



## **Strategic Plan**

The LGAT Strategic Plan outlines the broad direction for the Association over the period 2012 – 17. The Plan contains five 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 the 12 month Annual Plan.

## **Annual Plan 2015-16**

This document is the LGAT Annual Plan for 2015-16.

It identifies the actions that will be taken over the 2015-16 financial year, how success against actions will be measured and specifies who is responsible for each action. Actions are set out so they align with the relevant priority area and strategies identified in the Strategic Plan.

## **About LGAT**

LGAT is the voice of Local Government to other governments, stakeholders and the wider community. LGAT advocates for the interests and rights of councils, promotes the efficient operation of Local Government and fosters strategic and beneficial relationships on behalf of the sector.

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 delivered on behalf of Local Government, services to members and sponsorships.

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

LGAT works collaboratively with members to support council staff and elected members. The communities our 29 councils serve are represented by 263 elected members and supported by nearly 4000 staff.

The following table provides the key action LGAT will undertake to fulfil its Strategic Plan. The table is broken down into *ongoing core activities in italics* and those activities that are specific only to the current Annual or Strategic Plan period.

<b>PRIORITY AREA 1 – STRATEGIC RELATIONSHIPS</b>				
<b>Strategy</b>	<b>Action</b>	<b>Measure</b>	<b>Target Date</b>	<b>Responsibility</b>
<b>Build a strong Association</b>	<i>Regular engagement, communication and interaction with member councils via a range of activities and mediums.  Specifically each member council to have received at least one visit from an LGAT representative within the 2015-16 financial year.</i>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> </ul>	<i>First round of visits completed by February 2016.</i>	
	<i>Plan the 2016 LGAT Annual Conference</i>	<ul style="list-style-type: none"> <li><i>Delivery of the Conference</i></li> </ul>	<i>June 2016</i>	
	<i>Continue to facilitate the appropriate allocation of staff resourcing and support to deliver the LGAT Assist Program.</i>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> </ul>		
	<i>Provide a central point of contact for external stakeholders who wish to communicate with the sector.</i>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> </ul>		

	<p>Continue to provide support to the LGAT Standards Panel until the Local Government Amendment (Code of Conduct) Act 2015 is enacted and secretariat duties are transferred to the Local Government Division.</p>	<ul style="list-style-type: none"> <li>• Ongoing support and registrar duties</li> </ul>		
	<p>Continue to deliver a LGAT breakfast speaker series for members on a regional basis.</p>	<ul style="list-style-type: none"> <li>• Rolling plan developed</li> </ul>	March 2016	
<p><b>Provide a strong united voice for Local Government</b></p>	<p>Represent Local Government interests in key policy priority areas of State Government as they relate to the sector. During this plan period they will include :</p> <ul style="list-style-type: none"> <li>• Planning Reform</li> <li>• Emergency Management</li> <li>• Sectoral Reform</li> <li>• Economic development</li> </ul> <p>Participate in and seek representation on State forums</p> <p>Demand sufficient consultation periods</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• State Government Budget submission</li> <li>• Councils participation in the process</li> <li>• State Government adhering to the Consultation Partnership</li> </ul>		
	<p>Represent Local Government interests in key policy priority areas of Federal Government as they relate to the sector. Such as:</p> <ul style="list-style-type: none"> <li>• The national review of Federation</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Federal Government Election submission</li> <li>• Councils participation in the process</li> </ul>		

	<p><i>&amp; Taxation;</i></p> <ul style="list-style-type: none"> <li>• <i>Indexation of Local Government Financial Assistance Grants;</i></li> <li>• <i>The direct funding relationship between the Commonwealth and Local Government.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Tasmanian interests are represented in ALGA submissions</i></li> </ul>		
	<p><i>Facilitate Local Government representation on government and community boards and committees to ensure representation and a voice for our sector</i></p>	<ul style="list-style-type: none"> <li>• <i>Ongoing</i></li> </ul>		
<p><b>Develop and maintain strategic alliances</b></p>	<p><i>Invite key government/industry/community decision makers to Local Government events to build relationships and mutual understanding</i></p>	<ul style="list-style-type: none"> <li>• <i>Ongoing</i></li> <li>• <i>Key decision makers attend a range of LGAT events</i></li> </ul>		
	<p><i>Maintain and strengthen existing relationship with State Govt. &amp; other key non-govt entities. Specifically LGAT will:</i></p> <ul style="list-style-type: none"> <li>• <i>Develop cooperative arrangements with LGPA, the STCA, NTD &amp; CCA</i></li> <li>• <i>Collaborate with the Governance Institute, ACELG, PIA, Engineers Australia and IPWEA</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ongoing</i></li> <li>• <i>Establish principles for cooperation with identified organisations</i></li> </ul>	<p>Completed by June 2016</p>	

