



Strategic Plan

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

Annual Plan 2013-14

This document is the LGAT Annual Plan for 2013-14.

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

The diagram at attachment 1 shows the relationship between various elements in the planning hierarchy for LGAT.

About LGAT

LGAT is the voice of Local Government to other governments, interested stakeholders and the wider community. LGAT works to protect the interests and rights of councils, to promote the efficient operation of Local Government and to foster strategic and beneficial relationships.

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

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

We work collaboratively with our members to support council staff and elected members. The communities our members serve are represented by 268 elected members and supported by over 4000 staff.

LGAT – Annual Plan 2013-14

PRIORITY AREA 1 – STRENGTHENING STRATEGIC RELATIONSHIPS			
Strategy	Action	Measure/Target	Responsibility
Build a strong association	Continue to provide a range of member services including: <ul style="list-style-type: none"> • Conference • Magazine • Newsletters • Workshops (elected member and officers – see later for training services) 	<ul style="list-style-type: none"> • Ongoing during 2013-14 	Allan <ul style="list-style-type: none"> • Stephanie • Katrena
	Investigate and implement an intranet facility for members to allow for: <ul style="list-style-type: none"> • Dissemination of confidential information • Active engagement on emerging policy issues • Sharing tools and resources • Enabling subscription management for newsletters and similar. • Promote collaboration across professional groups within councils 	<ul style="list-style-type: none"> • Material routinely available on the intranet site by November 2013 	Allan <ul style="list-style-type: none"> • Mel • Stephanie • Michelle/Fiona
	Investigate options in relation to a LGAT social media presence and implement practical and resource sensible solutions	<ul style="list-style-type: none"> • Options investigated by December 2013 	Allan <ul style="list-style-type: none"> • Katrena • Stephanie
	Identify and plan for new member services E.g.: Training, Intranet, Breakfast Series, Road shows	<ul style="list-style-type: none"> • At least 3 new member services identified and planned for by end September 2013 	Allan <ul style="list-style-type: none"> • All
	Investigate and implement a breakfast speaker series for Members on a regional basis.	<ul style="list-style-type: none"> • 12 month rolling plan developed by October 2013 	Allan <ul style="list-style-type: none"> • Stephanie
	Continue to provide the LGAT Assist Program	<ul style="list-style-type: none"> • Ongoing as per client needs 	Allan <ul style="list-style-type: none"> • Michelle
	Continue to provide support to the Standards Panel and improve operating procedures and policy environment.	<ul style="list-style-type: none"> • Ongoing, completed within the statutory timeframes. 	Katrena <ul style="list-style-type: none"> • Michelle • Fiona
	Undertake a business process improvement program for LGAT, commencing with a brief organisational review.	<ul style="list-style-type: none"> • Improvement program developed by end September 2013 	Allan <ul style="list-style-type: none"> • Deb
Provide a strong united voice for local government	Identify Local Government needs and desires to inform pre election advocacy	<ul style="list-style-type: none"> • Planned advocacy July 2013 through to March 2014 	Allan <ul style="list-style-type: none"> • Katrena

