



Local Government Association of Tasmania – Annual Plan 2016 – 17

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 2016-17

This document is the LGAT Annual Plan for 2016-17. It constitutes the key work plan for LGAT staff by identifying the actions we will undertake over the 2016-17 financial year and how success against actions will be measured (where applicable). 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.

PA1 Strategic Relationships				
Strategy	Action	Output	Measure / Target	Responsibility
Build a strong Association	Regular engagement, communication and interaction with member councils via a range of activities and mediums. Continue to review and where required enhance our member and external communications.	<ul style="list-style-type: none"> Timely and meaningful communication with our members; Implementation of the Strategic Communications Plan, including amendments to format of the LGAT News and Pulse. 	<ul style="list-style-type: none"> Positive response (>70% support) in membership engagement survey to methods of communications; Increasing access and hits on to LGAT online presence (website, Extranet). 	CEO and Communications Manager
	Each member council to have received at least one visit from an LGAT representative each financial year.	<ul style="list-style-type: none"> Council visits 	<ul style="list-style-type: none"> Every council visited once per year. 	CEO
	Deliver the LGAT Annual Conference.	<ul style="list-style-type: none"> Successful delivery of the Conference on budget. 	<ul style="list-style-type: none"> Delivery of the Conference on budget and with an overall rating of good or excellent from >70% of survey responses. 	Communications Manager
	Continue to facilitate the appropriate allocation of staff resourcing and support to deliver the LGAT Assist Program.	<ul style="list-style-type: none"> Maintain timely determination of all loan applications 	<ul style="list-style-type: none"> All eligible loan applications determined in 	CEO

			accordance with the LGAT Assist Loan Policy	
	Provide a central point of contact for external stakeholders who wish to communicate with the sector.	<ul style="list-style-type: none"> • Appropriate external content included within communications in line with strategic objectives. 	<ul style="list-style-type: none"> • Sector relevant external content in communications; • Positive response (>70% support) in membership engagement survey to external content of communications 	CEO
Provide a strong united voice for Local Government	<p>Represent Local Government interests in key policy priority areas of State Government as they relate to the sector. Participate in and seek representation on State forums</p> <p>Demand sufficient consultation periods</p> <p>During this plan period priority areas are expected to include :</p> <ul style="list-style-type: none"> • Planning Reform; • Emergency Management & climate change; • Sectoral Reform; • Economic development; • Preventive health; • Energy; • Infrastructure; 	<ul style="list-style-type: none"> • State Government Budget submission; • Submissions on legislative changes, discussion papers and reviews developed in consultation with the sector; • Representation at Legislative Council, Tasmanian Planning Commission, working groups and steering committees as appropriate. 	<ul style="list-style-type: none"> • Participation by councils in the process; • State Government adhering to the Consultation Partnership. 	Policy Team

	<ul style="list-style-type: none"> • Cat Management. 			
	<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"> • Indexation of Local Government Financial Assistance Grants; • The direct funding relationship between the Commonwealth and Local Government; • Elected member taxation. 	<ul style="list-style-type: none"> • Federal Government Budget submission; • Submissions on legislative changes, discussion papers and reviews developed in consultation with the sector. 	<ul style="list-style-type: none"> • Councils participation in the process; • Tasmanian interests are represented in ALGA submissions. 	Policy Director
	<p>Facilitate Local Government representation on government and community boards and committees to ensure representation and a voice for our sector.</p>	<ul style="list-style-type: none"> • Local Government representation. 	<ul style="list-style-type: none"> • All board and other positions successfully filled. 	Communications Manager
Develop and maintain strategic alliances	<p>Invite key government/industry/community decision makers to Local Government events to build relationships and mutual understanding.</p>	<ul style="list-style-type: none"> • Key decision makers attend a range of LGAT events. 	<ul style="list-style-type: none"> • Positive response (>70% support) in membership engagement survey to speakers at events throughout the year. 	CEO
	<p>Maintain and strengthen existing relationship with State Govt. & other key non-govt entities. Specifically LGAT will:</p> <ul style="list-style-type: none"> • Maintain cooperative arrangements with LGPro, the STCA, NTD & CCA, RDA Tas; • Collaborate with the Governance Institute, PIA, Engineers Australia and 	<ul style="list-style-type: none"> • Joint Budget and other submissions when and as appropriate; • Established principles for cooperation with identified organisations; • Ensure the Federal 	<ul style="list-style-type: none"> • Delivery of at least five (5) joint submissions or events throughout the year. 	CEO

