admission rates (at least 57 per 10,000 persons) were also ranked in the three highest deciles of socio-economic disadvantage. In contrast, more prosperous Local Government Areas such as Kingborough, Hobart and West Tamar, all had admission rates below 39 per

10,000 persons.

"We now know that residents living in the West Coast and Derwent Valley Local Government Areas are admitted to hospital for a heart condition at a rate more than double that of people living in the Meander Valley, West Tamar and Hobart Local Government Areas," Mr Lynch said.

Mr Lynch explained that the online maps also show where there are hot spots for people with risk factors for heart disease such as high cholesterol, high blood pressure, smoking, insufficient physical activity, overweight and obesity.

"Unfortunately, in Tasmania, we can see that we are above the national average for most of these risk factors. Of particular concern is the proportion of Tasmanians who have high cholesterol and high blood pressure. These are future heart attacks just waiting to happen. We need to help Tasmanians become more physically active, improve the availability of, and their access to healthy food, and for them to become smoke-free," Mr Lynch said. "The maps will help ensure prevention initiatives and health care services for heart disease are targeted to areas with the greatest need so they have the greatest impact," he said.

The interactive map can be found at www.heartfoundation.org.au/for-professionals/australian-heart-maps.



THANKS TO EVERYONE AROUND AUSTRALIA WHO TOOK PART IN THE CENSUS.

2016 Census data will be released from April 2017.
For more information, visit abs.gov.au/census



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DRINK THING ALCOHOL AND YOU

A new website called DRINK THING has been launched. The site is aimed at young people aged 12-17 years, their friends, parents and youth workers, to help them learn more about the harms associated with alcohol use, and ways to stay safe. The website has been designed to be used in a range of settings and using a number of different devices including desktop computers, tablets or Smartphones.

DRINK THING has an in-built test where users can enter the type and volume of alcohol that they have consumed. The test will generate a score based on the level of risk to reflect the harms associated with their alcohol intake. There is a standard drinks calculator which covers a range of drinks containing alcohol.

In addition to the test and drinks calculator, the DRINK THING website contains information about the harms associated with alcohol use, safer drinking tips if young people choose to drink, and specific information pages for people working with young people.

DRINK THING is the culmination of collaboration between the Department of Health and Human Services, the



Departments of Education and Police, Fire and Emergency Management, the Alcohol and Drug Services and the Drug Education Network. The project was managed by the Mental Health Drug and Alcohol Directorate.

Visit the website at www.drinkthing.tas.gov.au.
For a copy of the fact sheet and promotional poster, email director.mhadd@dhhs.tas.gov.au.



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SPATIAL MAPPING REPORT

GIVES BETTER PICTURE OF FOOD ACCESS

Spatial mapping can be a useful tool to help inform Local Government decision-making that relates to the physical, mental, social and environmental wellbeing of local residents.

Clarence City Council has partnered with the Heart Foundation in a project to better understand how the built environment in neighbourhoods and towns impacts on how residents access healthy food. This project, which is unique in Tasmania, spatially mapped a variety of community attributes and consulted with the community to gauge how these attributes impact on their access to healthy food.

Council’s own asset data and geospatial mapping expertise was used, and existing analysis frameworks and peer reviewed literature informed the selection of assets for mapping. The report includes a series of municipality-wide maps as well as localised maps for three pilot locations including Risdon Vale, South Arm/Opossum Bay and Warrane/Mornington. The team sought feedback on the maps from Council’s advisory groups, as well as resident’s experience of how the built environment impacts on their access to healthy food.

The project revealed a number of key findings:

1. Access to shops that sell healthy food can be challenging for local residents;



2. Local amenity, walkability and physical access to the shops all impact on the ability to access healthy food;
3. Residents frequently travel out of their neighbourhood or town to do their shopping as healthy food is limited or unaffordable where they live;
4. Residents use a variety of strategies to access healthy food and local businesses. Community support (including shared transport solutions) and home delivery are often extremely helpful; and
5. Ensuring that communities have reasonable access to healthy food options has implications for spatial planning, development of assets and asset renewal. Considerations include how to actively improve planning in relation to food access and ongoing assessment of how spatial planning and asset decisions may impact a community’s ability to access healthy food sources.

From here, the challenge for Council work groups will be to consider a community’s capacity to access healthy food sources, and options when conducting spatial planning exercises such as structure planning. The impact on access to healthy food is also highly relevant to the management of assets such as the design, usage and allocation of infrastructure like roads, footpaths, lighting, seating, and public toilets.

The report can be found on Council’s website at www.ccc.tas.gov.au/food.

