



## 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 2014-15

This document is the LGAT Annual Plan for 2014-15.

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.

## 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.

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Strategy	Action	Measure/Target
<b>Build a strong association</b>	Continue to provide a range of member services including: <ul style="list-style-type: none"> <li>• Conference</li> <li>• Magazine</li> <li>• Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing during 2014-15</li> </ul>
	Deliver the Annual Local Government Conference In Launceston	<ul style="list-style-type: none"> <li>• July 2015</li> <li>• Equivalent attendance and sponsorship to a Hobart based conference.</li> </ul>
	Take <i>LGAT News</i> magazine to market	<ul style="list-style-type: none"> <li>• Improved quality, profit and control for LGAT.</li> <li>• Completed by December 2014</li> </ul>
	Modernise the processes for subscription and distribution of the newsletter and magazine.	<ul style="list-style-type: none"> <li>• June 2015</li> </ul>
	Identify and plan for new member services (see later for training).	<ul style="list-style-type: none"> <li>• New member services as practicable</li> </ul>
	Investigate and implement a breakfast speaker series for Members on a regional basis.	<ul style="list-style-type: none"> <li>• 12 month rolling plan developed by August 2014</li> <li>• Implemented over 2014-15 with at least 2 sessions provided.</li> </ul>
	Continue to provide the LGAT Assist Program	<ul style="list-style-type: none"> <li>• Ongoing as per client needs</li> </ul>
	Continue to provide support to the Standards Panel and improve operating procedures and policy environment.	<ul style="list-style-type: none"> <li>• Ongoing, completed within the statutory timeframes.</li> </ul>
	Undertake a business process improvement program for LGAT, commencing with a brief organisational review which considers how we respond to different stakeholders (effort vs priority), deliver value for money and allocate resources appropriately.	<ul style="list-style-type: none"> <li>• Improvement program developed by end December 2014</li> </ul>

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<b>Provide a strong united voice for local government</b>	Proactively get involved in new key policy priority areas of State Government	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Being invited to participate in State forums.</li> <li>• Sufficient consultation periods.</li> <li>• State Government responsive to issues raised.</li> </ul>
	Build effective relationship with the new Government and ensure continuation of the Premier’s Local Government Council and the State-wide Partnership Agreement on Consultation and Communication (or equivalent).	<ul style="list-style-type: none"> <li>• PLGC or equivalent remains in place.</li> <li>• Partnership Agreement or equivalent remains in place.</li> </ul>
	Build a strong relationship with the Department of State Growth and the Co-ordinator General	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Regular communication in place.</li> </ul>
	Facilitate and coordinate sector wide response to government initiated policies/legislation impacting on Local Government.	<ul style="list-style-type: none"> <li>• Ongoing in response to State and Federal Government directions.</li> </ul>
	Continue to facilitate strategic policy discussion at General Meetings to enable active engagement of members on issues of topical interest.	<ul style="list-style-type: none"> <li>• Agreed positions developed during General Meetings</li> </ul>
	Provide ongoing support and communication in relation to road reforms such as heavy vehicles and cranes and the review of the Local Government Highways Act relating to the interface with gas infrastructure.	<ul style="list-style-type: none"> <li>• Participate in committees there are clear and relevant Terms of Reference</li> </ul>
	Bring key decision makers to Local Government events in order to build relationships and understanding.	<ul style="list-style-type: none"> <li>• Ongoing across a range of events such as General Meetings, General Managers Workshops, Mayors Forums.</li> </ul>
	Develop a clear Local Government position and regular engagement on broader community sustainability issues such as food security and disaster resilience.	<ul style="list-style-type: none"> <li>• Ongoing as required.</li> </ul>
<b>Foster collaboration and cooperation within the Local</b>	Develop a consolidated list of Local Government networking opportunities to promote better cross sectoral information sharing.	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>

