

Another item requiring attention is the disabled toilet facility, which does *not meet current regulations*. This will need to be remodeled as part of any redevelopment as part of ensuring that the entire Centre, including external spaces, is fully compliant with disability standards throughout.

A final issue that was raised in discussion with the sporting clubs that use the Centre was the lack of a clubroom in which members can gather before and after games or for social occasions and where trophies can be stored etc. The suggestion was made that if such a room could be included in the redevelopment of the centre, this could be shared by each of the clubs that use the Centre.

3.6 Vehicular Access and Parking Areas

The Centre is accessed from Burghley Street, with vehicles required to immediately make a left turn (via a one-way system) to access parking spaces which run along the boundary with the kindergarten and along the edge of a landscaped island area (containing a silver birch tree and three eucalypts).



In addition to the main row of parking spaces, there are additional spaces immediately in front of the building, including one only disabled parking space, four motorbike spaces and a timber bike rack (in poor condition). There is also a large unsealed area to the north of the complex which is used informally for overflow parking but which is likely to be very muddy in winter.

It is important to note that the parking spaces at the Centre are also used by parents dropping off and picking up children from the kindergarten (via a gate in the boundary fence), creating heavy demand for spaces during peak pick up and drop off times. This must be taken into account in terms of the number of parking spaces required and in terms of safety issues related to children using the carpark.



Two other issues are the way the cars currently cut through the central island (which does not have any kerbing) and that the overflow car parking area is not well utilised because it is undeveloped and there is no access between it and the main entrance of the building.

3.7 Infrastructure

According to information provided by Council from its GIS, there are two main underground assets running through the precinct. The first of these is a sewer which runs along the western and southern sides of the existing gym (with the sewer running along the southern side providing a connection point for the kindergarten).

The presence of this sewer in close proximity to the existing gym places constraints on extending the existing structure in a southerly direction. However, there are nothing apparent that would restrict development into the vacant space to the west of the Centre's existing footprint.

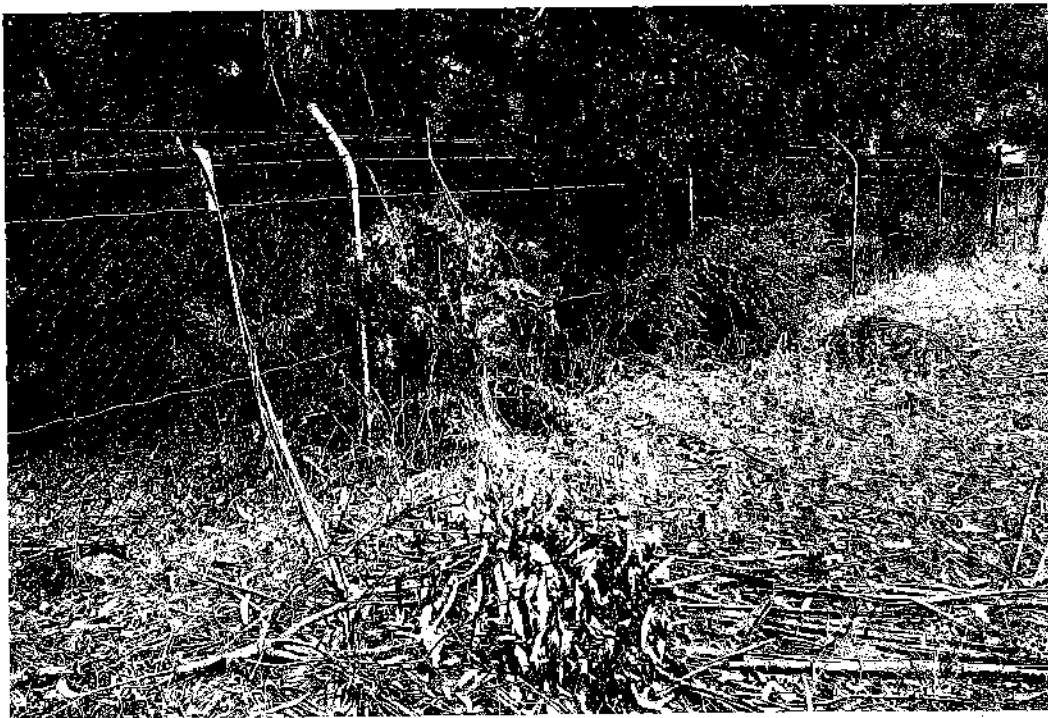
The second major asset is a water main which runs along the SW boundary (beneath the landscaped area between the carpark and kindergarten).

A plan showing the location of underground infrastructure is included in Appendix A.

3.8 Fencing, Landscaping, Signage and External Lighting

The Centre is fenced along all of its boundaries, except for its Burghley Street frontage, which has been left open to create a welcoming feel for visitors to the site. The following table provides a summary of the existing fencing and access points to the site.

Boundary	Fence Materials	Fence Condition	Access Points
SE (Burghley St)	N/A	N/A	Pedestrian and vehicular between landscaped beds. Boom gate to block vehicle access as necessary.
NE (residences)	Corrugated iron, chainwire, timber paling	Fair	None
NW (football club)	Barbed wire topped chainwire	Fair	Double gate at northern end (padlocked) – used by primary school to access recreation ground.
S (High St)	Barbed wire	Poor	None
SE (kindergarten)	Timber paling	Good	None
SW (kindergarten)	Timber paling	Good	Gate to kindergarten



Fencing along NW boundary of the site

A number of trees are present on the site, including three medium sized eucalypts in the island in the car park area. These appear to be in good condition and give a nice feel to the island as well as providing shade to the car park. There is also a very well established silver birch tree, which provides summer shade to a picnic table and bench seats. Many other trees are in poor condition.

Grass coverage in the island is poor, which appears to be due to vehicles driving across the island, causing heavy compaction of the soil. Also, although there is evidence of an irrigation system, this does not appear to be working, meaning that there is little chance of grass surviving, particularly during the summer months.

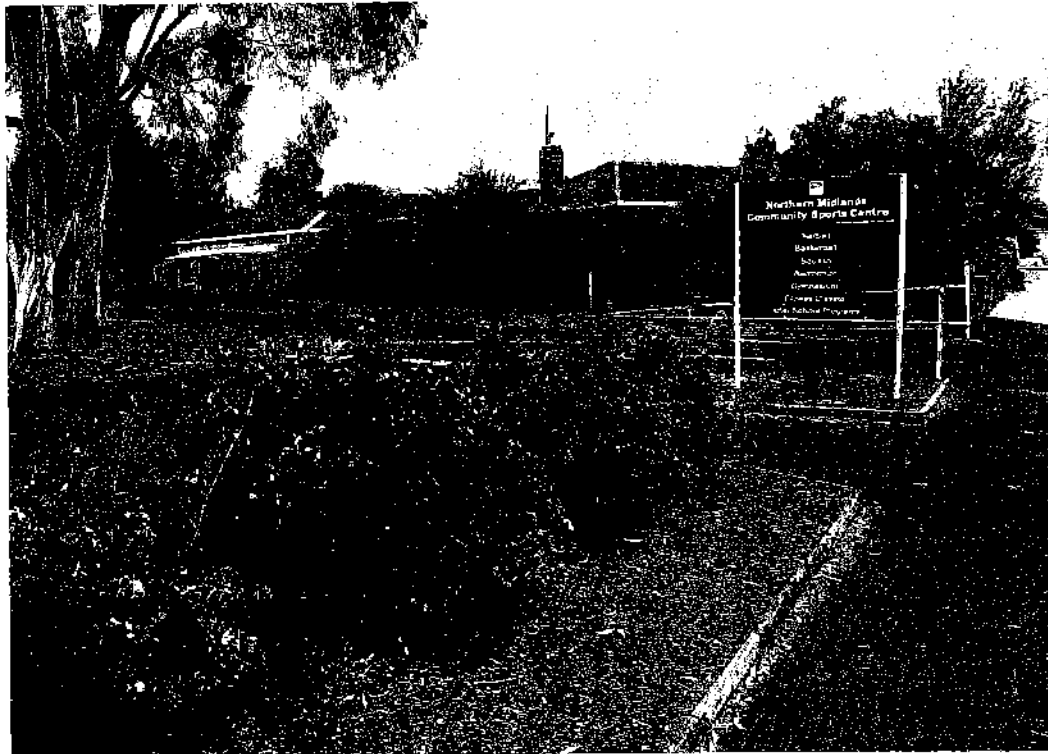


Compacted soil in main carpark island



Trees in poor condition

The main sign relating to the Centre is positioned in a garden bed adjacent to the Burghley St entrance. It contains the Council logo and the wording, 'Northern Midlands Community Sports Centre' as well as listing the sports and other activities that the centre offers. There is no signage on the Centre itself and only limited directional signage to the Centre from Wellington and Marlborough Sts.



3.9 Offsite Facilities and Stakeholders

In assessing the development potential of the Centre, it is essential that it be considered within the wider context of the Northern Midlands. This helps avoid unhelpful doubling up of facilities and ensures the greatest likelihood that improvements will dovetail with existing services and therefore meet with community approval. The following facilities and community groups have been identified as being worthy of particular consideration in relation to any redevelopment of the Centre:

- Toosey Aged and Community Care
- Eskleigh
- Longford Primary School
- PCYC
- Cressy High School
- Cressy Pool

3.9.1 Toosey Aged and Community Care

As a major provider of residential aged care and one which is located in close proximity to the Centre, Toosey is an important off site stakeholder. A discussion with Toosey management revealed that there is potential to increase links between the Toosey and the Centre, especially for tailored fitness classes and gym usage.

It was also felt important to consider options relating to the *provision of a therapeutic swimming pool* for use by Toosey residents and the wider Northern Midlands community. Toosey does not have any current plans to build such a facility, but expressed keen interest in making use of a heated indoor therapy pool if one was available in Longford.

3.9.2 Eskleigh

The Eskleigh Foundation runs a facility in Perth that – among other things – provides supported accommodation for people with disabilities. A conversation with Eskleigh management confirmed that current activities include the use of therapy pool and gym facilities located in Launceston. However, the therapy pool that Eskleigh currently uses is often booked out, so having the proposition of having another facility, and one that was located more locally, is of great appeal to Eskleigh.

In addition, Eskleigh suggested that provided qualified staff were available to design fitness programs for people with a range of disabilities, they would also be interested in utilising a gym that was located closer to their headquarters in Perth.

3.9.3 Longford Primary School

Although located just a few hundred metres away, Longford Primary School currently makes limited use of the Centre. This is largely because the school has its own facilities for netball. However the school has used the Centre to host

Country Gold netball, a key desirable factor being the availability of an indoor court in case of inclement weather.

School staff expressed a desire to establish a closer relationship with the Centre, possibly including making use of its squash and basketball facilities (which the school does not have). The school would also like to see its students using the Centre outside school hours and see the development and promotion of a more substantial youth program as being a key factor in this.

3.9.4 PCYC

PCYC operates its own facility in Longford (located at 74 Marlborough St), with the main hall hired out for dance classes and Taekwondo and the storage sheds being leased (on a long term basis) for use as a Men's Shed.

In addition PCYC is also currently contracted by Council to operate the Friday evening (6-8pm) youth sports program at the Centre, which, according to the PCYC manager, runs well, with around 15-20 youths participating each week.

With the prospect of considerable maintenance requirements at its own facility, one idea that PCYC has put forth in the past is the possibility of relocating to the Centre, with the proceeds of the sale of its existing facility being used to establish a permanent 'youth space' (with 8-ball tables, air hockey etc) at the Centre.

Whilst this idea has some merit, it is not without drawbacks. The most significant issue is the potential for a 'youth space' to detract from the sports and fitness focus of the Centre. Whilst encouraging young people to use the Centre should be a high priority, there is significant potential for a conflict of interest between teenagers using the centre to 'hang out' and users participating in health, fitness and sports related activities. A 'youth space' should therefore not be included in the redevelopment of the Centre.

3.9.5 Cressy District High School

There are existing two-way links between HRL and Cressy District High School, with HRL hiring the use of the school's hall for some of its exercise classes and a number of the school's students participating in the Centre's after school programs. Like Longford Primary School, there is potential for Cressy to increase its use of the Centre if future redevelopments offer opportunities that the school cannot provide through the use of its own facilities.

3.9.6 Cressy Pool

As well as utilising the Centre, HRL also makes use of the Council owned pool in Cressy. This is a vital facility that is used by residents of Longford and Cressy and it is essential that any redevelopment of the Centre does not in any way undermine the viability of the Cressy Pool. In particular, care should be taken to ensure that a therapy pool – if included in the redevelopment of the Centre – is used only for therapy purposes and *does not become a substitute for Cressy Pool* for aqua aerobics etc.

4 Development Recommendations

Having assessed the existing facilities, considered relevant demographic and sports and recreation data and consulted all relevant stakeholders, this section of the Master Plan provides recommendations for Council regarding the work to be undertaken to redevelop the Centre.

These recommendations relate to the Concept Drawings prepared by David Denman and Associates and should be considered in conjunction with those drawings. Estimated costings are also included, along with suggested prioritising of works in case the redevelopment needs to be staged. A summary of these costs are included in Appendix B.

4.1 Stadium

4.1.1 Recommendations

Repair and update the electric basketball scoreboard.

Replace plasterboard wall lining in the vicinity of the basketball court with plywood and repaint.

Carry out other repairs as required.

4.1.2 Costing and Staging

The estimated cost for the above recommendations is \$20,000.

It is recommended that this work be completed in Stage 1.

4.2 Gym

4.2.1 Recommendation

A new gym area is to be constructed, extending out from the north-western side of the existing building containing the squash courts and amenities connecting with the existing storage area. The gym will be approximately 200m² in area (approximately 1.5 times the size of the existing gym). The proposed construction method is steel frame on a concrete slab floor with a skillion roof over. Careful attention should be given to the admittance of natural light and ventilation and maximising solar gain and insulation for user comfort and to lower long term running costs, particularly those associated with heating and cooling.

4.2.2 Costing and Staging

The estimated cost for construction of the new gym area is \$240,000.

It is recommended that the new gym area be developed in Stage 2.

4.3 Aerobics and Fitness Room and Storage Area

4.3.1 Recommendation

The existing gym is to be converted into an aerobics and fitness room approximately 97m² in size (approximately 1.5 times the size of a squash court) and a storage area of approximately 41m² in size. The conversion of this facility would involve the construction of a new internal wall. It would make use of the existing access points into the room, with the addition of an extra access point created by relocating the roller door from the existing storage area.

4.3.2 Costing and Staging

The estimated cost for converting the existing gym into an aerobics and fitness room and storage area is \$75,000.

It is recommended that development of the aerobics and fitness room (and storage area) occur in Stage 2.

4.4 Redevelopment of Office and Amenities Area

4.4.1 Recommendation

The existing amenities area (between the stadium and squash courts) is to be remodeled and extended to achieve the following:

- An improved entry foyer and office space, with stronger connection between these and the stadium and new aerobics and fitness room
- A new, fully compliant disabled toilet and shower facility
- A new massage room
- An additional training and sporting club room with kitchenette (to be shared by the various sporting clubs)
- Enlarged and improved change rooms accessible directly from entry foyer/corridor (to allow flow through from change rooms to new gym)

4.4.2 Costing and Staging

The estimated cost for redeveloping the office and amenities Area is \$255,000.

It is recommended that this work occurs in Stage 1.

4.5 Therapy Pool

4.5.1 Recommendation

Further investigations should be conducted into the feasibility of including a therapy pool as part of the redevelopment of the Centre. As well as additional community and stakeholder consultation, this should involve the development of a business plan for how the running of such a facility could either be included under the umbrella of activities conducted by HRL.

If found to be viable, a Therapy Pool should be included into the redevelopment of the Centre as per the Denman Concept Plan.

4.5.2 Costing and Staging

The estimated cost for constructing a therapy pool is \$300,000.

It is recommended that this work occurs in Stage 2 (concurrent with the development of the new gym facility).

4.6 External Works

4.6.1 Recommendation

The area surrounding the Centre is to be developed according to the Site Plan, with works to include the following:

- Remove or prune existing trees and shrubs as required and grind existing stumps
- Fences are to be repaired or replaced as necessary
- Island in centre of main carpark to have kerb installed, be decompacted and have manual irrigation system installed and grass planted
- Sealed carpark surface to be repaired, with parking space lines remarked as necessary and provision of disabled parking
- Overflow parking area to have compacted road base and asphalt seal as per Site Plan, with provision for coach parking
- New and existing planting areas to be landscaped with topsoil, edging and mulch and planted with approximately 12 deciduous trees (eg Gleditzias) and approximately 30 columnar-shaped conifers as shown on Site Plan
- Compacted gravel path to be constructed along eastern side of stadium and between overflow car park and entry area
- Paving to front of main entrance
- Additional signage to be installed, including offsite directional signs
- Additional lighting to be installed
- New bike rack to be installed

4.6.2 Costing and Staging

The estimated cost for external works is \$130,000.

It is recommended that this work occurs in Stage 3 (following completion of major construction works).

4.7 Summary of Redevelopment Staging and Costs

Stage 1		
Element	Activity	Indicative Cost
Stadium	Repairs etc	\$20,000
Office and Amenities Area	Redevelopment and expansion	\$255,000
Subtotal Stage 1		\$275,000
Stage 2		
Element	Activity	Indicative Cost
Gym	Construct new gym area	\$240,000
Aerobics and Fitness Room	Redevelop existing gym, including storage	\$75,000
Therapy Pool	Construct pool if required	\$300,000
Subtotal Stage 2		\$615,000
Stage 3		
Element	Activity	Indicative Cost
External works	Carpark, landscaping, signage and lighting	\$130,000
Subtotal Stage 3		\$130,000
Subtotals Stages 1, 2 and 3		\$1,020,000
Preliminaries and Consultant's fees		\$95,000
Total Budget Estimate		\$1,115,000

5 Management and Marketing

5.1 Ongoing Management

Health Revival Longford has demonstrated that with good management, it is possible to run the Centre profitably for the benefit of the Northern Midlands community. This current profit-sharing arrangement has also benefitted NMC because, notwithstanding one-off facilities upgrades, it provides Council with income from Centre, which previously ran at a substantial loss.

Moving forward, there are two issues that Council should consider in any future negotiations with HRL. The first is whether both parties would be well served by the creation of medium term (5-10 year) agreement related to the ongoing leasing and management of the Centre. Such an agreement would give greater certainty to both parties, especially as Council considers further capital investment.

The second issue is that now that the profitability of the Centre has been established, Council may wish to renegotiate the terms of the management agreement. This is particularly relevant given that carrying out the recommended improvements is likely to require significant capital expenditure by Council as well as additional ongoing maintenance costs.