Advertiser’s index Advertiser’s index Advertiser’s index

ANALYTICAL SERVICES TASMANIA43	GARAGE SALE TRAIL.....50	SAFECARD.....47
ANDREW WALTER CONSTRUCTIONS ...40	HAZELL BROTHERS28	STORNOWAY.....41
AUSTRALIAN BUREAU OF STATISTICS..37	JARDINE, LLOYD THOMPSON 7	ST LUKES HEALTH38
BRIGHTON COUNCIL 4	JOHNSTONE MCGEE & GANDY45	TASMANIAN MOUNTAIN WATERS42
COMMONWEALTH BANK34	JUSTWASTE.....14	TASPLAN SUPER BACK COVER
COUNTRY CLUB TASMANIA.....15	LANDMARK PRODUCTS.....14	TELSTRA49
CT MANAGEMENT23	MAV INSURANCE24	TENDERLINK44
DIAL BEFORE YOU DIG.....45	PETER CARR ADVISORY31	UTS INSTITUTE.....33
DOBSON, MITCHELL & ALLPORT12	PITT & SHERRY20	VISION SUPERINSIDE FRONT COVER
FURPHY18	RACT23	WORKSAFE TASMANIA33

Wetland Treatment Project *well underway*

Work on Burnie City Council's wetland treatment system at the Waste Management Centre is progressing well, with the wetland expected to be completed by the end of October.

The landfill leachate treatment wetlands project is in the final stage of the \$4.25 million Federally funded stormwater improvement program, made possible through the Australian Government's Community Infrastructure Grants Program. This stage involves removing groundwater/leachate from the sewer system at the Burnie Waste Management Centre (BWMC).

The aim of the stormwater improvement program is to free up capacity in TasWater's network and the flow from the BWMC represents just over 25% of the target removal quantity under the program. The treatment wetland covers more than 3.5 hectares, including 14 treatment wetland ponds and a large infiltration forest prior to discharge to the creek.

Burnie Mayor Anita Dow said Council has been granted approval from the Environmental Protection Authority to develop the wetlands treatment system to treat an average

of 490kL of water per day to a quality that is suitable for discharge to the tributary of Cooee Creek, which runs through the site. "This project will result in many ongoing benefits such as improved water quality in the Cooee Creek tributary and improved stormwater quality from the site. The aesthetic and biodiversity values of the site will also be enhanced," she said.

"With the civil and hydraulic works now approaching completion, attention has turned to the planting phase. A total of 40,000 native plants and 18kg of plant seed species are to be planted," said Mayor Dow.

Council sought expressions of interest from the community to assist with the planting within the wetland. Many community members, schools and community groups offered to help out and it is expected that more than 5,000 plants will be planted.

"This will result in a wonderful transformation of the area and once completed, the wetland will provide an opportunity to school groups for research, interpretation and educational uses."



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Saturday
22
October 2016



GARAGE SALE TRAIL

Doing 'Good Stuff' for the Planet

The simple act of buying and selling at a garage sale can do a lot of 'good stuff' beyond making some extra money, or discovering a bargain. Garage sales are also a great way to bring communities together, help save the environment and improve wellbeing.

The Garage Sale Trail has grown from a grassroots event to a program powered by 18 of Tasmania's 29 councils, and 150 councils across Australia. By engaging communities around the Country to host and shop at garage sales, the Garage Sale Trail aims to promote environmental goals such as 'reuse' and furthering waste education.

Now in its sixth year, the award-winning Garage Sale Trail is a national initiative that sees hundreds of thousands of people participating in one big day of garage sales. Last year's event saw almost three million pre-loved items on sale at over 13,000 garage sales across the Country.

A garage sale is also a great way to bring communities together and to foster neighbourhood relationships. Last year, each Garage Sale Trail participant made an average of 22 new community connections and stayed in touch with 50% on an ongoing basis.

Aldermen from the City of Launceston have searched their homes for auction items to promote environmental sustainability and community solidarity as part of this year's Garage Sale Trail.

Ald Danny Gibson is offering a one-of-a-kind, giant teacup for auction from one of his earliest directorial youth theatre productions, *Alice in Wonderland*. "The Garage Sale Trail is

a great way for community groups, schools and charities to fundraise, with previous years' statistics revealing groups made an average of between \$735 and \$2,000 on the day," Ald Gibson said. "I'm hoping my teacup attracts some healthy bids. It certainly has a history and any money raised will benefit those less fortunate in our community."