<b>Foster collaboration and cooperation within the Local Government sector</b>	<i>Identify &amp; promote Local Government networking opportunities to provide better cross sectoral information sharing and support.</i>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Attendance at networking events</li> <li>• Feedback from membership</li> </ul>		
	<i>Facilitate strategic policy discussion at General Meetings to enable active engagement and decision-making by members on key issues.</i>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• LGAT GM agenda items for decision</li> </ul>		

<b>PRIORITY AREA 2 – SECTOR PROFILE AND REFORM</b>				
<b>Strategy</b>	<b>Action</b>	<b>Measure</b>	<b>Target Date</b>	<b>Responsibility</b>
<b>Improve the image of local government</b>	<i>Strategically highlight positive local government activities and successes via appropriate communication methods. Such as: TV, print media, social media, LGAT publications and events.</i>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Delivery of Local Government TV advertising campaign (to follow Think Big Work Local)</li> </ul>	<i>June 2016</i>	
	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. Councils able to use and report on indicators meaningfully.</li> </ul>		

<b>Actively participate in the Local Government reform agenda on behalf of the sector</b>	Advocate for the Local Government sector and the communities it serves through: <ul style="list-style-type: none"> <li>• The current Local Government reform process</li> <li>• The review of the Local Government Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Councils participation in the process</li> <li>• Participate in committees where there are clear and relevant Terms of Reference</li> </ul>		
	Continue to progress key initiatives of the Role of Local Government Project to improve the sustainability and effectiveness of Local Government.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		

<b>PRIORITY AREA 3 – FINANCIAL SUSTAINABILITY</b>				
<b>Strategy</b>	<b>Action</b>	<b>Measure</b>	<b>Target Date</b>	<b>Responsibility</b>
<b>Drive improvements in financial and strategic asset management across the sector</b>	<i>Support councils in implementing Audit Panel requirements.</i>	<ul style="list-style-type: none"> <li>• <i>Ongoing.</i></li> <li>• <i>LGD delivering appropriate training and tools</i></li> <li>• <i>Councils have understanding of requirements</i></li> </ul>		
	Raise member awareness of the LGAT Financial Sustainability Practice Notes.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		

	Work with regional groups of councils to identify appropriate sectoral project opportunities in this area.	<ul style="list-style-type: none"> <li>Practice Notes promoted to councils</li> <li>Projects identified as appropriate</li> </ul>		
	Provide input and work with Infrastructure Tasmania on its audit of the state's road network, including consideration of future arrangements for forestry and PWS roads	<ul style="list-style-type: none"> <li>LGAT plays key role in the process</li> </ul>	June 2016	
<b>Develop opportunities for improvement and efficiencies</b>	<p><i>Work with Procurement areas in other LG associations and Tas councils to develop and implement improved procurement practices, including:</i></p> <ul style="list-style-type: none"> <li><i>Standard documentation and templates</i></li> <li><i>Access to training programs</i></li> <li><i>Value for money locally based purchasing</i></li> <li><i>Whole of Sector analysis of procurement &amp; expenditure patterns</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Training session delivered</i></li> <li><i>Standard tender and contract documentation available to councils</i></li> <li><i>Tas Councils' interests represented through the NPN</i></li> </ul>	June 2016	
	<p>Establish a partnership with MAV Procurement that supports and builds LGAT's procurement capacity.</p> <p>Initial areas to investigate procurement support include LED lighting contract and employee assistance program.</p>	<ul style="list-style-type: none"> <li>Overarching MoU in place</li> <li>LGAT's procurement profile raised</li> </ul>	June 2016	

	Continue to work with councils to identify and capitalise on opportunities for energy efficiency and financial savings.  Deliver the City of Launceston & Northern Councils LED Project and work towards extending to other councils.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		
	Work with councils to identify and capitalise on opportunities for shared services.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		
	Establish a Lean Thinking Pilot Project in at least one Council to determine applicability to sector and whether a broader roll out would be of benefit	<ul style="list-style-type: none"> <li>• Project scoped and Pilot location selected</li> </ul>	June 2016	

<b>PRIORITY AREA 4 – SECTOR CAPACITY</b>				
<b>Strategy</b>	<b>Action</b>	<b>Measure/Target</b>	<b>Target Date</b>	<b>Responsibility</b>
<b>Continue to deliver programs which improve recruitment and retention</b>	<i>Continue to support the sector in recruitment, retention and workforce planning via policy and programs, such as: Think Big Work Local, workforce survey, national relations and careers fairs.</i>	<ul style="list-style-type: none"> <li>• <i>Ongoing</i></li> <li>• <i>Delivering against identified KPIs.</i></li> </ul>		