5.1.1 Recommendation

Council should discuss the ongoing management arrangements with Health Revival Longford. Consideration should be given to the establishment of a 5-10 year lease and management agreement between NMC and HRL, the terms of which should be considered as part of the proposed redevelopment and upgrading of the Centre.

5.2 Facility Name and Promotion

A final issue to be resolved is the name of the Centre. Currently it is variously referred to as:

- Northern Midlands Health, Fitness and Sports Centre (its formal title according to NMC)
- Northern Midlands Community Sports Centre (the wording on the large sign at the entrance to the property)
- Northern Midlands Sports Centre
- Longford Community Sports Centre (the name on the plaque attached to the building)
- Longford Sports Centre (the term generally used by the community)

On one hand the name of the Centre is not particularly important and there is a likelihood that people will refer to it by whatever name they are accustomed to using. On the other hand there are good reasons to have a consistent name, especially if this helps clearly convey a facility's purpose and target users. Also, in an increasingly marketing oriented society, a catchy name can help with marketing a service or product.

A second issue is the way the Centre is promoted within the Northern Midlands. Given the Centre's backstreet location, anecdotal evidence suggests that many Northern Midlands residents – even those living in Longford – are not aware of the Centre's existence, let alone the range of activities on offer. Further away from Longford, awareness of the Centre diminishes further despite Council's desire for it to be a municipality-wide facility.

5.2.1 Recommendations

Council should settle on a consistent name for the Centre that reflects both its main purpose and intended users. Given that the facility is used predominantly for fitness related activities (more so than organised sports) and with users coming from all parts of the municipality, one possibility would be: **Northern Midlands Fitness Complex**. However, if it is felt necessary to retain 'sports centre' in the name, then Northern Midlands Sports Centre/Complex (without 'community') would also work well.

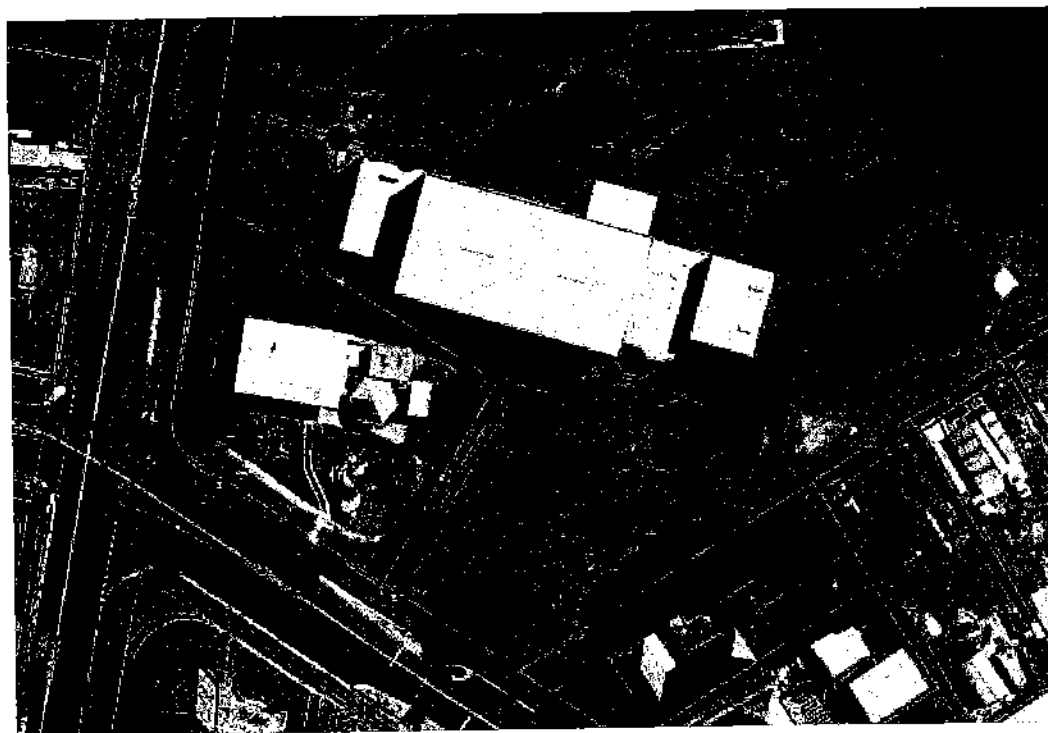
Another option would be to use a short, catchy name, with the addition of a separate byline. An example of this would be **NorthFit - Northern Midlands Sports and Fitness Complex**.

Concurrent with the completion of the Centre's redevelopment and in conjunction with HRL, Council should launch a coordinated media (including social media) and publicity campaign throughout the Northern Midlands to raise awareness about the Centre. This could include 'open day' events or free trials of exercise classes where people and community groups can see and experience what the Centre has to offer.

In order to increase the usage of the Centre, particularly by young people, Council and HRL should also seek to develop stronger relationships with schools, both in the Northern Midlands and further afield. As well as increased usage of the centre by school groups, this will familiarise students with the centre such that they and their families will be more likely to utilise it at other times.

Finally, Council should consider installing additional signage in Longford to increase awareness about the Centre and make it easier to find. Ideally, this signage should include photographs of the facility. Signs should be positioned at key locations, especially around the intersection of Marlborough and Wellington Streets.

Appendix A – Existing Underground Infrastructure



Sewerage 

Water 

Appendix B – Preliminary Cost Estimate

ARCHITECTS + HERIATE CONSULTANTS



NORTHERN MIDLANDS SPORTS CENTRE

Preliminary Cost Estimate Schedule- May 2015

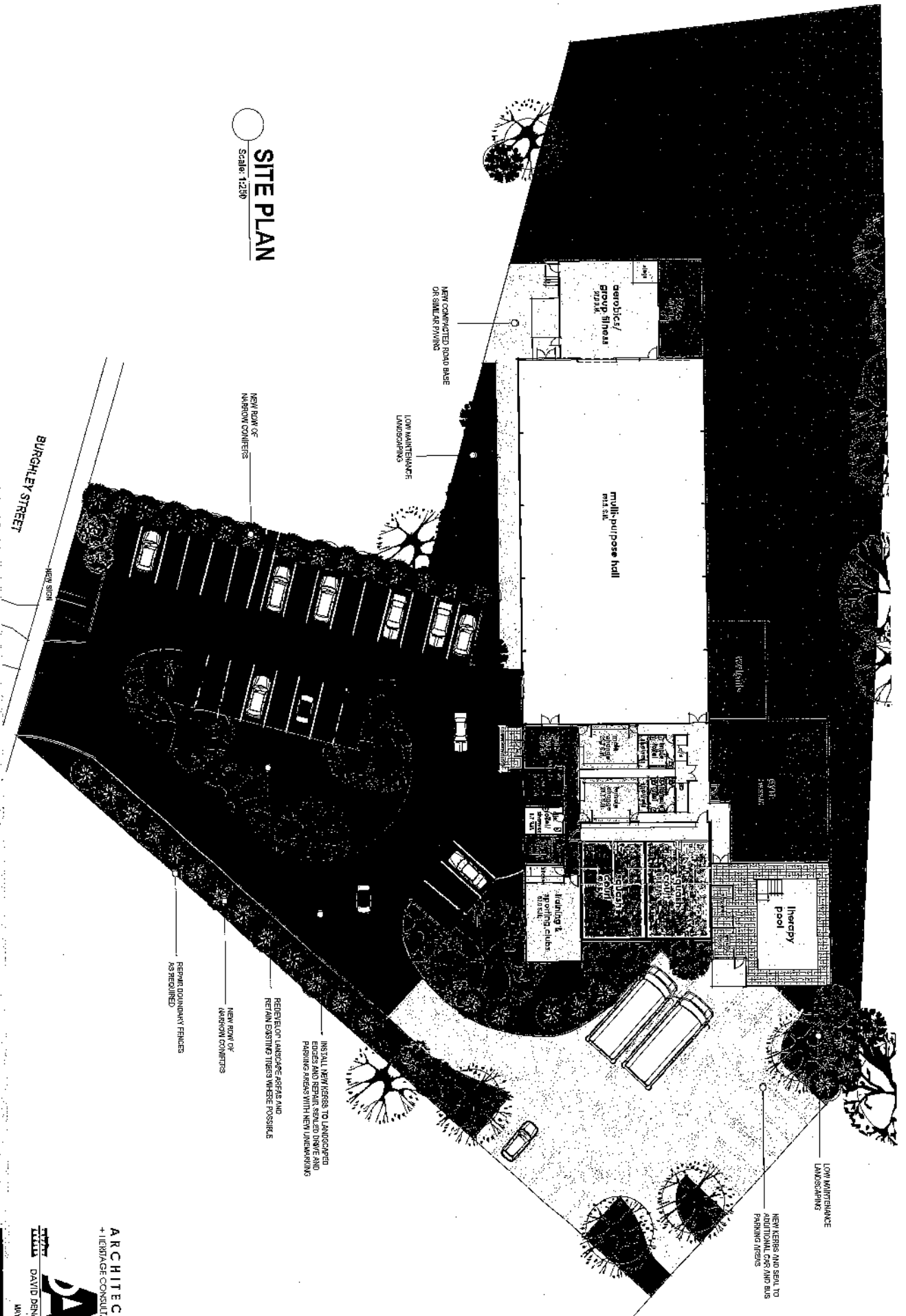
4.1 Stadium	\$ 20,000
4.2 Gym Additions	\$240,000
4.3 Aerobics & Fitness Room & Storage	\$75,000
4.4 Additions & Redevelopment of Front Entry Office & Amenities	\$255,000
4.5 Therapy Pool Additions	\$300,000
4.6 External Works	\$130,000
	Sub Total \$1,020,000
	Preliminaries & Consultants Fees \$95,000
	Budget Estimate \$1,115,000

David Denman architect RAlA

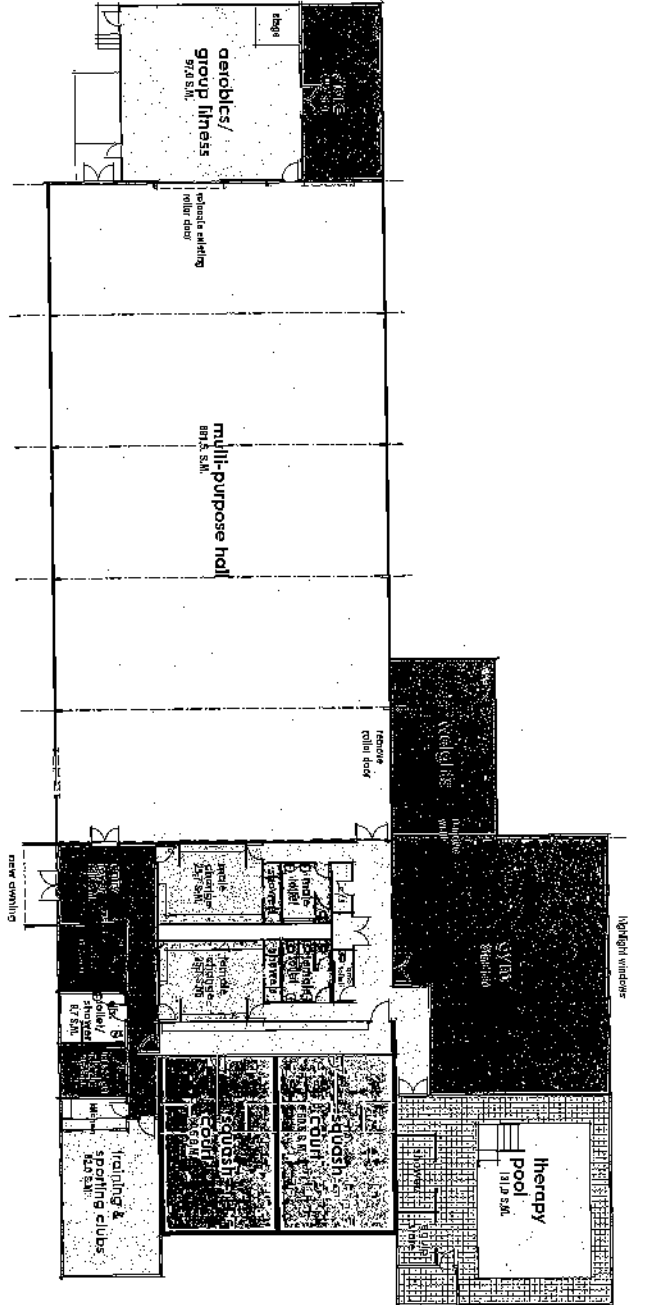
David Denman + Associates

HIGH STREET

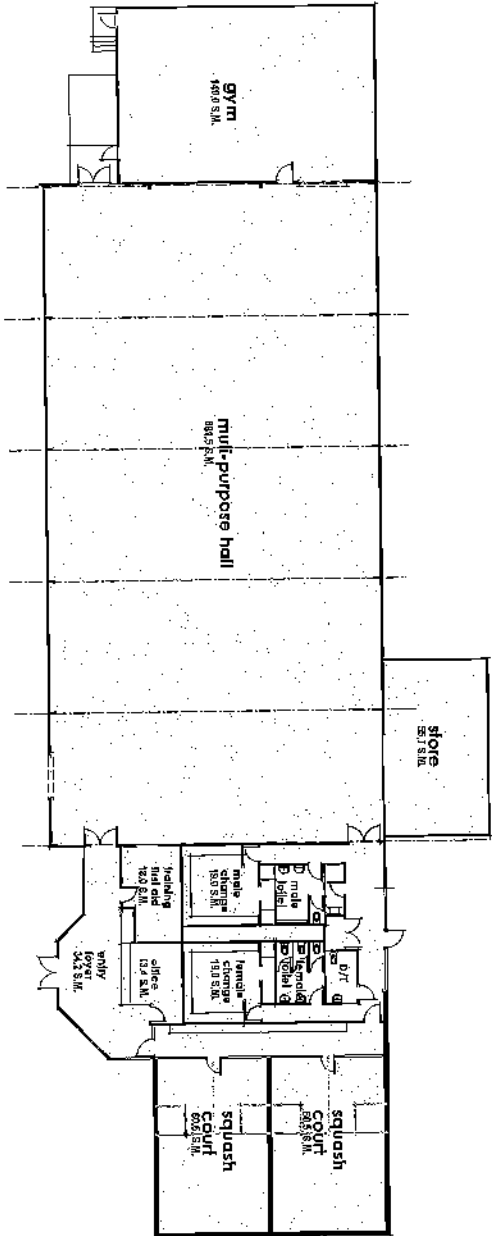
SITE PLAN
Scale: 1:250



NORTHERN MIDLANDS SPORTS CENTRE - LONGFORD



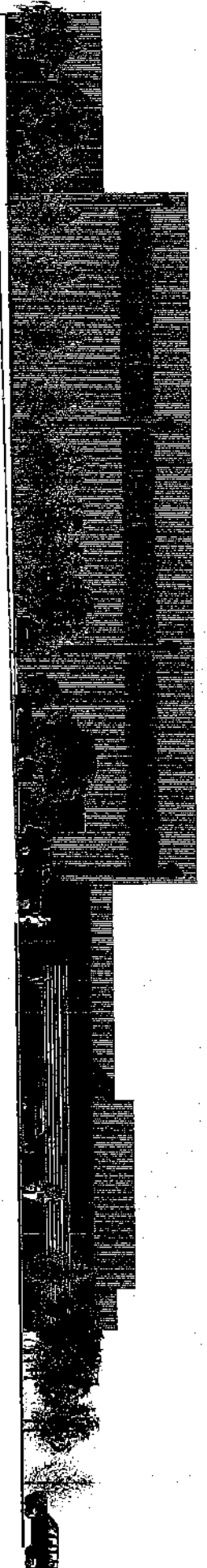
PROPOSED FLOOR PLAN
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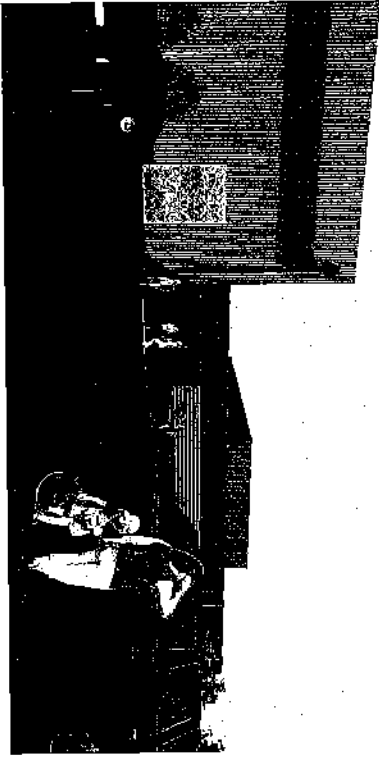
EXISTING FLOOR PLAN
Scale: 1:200