Ald Emma Williams has donated a can crusher in the spirit of good environmental practices, while Ald Hugh Mackenzie has put up a well-loved shoulder satchel for the Charity Auction. Ald Simon Wood has unearthed a handmade wooden bicycle outgrown by his own children and Deputy Mayor Rob Soward's cane basket is up for grabs.

"The City of Launceston is proud to be making the Garage Sale Trail happen locally to provide residents with a great way to declutter, meet people from the local area and uncover some unique bargains," Deputy Mayor Rob Soward said.

With Garage Sale Trail taking place on Saturday, 22 October there is still time to register your Council and take part in this national phenomenon.

To register for the Garage Sale Trail, visit www.garagesaletrail.com.au. Head to the City of Launceston's Facebook page for details of the Charity Auction.

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Flood Protection Pays Dividends

The recent wild weather along eastern Australia has again highlighted the need for Local Government to be prepared for natural disasters. Flooding is Australia's deadliest and most costly natural disaster, yet it also is the most manageable.

Climate change forecasts indicate that the likelihood of flooding will increase with rising global temperatures. As the threat of flood is not dissipating, programs to better manage flood risks and help communities keep themselves safe are more important than ever.

As we have seen over recent months, well planned flood mitigation projects such as the 13km levee system in Launceston which protected the suburb of Invermay from inundation, along with supporting community engagement and education campaigns, can dramatically reduce the risks of flooding and resulting community and business losses.

Floodplain Management Australia (FMA) is an association that brings together experts from across Australia and overseas to help build a more flood resilient nation. Members include over 120 Australian councils, catchment management authorities, businesses, agencies and professionals involved in urban and rural flood risk management.

FMA is a network of trusted flood professionals including engineers, land use planners, technicians and decision-makers, dedicated to working with all states and territories to raise awareness and the priority of flooding. The association has links to flood-related organisations in the United States, the United Kingdom and the Netherlands.

FMA aims to reduce private and public flood losses by promoting wise land use planning to guide appropriate floodplain development, and supporting programs to manage flood risk and the impacts of flooding. FMA represents members' interests at State and Commonwealth government levels, promotes public awareness of flood issues, supports flood education programs and improves the knowledge and skills of floodplain management practitioners.

As well as advocating the benefits of increased investment in flood mitigation projects such as levees, FMA has increasingly sought to shift floodplain risk planning from being simply the identification of areas where development should not occur to the promotion of a strategic planning approach which

proactively guides appropriate development within floodplain areas.

Membership of Floodplain Management Australia is available to organisations and individuals involved in flood risk management and emergency response.

For more information on Floodplain Management Australia, please visit <http://floods.org.au/>.

An advertisement for Tasmanian Mountain Waters. The background is a lush green forest with a waterfall cascading down rocks. In the foreground, a white and blue water bottle is shown. The text 'TASMANIAN MOUNTAIN WATERS' is written in large, bold, white letters, with 'NATURAL SPRING WATER' underneath in smaller letters. A green and blue logo is positioned above the text. At the bottom right, there is a quote: 'This is perfection, we can't improve on it, all we do is package it!'. The website address 'tasmanianmountainwaters.com.au' is at the bottom.

STANLEY AWARDED

Tasmania's Tidiest Town

The picturesque township of Stanley on Tasmania's north-west coast has been named the Keep Australia Beautiful (KAB) Tasmanian Tidy Town for 2016.

The other major award winners, presented at a function attended by 76 community leaders and volunteers at Triabunna on 19 August, were Glenorchy which received the KAB Tasmania *Sustainable Cities Award*, and Randalls Bay which took out the KAB Tasmania Clean Beach Award.

2016 awards judge, Lesley Gardner said the Stanley community takes enormous pride in what it achieves. "The Tidy Town Award acknowledged the town's significant cultural and heritage legacy, including its beautifully preserved colonial buildings," Ms Gardner said. "The historic village of Stanley is a melting pot of history, architecture and culture, with many historic properties now restored to operate as cafes, shops and accommodation."

"The town is also close to some great nature experiences, including the coastal Rocky Cape National Park, which is just a short trip east, the temperate rainforests and Savage River National Park," she said.

Ms Gardner said Glenorchy continued to demonstrate achievement by supporting a range of practical sustainability programs and projects in the City. The City, which also took out the 2015 Australian *Sustainable Cities Award*, was recognised for its ongoing commitment to developing

community spaces, including Giblins Reserve and the KGV redevelopment. "These projects are helping its culturally diverse community achieve an efficient and sustainable future," Ms Gardner said.