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Government sector		
Strategy	Action	Measure/Target
<b>Improve the image of local government</b>	Highlight positive Local Government practices and projects through the LGAT Magazine and at General Meetings and Conference.	<ul style="list-style-type: none"> <li>• Ongoing during 2014-15</li> </ul>
	<p>Promote all-in, all-out elections and advise communities and voters what this means for them.</p> <p>Provide support to potential local government candidates through forums and written resources.</p>	<ul style="list-style-type: none"> <li>• Until October 2014.</li> <li>• Workshops delivered regionally and locally where benefit is demonstrated and candidate resource up to date and relevant prior to election.</li> <li>• Media releases picked up.</li> </ul>
	Work with the Local Government Division to ensure appropriate data collection, identification of key sectoral performance indicators and analysis and reporting.	<ul style="list-style-type: none"> <li>• Workforce data collection transitioned from LGAT to LGD.</li> <li>• Councils able to use and report on indicators meaningfully.</li> </ul>
	Undertake the biennial state-wide community satisfaction survey	<ul style="list-style-type: none"> <li>• Survey completed by June 2015.</li> </ul>
	Implement a LGAT Twitter Feed and participate in National Twitter Day.	<ul style="list-style-type: none"> <li>• Regular and appropriate use of the feed.</li> </ul>
	Raise the profile of new Mayors by utilising regional media.	<ul style="list-style-type: none"> <li>• November 2014 to February 2015.</li> </ul>
	Continue to run the Think Big Work Local TV advertising campaign and website.	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Meeting identified KPIs.</li> </ul>
<b>Drive the Local Government reform agenda</b>	Drive the review of the Code of Conduct provisions and support the working group activities.	<ul style="list-style-type: none"> <li>• Legislation presented to Parliament by June 2015.</li> </ul>
	Work to ensure new planning reform leverages off the significant work to date and delivers real improvements for developers and Local	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Participation on the Planning</li> </ul>

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	Government.	Taskforce. <ul style="list-style-type: none"> <li>• Timely, quality input to reform agenda.</li> </ul>
	Ensure all known issues related to the Local Government Meeting Procedures are addressed in planned legislative Amendments.	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• All identified issues addressed by LGD.</li> </ul>
	Within the Role of Local Government Project (or equivalent), identify key policy and project 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"> <li>• Ongoing</li> </ul>
<b>Strategy</b>	<b>Action</b>	<b>Measure/Target</b>
<b>Drive improvements in financial and strategic asset management across the sector</b>	Continue to support councils to implement legislative requirements with regard to Financial and Asset Management.	<ul style="list-style-type: none"> <li>• Elected member training delivered Feb/March 2015</li> <li>• Guidelines developed (e.g. Practice Summaries) July/August 2014.</li> <li>• Regional Groups identifying appropriate sectoral projects.</li> </ul>
	Support councils in implementing Audit Panel requirements.	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• LGD delivering appropriate training and tools, councils have workable Panel arrangements in place.</li> </ul>
	Support the implementation of the Auditor-General's Road Depreciation Directions.	<ul style="list-style-type: none"> <li>• Ongoing in collaboration with the Local Government Division.</li> </ul>
	Ensure appropriate review of the Sustainability Indicators.	<ul style="list-style-type: none"> <li>• By December 2014.</li> </ul>
<b>Develop opportunities for improvement and efficiencies</b>	Work with Procurement areas in Local Government Associations in other States and Territories to develop and implement improved procurement policies, processes and practices for use by councils in Tasmania.	<ul style="list-style-type: none"> <li>• Ongoing re engagement.</li> <li>• Code for Tenders and Contracts – June 2014</li> <li>• Procurement Checklist – June</li> </ul>