NORTHERN MIDLANDS SPORTS CENTRE - LONGFORD

EAST (STREET) ELEVATION



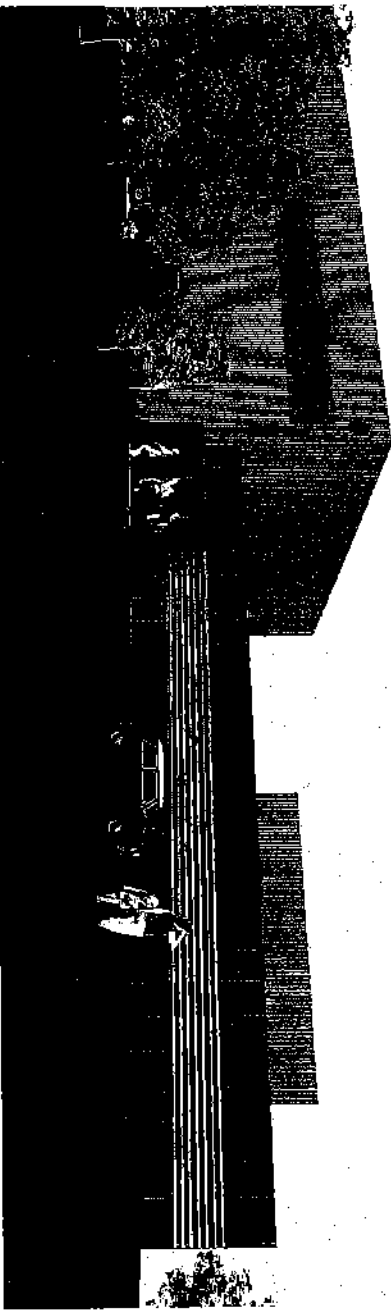
VIEW OF NEW ENTRY FROM CAR PARK



VIEW OF COMPLEX FROM VEHICULAR ENTRANCE



VIEW OF NEW ENTRY FROM NORTH EAST



NORTHERN MIDLANDS SPORTS CENTRE - LONGFORD

ECD 3

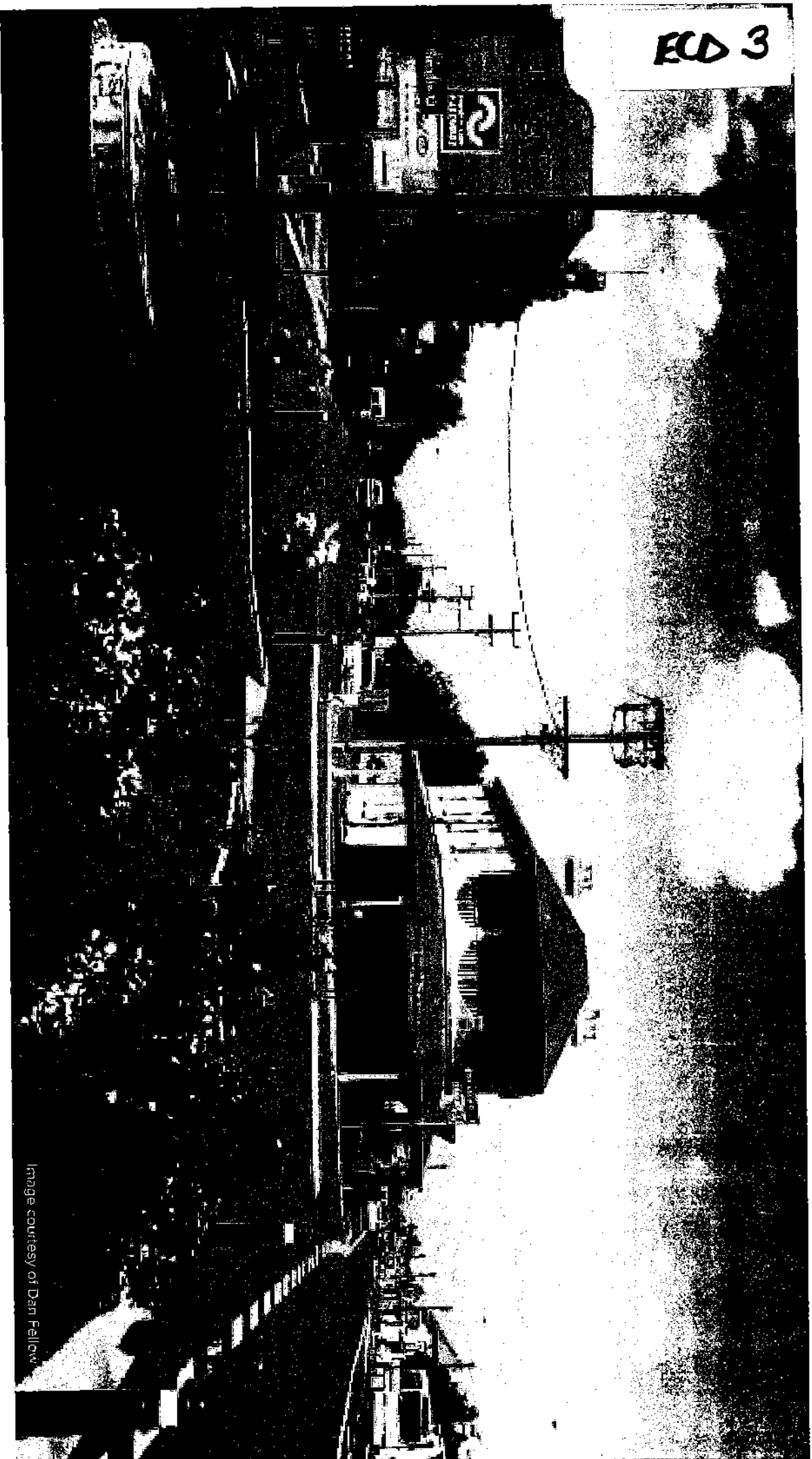
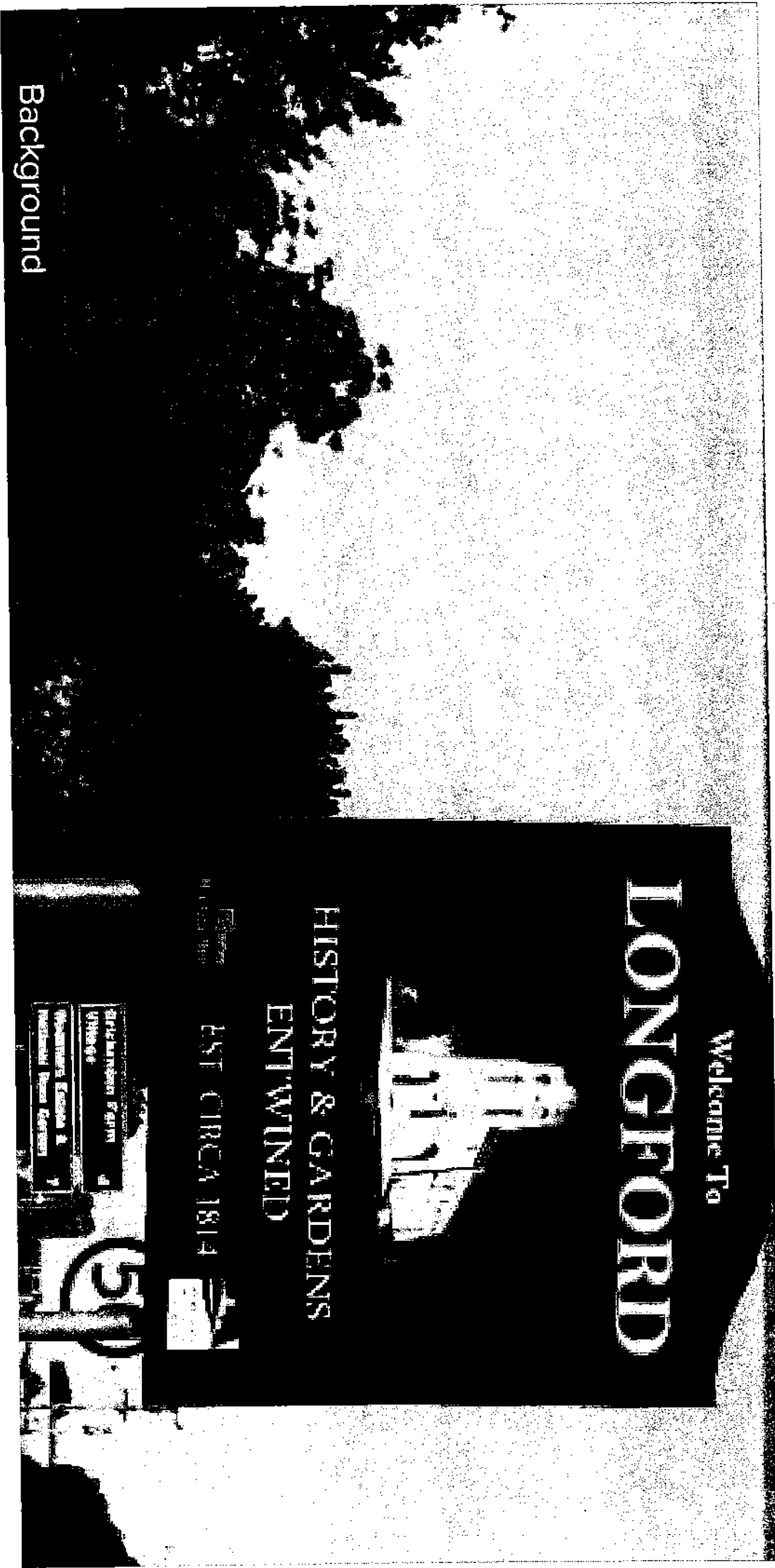


Image courtesy of Dan Fellow


BILL FOX & ASSOCIATES PTY LTD
Tourism Planning & Management Services

Longford Visitor Appeal Study
Prepared on behalf of the Northern Midlands Council
June 2015



Background

Bill Fox & Associates Pty Ltd was engaged to undertake the Longford Visitor Appeal Study on behalf of the Northern Midlands Council. The Project Brief was originally focussed on a number of visitor services functions including signage, Wi-Fi, the broader provision of visitor information, along with recommending potential future uses of the Memorial Hall and identifying product gaps.

After the initial visit and consultations, it was evident that the Project Brief needed to be more comprehensive and strategic, and ideally take a destination development approach. This then allowed the consultancy to adopt a holistic view and identify and address those elements that could create a tourist destination over the next five to ten years. However a number of short-term initiatives are also singled out, enabling Council and the business sector to commence the process of creating a viable visitor economy.

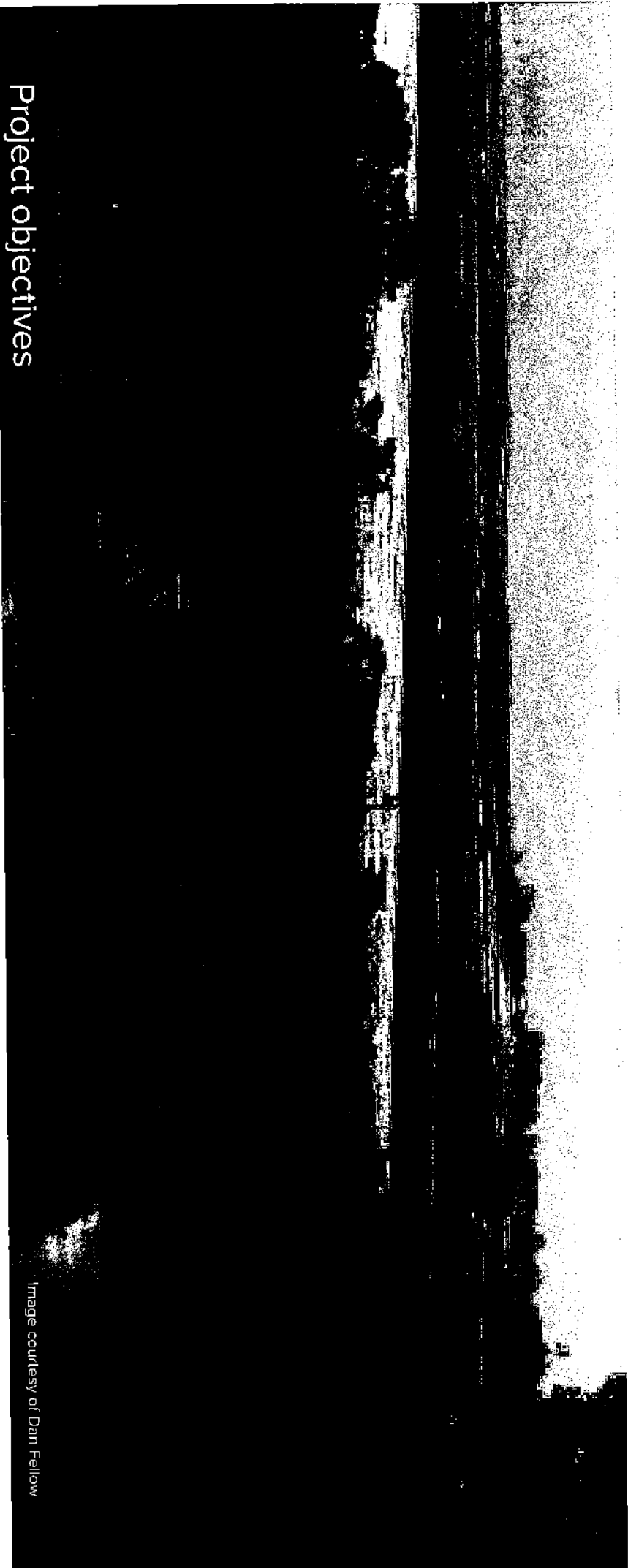
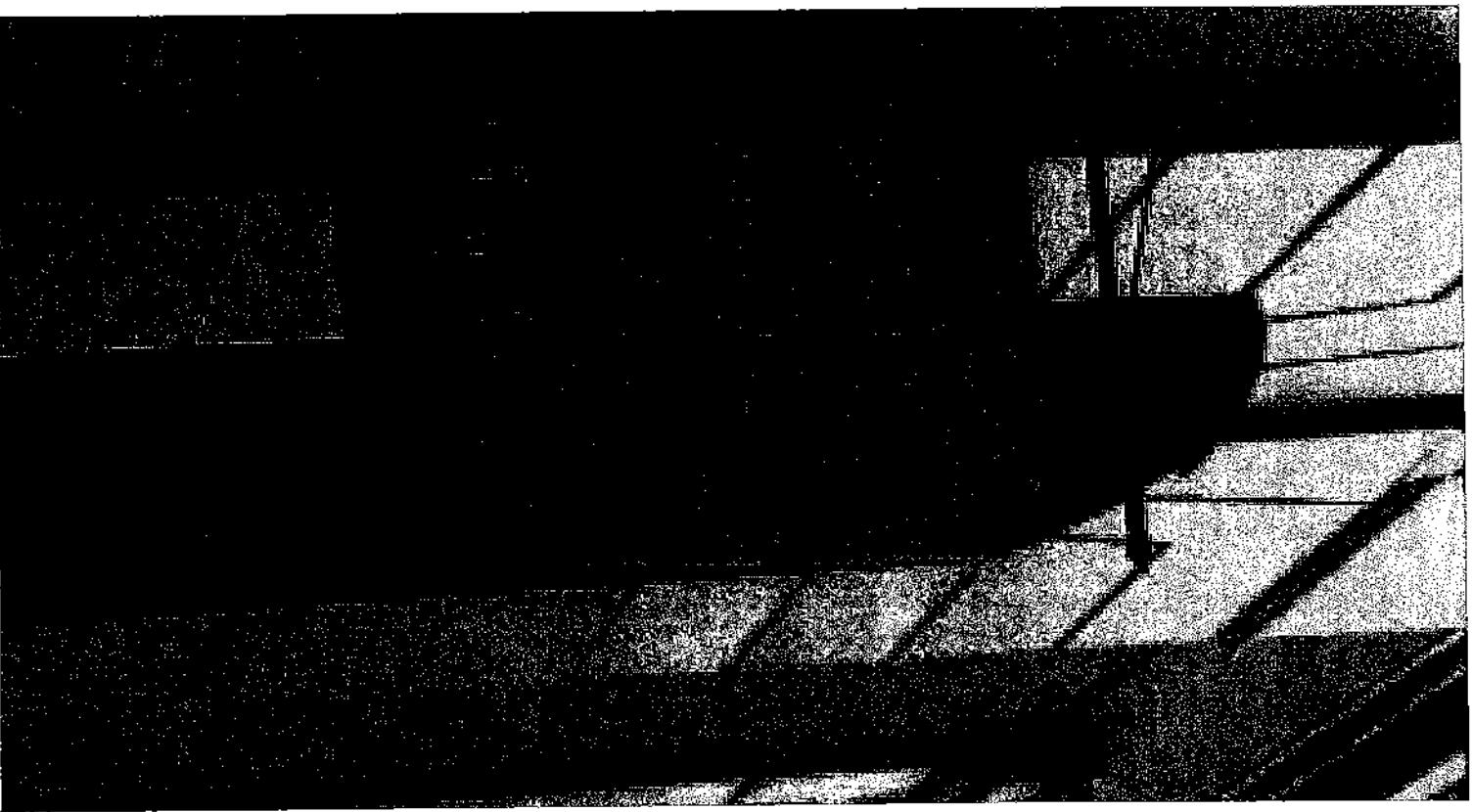


Image courtesy of Dan Fellow

Project objectives

Agriculture will remain the key economic generator for Longford and surrounds, however tourism can contribute to the economic base if the experiences and attractions are of a high standard, market-led and focus on the area's key strengths. Tourism is extremely competitive, so it is important to position Longford where it can leverage its strongest assets and continue to build on them.

- What does the town have to offer visitors?
- How accessible is the offer?
- How can we collaboratively build a destination?
- How can we enhance visitor experiences/services?
or
- Why come to Longford? Why stay? Where can I eat, shop, have fun?
- What is our competition?
- Who is responsible for developing Longford's appeal as a visitor destination?
- Do we need a visitor centre?



Tourism objectives

It is important to consider the primary tourism objectives which represent the industry standard and are generally applied to most tourism planning processes. These objectives also allow for performance measuring in determining the effectiveness of a destination development plan for a particular place, whether it is located in a city or a region.

Primary tourism objectives include:

- To increase visitor numbers
- To increase visitor length of stay
- To increase visitor expenditure

(The combination of above is referred to as tourism yield).

- To increase visitor dispersal (both seasonally and geographically)
- To maximise visitor satisfaction.

It is also essential to engage and involve local communities in tourism development and seek their input throughout the initial stages.

Image courtesy of Dan Fellow

Principles of viable tourist destinations

When considering the long-term opportunities and potential for Longford as a tourist destination, it is important to consider those elements that contribute to the success or otherwise of the destination, particularly its longer term sustainability.

The following elements contribute to the destination's success:

- A collaborative business sector with strong and effective leadership
 - An engaged and welcoming community
 - Appropriate infrastructure and services
 - Accessibility
 - Appropriate information that is readily available
-
- Choices – things to do, see, experience for various markets (family, 'high end', adventure, etc.) regardless of the time/season
 - Consistency in visitor servicing including consumer-friendly opening hours
 - A clean town, that is well maintained and looks 'loved'
 - Interesting stories that are interpreted in an appealing way
 - Uniqueness, offering something different.

These attributes provide a reliable test as to how an emerging destination measures up and what it can aspire to.





Consultation

A number of one-on-one meetings were held with various business owners/operators, along with three business and community forums held in Longford, attended by approximately 20 people.

All contributions were of value to the information-gathering process with some excellent ideas put forward. A number of proposals also aligned with the longer term positioning being proposed for Longford.

Unfortunately there was an over emphasis by some forum participants on the establishment of a separate visitor information centre (VIC), in the hope it would attract more visitors and more business to Longford.



Images courtesy of Northern Midlands Council

Major opportunities

A number of achievable opportunities have been identified for Longford, with most ideas generated throughout the consultation. At the outset, it is more important to focus the community's collective energy on a few significant projects, rather than trying to develop a broader range of opportunities.

The key elements of developing a destination are to have a point of difference and to build on the existing strengths:

1. **Motor Racing History** – Longford has a motor racing history second to none in regional Australia. If developed to its absolute potential, it would be a competitive strength that could be enhanced through major motoring events, track signage and interpretation, the development of a national motor racing museum and also linked with the nearby Symmons Plains Raceway. The Longford Revival Festival generates significant media interest on the mainland and demonstrates the potential of such an event if the state afforded the event organisers the support it deserves. Motor racing has a huge international support base, with enthusiasts who have both time and money to follow their passion, so it offers the opportunity of a high yielding product for the area.

It is realistic for Longford to build its brand around motor racing history; it is there for the taking.