Population category awards were also presented as follows:

- Under 500 - Buckland
- 501 - 1,000 - Campania
- 1001 - 2,000 - Geeveston
- 2001 - 5,000 - Smithton
- More than 5,000 - Wynyard

The KAB Community Citizen of the Year Award was presented to Cynthia Maxwell-Smith from Glamorgan Spring Bay Council. Described as a "true champion of community and environmental sustainability", Ms Maxwell-Smith was acknowledged for her involvement in her community, both as an employee and resident of the local area, and her dedication as an advocate for KAB.

The Tasmanian Tidy Towns program is run by the KAB Tasmania Council with support from the Tasmanian Government and the Australian Packaging Covenant.



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Collaboration over Air Quality

(L-R) Tracy Tavasiz and Tara Patmore of Glenorchy City Council with the EPA's Ellis Cox at a Burn Brighter this Winter information stall at Northgate Shopping Centre

The Environment Protection Authority (EPA) has continued its collaboration with local councils this winter over air quality and domestic smoke management. The annual *Burn Brighter this Winter* awareness campaign and an air quality workshop in Deloraine have been highlights.

This winter, EPA Tasmania and the Clean Air Society of Australia and New Zealand (CASANZ) hosted the 'Biomass smoke in the human environment workshop' for air specialists, scientists, regulators and industry representatives from around Australia and New Zealand. EPA Board Chair, Warren Jones provided the history of the wood smoke issue in Tasmania going back to the 1990s when air monitoring in Tasmania first commenced.

EPA Tasmania Senior Air Scientist, Dr John Innis said that the workshop was designed for experts in air monitoring, research and management, providing them with an opportunity to come together to discuss a range of issues relating to wood smoke pollution. "Wood smoke is the most significant air pollutant in Tasmania," said Dr Innis. "This is the first time that we have held a meeting in Tasmania of air specialists from around the country to discuss the issues."

"We also wanted to make sure that Local Government staff had an opportunity to participate in the workshop and tailored the first day to be of specific relevance to them so they could learn how other jurisdictions are managing wood smoke, and it was pleasing that 15 Local Government Environmental Health Officers attended," he said.

Meander Valley Council's Senior Environmental Health Officer, Katie Proctor gave a presentation about her work with the EPA in relation to an air quality intervention program including *Burn Brighter this Winter* in 2013. Other topics included wood smoke levels, pollution sources, health impacts, the latest measurement techniques and what strategies are in place to assist communities.

EPA Tasmania has also run its annual *Burn Brighter this Winter* campaign. Brochures and postcards have been forwarded to all councils, and a resource page of all air quality and *Burn Brighter this Winter* information has been published for Local Government staff.

EPA Tasmania has been working closely with Glenorchy City Council to undertake air monitoring to help the Council and the EPA gain a better understanding of domestic smoke hot spots within the Municipal Area. All councils are welcome to contact EPA Tasmania to discuss the possibility of getting air monitoring support in their regions.

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Spending Under Scrutiny

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Tasmanian councils are under mounting pressure to disclose councillors' expenses. Increasingly, the scrutiny of public spending is spreading to all levels of government - to transactions big and small.

We have seen the same trend with our public sector procurement clients who regularly cite transparency as a key reason for their use of electronic procurement. The use of technology with defined, repeatable processes take the subjectivity out of the tendering process and evaluation toolsets ensure that decisions are beyond reproach. Such systems can't be accused of favouritism or prejudice: they simply crunch data and keep records.

These systems ensure that there is a clear audit trail and analysis based on defined criteria. If a tender is submitted late, the date stamp will prove it. If the vendor doesn't meet set criteria, that will be evident in the scores.

But these days, it's more than the procuring organisation having the technology available to do the right thing. With public purse spending in the spotlight, it's equally important to be able to show that you're doing the right thing - and electronic systems allow you to do that more effectively than manual approaches.

An e-procurement system also makes it far easier to defend decisions and reduces the time officials might spend handling procurement enquiries or disputes because it's all done electronically. We've seen poor purchasing decisions undermine confidence in a number of organisations, cause political embarrassment and even bring down public officials - and the scrutiny seems to be intensifying. It is clear that public demand for fair, considered and value-based spending applies equally to local, state and federal procurement.

Probity is back on the agenda, with the spending decisions of organisations often being subjected to public questioning. They need to ensure that the spending of public money is done fairly, and the best way is to guarantee good outcomes is to deploy the appropriate and transparent processes offered by e-procurement technology.

Find out more at www.tenderlink.com.