	<p>IPWEA for specific activities;</p> <ul style="list-style-type: none"> Collaborate with other peak bodies, such as TasCoSS, HIA, MBA and others as appropriate on key areas of joint concern; Continue our strong collaboration with ALGA and other State associations. 	<p>advocacy agenda is prosecuted locally.</p>		
Foster collaboration and cooperation within the Local Government sector	<p>Identify & promote Local Government networking opportunities to provide better cross sectoral information sharing and support.</p>	<ul style="list-style-type: none"> Strong attendance at networking events. 	<ul style="list-style-type: none"> Positive response (>70% support) in membership engagement survey to networking events. 	Policy Director
	<p>Facilitate discussion at General Meetings to enable active engagement and decision-making by members on key issues.</p>	<ul style="list-style-type: none"> Council engagement on topical issues. 	<ul style="list-style-type: none"> Increased GM agenda items for decision or discussion. Attendance of relevant speakers to 50% of General Meetings. 	Policy Director
	<p>Continue active membership on the DPAC/LGAT Disability working group and work with LGD to provide recommendations to local government on disability strategies.</p>	<ul style="list-style-type: none"> Improve disability access through collaboration with the Local Government Division and councils. 	<ul style="list-style-type: none"> Project outcomes facilitated through liaison with councils. 	Policy Team

PA2 Sector Profile and Reform				
Strategy	Action	Output	Measure / Target	Responsibility
Improve the image of local government	Strategically highlight positive local government activities and successes via appropriate communication methods. Such as: TV, print media, social media, LGAT publications and events.	<ul style="list-style-type: none"> • Delivery of Better Councils Better Communities TVC campaign; • Preparation of website material to support Better Councils Better Communities campaign. 	<ul style="list-style-type: none"> • Completed by January 2017 • Increased website traffic when ad is played. 	Policy Director
	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"> • Workforce data collection transitioned from LGAT to LGD. 	<ul style="list-style-type: none"> • Completed by June 2017 	Policy Director
Actively participate in the Local Government reform agenda on behalf of the sector	<p>Advocate for the Local Government sector and the communities it serves through:</p> <ul style="list-style-type: none"> • The current Local Government reform process; • The review of the Local Government Act. 	<ul style="list-style-type: none"> • Councils participation in the process; • LGAT membership on steering committees and working groups in order to influence outcomes; • Preparation of appropriate tools and research to support council participation and also advocacy work. 	<ul style="list-style-type: none"> • Two (2) relevant pieces of support material (research articles or tools) produced for sector. 	CEO

	Continue to progress key initiatives of the Role of Local Government Project to improve the sustainability and effectiveness of Local Government. Reinvigorate the Economic Development Working Group (EDWG).	<ul style="list-style-type: none"> EDWG reformed and key initiatives established and immediate priorities commenced 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Director
	Prepare discussion paper on the Sharing Economy.	<ul style="list-style-type: none"> Sectoral position established 	<ul style="list-style-type: none"> Provided to the November 2016 General Meeting 	Policy Director

PA3 Financial Sustainability				
Strategy	Action	Output	Measure / Target	Responsibility
Drive improvements in financial and strategic asset management across the sector	Support councils in implementing Audit Panel requirements.	<ul style="list-style-type: none"> Joint training delivered for Audit Panels with the Governance Institute; LGAT advocate to the LGD to delivering appropriate training and tools. 	<ul style="list-style-type: none"> Training delivered by June 2017 Councils have an Increased awareness of the role and responsibilities of audit panels LGD developed additional resources for audit panels 	Policy Team/ Executive Officer
	Continue to develop best practice case studies and fact sheets for councils, including items on:	<ul style="list-style-type: none"> Development of one case study / fact sheet per quarter. 	<ul style="list-style-type: none"> 4 pieces of new support material produced per annum. 	Policy Team

	<ul style="list-style-type: none"> • Council Budgeting process; • Participatory democracy and engagement; • Minute taking; and • Strategic asset management plan templates. 			
	Work with the State Government to ensure Local Government is represented in the implementation phase of Infrastructure Tasmania's State Roads Audit Report.	<ul style="list-style-type: none"> • State Government decision making takes into account the policy position of Local Government. 	<ul style="list-style-type: none"> • LGAT plays a key role in the process. 	Policy Team
	Work with State Government and other stakeholders to identify funding opportunities for further development of local/regional strategic road and bridge networks for heavy vehicles.	<ul style="list-style-type: none"> • Expanded heavy vehicle networks established; • Strong relationship and collaborative approach with State Growth appropriately maintained. 	<ul style="list-style-type: none"> • Funding options for upgrades identified. 	Policy Team
Develop opportunities for improvement and efficiencies	<p>Work with the National Procurement Network (NPN) and Tasmanian councils to develop and implement improved procurement practices, including:</p> <ul style="list-style-type: none"> • Standard documentation and templates, including: <ul style="list-style-type: none"> ○ Request for Tender Template; ○ Request for Quotation Template; ○ Expression of Interest Template; 	<ul style="list-style-type: none"> • Standard tender and contract documentation available to councils; • Tas Councils' interests represented through the NPN; • Training session delivered. 	<ul style="list-style-type: none"> • Standard documentation produced and training delivered by June 2017; • 10% increase in total council spend on NPN. 	Policy Team