2. **Equine Industry** – There are five stables in Longford along with four others nearby, with approximately 100 horses stabled¹. Horse racing, training, thoroughbred breeding, show jumping events and trail riding are all or partially developed, positioning Longford as an equine centre for Northern Tasmania. The Longford Cup on New Year's Day is a major event whilst 'The Cleaner' attracted national media attention during 2014 and positioned its home town front and centre for several days. This concentration of equine activity can be enhanced and further developed. A Longford Horse Trail has also been suggested linking Woolmers and Brickendon, and extending out to The River's Edge Café via the river. Such a proposal is achievable and could be considered a short-term initiative.

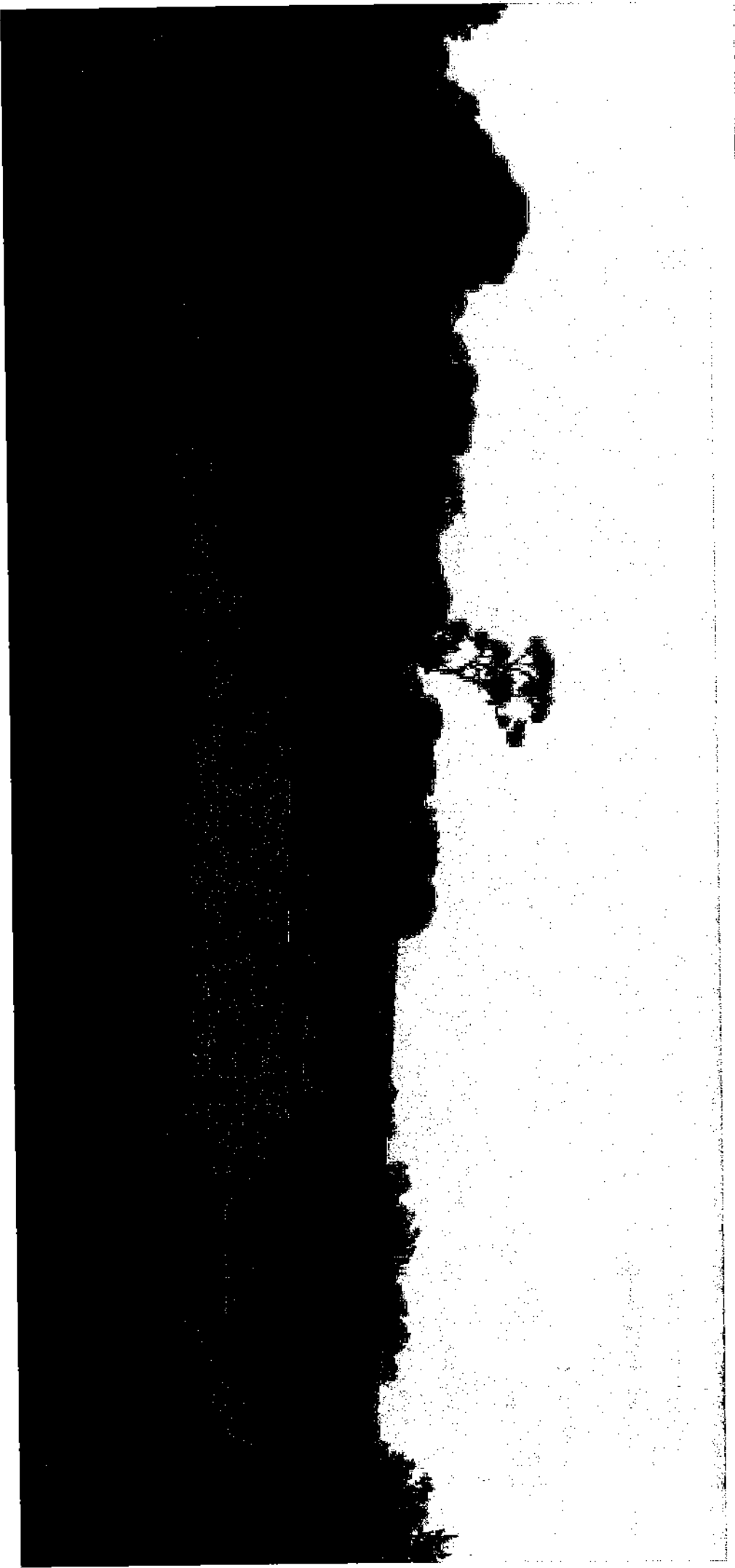
¹Michael Sahnani, (Smart Communities), Paper prepared for Longford Horse Association, January, 2015



Photo courtesy of Dan Fallow & Northern Midlands Council

Major opportunities cont.

3. **Cycling** – Tasmania is renowned for its cyclists with a number of riders currently experiencing success on the international circuit. Longford is regularly used for road racing with riders from Launceston and surrounds involved in weekend events. The Longford Velodrome (recently renamed the Kearney Cycling Centre) provides for another level of cycling, enabling a safe, off-road location for all ages and abilities to learn to ride, train and compete. Cycling won't necessarily be 'owned' by Longford, given the popularity of the sport throughout the whole of Tasmania, but it can benefit from both road racing events and those at the Cycling Centre.
4. **Events** – Longford has a number of existing events that attract significant visitors to the area and assist to build the awareness of the township. However, to take the next step in enhancing those events and developing new opportunities, Council could consider preparing an Events Strategy. This would take into account the capacity of existing infrastructure, alignment with current strengths (e.g. motor racing, equine, local produce, heritage, etc.) and the event calendars of nearby townships to fill seasonal gaps. Events are also a great catalyst for galvanising a community. Developing an Events Strategy allows Longford to identify some early wins in growing tourism and raising the awareness of the destination. This should be aligned with the upcoming Northern Events Strategy (TNT) which will cover the whole region.

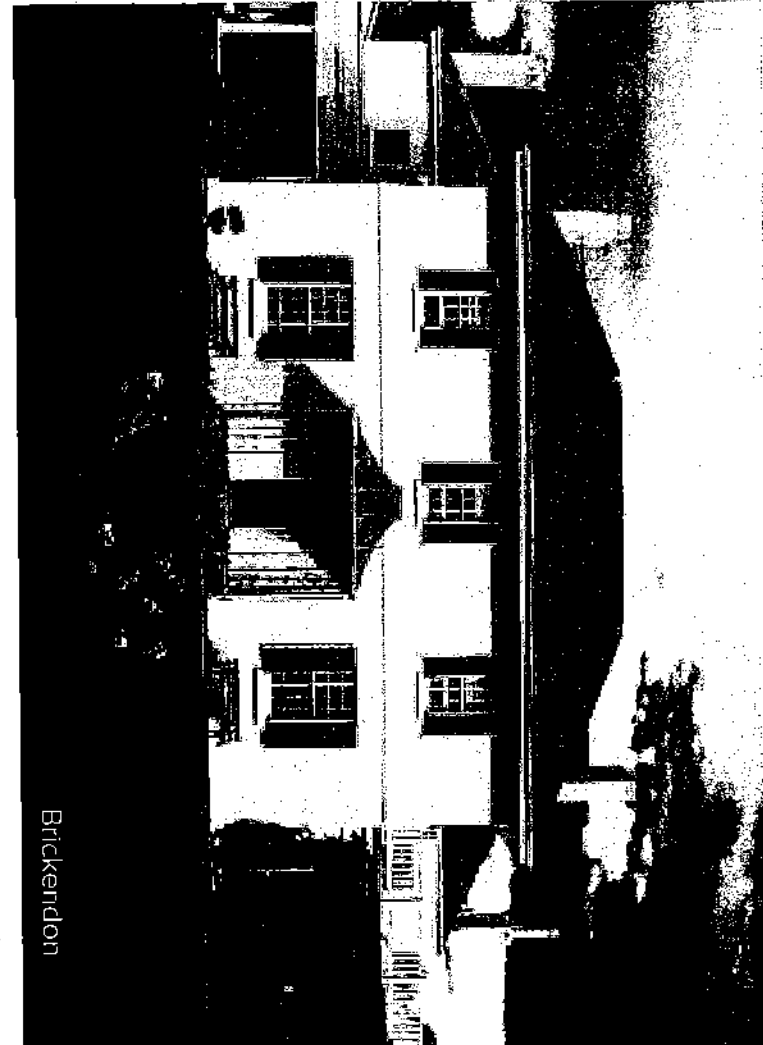


Major opportunities cont.

5. Family Fun Park/playground – With Longford's expanding population (predominantly younger families) and nearby Launceston, the town is well placed to create a family fun park/playground. However to encourage outside visitors to come to Longford, the park needs to be different, something quite special and provide a quality experience that encourages repeat visits and positive word of mouth to promote it. Potentially, there are several suitable locations within close proximity to town, all of which would need to be evaluated and assessed on predetermined criteria, should this proposal be adopted. The benefits of such an attraction are weighted towards the local community, which may elevate its priority.



Woolmers

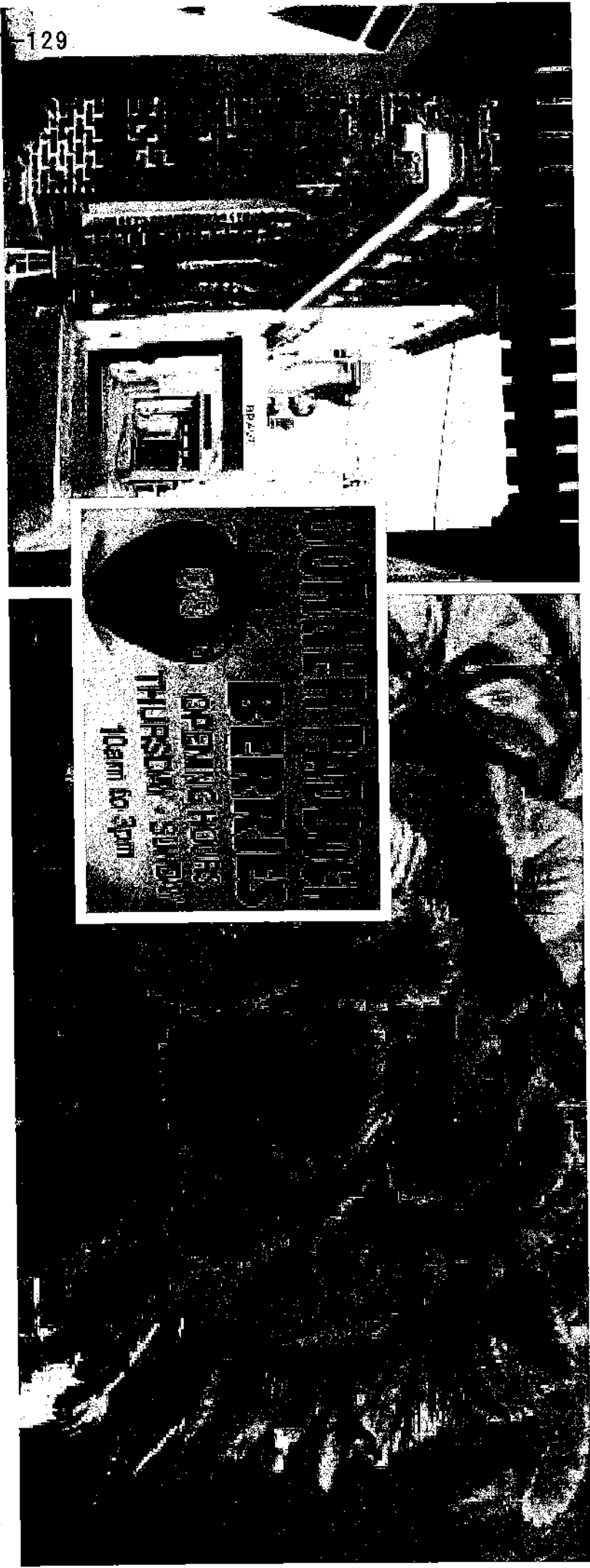


Brickendon

1-128

Major opportunities cont.

6. Historic Heritage – Woolmers and Brickendon Estates, both World Heritage Listed Convict Sites, have the potential to stimulate visitation to Longford, provided the experiences are such that they meet visitors' expectations. Both properties have their challenges, particularly in containing costs and having sufficient appeal that can increase visitor length of stay. Residents and businesses of Longford need to embrace these two assets and give them the support they need. Despite their global recognition, Woolmers and Brickendon are unlikely to receive the same level of government assistance provided to the Port Arthur Historic Sites so they will require strong, on-going support to attain their full potential as major attractors.



Other opportunities

Targeted product development

Farm gate experiences, for example, are more readily attainable and align with the product strengths of the region. Corner Paddock Berries which sells strawberries from the historic property, Mountford is one such business; another is Longford Berries and Cherries which is open for self-pickers. Given the district is predominantly rural, other opportunities are likely to exist and should be encouraged. Travellers understand the seasonality constraints associated with fresh local produce but do expect access and availability during the growing season.

An Arts Trail is another obvious opportunity and can be easily developed, as has occurred successfully in other locations throughout Australia. Longford has inspired a number of fine artists both past and present, including the renowned, Impressionist painter, Tom Roberts who is buried on the outskirts of the town and award-winning Michael McWilliams amongst others. BRAVE art gallery exhibits contemporary Tasmanian artists, providing an attractive, curated space in the main street. Such a trail needs to be packaged and easily accessed to ensure sufficient visitor interest.

Specific issues

Role of existing committees

There are a number of existing advisory committees servicing the Northern Midlands, with representation from the Longford community and business sector. Within these advisory committees there are also various sub-committees focusing on specific issues. The success or otherwise of these committees is a subject beyond the scope of this study, however most focus on the broader municipality. The Longford Local District Committee covers a range of issues, with tourism overseen via a sub-committee. Surprisingly, there is no dedicated Local Business/Tourism Association in Longford to represent the interests of business.

The existing committees have an advisory capacity to Council only and are auspiced under Section 24 of the Local Government Act 1993. This limits any industry leadership and is subject to Council's final decision as to whether anything goes beyond a recommendation. Perusing the Minutes of the Longford Local District Committee, many recommended actions were repeated over a long period of time, which suggests that a particular priority didn't receive the necessary Council support or was perhaps poorly considered in the first place.

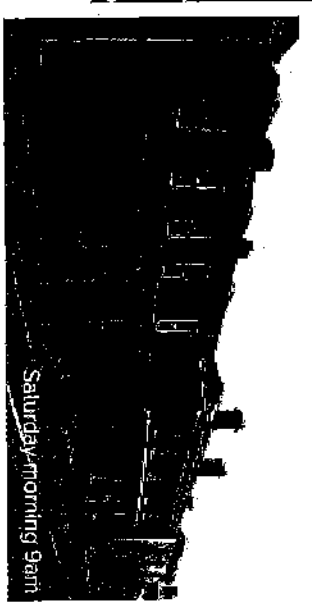
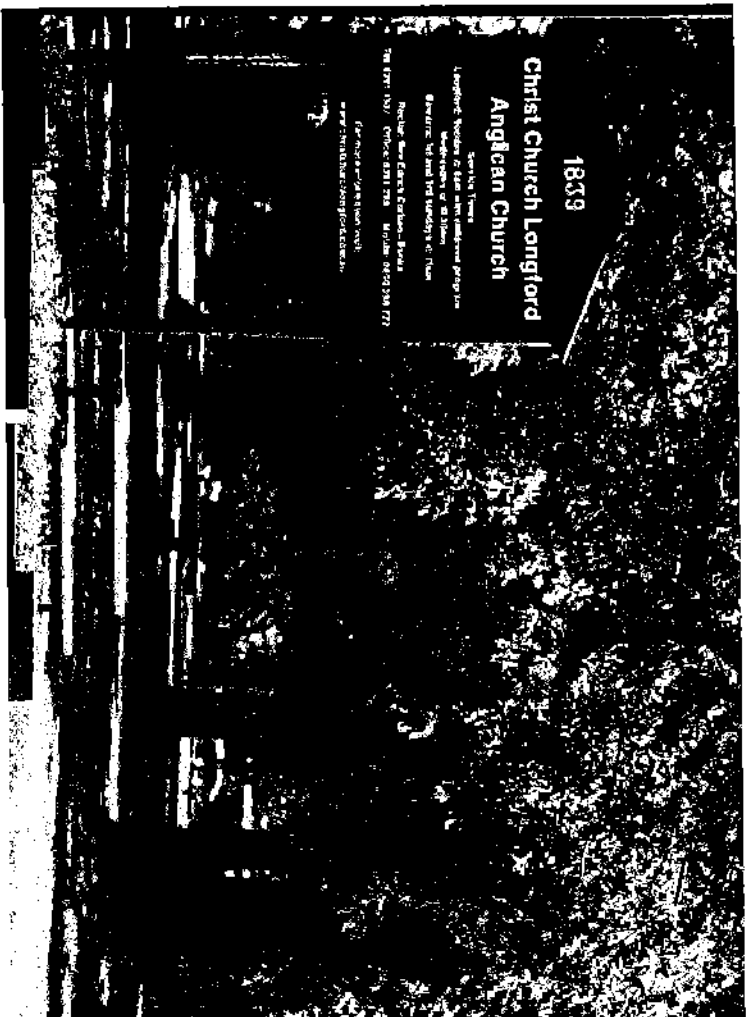
The establishment of a Local Business and Tourism Association would create an opportunity for local businesses to set their own agendas and priority actions and also to partner with Council and Tourism Northern Tasmania (TNT) on particular initiatives. This would create a pool of business/industry leaders, whereas at the moment, all decision-making is left with Council rather than business accepting any responsibility.

During say the first 12 months, initial guidance would be required in the establishment of the association, to ensure a solid foundation. Appropriate support is readily available from TNT.

1-130

Recommendations:

1. That the local business sector establish a Longford Business and Tourism Association
2. That initial, external guidance and support is sought to enable success.