LGAT – Annual Plan 2013-14

	Facilitate and coordinate sector wide response to government initiated policies/legislation that impact on Local Government.	<ul style="list-style-type: none"> Ongoing in response to State and Federal Government directions. 	Katrena <ul style="list-style-type: none"> Policy Staff
	Identify key policy initiatives in conjunction with and on behalf of the sector to progress with government to improve the sustainability and effectiveness of Local Government.	<ul style="list-style-type: none"> Ongoing during 2013-14 	Allan
	Determine a strategic sectoral position about the level of engagement in social policy issues and identify social policy issue that require priority. Represent the sector on current and emerging social policy issues.	<ul style="list-style-type: none"> Agreed position developed by end September 2013 	Katrena <ul style="list-style-type: none"> Georgia Mel
	Facilitate strategic policy discussion at General Meetings to enable active engagement of members on issues of topical interest.	<ul style="list-style-type: none"> Agreed positions developed during General Meetings 	Allan <ul style="list-style-type: none"> Katrena
	Represent councils in relation to heavy vehicle regulatory and pricing reform and cranes and the review of the Local Government (Highways) Regulations in relation to gas infrastructure.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena <ul style="list-style-type: none"> Mel
	Represent councils in relation to contestable electricity pricing and aggregated purchasing and new technologies.	<ul style="list-style-type: none"> Planned advocacy July 2013 to March 2014 	Allan <ul style="list-style-type: none"> Mel
	Actively contribute to the Bushfire Inquiry and recovery efforts in addition to representing the sector on current and emerging emergency management and community recovery issues.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena <ul style="list-style-type: none"> Georgia
Develop and maintain strategic alliances	Work with ALGA and other Associations to develop a national consensus position on workforce development, to identify appropriate workforce opportunities and to maximise training and funding.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena <ul style="list-style-type: none"> Scott
	Establish appropriate informal structures to engage with key stakeholders (e.g. PC, HIA, MBA) to improve our shared understanding of issues to enable a solutions focus.	<ul style="list-style-type: none"> Structures developed by end July 2013 	Allan <ul style="list-style-type: none"> Katrena
	Identify and collaborate with key organisations to support sectoral improvements including: <ul style="list-style-type: none"> Australian Government Planning Institute of Australia University of Tasmania 	<ul style="list-style-type: none"> Ongoing during 2013-14 	Allan <ul style="list-style-type: none"> All
Foster collaboration and cooperation within the Local Government sector	Develop stronger collaborative working relationship with Council communications officers and other relevant operational groups where those relationships enhance understanding and information flow.	<ul style="list-style-type: none"> Agreed actions developed by end October 2013 	Allan <ul style="list-style-type: none"> Stephanie All

LGAT – Annual Plan 2013-14

PRIORITY AREA 2 – LEADING RECOGNITION AND REFORM			
Strategy	Action	Measure/Target	Responsibility
Improve the image of local government	Deliver the CR campaign in conjunction with ALGA for the September referendum.	<ul style="list-style-type: none"> Developed and advocated by mid September 2013 	Katrena <ul style="list-style-type: none"> Stephanie
	Conduct a focussed workshop for General Managers and Mayors to identify up to 5 strategic resource sharing projects that can be progressed.	<ul style="list-style-type: none"> By end August 2013 	Allan
	Develop a “good news” publication highlighting resource sharing activities of Local Government.	<ul style="list-style-type: none"> By end October 2013 	Allan <ul style="list-style-type: none"> Stephanie
	Promote resource sharing examples in Tasmania through LGAT publications	<ul style="list-style-type: none"> Examples included in monthly newsletter Examples included in quarterly Magazine 	Allan <ul style="list-style-type: none"> Stephanie
	Highlight positive Local Government practices and projects through the LGAT Magazine and at General Meetings and Conference.	<ul style="list-style-type: none"> Ongoing during 2013-14 	Allan <ul style="list-style-type: none"> Stephanie All
	Deliver pre-election workshops for potential candidates	<ul style="list-style-type: none"> A program of activities developed and implemented annually 	Allan <ul style="list-style-type: none"> Stephanie Katrena (50:50 Women)
	Work with the Local Government Division to ensure appropriate and on time data collection, identification of key sectoral performance indicators and analysis and reporting.	<ul style="list-style-type: none"> Ongoing during 2013-14 	Katrena
Drive the Local Government reform agenda	Undertake the biennial state-wide community satisfaction survey	<ul style="list-style-type: none"> Survey results presented to GMC and General Managers in July 2013 	Katrena <ul style="list-style-type: none"> Deb
	Actively contribute to the Local Government Reform Agenda by developing a comprehensive pre-election manifesto that can be prosecuted with major parties and an incoming government.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Allan <ul style="list-style-type: none"> Katrena All
	Drive the review of the Code of Conduct provisions and support the working group activities.	<ul style="list-style-type: none"> Recommendations developed for the Local Government Minister by December 2013. 	Katrena
	Actively contribute to appropriate legislative reform to deal with derelict buildings and other nuisances.	<ul style="list-style-type: none"> Positions developed by September 2013. 	Katrena
	Reignite the Local Government Division’s commitment to developing model by-laws for the sector.	<ul style="list-style-type: none"> Position developed and advocated by end January 2014 	Katrena