	<ul style="list-style-type: none"> ○ Goods and Services Tender Template; and ○ Minor Works Tender Template. <ul style="list-style-type: none"> ● Access to training programs; ● Value for money locally based purchasing ; and ● Whole of Sector analysis of procurement & expenditure patterns. 			
	<p>Continue to work with MAV Procurement to support and build LGAT's procurement capacity.</p> <p>Formalise partnership approach via establishment of MOU.</p>	<ul style="list-style-type: none"> ● LGAT's procurement profile raised; ● Deliver savings for Tasmanian Councils via procurement; ● MOU established. 	<ul style="list-style-type: none"> ● 10% increase in total council spend on MAV Procurement; ● MOU in place by June 2017. 	Policy Team
	<p>Continue to work with councils to identify and capitalise on opportunities for energy efficiency and financial savings.</p> <p>Expand the successful Northern Street Lightening Project across the State to interested councils.</p>	<ul style="list-style-type: none"> ● Establishment of further energy efficiency and cost saving opportunities, such as bulk energy purchase by councils; ● Expansion of Northern Street Lightening Project to other interested councils across the state. 	<ul style="list-style-type: none"> ● Completed by June 2017; ● Interested councils signed up to participate in LED replacements program by June 2017. 	Policy Team
	<p>Establish research notes outlining shared services opportunities and benefits and disseminate to councils.</p>	<ul style="list-style-type: none"> ● Information related to shared services. 	<ul style="list-style-type: none"> ● Completed by June 2017 	Policy Team

	Support those councils requiring assistance to implement shared services arrangements.			
	Establish and document the benefits of Lean Thinking for local government and determine if a Pilot Project is warranted.	<ul style="list-style-type: none"> Information related to Lean Thinking benefits for local government in Tasmania. 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Team
	Prepare discussion paper on Value Capture and its benefits in Tasmania.	<ul style="list-style-type: none"> Paper on Value Capture 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Director

PA4 Sector Capacity				
Strategy	Action	Output	Measure/Target	
Continue to deliver programs which improve recruitment and retention	Continue to support the sector in workforce planning via targeted policy and program development.	<ul style="list-style-type: none"> Roll out of the Tasmanian Workforce Planning Guidelines. 	<ul style="list-style-type: none"> June 2017 	Policy Team
	Set up a whole of sector Employee Assistance Program.	<ul style="list-style-type: none"> Panel of providers established. 	<ul style="list-style-type: none"> June 2017 	Policy Team
Build the capacity of elected members and staff to deliver quality outcomes	<p>Deliver the forward training program for elected members and staff and continue to identify future requirements and opportunities.</p> <p>Leverage off collaborative alliances, such as LGPro, in delivering integrated professional development opportunities.</p>	<ul style="list-style-type: none"> A program of activities developed and implemented annually; Induction materials updated following LG Act review; Support Code of Conduct training for elect members; Delivery of a health forum on LG's 	<ul style="list-style-type: none"> June 2017 	Policy Team

		role in preventative health.		
	Continue to deliver a LGAT breakfast speaker series for members on a regional basis.	<ul style="list-style-type: none"> Exposure and interaction with key leaders and decision makers 	<ul style="list-style-type: none"> Two series' of regional breakfasts successfully delivered per year 	Policy Director
	Identify, promote and where available, secure grant funding for training and sectoral capacity building.	<ul style="list-style-type: none"> Funds secured throughout the year. 	<ul style="list-style-type: none"> Funds secured 	Policy Team
	Develop sectoral support tools and resources, such as: <ul style="list-style-type: none"> Finalise workplace behaviours toolkit Audit of capacity to enable gaps to be addressed. 	<ul style="list-style-type: none"> Final workplace behaviours toolkit available to councils 	<ul style="list-style-type: none"> June 2017 	Policy Director
	Develop online training for Councillor Inductions, staff training and identification of council election induction material.	<ul style="list-style-type: none"> Training and induction material available. 	<ul style="list-style-type: none"> June 2017 	Policy Team