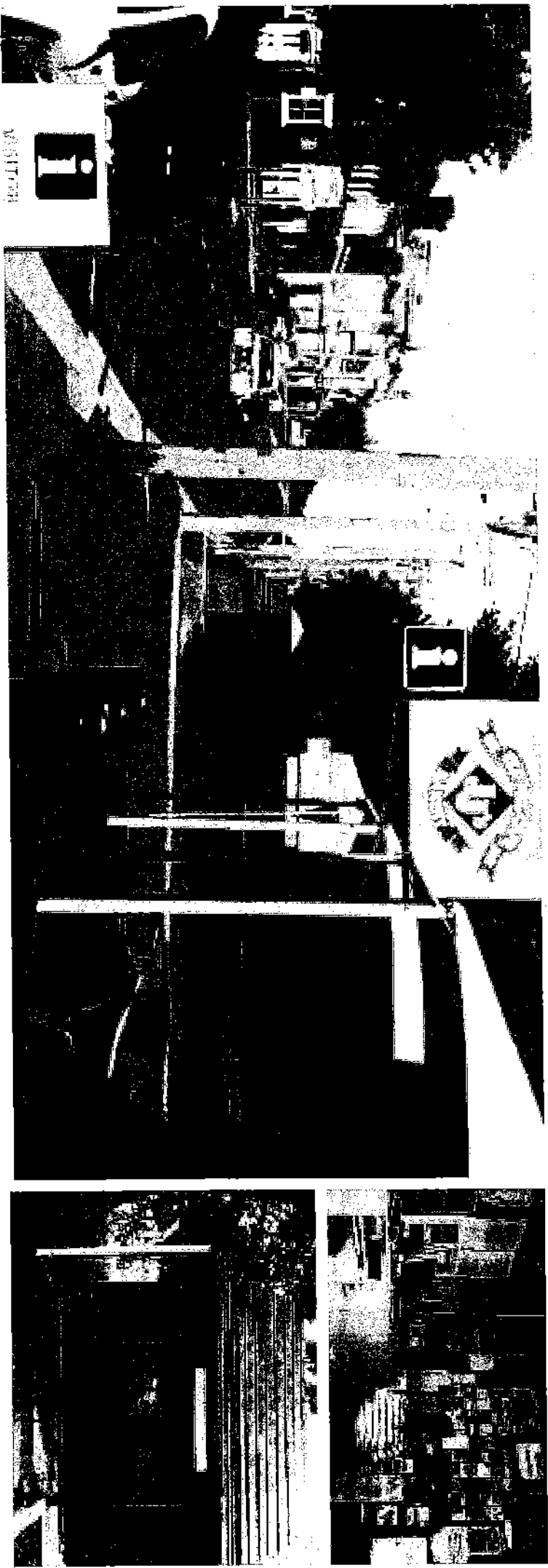
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Specific issues cont.

Streetscapes

Longford's main thoroughfares, Wellington and Marlborough Streets, lack vibrancy and appeal, which is surprising given the number of historic buildings lining the streets and identified by the National Trust.

The church grounds and the central square are very well maintained but are likely to be overlooked because of the dreary and uninviting streetscape. Many small towns have readily addressed this problem through seeking some professional advice and guidance on improving their visual appeal – reinstating verandahs for example, and installing flags, flower boxes, umbrellas and furniture. Sculptures can also add interest to the surroundings and have been used very effectively in a number of towns/regional cities. Village Well (<http://www.villagewell.org>) is one company that has been engaged to assist Councils in addressing this challenge.



11

Specific issues cont.

Visitor information services

Visitor information is provided by volunteers operating from JJ's Bakery. A small area has been set aside where brochures are on display and a knowledgeable 'local' provides additional and personalised information.

Currently, there is an insufficient range of products and experiences in Longford to warrant extending the existing facility, which provides the most appropriate option. While it clearly requires some professional advice to make the best use of the service, the cost would be minimal. There is also no reason why other businesses cannot follow suit and provide a similar service if they so wish.

An information shelter located on the Village Green appears rather dark and uninviting. Plans are underway to refurbish it with two new panels featuring a map of Longford which will include a legend of services and facilities and another positioning Longford within the broader municipality and Tasmania. For future reference, it would be useful if this information included the date of publication. There is no central location that has an up-to-date display of events in and around Longford - only an outdated one at the Council Chambers. This is unfortunate as many a holiday has been enriched by the discovery of a special market, exhibition, concert or some other local gathering. The community also benefits from knowing 'what's on'.

Specific issues cont.

Visitor information services

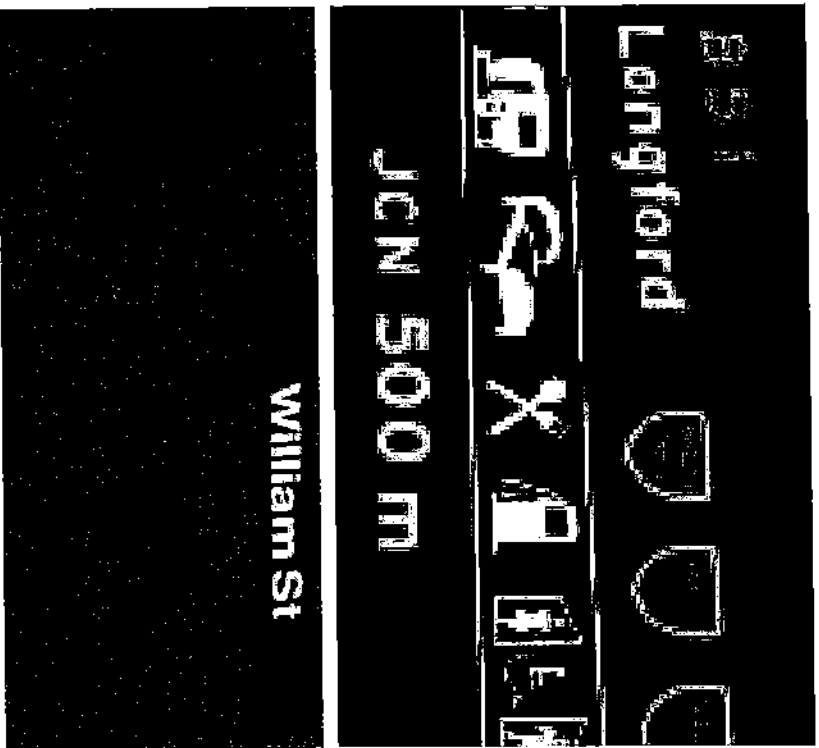
The creation of an interesting and appealing website would also serve those visitors seeking online information, as most visitors to Tasmania would not be aware of the Heritage Highway app, and website, where the information on Longford is embedded and somewhat diluted. Further discussion is included under Current Marketing Activities.

A stand-alone visitor centre would prove a costly enterprise for the Council and therefore its ratepayers. This expense would be far better allocated to projects that would actively encourage visitors to the area; with very little to 'sell' at the moment, most visitor information would involve sending them to other attractions beyond Longford. This issue is explored further under The Case Against a Visitor Information Centre, which has been included as an attachment.

In addition, a detailed response analysing the business case for the development of a stand-alone visitor information centre has been prepared by Launceston-based tourism consultancy, Sarah Lebski & Associates and should be viewed as the reference document for further guidance on this matter.

Recommendations:

1. That visitor information services are retained at JJ's Bakery
2. That professional guidance is provided to the current volunteers regarding setup, information, display, etc.
3. That the existing digital information relevant to Longford is enhanced
4. That a community events board or display is placed in a prominent location in the town.



Specific issues cont.

Signage

Two reviews of signage in and around Longford were conducted in 2014. The first was commissioned by TNT as part of a more substantial project assessing all the Northern touring route signage including the Heritage Highway. Recommendations were made regarding the positioning of these signs.

In response to a request from the Longford District Committee, a preliminary review of Longford signage occurred in July 2014, with the CEO of TNT, Chris Griffin, and representatives from the NMC. The team assessed 'existing road signage at key entry points to the township, and street and directional signage within the town that disperses visitors to key locations in surrounding areas (e.g. Brickendon and Woolmers Estates)';

The Visitor Appeal Study broadly supports the preliminary recommendations from this review. There is a clear need to standardise the current signs particularly within Longford, itself. Currently there is a combination of older and more recent signs in an array of colour, size and font. Equally, it is important to reduce unnecessary signage, ensure that lettering is clear and easy to read and that all appropriate signage maximises the opportunities for visitors to engage with Longford's attractions, activities and accommodation.

Any subsequent designs must be determined by Council and obviously comply with the road authority's standards.

Directional signage for newcomers wishing to visit Longford is sufficient to safely guide all visitors to the township. There is an abundance of signs strategically placed along the major routes providing the visitor with clarity in both orientation and direction. Signage is not in any way restricting visitor access to Longford. Besides, the majority of future visitors will be guided by and reliant on satellite navigation to reach their destination.

Recommendation:

That street and local attractions signage is consistently and uniformly applied throughout Longford and surrounds.





Specific issues cont.

Wi-Fi

The Brief proposed that the consultants consider appropriate sites for Wi-Fi in Longford. However, during the course of the project, NMC has actually funded the installation of free Wi-Fi for public use in the township. At the time of writing, it has only been 'live' for approximately four weeks, so its initial efficiency and performance is still being assessed. Coverage includes the Village Green, as well as an area extending south down Wellington/Marlborough Streets from the Town Hall, for approximately 100 metres. Some signage has also been installed in footpaths in the coverage area.

In addition, the Council is currently establishing the cost of free Wi-Fi in selected locations across the municipality - i.e. Evandale (Community Centre), Perth (Train Park), Ross (Post Office), Campbell Town (Valentine's Park), Cressy (Trout Park) and Avoca (Museum and Information Centre).

Free Wi-Fi is unlikely to provide a sufficient reason for visitors to detour to Longford, however it does afford an opportunity and an incentive for visitors to stop and look around - and to share their experiences through social media. It is important to adopt a strategic approach to maximise the impact of free Wi-Fi - e.g. ensure that it directs the user to further information regarding nearby experiences and locations that may be of interest.

NMC is to be congratulated for this initiative, which offers a significant benefit for visitors as well as the local community.

Opening hours

The need to enhance service levels in Longford is a major issue and requires attention. It is apparent that the limited opening hours of a number of businesses contribute to visitors driving through Longford without stopping. The difficulty in getting a decent meal on most nights (except Thursdays) is also a deterrent for staying over:

Sorry we're closed	
Business Hours	
Monday	9:00 - 5:00
Tuesday	9:00 - 5:00
Wednesday	9:00 - 5:00
Thursday	9:00 - 5:00
Friday	9:00 - 5:00
Saturday	Closed
Sunday	Closed



Image courtesy of Dan Fellow

Specific issues cont.

Current marketing activities

The visitor journey involves several key, decision-making phases and a successful tourist destination provides accessible, relevant and engaging information for each step along the way.

Pre-planning and booking: As this is usually prior to departure, a quality website is required to entice potential visitors and showcase the destination's most appealing assets.

Arrival and en route: Information at airports, ferry terminals, popular businesses and VICs can contribute to the visitor's choice at this stage, although major decisions regarding accommodation for example, will mostly have been determined in advance. Mobile technology is often used to access information via the web and to download apps.

'In-destination': At this point, visitor information 'on the ground' becomes important, helping visitors navigate the range of experiences available in the area. Such information is often in a printed format, however mobile technology can continue to influence visitor choices.

Specific issues cont.

Current marketing activities

Returning home: The most effective and trusted form of promotion is 'word-of-mouth' which also happens to be free! All visitor destinations should ensure that holidaymakers are encouraged and have the opportunity to share their 'magic moments' via its website, Facebook and Twitter pages, Pinterest, Instagram and other similar media.

Longford relies on the print and digital marketing collateral produced by the Heritage Highway Tourism Region Association (HHTRA), which includes all the key historic areas of Tasmania's midlands. There is no single site to promote the township as a 'must-see' destination, and accordingly, it has a minimal presence in the market place when visitors are making critical decisions regarding their next holiday. As noted earlier however, such a website is unlikely to be of value until Longford has a broader range of experiences on offer.

The HHTRA Touring Guide and Map has a print run of approximately 80,000 copies per annum, all of which are distributed within the State. On arrival, they are available at the Launceston and Hobart airports and on 'the Spirits', and as visitors travel around Tasmania, the Guide and Map can be collected from visitor information centres en route. (It should be noted however that the majority of visitors to Tasmania do not use these centres.)

In terms of digital information 'in-destination', the HHTRA's website is enabled for mobile technology and visitors can also download the Heritage Highway app, for tours, accommodation, facilities and services and points of interest. However, the app, has experienced some technical issues and its functionality is currently being assessed. The HHTRA has an active Facebook page and also engages via Twitter.

The Association participates in a range of advertising opportunities including Travelways, explore Tasmania, Tasmanian Short Breaks Holiday Magazine, the Tasmania Travel Guides (digital and print) and Senior Scene magazine. Such publications can raise general awareness of the region, but their influence is almost impossible to measure.

By far the majority of Longford-specific information is unavailable outside the township. As such, it is a case of 'preaching to the converted' with only very limited possibilities of reaching a much-needed wider audience. The Launceston Travel and Information Centre is a good case in point where there were only three brochures (relating to Longford, one of which was the HHTRA Touring Guide and Map). The Centre has approximately 80,000 visitors per annum.

The visitor information service operated from JJ's Bakery has a collection of local tourism brochures, and a substantial number of A4 sheets comprising a mix of practical town maps and amenities and historical information. Much of this information needs to be condensed as the detail is overwhelming for most visitors; it also requires a consistent presentation style and in due course, some material may be suitable for digital downloads.

There are several full-colour brochures featuring Longford (Heritage and Gardens Entwined) however their distribution is limited. An attractive coffee table-style booklet is also available from local operators, NMC, at selected events and online via the HHTRA website, however a cost of \$10 is likely to be prohibitive when so much travel information is freely available.

Specific issues cont.

Current marketing activities

The visitor information booth on the Village Green has been mentioned earlier, and currently does little to inspire the visitor to linger in the town. There are no packaged tourism experiences in Longford.

While considerable effort is put into the Heritage Highway website, the ability for each, individual town to capture the potential visitor is dependent on prior knowledge regarding the location of the Heritage Highway touring route and the places within that area. Finding information about Longford (pre-planning) on the web is both difficult and frustrating.

The best opportunity for promoting Longford is through the TNT website; as the key source of visitor information for Northern Tasmania, it has the capacity to reach a wider audience. Only three attractions are listed for Longford - Woolmers, Brickendon and the golf club and there were no restaurants. The Top Spots area offered no real incentive for visitors with several sections completely blank and the Top Postcard Photo Stop (s) for the Heritage Highway are all in the Tamar Valley!

Industry operators in Longford do not participate in TNT cooperative marketing campaigns as they consider them too costly.

Tourism Tasmania's, Discover Tasmania (DT) website lists the same three attractions noted above and the Local Tips section only lists three things to do in Longford, one of which is actually in Perth. It is unsurprising therefore, that visitation to Longford has continued to decline in the last four years.

On-selling is a simple method of increasing business through referring customers to another experience/business in town. Visitors love local recommendations and will generally follow them up. However initial discussions suggested that this is not occurring in Longford.

Although Longford doesn't have a critical mass of visitor experiences as yet, there are a few useful, interim actions that require implementation.

Whilst not a priority action, and as noted previously, a stand-alone website for Longford needs to be developed as further visitor opportunities come to fruition.

1 - 138

Recommendations:

1. That Longford's profile on both the DT and TNT websites is maximised
2. That operators are encouraged to place their brochures at the Launceston Travel and Information Centre (LTIC)
3. That the current 'in destination' visitor information is reviewed in terms of presentation, content, purpose and overall ease of use
4. That operators package their products and experiences, initially around major events, and sell them through the LTIC
5. That the purpose and content of the visitor information booth is reconsidered
6. That Longford business owners learn more about each other's products and experiences and develop an active network of referrals.



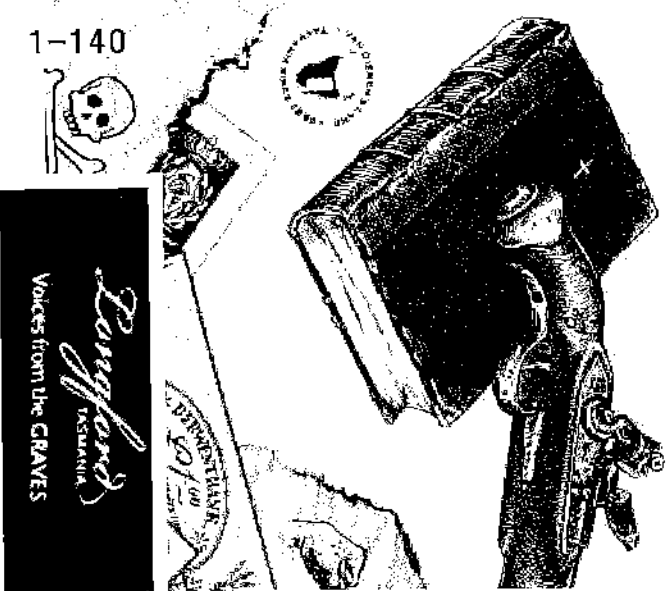
Specific issues cont

Use of Memorial Hall

In considering the future purpose of this well situated, public facility, it is clear that Council will not only have to take into account the needs of the community, but also the commercial potential of the asset. The building's prime location suggests many more opportunities beyond its present use.

Recommendation:

Given Longford's fame as a motor racing destination, one option for the future use of the hall could be as a museum where that rich motor racing history could be on full display. Exhibits would soon become available on loan and for display from the owners of both cars and memorabilia associated with the Australian Grand Prix. This attraction could form the basis of the market positioning for Longford. It could also be the home of the Longford Revival. The opportunities are exciting and unlimited.



Longford
 TASMANIA
 VOICES FROM THE GRAVES



IN HEAVEN AS IT IS ON EARTH

Images courtesy of Heritage Highway Tourism Region Association

Specific issues cont.

Interpretation – Heritage

The evocative, *Voices from the Grave* provides a superb example of heritage interpretation in Longford. The same could be said for the *Skulduggery* story. Where *There's Smoke...* based on a true, nineteenth century incident of some local notoriety. However they are easily overlooked by potential visitors in a crowded market place, and would benefit from a more comprehensive interpretation strategy for the township.

Longford is fortunate to have two World Heritage Convict Sites, which have been universally recognised for their highly significant heritage values. Both Brickendon and Woolmers Estates provide a unique insight into the most compelling aspect of Tasmanian colonial life - the convict story.

While there are several directional signs, there is nothing to suggest the powerful and inextricable link between Longford and these very special properties - even though their respective stories are intrinsic to the history and development of the area.

The Longford community should consider tangible and meaningful interpretation that connects the Estates to the town's streetscapes - in a similar way that Campbell Town developed the Convict Brick Trail. Such an approach should provide mutual benefit, encouraging those who have visited the Estates to explore the town further and vice versa.

Recommendations:

1. That an initial approach is made to the University of Tasmania, specifically to renowned historian, Prof. Hamish Maxwell-Stewart with a view to discussing the assistance that could be available through the School of Humanities regarding the interpretation process - including funding opportunities and research.
2. That business, community and the Estates work collaboratively to explore their shared narrative and how it can be connected in an engaging and innovative way.

Attachment

The case against a visitor information centre

Throughout the consultation process, a number of individuals raised the need for a stand-alone visitor information centre to be located in the Memorial Hall. The suggestion was challenged by the consultant on each occasion and reasoning provided as to why this proposal should not proceed and that the funds required would be better allocated to projects that would attract visitors.

A considerable amount of work has been undertaken in relation to the establishment and operation costs of Visitor Information Centres (VICs) by most states and territories, all arriving at the same conclusions. The most recent studies have also focussed on the considerable impact of the digital applications now widely used for pre-planning (before travelling) and during the trip/holiday.