	Scope a whole of sector Employee Assistance Program	<ul style="list-style-type: none"> <li>Scoping study complete</li> </ul>	May 2016	
<b>Build the capacity of elected members and staff to deliver quality outcomes</b>	<p><i>Deliver the forward training program for elected members and staff and continue to identify future requirements and opportunities.</i></p> <p><i>Leverage off collaborative alliances, such as LGPA, in delivering integrated professional development opportunities.</i></p>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>A program of activities developed and implemented annually</li> </ul>		
	<i>Identify, promote and where available, secure grant funding for training and sectoral capacity building.</i>	<ul style="list-style-type: none"> <li>Funds secured throughout the year.</li> </ul>		
	<p>Develop sectoral support tools and resources, such as:</p> <ul style="list-style-type: none"> <li>An updated compliance register</li> <li>Workplace behaviours toolkit</li> <li>Audit of capacity to enable gaps to be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		
	Develop online training for Councillor Inductions and identification of council election induction material.	<ul style="list-style-type: none"> <li>Program and material scoped</li> </ul>	June 2016	
	Work with Local Government Division in its review of the Local Government Highways Act relating to the interface with gas infrastructure.	<ul style="list-style-type: none"> <li>Completion of new regulations</li> </ul>	June 2016	
	Work collaboratively with the Local	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		

	Government sector, State Government and the National Heavy Vehicle Regulator to support councils in their role within the National Heavy Vehicle Regulatory Framework.	<ul style="list-style-type: none"> <li>• Additional gazettal of access networks</li> <li>• Reduction in LGAT involvement</li> </ul>		
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<b>PRIORITY AREA 5 – LAND USE PLANNING AND ENVIRONMENTAL SUSTAINABILITY</b>				
<b>Strategy</b>	<b>Action</b>	<b>Measure</b>	<b>Target Date</b>	<b>Responsibility</b>
<b>Engage in the debate on planning policy reform on behalf of the Local Government sector</b>	Work to ensure that the interests of Local Government sector and the communities it serves are advanced and protected through the current planning reform process including through: <ul style="list-style-type: none"> <li>• Participation on the Planning Taskforce</li> <li>• Active engagement in the broader planning reform agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Acknowledgement and participation from member councils to LGAT-led planning forums and submissions</li> </ul>		
	Develop a whole of sector view on State wide Planning System and Governance reform and pursue that reform agenda with State Government.	<ul style="list-style-type: none"> <li>• Position statement developed</li> </ul>	April 2016	
<b>Build the capacity of elected members to function as a Planning</b>	Deliver land use planning and planning authority training program for elected members. Where possible use in house or Council planners.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		

<b>Authority</b>				
<b>Build recognition of good planning outcomes being delivered by Tasmanian councils</b>	Incorporate good planning outcomes delivered by councils into a strategic marketing campaign (see PA 2)	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		
<b>Continue to support councils in identifying and responding to natural hazards and climate change related tasks</b>	Engage with the State Government on the State's Climate Change Action Plan and represent Local Government interests where the sector is implicated	<ul style="list-style-type: none"> <li>Submission provided to draft TCCO Climate Change Action Plan</li> </ul>	March 2016	
	Continue to advocate for resolution on the climate change indemnity issue for Local Government through PLGC and the Tasmanian Climate Change Office.	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		
<b>Emergency Management</b>	Continue to represent councils on key State Emergency Management Steering committees	<ul style="list-style-type: none"> <li>Participate in committees where there are clear and relevant Terms of Reference</li> </ul>		

	Develop a formal relationship with Volunteering Tasmania to enable councils to access volunteers during emergencies.	<ul style="list-style-type: none"> <li>Relationship established</li> </ul>	February 2016	
	Represent the sector in relation to the state reform of emergency management arrangements and federal emergency management funding reform	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		
	Promote opportunities and support councils in accessing funding to support them in planning for emergencies	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		
<b>Work to secure better waste management outcomes across the sector</b>	Represent the sector on current and emerging waste matters.	<ul style="list-style-type: none"> <li>Participate in committees where there are clear and relevant Terms of Reference</li> </ul>		

The following activities fall into the internal or 'business improvement' category. These activities, once complete, are expected to improve how the LGAT secretariat fulfils its strategy and implements future Annual Plans. These activities will progressively be undertaken throughout the plan period around ongoing delivery of core and project related tasks.

<b>BUSINESS IMPROVEMENT PROCESSES</b>	
Action	Target Date
Undertake a business improvement review of LGAT operations across the following areas:	Complete by end of June 2016

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| <ul style="list-style-type: none"><li>• Strategic communications</li><li>• Governance</li><li>• Financial Reporting</li><li>• ICT Support Systems</li><li>• IR Policy</li><li>• Asset and Financial Plan</li><li>• Develop site upgrade proposal</li><li>• Content and site map review of the LGAT public and secure websites</li></ul> |  |
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