LGAT – Annual Plan 2013-14

	Advocate for amendments to Local Government Meeting Procedures.	<ul style="list-style-type: none"> Developed and advocated by March 2014 	Katrena
	Ensure strong coordinated responses to proposed Federal/State policies and legislation regarding the role and responsibilities of Local Government and advocate for the sector.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena <ul style="list-style-type: none"> Policy staff
	Articulate the Role of Local Government project to members and proactively seek contributions and participation.	<ul style="list-style-type: none"> By end March 2014 	Allan <ul style="list-style-type: none"> All

PRIORITY AREA 3 – ENSURING FINANCIAL SUSTAINABILITY

Strategy	Action	Measure/Target	Responsibility
Drive improvements in financial and strategic asset management across the sector	Complete and implement Long Term Financial Planning, Asset Management Planning project (including integration of asset plans)	<ul style="list-style-type: none"> Agreed actions developed with agreement of the Steering Committee. 	Allan/Katrena <ul style="list-style-type: none"> Sue
	Ensure appropriate legislative reform to support long term financial and asset management planning.	<ul style="list-style-type: none"> Position developed and advocated by end December 2013 	Allan <ul style="list-style-type: none"> Katrena
	Support continued improvements in Financial and Asset Management to ensure ability to comply with the Legislation.	<ul style="list-style-type: none"> Ongoing after Long Term Financial Asset Management project end. 	Allan <ul style="list-style-type: none"> Katrena
	Participate in the Auditor General's common model depreciation project.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena <ul style="list-style-type: none"> Sue
Develop opportunities for improvement and efficiencies	Work with Procurement areas in Local Government Associations to develop and implement improved procurement policies, processes and practices for use by councils. Improvements may include access to better value for money, locally based purchasing opportunities; training programs and standard templates and tools.	<ul style="list-style-type: none"> By end November 2013 	Allan <ul style="list-style-type: none"> Deb

PRIORITY AREA 4 – BUILDING SECTOR CAPACITY

Strategy	Action	Measure/Target	Responsibility
Continue to deliver programs	Support the move of all Councils to the National Modern Local	<ul style="list-style-type: none"> Implementation complete by 1 	Katrena

LGAT – Annual Plan 2013-14

which improve recruitment and retention	Government Industry Award	January 2014	<ul style="list-style-type: none"> Peter Rodwell
	Continue to implement Think Big Work Local - including the 2014 workforce development survey, tv campaign, profile videos etc.	<ul style="list-style-type: none"> A program of activities developed and implemented annually 	Katrena <ul style="list-style-type: none"> Scott
Build the capacity of staff and elected members to deliver quality outcomes	Develop a regional road show to provide for legislative updates for councils – particularly elected members.	<ul style="list-style-type: none"> Series of 3 road shows developed and implemented by end June 2014 	Allan/Katrena <ul style="list-style-type: none"> All
	Undertake a needs analysis to inform the development of a training program.	<ul style="list-style-type: none"> Analysis completed by end July 2013 	Allan/Katrena <ul style="list-style-type: none"> Georgia
	Based on the training needs analysis, develop a 12-18 month training/workshop program for LGAT members (both elected members and officers).	<ul style="list-style-type: none"> A clear calendar of events developed and implemented annually 	Allan/Katrena <ul style="list-style-type: none"> Georgia (for initial program development) All
	Develop collaborative alliances with CPA, TTC, IPAA and LGMA to deliver integrated training to officers/elected members as identified in the LGAT annual training program	<ul style="list-style-type: none"> Ongoing during 2013-14 	Allan Georgia
	Host a state-wide forum on long term financial and asset management for engineers and finance officers.	<ul style="list-style-type: none"> Forum held by December 2013 	Katrena <ul style="list-style-type: none"> Sue
	Assist member councils meet their OHS requirements through development of common tools, joint tenders, sharing of resources and best practice examples.	<ul style="list-style-type: none"> Implementation of agreed actions commenced by December 2013 	Katrena <ul style="list-style-type: none"> Georgia
	Provide a more flexible offering of the planning course for elected members that can be delivered on a regional/council basis	<ul style="list-style-type: none"> By end July 2013 	Allan
	Continue to support councils in relation to reform of routes and permits systems for cranes.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena Mel