When an operator who attended

the business forum was suggesting that a stand-alone VIC should be established, the consultant asked what Longford had to offer. The operator responded, 'well, if we had a VIC, we would send visitors to Evandale, Campbell Town, the Highlands and other places'. There was no mention of any attraction in Longford!

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The following summarises the conclusions many have arrived at:

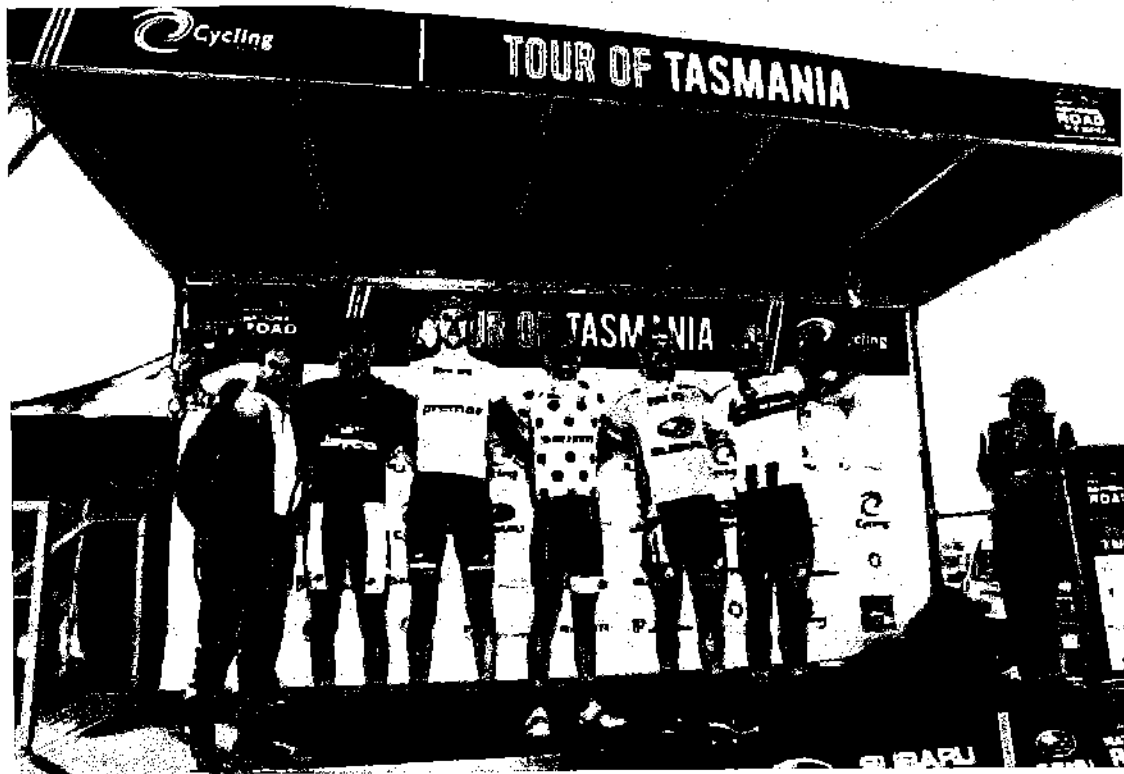
- VICs do not attract visitors to a destination
- There is a need to take into account the broader VIC network – where the visitor has just come from and where they are travelling to next
- The destination must have something to sell – lots to see and do, lots of options available to choose from
- VICs do increase length of stay if there are plenty of choices/experiences on offer
- VICs cost at least \$100k to run and you must ask 'is that the best use of \$100k?'
The cost of servicing a visitor varies from 50c per visitor (150,000 plus visitors to the centre) up to \$15 per visitor (less than 50,000 visitors)
- The best option for small towns is to combine visitor information with another business in a good location with high footfall and consumer-friendly opening hours
- Bookings and merchandise rarely make a profit when full service costing is applied
- Many operators refuse to pay sales commission and obtain their bookings from the web
- VICs are becoming obsolete - a fad of yesteryear – enter the digital world.

Specific to Longford

- Very little to sell to visitor at this point in time – cannot justify the cost of a centre
 - Currently no reason to stay longer and very few opportunities to spend money
- Insufficient products/experiences in and around town
 - JJs Bakery is the only food outlet open 7 days
 - Insufficient accommodation stock (to sell/for commission)
- Non-friendly opening hours/days - inconsistent service levels
- The majority of visitors have just left Launceston or Devonport and are not looking for information at this stage in their journey
- No collaboration re business opening times
- High expectations from business that Council should fund/fix problems
- Visitors would be disappointed with existing 'offer' - unmet expectations.



2015 TOUR OF TASMANIA COUNCIL PARTNERSHIP PROPOSAL



2

TOUR OF TASMANIA

INTRODUCTION

Cycling Australia in partnership with Events Tasmania will be hosting the historic six stage elite Tour of Tasmania from the 6th – 11th October 2015. This Tour is part of the National Road Series where teams complete in 11 Tours across Australia.

The Tour of Tasmania, regarded as one of the best in the National Road Series plays a key role in the development of future stars of Australian cycling. Past winners who have gone to complete on a professional international level are Richie Porte, Bernard Sulzberger and Cadel Evans.

Cycling Australia's broadcast partners the *Nine Network* and *Fox Sports* air two 30 minute highlight packages which includes; racing action plus sponsor and tourism features. Cycling Australia also provide daily media releases, news packages, videos and photo galleries on all social media channels.

Cycling Australia is seeking to partner with councils to host the Tour of Tasmania.

MEDIA COVERAGE

- Engagement of all local media outlets to engage local community
- Online written and video content
- Cycling Australia media staff operating a full suite of media services including live social media updates and broadcast news service activities
- Dedicated Cycling Australia photographer
- 30 minute dedicated highlights program to air on the Nine Network and FOX SPORTS on October 18 and 20 respectively. Format includes racing, tourism and sponsorship mentions as well as team and rider features
- Feature video profiling the local region to be included in the highlight package as well as CA social media channels
- Event commentators to acknowledge the council and region in verbal mentions



ECONOMIC IMPACT

- Cycling Australia expects to deliver the following estimated economic impact per day from the Tour entourage travelling with the race:
 - Total 300 people on average spending \$150 per person per day on:
 - accommodation
 - meals
 - travel
 - fuel
 - car hire
 - Estimated total economic impact of \$45,000 per day
- Additional is the economic impact generated by spectator numbers at each of the locations.

ADDITIONAL BENEFITS

- Logo on event website
- Logo on start and finish gantry
- Logo on the presentation backdrop
- Logo in official Event Program
- Logo on promotional posters distributed throughout Tasmania
- Council representative to make presentation on the event podium
- Council representative to be provided VIP viewing within the race convoy
- Opportunity to provide Cycling Australia with any related literature/promotional material



COMMUNITY ENGAGEMENT

- Cycling Australia will support Council to initiate any community engagement initiatives such as:
 - Event day markets / festivals
 - Local trader engagement
 - School / School holiday program visits by teams
 - School / School holiday program attendance at event and introduction to teams

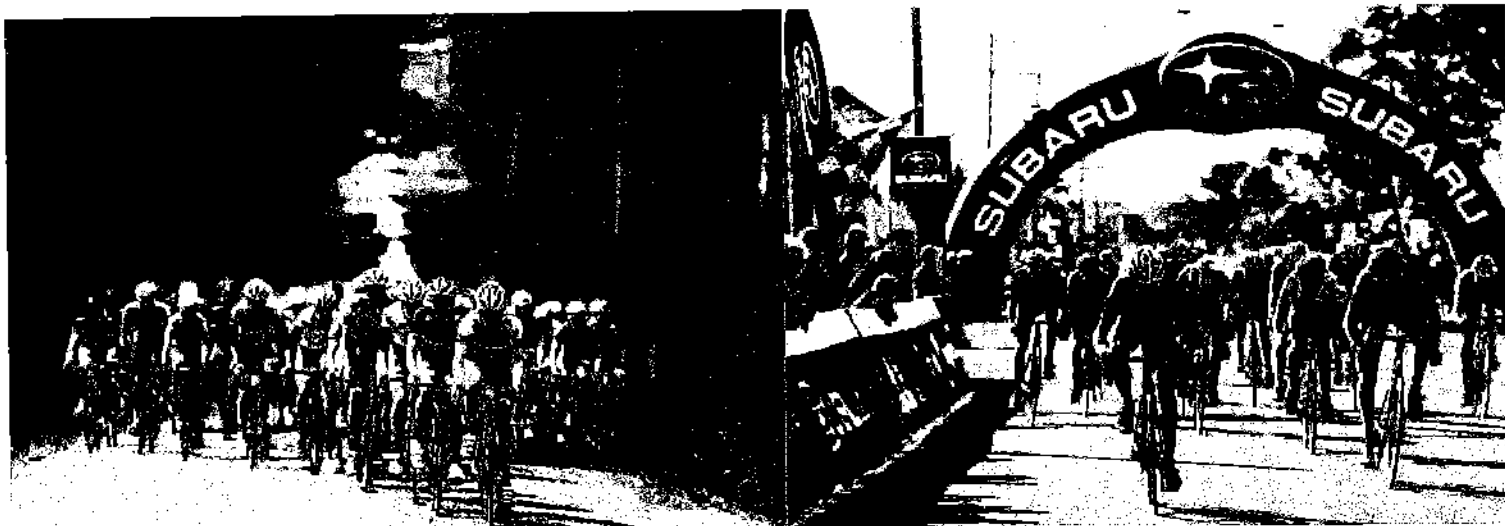
INVESTMENT

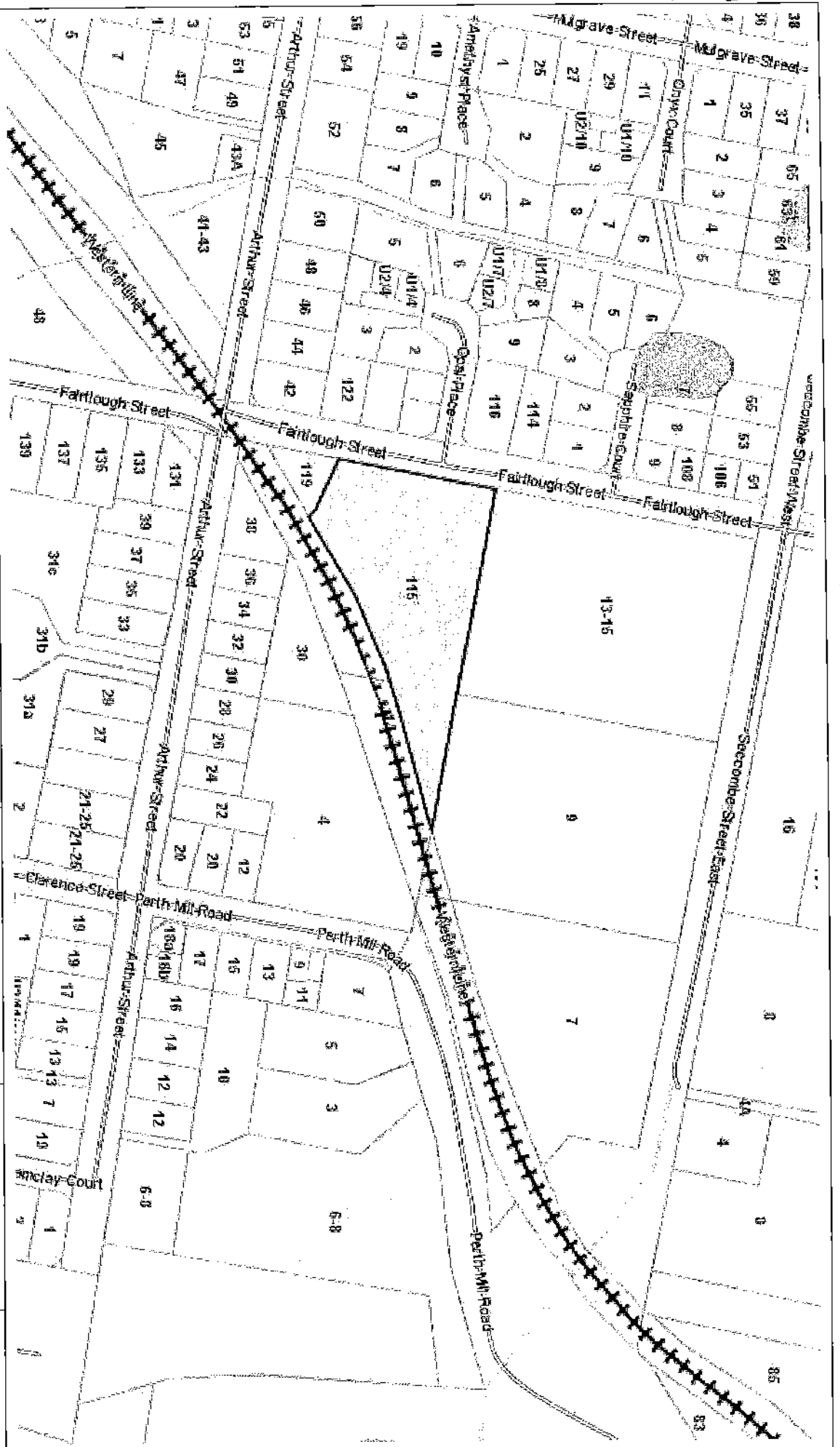
To ensure the long term success and viability of the event Cycling Australia is heavily reliant on the support of Council in the following areas –

- Financial investment to host a Start or Finish
 - Can be offset by assisting Cycling Australia to secure sponsorship from local businesses
- Traffic management support
 - Development of traffic management plan for Start and / or Finish location
 - Implementation of road closure for Start and / or Finish location (signage and personnel)
- Assistance obtaining relevant authority approvals
- Community notifications as required by local authorities
- Waste management assistance
- Access to public toilets
- Repair of any road hazards on course

CONTACT

Adam Smith
Event Operations Manager
Cycling Australia
0449 156 877
adam.smith@cycling.org.au





PO Box 156
 13 Smith Street
 Longford TAS 7301
 Email: council@nmc.tas.gov.au
 Web: www.northernmidlands.tas.gov.au

PH: 03 6397 7303
 FAX: 03 6397 7331

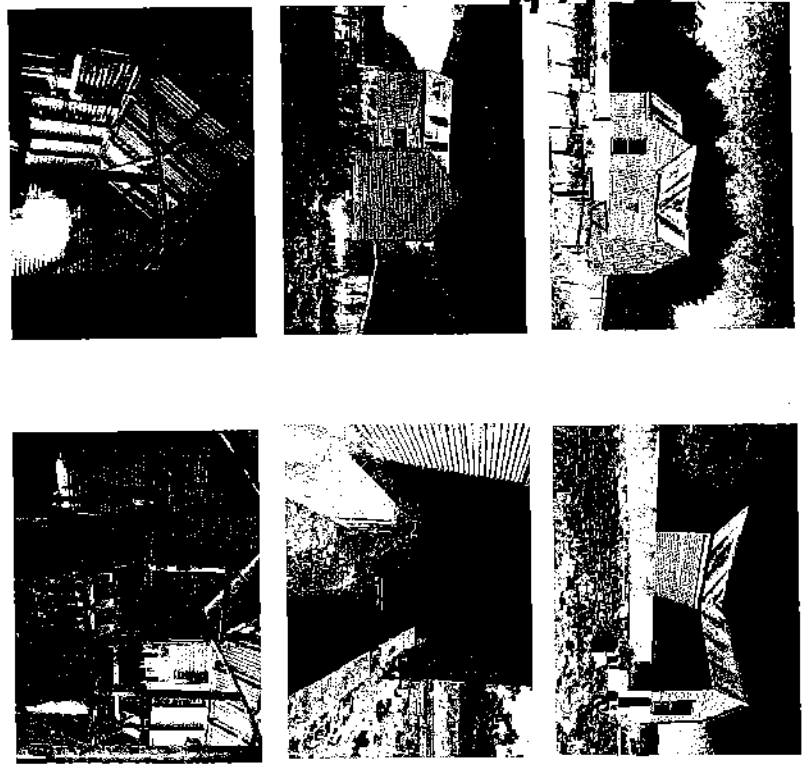
Base data from theLISr, © State of Tasmania. For actual boundaries refer Title Plan.
 Base image by TASMAR, © State of Tasmania
 Where shown, aerial photography is indicative only and should not be used as an accurate comparison of title boundaries.
 Where shown, underground services are diagrammatic only. Actual location of services are to be confirmed on site.