(L-R) Inspecting the new trailer are Urban Works Leading Hand -Damien Smitheram, Urban Works Coordinator - Paul Whitsitt, Director Infrastructure and Development Services - Daniel Summers and Waratah-Wynyard Mayor Robby Walsh.

GET LEAN AND SAVE

Approximately \$6,700 will be saved per year at the Wynyard Works and Services Depot thanks to a Lean project. Waratah-Wynyard Council in partnership with the Circular Head Council has engaged Tasmanian firm, Productivity Improvers, to deliver Lean training to both organisations.

"The adoption of Lean principles across both councils is ensuring that we are focusing on utilising the knowledge and expertise of our employees in making improvements that not only make us more efficient, but also lower our costs," Waratah-Wynyard Mayor Robby Walsh said. "This Lean project is just one of many examples of where Council staff have taken what they have learnt and applied it in a practical sense."

The Lean project saw the complete redesign and eventual manufacture of a new trailer at the Works and Services Depot for the Urban Works team. Project Leader and Urban Works Coordinator, Paul Whitsitt said the new trailer was designed to help ensure the team had easy and better access to the right tools and equipment onsite when needed.

"We did some calculations on lost time and kilometers travelled per day and found there was a lot of time over a year that we could save," Mr Whitsitt said. "Based on these calculations, we were looking at more than 105 hours and 3,172km per year lost because of the existing trailer and how it was being used," he said. "Often when out on the

job, we would need to return to the depot to get additional equipment, whereas with the new design, everything we need is right there onsite."

The project has also provided a number of safety improvements meaning that there is less chance of injury to staff. The estimated return on investment of costs involved in the project is estimated to be recovered in 16 months' time.

To find out more about the Lean program, contact Productivity Improvers on 0458 888 040.



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Council owners met in early September to discuss TasWater's decision to slash annual distributions

State and Federal Governments need to do more Heavy Lifting on Issue of Water & Sewerage

There needs to be more investment by State and Federal Government in the critical area of water and sewerage to assist in maintaining a reasonable cost of living for Tasmanians.

MAYOR DAVID DOWNIE, CHAIRMAN
TasWater Owners Group

TasWater has made outstanding progress in ensuring across Tasmania access to safe drinking water by contemporary standards, bringing significant benefits to communities and our tourism industry. Over the next two years, all boil water alerts will be eliminated and work will commence on improving sewerage infrastructure. This work will take significant funding to do at the speed which matches community expectations. Those same communities also expect and need other important infrastructure such as local roads and bridges, parks, sports grounds and community halls kept to the highest standards.

Councils had planned to use the return on decades of community investment into water and sewerage infrastructure through the payment of dividends to aid in the maintenance and renewal of other assets. Councils need to balance costs and spending requirements over a ten-year cycle which has peaks and troughs, and in addition by law, councils must fully fund the depreciation on their assets. For this reason, the change in projected dividends is significant and it will take some time to work through the impact on council assets and services going forward.

There are a number of factors which have influenced the state of the assets at the time of reform. In Tasmania, as is current practice across many other states, there has been considerable Federal and State investment in water and sewerage infrastructure in recognition that such assets were simply beyond the reach of many councils.

For many years, the state-owned Rivers and Water Supply

Commission, provided financing to councils to construct infrastructure and, not surprisingly, this was when most water and sewerage schemes were built.

Further, by the time of water and sewerage reform, many systems had reached design capacity and new and more stringent standards were introduced. There had been a long lag between any changes in legislated standards, meaning the catch up is significant, but this is not the fault of councils. The limited ability of councils to fund major infrastructure projects is not new, particularly in the context of keeping downward pressure on rates.

The 2006 reform of councils' water and sewerage systems was initiated in response to the Federal Government's \$10 billion national water initiative funding. Councils agreed that with funding linked to reform there was an opportunity to modernise assets. However, the investment back into water and sewerage never occurred, although some was allocated to irrigation.

Many Tasmanians cannot afford to pay more. Council owners have been working with TasWater in constraining the rate of increase for water and sewerage bills in the face of a demanding reform program. However, pricing increases are the trade-off for the pace of change.

Councils are being told they should not seek to increase rates, even to cover the shortfall through loss of dividends. As if councils would want to put further burden on stretched ratepayers if they could avoid it! The rhetoric is nonsensical and unhelpful.

This issue is simply bigger than councils and, given the critical importance to the long-term prosperity of Tasmania, it needs investment by all levels of Government.