PRIORITY AREA 5 – IMPROVING LAND USE PLANNING

Strategy	Action	Measure/Target	Responsibility
Respond to planning policy reform on behalf of the Local Government sector	Continue to work collaboratively with members to identify and understand land use planning issues and advocate on those for the sector (including heritage and land hazards, bushfire planning).	<ul style="list-style-type: none"> Submissions developed as issues arise. 	Katrena <ul style="list-style-type: none"> Allan
	Advocate for members with regard to social infrastructure and objectives	<ul style="list-style-type: none"> Participate in committees 	Katrena

LGAT – Annual Plan 2013-14

	(e.g. healthy by design, public transport and active transport).	where there are clear and relevant Terms of Reference	
	Work with the Liquor Licensing Board to improve their communication with Planning Authorities and consideration of planning issues prior to issuing licences.	<ul style="list-style-type: none"> Position developed and advocated by end August 2013 	Allan <ul style="list-style-type: none"> Katrena Georgia
	Contribute to improvements in planning and building processes through the Planning Schemes Online Project and the Business Tasmania Online Project (smart forms).	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Katrena
	Investigate opportunities to improve consistency of approach and modernise a range of planning/building documentation including permits forms and 337s.	<ul style="list-style-type: none"> Developed and advocated by end January 2014 	Katrena
As part of the strategic marketing campaign, build recognition of good planning outcomes being delivered by Tasmanian councils	Develop a 'blue print' for planning which highlights system needs and changes necessary from a Local Government perspective.	<ul style="list-style-type: none"> Developed and advocated by end April 2014 	Allan <ul style="list-style-type: none"> Katrena
	Respond to criticisms of Local Government practice with strong available evidence and actively promote positive news stories about Local Government practice	<ul style="list-style-type: none"> Ongoing during 2013-14 	Katrena <ul style="list-style-type: none"> Stephanie
Build the capacity of elected members to function as members of a Planning Authority	Continue to provide the elected member planning workshops (including reviewing course structure) but seek to provide more flexibility and regularity of delivery.	<ul style="list-style-type: none"> Revised workshops conducted as required during 2013-14 	Allan
	Continue to ensure that planning is featured in training for new elected members.	<ul style="list-style-type: none"> Training program developed and implemented annually 	Allan <ul style="list-style-type: none"> Stephanie

PRIORITY AREA 6 – ENSURING ENVIRONMENTAL SUSTAINABILITY

Strategy	Action	Measure/Target	Responsibility
Continue to support councils in identifying and responding to climate change related tasks	Continued participation on the interdepartmental committee in relation to the coastal framework.	<ul style="list-style-type: none"> Participate in committees where there are clear and relevant Terms of Reference 	Allan <ul style="list-style-type: none"> Mel
	Pursue opportunities to progress the Tasmanian Coastal Adaptation Decision Pathway (TCAP) Project methodology to councils.	<ul style="list-style-type: none"> Ongoing during 2013-14 	Katrena <ul style="list-style-type: none"> Mel
	Prosecute the case for Local Government indemnity regarding climate	<ul style="list-style-type: none"> Ongoing during 2013-14 	Allan

LGAT – Annual Plan 2013-14

	change.		<ul style="list-style-type: none"> • Mel
	Participate in the development of a local government climate change webpage with the TCCO.	<ul style="list-style-type: none"> • Participate in committees where there are clear and relevant Terms of Reference 	Katrena <ul style="list-style-type: none"> • Mel
Work to secure better waste management outcomes across the sector	Represent the sector on current and emerging waste matters including a waste levy, product stewardship, e-waste, recycling, controlled waste, container deposit levy.	<ul style="list-style-type: none"> • Participate in committees where there are clear and relevant Terms of Reference 	Allan <ul style="list-style-type: none"> • Katrena
	Continued strong advocacy in relation to proposed asbestos legislation in consultation with members.	<ul style="list-style-type: none"> • Participate in committees where there are clear and relevant Terms of Reference 	Katrena

PRIORITY AREA – 7 CONTINUING WATER AND SEWERAGE REFORM

Strategy	Action	Measure/Target	Responsibility
Ensure that the structural and governance requirements of owner councils are addressed and implemented	Finalise principles for economic development facilitation and a consolidated position on concessions for NFP organisations.	<ul style="list-style-type: none"> • By July2013 	Allan
	Provide strategic policy support to owner councils and/or corporations as required.	<ul style="list-style-type: none"> • Ongoing during 2013-14 	Allan