PA 5 Land Use Planning and Environmental Sustainability				
Strategy	Action	Output	Measure / Target	
Engage in the debate on planning policy reform	Work to ensure that the interests of Local Government sector and the communities it	<ul style="list-style-type: none"> Development of sector wide responses to anticipated policy 	<ul style="list-style-type: none"> As required by State Government delivery. 	Policy Director

on behalf of the Local Government sector	services are advanced and protected through the current planning reform process through taking a leadership role in responding on behalf of the sector to State Government reform.	reforms, such as major project approvals, Tasmanian Planning Policies and third party appeal rights.		
	Lobby State Government to respond to the sectors view on State-wide planning system reform across the areas of planning policy, regional strategies, Planning Appeal tribunal process, subdivision legislation and discretionary application advertising.	<ul style="list-style-type: none"> State Government, key interest groups and community appreciation of sectors priorities. 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Director
Build the capacity of elected members to function as a Planning Authority	Deliver land use planning and planning authority training material and program for elected members. Where possible use in house or Council planners.	<ul style="list-style-type: none"> Training material produced and presented. 	<ul style="list-style-type: none"> 4 sessions delivered per annum. 	Policy Director
	Prepare best practice process guide to "When the council is the applicant".	<ul style="list-style-type: none"> Guide developed 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Director
Build recognition of good planning outcomes being delivered by Tasmanian councils	Incorporate good planning outcomes delivered by councils into a strategic marketing campaign.	<ul style="list-style-type: none"> Contribute opinion piece's to local newspapers; Continue to contribute to quarterly PIA magazine. 	<ul style="list-style-type: none"> 2 planning related opinion pieces published 	Policy Director
Continue to support councils in identifying and responding to natural hazards and climate change related tasks	Work with Tasmanian Climate Change Office to develop a state-local government climate change work plan.	<ul style="list-style-type: none"> A program of work that articulates agreed climate change barriers, roles and responsibilities and sets out joint challenges and actions. 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Team
	In collaboration with the Tasmanian Climate Change Office, explore project opportunities in relation to climate change governance capacity building for councils	<ul style="list-style-type: none"> Implementation of appropriate project (likely managed by the TCCO in the main) and delivery of 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Team

	and implement appropriate project	guides and templates to councils for ongoing use.		
Emergency Management	Advocate to the State to provide additional expert support to councils for emergency management risk assessment and planning.	<ul style="list-style-type: none"> State Government recognition of requirement and mechanism for provision of support established; 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Team
	Continue to represent councils on key State Emergency Management Steering committees, such as the Flood Recovery Taskforce.	<ul style="list-style-type: none"> Local Government input into relevant committee considerations. 	<ul style="list-style-type: none"> Council participation in the process. 	Policy Team
	Provide Mayoral Training and information on relevant aspects of emergency management.	<ul style="list-style-type: none"> Training and support material delivered 	<ul style="list-style-type: none"> Completed by June 2017 	Policy Team
	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"> Represent councils on the Outputs Steering Committee tasked with implementing the Justice review into Emergency Management Arrangement in Tasmania; Represent councils on a working group reviewing the funding model for SES volunteer units; Continue to work with the State Government and ALGA in relation to proposed changes for federal emergency management funding. 	<ul style="list-style-type: none"> A majority of local government supported recommendations reflected in the reform. 	Policy Team
	Promote opportunities and support councils in accessing funding to support them in planning for emergencies.	<ul style="list-style-type: none"> Councils receiving funding support for emergency planning. 	<ul style="list-style-type: none"> Funds secured 	Policy Team

Work to secure better waste management outcomes across the sector	<p>Represent the sector on current and emerging waste matters.</p> <p>Reinitiate LGAT waste advisory group to drive strategic state-wide response to key waste issues.</p>	<ul style="list-style-type: none"> • Development of recommendations for Members and State Government on key aspects of a waste strategy 	<ul style="list-style-type: none"> • Completed by June 2017 	Policy Director
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Internal Business Improvement Actions

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.

BUSINESS IMPROVEMENT PROCESSES	
Action	Target Date
<p>Undertake a business improvement review of LGAT operations across the following areas:</p> <ul style="list-style-type: none"> • Complete Governance Review including a review and update or IR Policy for LGAT • Develop risk register for LGAT • Develop new Strategic plan • Implement Strategic communications plan, including the following actions: <ul style="list-style-type: none"> ○ Review of current communications activities; ○ Develop key messages for strategic priority areas; ○ Establish an internal communication process; ○ Measure and evaluate LGAT online presence; ○ Undertake a membership engagement strategy; and ○ Determine our role and priorities in disseminating information to the sector for others. • Implement ICT Strategy, including the following priorities: <ul style="list-style-type: none"> ○ Office 365 migration including initial training; ○ SharePoint Training; ○ Replacement of critical hardware older than 5 years; and ○ Investigate move to VOIP. 	<p>Complete by end of June 2017</p>

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| <ul style="list-style-type: none">• Re-negotiate advertising contract or alternative• Analyse new event management program options determine if an upgrade is of value | |
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