16/06/2015

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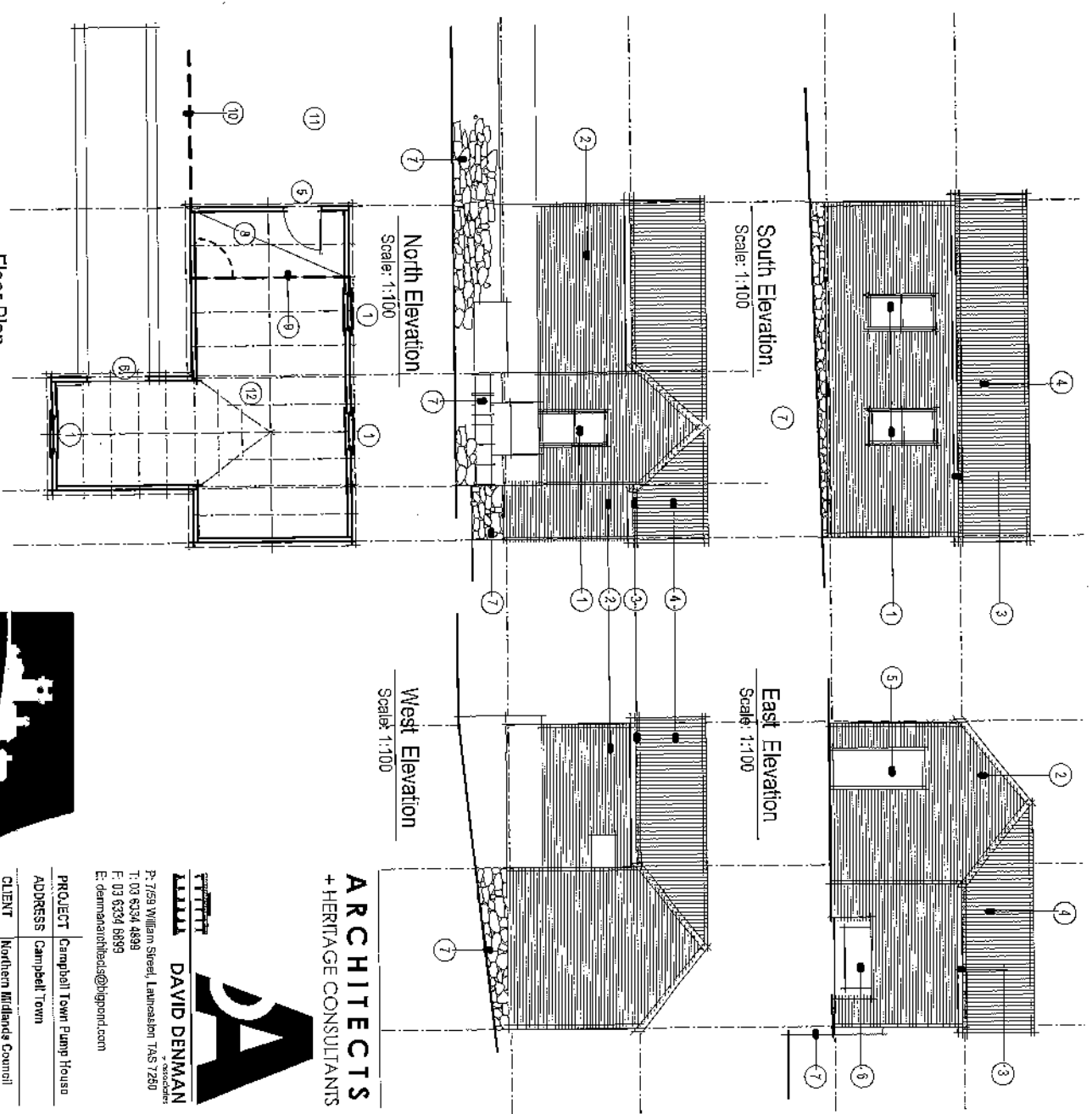
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EXISTING CONDITIONS

PROPOSED WORKS

- 1 Repair and/or replace timber window frames and install new double hung sashes as per original - paint finish F1. Lower vertical profile sash to all frames externally.
- 2 Check all external corrugated iron wall cladding and note where required and repair holes, missing sheets etc and fix with spring head nails.
- 3 Builder to provide a detailed breakdown of the work allowed for in this section.
- 4 Replace timber corner stops as required with paint finish. Replace rotten wall plates and studs as required.
- 5 Install painted timber fascia and barge boards to eave roof and install galvanneal CG pipe fascia gutter as required with new galvanneal downpipes disengaged as directed.
- 6 Check roof and rafters where necessary with roof screws to provide a watertight job. Replace valley gutters. Replace sheets that are riddled through with used iron to match. Builder is to provide a detailed breakdown of the work allowed for in this section.
- 7 Supply and fit new solid core hinged door faced externally with horizontal corrugated galvanneal sheeting and painted internally provide heavy duty exit lever handle stainless steel kick and hinges to door.
- 8 Provide 25 x 25 x 3 Galv. steel angle frame with 80 x 50 web/height mill welded to frame. Size to suit opening and securely bolted to existing framing.
- 9 Repair existing stone work to outline building and repoint with lime mortar to approval.
- 10 Prepare base and lay 50 thick 'Thunderstone' sandstone finish pavers with clear sealant finish.
- 11 Provide 1100 width x 250 deep concrete plinth strip. Frame up opening to underside of rafter and line back with 50 x 50 galk. Weir/beam securely screwed to back of hardwood studs. Provide lockable hinged access door 900 wide at north end of wall. Door to have 25 x 25 x 3 frame and cross rail fully welded and infilled with 50 x 50 galk. web/height. Provide hinges and steel lock block as required.
- 12 Provide and install 1800 L galk chain wire security and safety fence between building and existing fence.
- 13 Prepare base and lay 50 thick 'Thunderstone' sandstone flag pavers to rear area and 1200 wide path adjoining the existing south fence as directed.
- 14 Apex from general clean up, there are no other internal works required.
- 15 Ensure that the building is tied provided on completion of works.



ARCHITECTS
+ HERITAGE CONSULTANTS



DAVID DENMAN
ARCHITECTS
P: 759 William Street, Launceston TAS 7250
T: 03 6334 4899
F: 03 6334 8899
E: dean@architects.com



**NORTHERN
MIDLANDS
COUNCIL**

PROJECT	Campbell Town Pump House
ADDRESS	Campbell Town
CLIENT	Northern Midlands Council
DRAWING	Plan and Elevations
SCALE	1:100 @ A3
DATE	June 2014
DWG NO	DDA-1409
SHEET	WD - 01

Accreditation No CCT57G

POLICY GIFTS & BENEFITS POLICY**POLICY NUMBER****OBJECTIVES**

To provide a guideline for Council officials when dealing with offers of gifts or benefits in the course of their role at the Northern Midlands Council.

STATUTORY AUTHORITY

Local Government Act 1993

POLICY

Adopted:

POLICY**PURPOSE**

The purpose of this policy is to:

- Outline the obligations and responsibilities of Council's officials when dealing with offers of gifts or benefits; and
- Assist Council officials make appropriate judgements in relation to gifts and benefits and therefore avoid being placed in a situation where they may become vulnerable to undue influence or threaten community confidence in the fairness, impartiality and integrity of the Council.

Council officials are defined as Mayors, Councillors, Council staff (including staff engaged through an employment agency), Council committee members, volunteers and contractors.

SCOPE

The policy applies to all gifts and benefits offered to or received by all Council officials in their role as officers of the Council.

LEGISLATION

The particular legislation relevant to this policy is the Tasmanian *Local Government Act 1993*. Section 339A specifies penalties in relation to the misuse of office by councillors and employees; section 28E deals with the Code of Conduct for councillors and section 62 identifies the functions and powers of the general manager.

This policy should be read in conjunction with any other relevant State and Federal legislation.

APPLICATION

In a private context gifts and benefits are usually unsolicited and meant to convey a feeling on behalf of the giver such as gratitude. There is ordinarily no expectation of repayment. Gifts given in a private context are not the focus of this policy.

Gifts and benefits may also be offered to individuals in the course of business relationships. Such gifts and benefits are often given for commercial purposes and serve to create a feeling of obligation in the receiver. Gifts and benefits given in the course of business relationships is the focus of this policy.

The policy is to be applied in conjunction with provisions in the Councils Codes of Conduct and other relevant Council policies and procedures.

POLICY STATEMENT

1. General

Council officials at all times and in all circumstances must be seen to be fair, impartial and unbiased.

Council officials should actively discourage offers of gifts and benefits and must not solicit gifts or benefits.

Council officials must not take advantage of their official position to secure an unreasonable personal profit or advantage.

People doing business with the Council should be encouraged to understand that they do not need to give gifts or benefits to Council officials to get high quality service.

From time to time Council officials may be offered gifts or benefits. In some limited circumstances gifts and benefits may be accepted. Token gifts of nominal value may generally be received. Non – token gifts of significant value should not generally be accepted.

Council officials should at all times be aware of the wider situation in which an offer of a gift or benefit is being made. For example, Council officials should consider whether the donor is in or may be seeking to enter into a business relationship with Council or may be applying to Council in relation to the exercise of Councils functions.

Council officials must avoid situations that suggest that a person or body, through the provision of gifts or benefits is attempting to secure favourable treatment from Council.

When deciding whether to accept or decline a gift or benefit, consideration should be given to both the value of the gift or benefit and also the intent of the gift or benefit being offered.

2. Acceptable gifts and benefits

Gifts or benefits of a token nature at or below nominal value may generally be accepted by Council officials without disclosing details to a supervisor, General Manager or Mayor and without recording the details of the gift or benefit on the Gifts and Benefits Declaration Form or Register (attachments 1 and 2).

That said, Council officials who receive more than the specified number of token gifts of a nominal value from the same person or organisation, in a specified period must disclose that fact in the gifts and benefits register.

If a Council official has any doubt if a gift or benefit is token or of nominal value they should discuss it with a supervisor General Manager or Mayor.

2.1.1. Token gifts and benefits

Gifts or benefits of a token nature do not create the appearance of a conflict or interest and include:

- Items with a company logo on them, ties, scarves, coasters, diaries, chocolates, flowers
- Books given to individuals at functions, public occasions or in recognition of exceptional work done

- Gifts of single bottles of reasonably priced alcohol given to individuals at functions, public occasions or in recognition of exceptional work done
- Free or subsidised meals of a modest nature and/or beverages provided infrequently (and or reciprocally) that have been arranged for or in connection with the discussion of official business
- Free meals of a modest nature and or beverages provided to Council officials who formally represent Council at work related events such as training, education sessions and workshops
- Invitations to approved social functions organised by groups such as Council Committees and community organisations

2.1.2. Nominal value

For the purpose of this policy the current nominal value limit is identified in section 11.

3. Non acceptable gifts and benefits

Accepting gifts of money is prohibited.

Council officials should generally not accept gifts or benefits that appear to be non-token in nature or more than of a nominal value.

If a gift or benefit of a non token nature or above nominal value is offered and cannot reasonably be refused (as this action may cause embarrassment), the offer and receipt of the gift or benefit must be declared via completion of A Gifts and Benefits Declaration Form (at attachment 1) and the details must be recorded on the Council Gift Register (at attachment 2).

If a Council official refuses a gift or benefit because they believe that the gift was a deliberate attempt to receive "special treatment", then such instances are to be reported to a supervisor, the General Manager or Mayor.

3.1.1. Non token gifts and benefits

Gifts or benefits of a non token nature include:

- Free or discounted travel
- Use of holiday homes
- Tickets to major sporting events
- Corporate hospitality at a corporate facility or sporting venue
- Free training excursions
- Access to confidential information
- Discounted products for personal use
- Goods and services provided via a determination in a Will

At times a gift of a non token nature may be given from one authority to another. Such gifts are often provided to a host authority. These gifts may be given as an expression of gratitude without obligation on the receiver to respond. The gratitude usually extends to the work of several people in the authority and therefore the gift is considered to be for the authority, not a particular individual.

3.1.2. Significant value

For the purpose of this policy a gift or benefit with significant value has a value above the specified nominal value limit.

4. Actual or perceived effect of the gift or benefit

Accepting gifts where a reasonable person could consider that there may be influence applied as a result of accepting the gift or benefit is prohibited (gift of influence).

Where it is suspected that a gift or benefit has been offered for the purpose of influencing the behaviour of someone acting in their official capacity, the gift or benefit must be declined and the matter should be reported immediately to the relevant supervisor, General Manager or Mayor.

5. Bribes

Council officials must not offer or seek a bribe. A person offered a bribe should refuse it and report the incident as soon as possible to their supervisor, General Manager or the Mayor (in the case of Councillors). Council will take steps to report the matter to Police immediately.

Receiving a bribe is an offence under both the common law and Tasmanian Legislation.

6. Family members

Council officials must take all reasonable steps to ensure that immediate family members do not receive gifts or benefits of a non-token nature or gifts or benefits above the nominal value. Immediate family members include parents, spouses, children and siblings.

7. Records – Gifts and Benefits Registers

Council officials, who receive more than the specified number of token gifts or benefits near the nominal value limit from the same person or organisation, (cumulative gift) must disclose that fact on the Gifts and Benefits Declaration Form and Register (attachment 1 and 2). The specified number is included in section 11.

If an official of the Council receives a non token gift or benefit in circumstances where it cannot reasonably be refused or returned, the receipt of the gift or benefit should be disclosed and the details recorded on a Gifts and Benefits Declaration Form (at attachment 1) and in the Gifts and Benefits Register (at attachment 2).

The Register will be available for public inspection.

The content of the Registers will be monitored by the General Manager on tri monthly basis.

8. Disposal of gifts

A supervisor, General Manager or Mayor will determine whether a gift or benefit of a non token nature should be disposed.

There are options for the disposal of gifts that have been accepted because they could not reasonably be refused, but should not be retained by an individual. Examples of such circumstances where gifts or benefits may be received include:

- Gifts accepted for protocol or other reasons, where returning it would be inappropriate;
- Anonymous gifts (received through the mail or left without a return address);
- A gift received in a public forum where attempts to refuse or return it would cause significant embarrassment;
- A gift or benefit of significant value provided to a Council official through a Will, where the relationship between the giver and recipient was essentially a council related business relationship.

Options for disposal include:

- Surrendering the gift to Council for retention;
- Distributing the gift or benefit amongst a selection of Council's officials - where a reasonable person would agree that the allocation was appropriate, (public perception);
- Donating the gift to an appropriate charity.

9. Breaches of Policy

All Council officials are obliged to comply with this policy and sanctions may be applied if the policy is breached.

Any person may report an alleged breach of this policy by an official of the Council to the General Manager or Mayor as appropriate who shall investigate any report received and take such action as is considered necessary.

If this policy has been breached, such action may include counselling, censure motions, disciplinary action (including termination of employment), the laying of charges and the taking of civil action.

10. Review process and endorsement

This policy, including the amounts and frequencies specified, may be varied by resolution of the Council. When varied, the amounts and frequencies that apply to the policy must be updated and included in section 11.

This policy should be reviewed as required, but at least every four years following the conduct of Local Government elections.

11. Detail of amounts and frequencies specified in the policy

For the purpose of this policy the current nominal value limit is \$50.00.

Council officials who receive more than three nominal gifts of a token nature from the same person or organisation, in a six-month period must disclose that fact in the gifts and benefits register.

12. Definitions

Council official – Mayors, Councillors, Council staff (including staff engaged through an employment agency), Council Committee members, volunteers and contractors

Gift – is usually a tangible item provided at no charge. Gifts may include, but are not limited to items such as cash, property (real or otherwise), goods and services made available at heavily discounted prices, alcohol, clothes, products, invitations to social functions and tickets to sporting, theatrical or music events.

Cumulative gift – a series of gifts of nominal value from the same person or organisation over a specified period which may have an aggregate value that is significant.

Gift of influence – a gift that is intended to generally ingratiate the giver with the recipient for favourable treatment in the future

Gift of gratitude – a gift offered to an individual or department in appreciation of performing specific tasks or for exemplary performance of duties. Gifts to staff who speak at official functions may be considered an example of gifts of gratitude.

Benefit – a non-tangible item which is believed to be of value to the receiver (i.e. preferential treatment such as queue jumping, access to confidential information and hospitality)

Hospitality – the provision of accommodation, meals, refreshments or other forms of entertainment.

Bribe – a gift or benefit given specifically for the purpose of winning favours or to influence the decision or behaviour of a Council official to benefit someone or something.

Cash – money or vouchers which are readily convertible

Nominal value – is the monetary limit of the value of gifts or benefits that may be accepted (i.e. total value of gift or benefit received). A gift or benefit is of nominal value when it has no significant or lasting value

Significant value – a gift or benefit that has a value above the nominal value limit.

Token - often mass produced (i.e. pens, calendars, ties or items with a company logo on them), offered in business situations to individuals. Usually have a value under the nominal value limit.

Non token – items that are of a more individual nature, with a value above the nominal value limit. Items may include, free or discounted travel; use of holiday homes; corporate hospitality at major sporting events; free training excursions; tickets to major events and access to confidential information.

Conflict of interest – any situation in which an individual or corporation (either private or government) is in a position to exploit a professional or official capacity in some way for their personal or corporate benefit.

Public perception – the perception of a fair-minded person in possession of the facts

Gifts and Benefits Declaration Form – a form to be completed, when an individual receives a gift or benefit of a non token nature above the nominal limit or receives a series of token gifts or benefits in a specified time that may have significant aggregate value (Cumulative Gift).

Gifts and Benefits Register – a register maintained by Council of all declared gifts and benefits.

Skip to main content

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Department of Primary Industries, Parks, Water and Environment

Invasive Species

[Home](#)>[Invasive Species](#)>[Invasive Animals](#)>[Invasive Mammals](#)>[European Rabbits](#)>Release of Rabbit Calicivirus Disease

Release of Rabbit Haemorrhagic Disease (Rabbit Calicivirus Disease)

On this page

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- [Background](#)
- [Rabbit haemorrhagic disease \(RHD\)](#)
- [Delivery method for RHD](#)
- [Effects on rabbits](#)
- [Effects on other species](#)
- [Vaccine for domestic rabbits](#)

Current operations

Biosecurity Tasmania intends to undertake release of rabbit calicivirus, also known as rabbit haemorrhagic disease virus, for biological control of rabbit populations at various sites throughout Tasmania during March and April 2015. This release is part of a strategic and integrated program to support Tasmanian landowners in their rabbit control activities.

Proposed rabbit calicivirus release sites for the current program are shown below. This table will be updated weekly (each Monday) for the duration of the current program (23 March to 01 May 2015).

Date	Proposed release locations
23 March to 27 March 2015	Beaconsfield, Brighton, Burnie, Devonport, Don, Exeter, Granton, Greens Beach, Gretna, Lanena, New Norfolk, Otago Bay, Port Sorell, Robigana, Romaine, Rosegarland, Rosevears, Ulverstone
30 March to 3 April 2015	Acton, Bothwell, Cambridge, Jetsonville, Kempton, Lebrina, Lilydale, Lulworth, Oatlands, Roches Beach, Scottsdale
6 April to 10 April 2015	Carlton, Cremorne, Dodges Ferry, Grindelwald, Jetsonville, Lewisham, Lilydale, Scottsdale, South Arm
13 April to 17 April 2015	Castle Forbes Bay, Glen Huon, Huonville, Royal George, Seymour, St Helens, St Marys, Wattle Grove
20 April to 24 April 2015	Dilston, Hillwood, Hobart, St Leonards, Swan Bay, Tasman Peninsula, Windermere
27 April to 1 May 2015	Blackstone Heights, Carrick, Hobart, Kingston, Longford, Prospect Vale
4 May to 8 May 2015*	Blackstone Heights, Bruny Island, Kayena, Perth, Relbia, Snug, Youngtown

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** Current program has been extended to complete calicivirus release at all scheduled locations.*

11 May to 15 May 2015*

Blackstone Heights, Kayena, Perth, Relbia, Youngtown

** Current program has been extended to complete calicivirus release at all scheduled locations.*

18 May to 22 May 2015*

Berriedale, Oatlands

** Current program has been extended to complete calicivirus release at all scheduled locations.*

Note: Weather conditions and other factors can influence the effectiveness of the virus so it may not be released at all proposed locations if conditions are not deemed suitable by Biosecurity Tasmania.

Background

European rabbits are an invasive animal which has caused large scale economic and environmental damage in Australia. They have a wide range of impacts including competing with livestock for pasture and decimating food crops. The rabbit population is substantial in many areas of Tasmania, particularly in and around urban areas.

Biosecurity Tasmania uses rabbit haemorrhagic disease virus, also known as rabbit calicivirus, to undertake localised rabbit control where rabbit numbers are causing significant environmental impacts and the use of other control methods by landowners is not suitable.

Rabbit haemorrhagic disease (RHD)

Rabbit haemorrhagic disease (RHD) is a viral disease which only affects European rabbits. The virus probably originated from a less virulent form present in natural rabbit populations for many years. It was first reported in China in 1984 and soon after in other countries in Asia and Europe and in Mexico.

The virus was introduced to Australia in 1995 and Tasmania in 1997. Since then it has since spread throughout most of the country, mainly by natural spread.