CONNECTING YOUR COMMUNITY: A better vision for the future of Citizens, Business and Local Government

A day in the near future

Imagine the day in the life of a council manager in the future... *On your way out the door, you run into your neighbour who tells you how great the new council portal was when he submitted his building plans. He was also able to look up tree removal guidelines and book an on-site inspection for the next day.*

In the office, you take a look at the month's data reports – parking fines, rubbish collections, pet registrations, library usage ... you can see how your council is tracking against other months and also against other local governments. It's interesting to look at the fleet management stats – since you introduced the new "safe driver" system, costs have been cut by a quarter and OH&S compliance is a breeze.

Then it's time to meet with the social media guys, who have come up with a great new app for identifying dumped rubbish and graffiti. Now locals can simply snap a photo and send it – you can pinpoint the location of the problem from the geo-tag and send someone out there to sort it out.

During morning tea at the bakery, you log on and check out some of the virtual communities that are springing up in the local area. There are groups for everything, from dog walking to free fruit sharing. You receive an alert on your phone letting you know that today's the last day to enrol your son in kinder and book his next check with the local maternal health centre. They share information with your GP, so all records are updated at the same time. It's handy being able to do it all from the one place rather than making endless phone calls. Then it's back home to finish off that report – with access to information on the go you can even hold a web conference with a counterpart in another state.

Back to the present

At Telstra, we call this vision for the future, *Connected Communities*. It may sound futuristic but the reality is that much of the technology and the platforms behind it already exist today.

At its heart, the vision is all about making connections. In some ways, technology has come to be seen as the enemy of community. But as digital technology exponentially expands the possibilities for connecting with one another, the balance is shifting back the other way. Technology can now bring us closer in safer, more welcoming, energised, more efficient and liveable communities.



Tasplan/RBF Merger Official

NAOMI EDWARDS, CHAIR
Tasplan Super

With the Tasmanian Government's support in making the RBF Tasmanian Accumulation Scheme successor fund transfer (SFT) to Tasplan Super official, the merger will definitely go ahead.

Tasplan aims to transfer RBF members at the end of March 2017. Tasplan currently manages \$3.4 billion on behalf of 106,000 active members. Following the merger, Tasplan will be the largest business by size of balance sheet in Tasmania, managing over \$7.1 billion on behalf of around 165,000 members.

Tasplan and RBF already invest significant amounts in local Tasmanian property, businesses and infrastructure assets, ranging from prime office blocks to agribusiness. It's investments like these that we want to maintain by keeping a Tasmanian based super fund.

The merger will not only make Tasplan more competitive at a national level over the longer term, it will also promote

economic growth via new jobs and local investment. An even more secure and sustainable Tasmanian super fund is an extremely positive outcome for members, staff and the broader community.

We're pleased that current Tasplan CEO, Wayne Davy will continue at the helm after the merger. Wayne's engaging and empowering leadership will grow critical relationships, such as those with regulatory, government, business and union stakeholders. Most importantly, members will continue to benefit from having a fund CEO that is completely in touch with its membership.

We welcome four members of the RBF Board to the Tasplan Board – Brian Scullin, Neroli Ellis, John Mazengarb and Rebekah Burton.

A promotional graphic for the 'Garage Sale Trail' event. It features a man in a dark sweater and glasses, smiling, with two red Elmo puppets on his shoulders and one in his hands. The background is purple. Text includes 'Garage Sale Trail' in a red arrow, 'Saturday 22 October 2016' in a red starburst, 'Australia's big day of Good stuff.' in white script, and the website 'www.garagesaletrail.com.au'. At the bottom, a dark purple banner contains the text: 'Thank you to LGAT and the councils of Tasmania for bringing Garage Sale Trail back on Saturday 22 October 2016.'

Garage Sale Trail
Saturday 22 October 2016
Australia's big day of Good stuff.
www.garagesaletrail.com.au
Thank you to LGAT and the councils of Tasmania for bringing Garage Sale Trail back on Saturday 22 October 2016.

MANAGER'S RESOURCE

DIRECTORY

September 2016



contents

Accommodation - Corporate	52
Asphalt & Bitumen Sealing	52
Banks, Building Societies & Credit Unions	52
Barristers & Solicitors	52
Building Surveyors	52
Business Records - Storage/ Retrieval/ Destruction	52
Computer Systems & Solutions	52
Construction & Project Management	52
Digital and General Printing	52
Dry Ice Supplies	52
Engineering Consulting	53
Environmental & Pollution Consultants	53
Geotechnical - Environment & Water Resources	53
Health & Wellbeing - Health Insurance	53
Insulation & Skylights - Custom Built	53
Investment	53
Insurance	53
Loans & Leases	53
Local Government Consultants	53
Open Space - Infrastructure Specialists	53
Outdoor Furniture - Street & Park	53
Planners - Town & Regional	53
Procurement & E-Tendering Solutions	53
Quarries - Sand, Soil & Gravel	53
Records & Information, Management Services	53
Safety Products - Road & Temporary	53
Steel Light Poles - Structural Scanning Devices (Non-Destructive)	53
Surveyors - Land	53
Tree Removal	53
Trucks	53
Water Dispensing	53
Water - Spring Water Drinking Supplies	53