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	<p>Improvements will include:</p> <ul style="list-style-type: none"> <li>• A Statewide Model Procurement Policy</li> <li>• Readily available templates and tools such as standard tender documentation and contracts</li> <li>• Access to better value for money, locally based purchasing opportunities and</li> <li>• Access to training programs that provide for improved understanding of and skill in effective and efficient procurement practices and procedures</li> </ul>	<p>2014</p> <ul style="list-style-type: none"> <li>• Procurement Plan – June 2014</li> <li>• NPN contracts available and Vendor Panel access details June 2014</li> <li>• What Constitutes a Contract? – tool July 2014</li> <li>• What is Contract Management? – tool August 2014</li> <li>• Introduction to Procurement training seminar – November 2014</li> </ul>
	<p>Continue to work with councils on the move to a contestable electricity market for non metered public lighting and develop opportunities for broader energy efficiency and savings for public lighting as required.</p>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<b>Strategy</b>	<b>Action</b>	<b>Measure/Target</b>
<b>Continue to deliver programs which improve recruitment and retention</b>	<p>Embed Think Big, Work Local policy and service functions in LGAT functions ongoing. Includes TV campaign, website, workforce survey, national relations, careers fairs.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Delivering against identified KPIs.</li> </ul>
<b>Build the capacity of staff and elected members to deliver quality outcomes</b>	<p>Develop a regional road show to provide for legislative updates for councils – particularly elected members.</p>	<ul style="list-style-type: none"> <li>• Series of 3 road shows developed and implemented by end June 2014</li> </ul>
	<p>Deliver the forward training program for LGAT members (elected and staff) as identified in the “Professional Development Calendar” and continue to identify future requirements and opportunities.</p> <p>Leverage off collaborative alliances with CPA, TTC, IPAA and LGMA in delivering integrated professional development opportunities.</p> <p>Includes delivery of a more flexible offering of the planning course for</p>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• A program of activities developed and implemented annually</li> </ul>

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	elected members (with delivery on a regional/council basis).	
	<p>Identify and implement new training opportunities such as:</p> <ul style="list-style-type: none"> <li>• Master Class for 2IC's</li> <li>• Master Class on Rating</li> <li>• Community Development Networking Forum (possibly including or in addition to an Arts and Recreation Forum)</li> <li>• Workshops for Roads Managers re pre-consent classification of vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Over 12 months as appropriate and required.</li> </ul>
	<p>Deliver WHS Tools including:</p> <ul style="list-style-type: none"> <li>• Dealing with Contractors</li> <li>• Due Diligence and other Personal Behaviours (Page Seager Project)</li> </ul>	<ul style="list-style-type: none"> <li>• Available on the Extranet by December 2014</li> </ul>
	Identify and secure grant funding for training and capacity building.	<ul style="list-style-type: none"> <li>• Funds secured throughout the year.</li> </ul>
<b>Strategy</b>	<b>Action</b>	<b>Measure/Target</b>
<b>Respond to planning policy reform on behalf of the Local Government sector</b>	<p>Continue to work collaboratively with members to identify and understand land use planning issues and advocate on those for the sector including:</p> <ul style="list-style-type: none"> <li>• Participation on the Planning Taskforce</li> <li>• Driving resolution of issues arising from implementation of the Bushfire Code</li> <li>• Advocate for members on the planning/policy interface issues with regard to social infrastructure and objectives (eg healthy by design, public transport, active transport)</li> <li>• Contribute to improvements in planning and building processes through the Planning Schemes Online Project and the Business Tasmania Online Project (smart forms)</li> <li>• Investigate opportunities to improve consistency of approach and modernise a range of planning/building documentation including</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Participate in committees where there are clear and relevant Terms of Reference</li> <li>• Deliver relevant and timely formal advice to issues raised.</li> </ul>

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	permits forms and 337s.	
<b>Build the capacity of elected members to function as members of a Planning Authority.</b>	SEE BUILDING SECTOR CAPACITY	•
<b>As part of the strategic marketing campaign, build recognition of good planning outcomes being delivered by Tasmanian councils.</b>	SEE LEADING REFORM AND LIFTING THE SECTOR'S PROFILE	•
<b>Strategy</b>	<b>Action</b>	<b>Measure/Target</b>
<b>Continue to support councils in identifying and responding to climate change related tasks</b>	Continued participation on the interdepartmental committee in relation to the coastal framework.  <i>Note (9/4/14): Timeframe and process uncertain with change of government</i>	<ul style="list-style-type: none"> <li>• Participate in committees where there are clear and relevant Terms of Reference</li> </ul>
	Secure a resolution on the climate change indemnity issue for Local Government.	<ul style="list-style-type: none"> <li>• Position adopted by key stakeholders by end March 2015</li> </ul>
<b>Work to secure better waste management outcomes across the sector</b>	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"> <li>• Participate in committees where there are clear and relevant Terms of Reference</li> </ul>