For Council contact details please visit the LGAT website at www.lgat.tas.gov.au/page.aspx?=221

ACCOMMODATION - CORPORATE

Country Club Tasmania

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Contact: Brenton Stead

Phone: 03 6271 3500

Fax: 03 6272 9606

Email: office@roadways.com.au

Web: www.roadways.com.au

BANKS, BUILDING SOCIETIES & CREDIT UNIONS

Commonwealth Bank - Government Banking Group

Level 3, 81 Elizabeth Street, Hobart, TAS 7000

Contact: Mark Wojcik

Phone: 03 6238 0481

Mobile: 0475 961 319

Email: wojcikmj@cba.com.au

Web: www.commbank.com.au/localgovernment

Tasmanian Public Finance Corporation

114 Murray Street, Hobart, TAS 7000

GPO Box 1207, Hobart, TAS 7001

Contact: James Gard

Phone: 03 6233 7407

Mobile: 0418 264 937

Fax: 03 6223 8541

Email: jgard@tascorp.com.au

Web: www.tascorp.com.au

BARRISTERS & SOLICITORS

Simmons Wolfhagen

168 Collins Street, Hobart, TAS 7000

Contact: David Morris (Partner)

Phone: 03 6226 1200

Email: david.morris@simwolf.com.au

Web: www.simwolf.com.au

BUILDING SURVEYORS

Pitt & Sherry

199 Macquarie Street, Hobart, TAS 7000

Contact: Roland Wierenga

Phone: 03 6210 1450

Fax: 03 6223 1299

Email: rwierenga@pittsh.com.au

Web: www.absurveying.com.au

BUSINESS RECORDS - STORAGE/ RETRIEVAL/DESTRUCTION

Grace Information and Records Management

PO Box 214, Sandy Bay, TAS 7006

Phone: 03 6263 6082

Mobile: 0478 773 448

Fax: 03 6263 6145

Email: jwintonmonet@grace.com.au

Iron Mountain Australia Pty Ltd

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Web: www.jmg.net.au

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199 Macquarie Street, Hobart, TAS 7000
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Web: www.esandd.com.au

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199 Macquarie Street, Hobart, TAS 7000
Contact: David Lenel
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Fax: 03 6223 1299
Email: dlenel@pittsh.com.au
Web: www.pittsh.com.au

Tasman Geotechnics

Level 1, 10 Goodman Court, Invermay, TAS 7248
P.O. Box 4026, Invermay, TAS 7248
Contact: Dr Wayne Griffioen
Phone: 03 6332 3750
Mobile: 0427 810 534
Fax: 03 6332 3752
Email: wayne@tasmanageotechnics.com.au
Web: tasmanageotechnics.com.au

GEOTECHNICAL - ENVIRONMENT & WATER RESOURCES

Tasman Geotechnics

Level 1, 10 Goodman Court, Invermay, TAS 7248
P.O. Box 4026, Invermay, TAS 7248
Contact: Dr Wayne Griffioen
Phone: 03 6332 3750
Mobile: 0427 810 534
Fax: 03 6332 3752
Email: wayne@tasmanageotechnics.com.au
Web: tasmanageotechnics.com.au

HEALTH & WELLBEING - HEALTH INSURANCE

St.LukesHealth

All Enquiries: 1300 651 988
Launceston: 17 The Quadrant Mall, TAS 7250
Fax: 03 6334 0711
Hobart: 50a Murray Street, TAS 7000
Fax: 03 6223 2824
Burnie: 43 Cattley Street, TAS 7320
Fax: 03 6431 6797
Devonport: 26 Rooke Street, TAS 7310
Fax: 03 6424 9716
Smithton: 24 Smith Street, TAS 7330
Fax: 03 6452 2549
Email: general@stluikes.com.au
Web: www.stluikes.com.au

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Statewide Insulation Services

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Contact: Adam Brittain
Phone: 03 6273 7030
Mobile: 0418 322 834
Fax: 03 6273 8218
Email: adkathbrit@yahoo.com.au

INSURANCE

Jardine Lloyd Thompson Pty Ltd (JLT)

Level 3, 2-4 Kirksway Place, Battery Point, TAS 7004
Contact: Andrew Ralph | Divisional Manager (Broking)
Phone: 03 6220 7400 | 03 6220 7401
Mobile: 0437 122 151
Fax: 03 6220 7499
Web: www.jta.com.au | www.jltgroup.com

INVESTMENT

MyState

137 Harrington Street, Hobart, TAS 7000
Contact: Tim Jack
Phone: 03 6215 9555
Mobile: 0408 238 276
Fax: 03 6215 9773
Email: treasury@mystate.com.au
Web: www.mystate.com.au

LOANS & LEASES

Cradle Coast Innovation

Contact: Daryl Connolly, Business Advisor
Mobile: 0488 333 893
Email: admin@cradlecoastinnovation.com.au
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LOCAL GOVERNMENT CONSULTANTS

Brighton Council

1 Tivoli Road, Old Beach, TAS 7017
Contact: Ron Sanderson
Phone: 03 6268 7000
Mobile: 0418 121 872
Fax: 03 6268 7013
Email: ron@brighton.tas.gov.au
Web: www.brighton.tas.gov.au

CT Management Group

PO Box 337, Newstead, Tasmania 7250
Contact: Merv Hair
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Caroline Dean Training Coaching Consultancy

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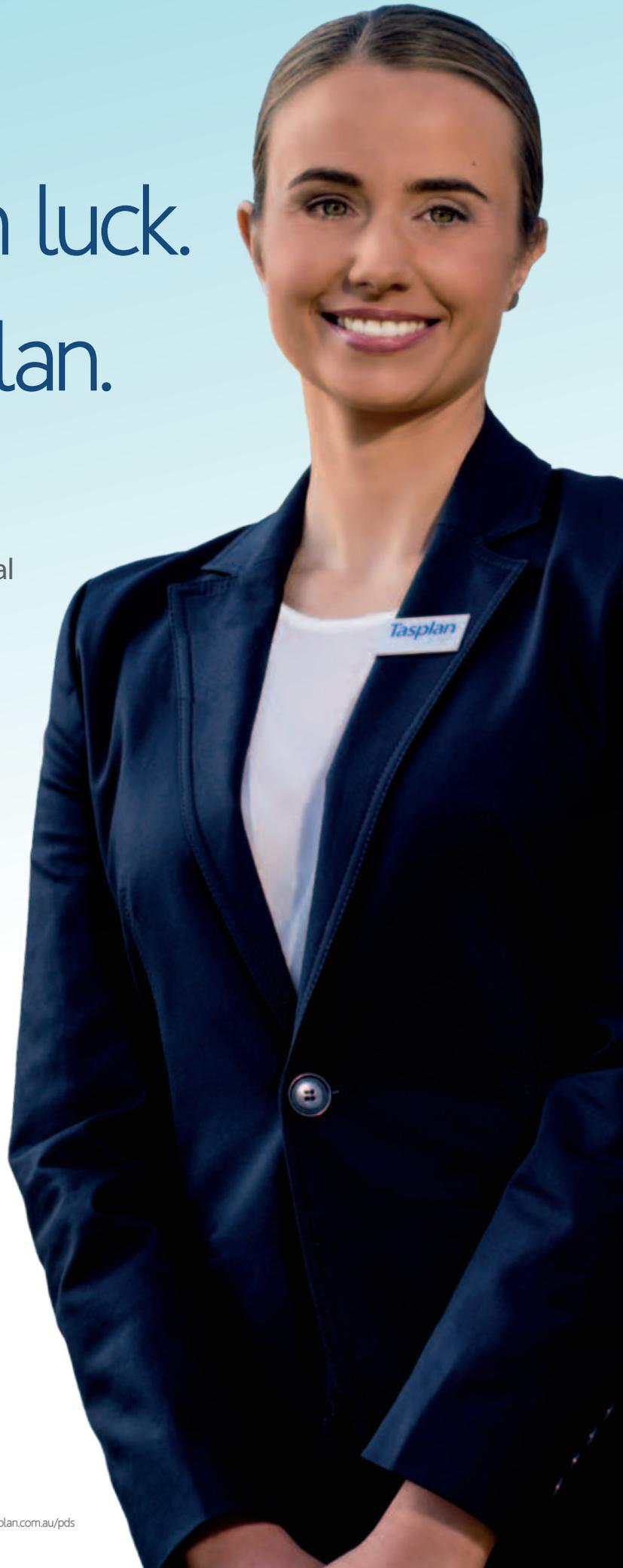
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