Delivery method for RHD

RHD can be introduced into rabbit populations by trapping rabbits and injecting them with the virus or by introducing the virus on a bait. (See information on the [Australian Pesticides and Veterinary Medicines Authority website](#).)

In Tasmania, the virus is introduced on carrots following pre-feeding (using carrots) to attract rabbits to the release site. Use of the virus is restricted to trained Biosecurity Tasmania staff and other people who are assessed as competent.

RHD is widespread in rabbit populations in Tasmania. Introduction of virus may not be a satisfactory control option in all situations. It should only be considered for use in areas where:

1. other control techniques are unsuitable; and,
2. there has been no evidence of RHD for over 12 months.

Effects on rabbits

A rabbit infected with the virus will develop the disease within one to three days. Greater than 75 per cent of infected rabbits will die from the disease. RHD infects many organs including the lungs, gut and liver causing acute hepatitis that can kill the rabbit within 48 hours by causing rapid and widespread blood clotting.

Generally, only rabbits older than 12 weeks are susceptible to the virus. Rabbits younger than 12 weeks that are infected are less likely to die than older rabbits. Young rabbits that survive infection become immune adults.

It should be noted that some rabbits die very quickly from the disease and can look relatively normal externally. They may also show very few visible changes to the internal organs.

Effects on other species

There is no scientific evidence that RHD infects any other animals.

Australia has tested for the virus in at least 33 representative animal species, domesticated and wild, native and feral. All were given large doses of the virus and no signs of infection were observed. Worldwide, 43 different species have been tested and the virus did not infect any of them.

No evidence of RHD infection has ever been reported for humans. International laboratories confirm that human infection with RHD is not known to occur and no health effects have been seen, even in people working very closely with the virus.

Vaccine for domestic rabbits

Effective vaccines to protect domestic rabbits from RHD have been developed. These can be accessed through local veterinary clinics. Domestic rabbit owners should consult their local vet about vaccination.

The RHD vaccine is safe to use on pet and farmed rabbits. As with any vaccine for animals or humans, only vaccinate your rabbit when it is healthy.

Your veterinarian can advise on other issues to be aware of when having your rabbit vaccinated.

See also:

[Pindone for Rabbit Control](#)

[Contact](#)

Invasive Species Enquiries

Invasive Species Branch

171 Westbury Road

PROSPECT TAS 7250

Phone: 03 6777 2200

Fax: 03 6336 5453

Email: invasivespecies@dpipwe.tas.gov.au

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This page was created by the Department of Primary Industries, Parks, Water and Environment (Tasmania).

Questions concerning its content can be sent using the [feedback form](#) or by telephone.

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Australia International Trade Association

& Associates

Tasmania Trade Mission to China

headed by

Hon. JIM WILKINSON, PRESIDENT *and* Hon. GREG HALL, DEPUTY
PRESIDENT *of the* TASMANIAN LEGISLATIVE COUNCIL

June 25 – July 3, 2015



A photo of Guiyang City, Guizhou Province



ABOUT TRADE MISSION 2015

The Australia International Trade Association (AITA) & Associates is organizing its **TRADE & INVESTMENT MISSION to CHINA** from the 25th of June to 3rd of July, 2015. This event will provide you the unique opportunity to attend one of China's premier forums, and to network with representatives of China's most important industries, and it will also give you access to key government officials in areas including environment, trade, foreign affairs, agriculture, education, and more.

By attending the **this Mission To China**, you will be able to participate in:

- Attend Eco Forum Global
- Talks between provincial governments and multinational companies
- A Mayors' Forum on Sustainable Development
- A special China-Australia Exchange Forum
- Attend Official Receptions with leaders from Provincial governments;
- Visit businesses and meet with representatives of national associations and enterprises;
- Promote Tasmanian companies, industries, products, and projects;
- Familiarize yourself with fast growing Chinese markets;
- Meet potential Chinese investors

AITA & ASSOCIATES SERVICES

SERVICES INCLUDED IN THE PACKAGE (A\$ 3,900)*

- ✓ Round trip air tickets;
- ✓ Domestic flight tickets;
- ✓ Local transportation expenses;
- ✓ Traveling fares for City Tours;
- ✓ 6 nights' accommodation;
- ✓ Expo entry fees;
- ✓ Admission fees for conferences and forums;
- ✓ Networking luncheons and dinners;
- ✓ Business visits and meetings;
- ✓ Coordination with Chinese governments; and associations;
- ✓ Arrangement of group visits;
- ✓ Logistic support;
- ✓ Catering costs for networking functions;
- ✓ English Translator located within the pavilions and in each meeting.
- ✓ Tour Guide.

Extra services such as printing, promotions, and public relations available upon request.

*Cost based on double occupancy; add A\$ 350 for single occupancy



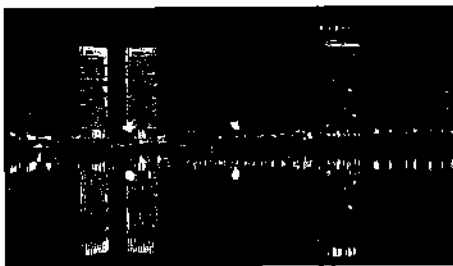
The Australia International Trade Association (AITA) & Associates has been working for more than ten years on developing relationships between China and the rest of the world in multiple areas, including but not limited to trade, business, agriculture, education, culture, and technology. We have been granted many close contacts at government and business levels, in governments and corporations, and are trusted and recognized as an ambassador for two-way exchange. Our success is built on a group of professional and passionate team with seasoned work experiences based on the mutual communication between China and rest of the world.

CITY INTRODUCTIONS



Guiyang is the political, economic, educational and cultural center of Guizhou Province, and also an ecological experimental city in the field of recycling. "The Forest City" is not only a resort in summer, but also an open, ecological and harmonious modern city suitable for human habitation. It is an important traffic hub in southwestern region of China and also a communication center, a comprehensive industrial base and a scenic spot.

Changsha, capital of Central China's Hunan province, is at the center of a rich agricultural region amid the Hunan plains and bordering the Xiang River. Mao Zedong was born in nearby Shaoshan, and he studied and taught at Changsha. Today Changsha is an important commercial center and river port, with abundant light industrial production. Changsha is one of China's 20 most "economically advanced" cities, and its Sky City Skyscraper (pictured right) is planned to be the tallest building in the world.



Hefei is the capital of Anhui province, and also serves as the political, economic, financial, and commercial hub of the province. Hefei is an ancient city with a history spanning over 2,000 years. It is named the "City of Science and Education" due to its top universities. As the most developed city in Anhui, Hefei has attracted the most foreign investment. It was identified by The Economist in 2012 as the world's fastest growing metropolitan economy, with industries including machinery, electronics, chemistry, steel, textile, and cigarettes, among others.

Beijing, the second-largest biggest city in China, is its political, cultural and intellectual centre. With a three-thousand year history, it is one of the oldest capital cities in the world, and is famed for its Great Wall, Summer Palace, and other attractions. Beijing's economic influence within China is unparalleled; It has a highly diverse business sector, with headquarters of 52 fortune 500 companies, as well as most of China's biggest state-owned enterprises - and it is also becoming increasingly known for its technology and entrepreneurship. Any journey to China should start with Beijing.



The signing of an agreement to pursue a friendship city relationship is part of the results of the APEC SMETC Mission organized by AITA & Associates in June, 2014.



DETAILED ITINERARY

Day	Date	City	Activities
1	Thursday, June 25	Melbourne → Guiyang	In transit
2	Friday, June 26	Guiyang	Morning: Participate in the opening ceremony of <i>Eco Forum Global Lunch reception with Guiyang City and Guizhou Province officials, chambers of commerce, and major enterprises</i> Afternoon: Participate in Guiyang-Australia Trade Seminar with Federation of Industry and Commerce, Federation of Overseas Returned Chinese, Department of Foreign Affairs, industry associations, and friendship associations.
3	Saturday, June 27	Guiyang	Morning: "Invest in Tasmania" Seminar with Guiyang municipal and Guizhou provincial governments, industry associations, chambers of commerce, major state-owned and private enterprises Afternoon: Field visits to green energy production bases
4	Sunday, June 28	Guiyang → Changsha	Morning: Guiyang city tour Afternoon: In transit Evening: Changsha city tour
5	Monday, June 29	Changsha	<i>Lunch Reception with Changsha City and Hunan Province officials</i> Afternoon: Changsha-Hunan Trade Seminar with chambers of commerce, Hunan provincial and Changsha municipal departments of foreign affairs, Bureau of Commerce, China Center for the Promotion of International Trade, Federation of Industry and Commerce, and industry associations
6	Tuesday, June 30	Changsha → Hefei	Morning: High-speed train to Anhui Evening: Sister City Forum with local departments of foreign affairs, Hefei City and Anhui Province officials, and chambers of commerce
7	Wednes- day, July 1	Hefei → Beijing	Morning: Flight to Beijing Afternoon: Mayors' Forum with local governments, China Association for Friendship with Foreign Countries, national organizations
8	Thursday, July 2	Beijing → Melbourne	Morning: "Invest in Tasmania" seminar with provincial-level ministers, industry associations, chambers of commerce, major state-owned and private enterprises Afternoon: Beijing city tour Evening: flight to Melbourne
9	Friday, July 3	Melbourne	Arrive in Melbourne

Australia International Trade Association & Associates

Add: Level 4, Office Building A2, Midtown Dongcheng District, Beijing, 100061

Tel: +61 (0)2 91881856 (China +86 10 6716 2030) Mob: +61481146176

Email: michael@aita.com.cn, michael@acscs.com.au, michael@internglobal.com,

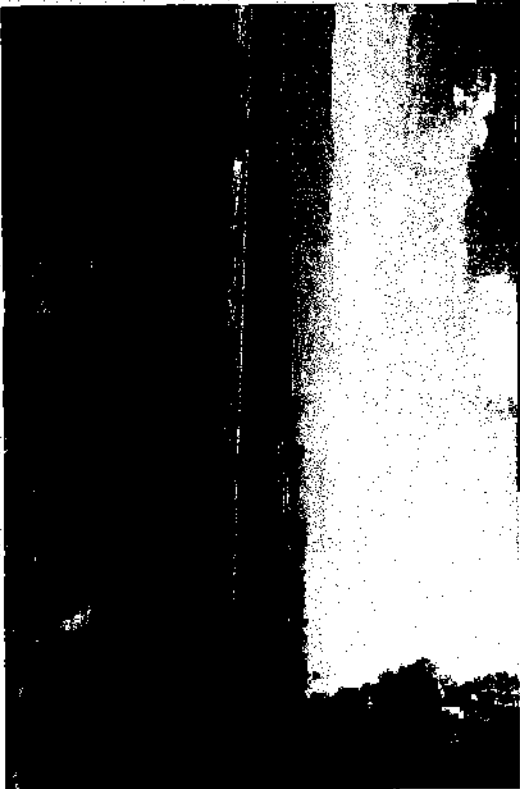
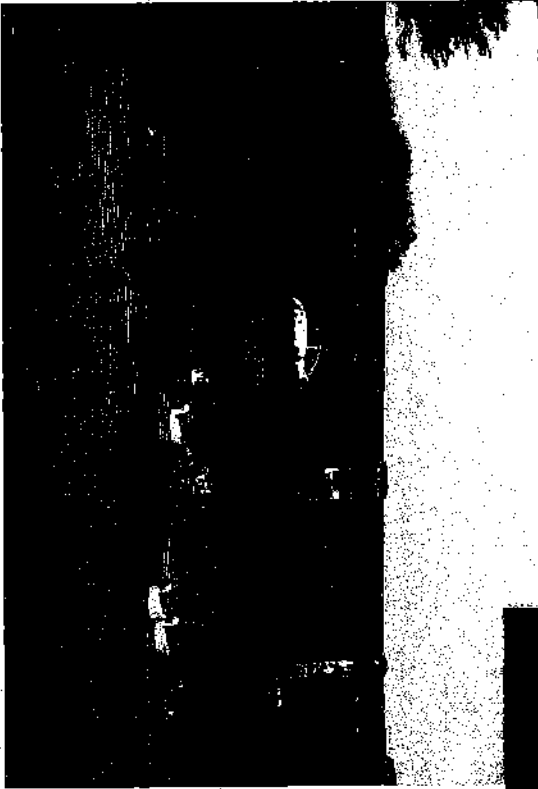
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Northern Midlands

Tasmania's historic heart

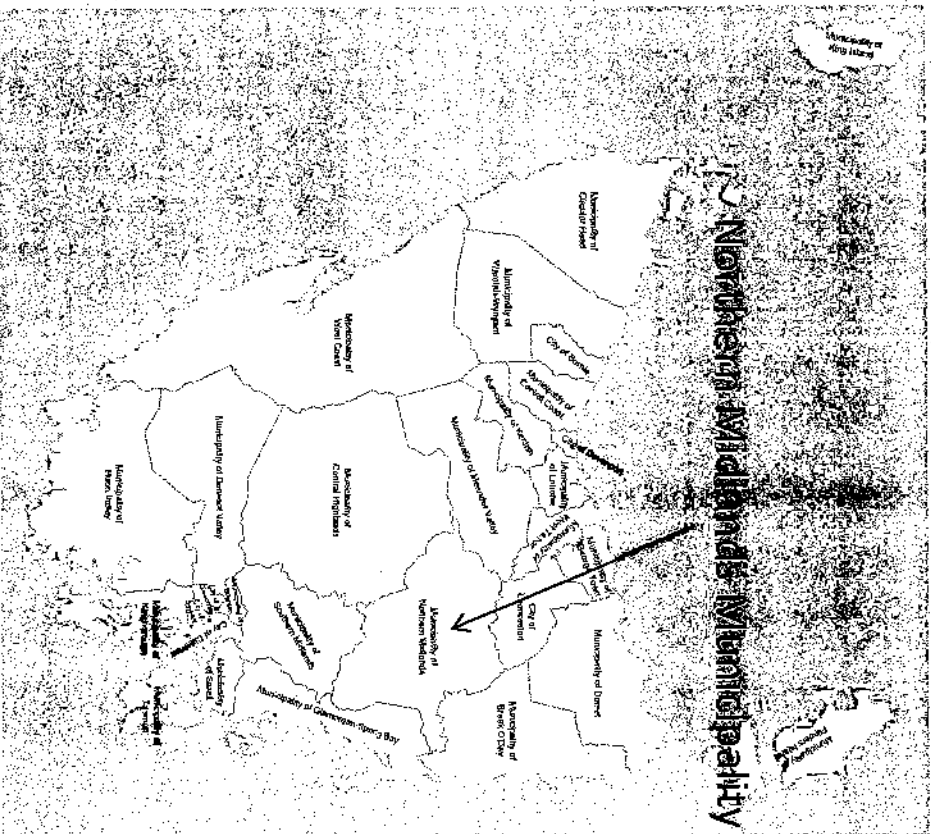
A must see and do visitor destination, ripe for exploration and discovery



Northern Midlands



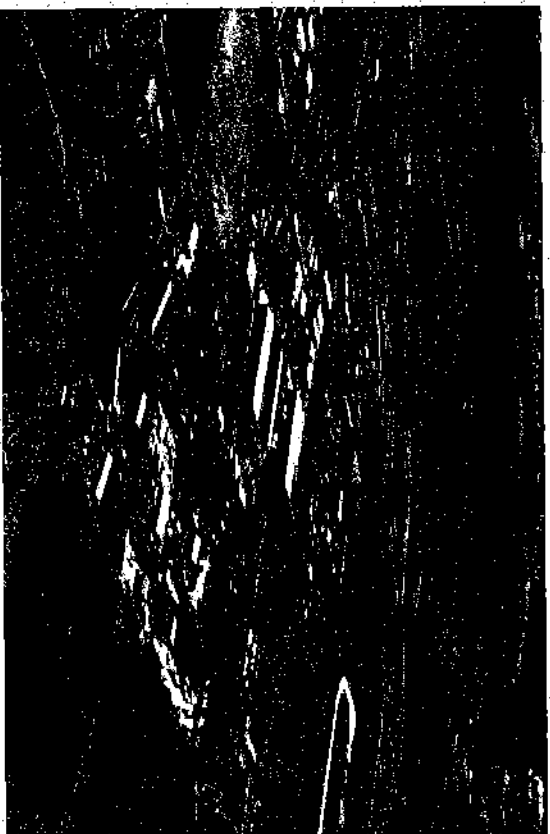
- The Northern Midlands is one of the largest and most diverse municipalities in Tasmania, covering an area of 5,130 km.
- The population of approximately 12,700 is expected to remain static over the next five years, however, there is continuing development in and around the towns of Longford, Perth and Evandale.



Northern Midlands



- The Launceston Gateway Precinct is 15 minutes drive from the City of Launceston
- It covers 300 ha and includes the Launceston Airport, the Translink business, transport and industrial precinct and Western Junction Rail node
- The precinct is less than 2 hours by road to all other major Tasmanian centres, approximately 50 mins by air to Melbourne and less than 1 hour by road to the deep water Port of Bell Bay

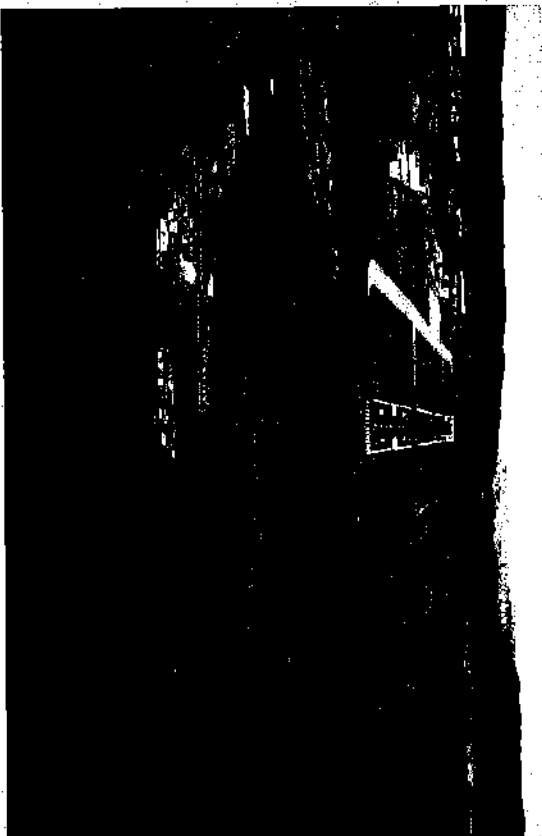


Northern Midlands



Growth Opportunities for the Launceston Gateway Precinct

- **Air Freight**
 - Significant recent airport investment in enhanced air freight infrastructure (freight apron and warehousing)
 - Underutilised "belly" space on passenger aircraft and surplus capacity on overnight air freighter present freighting opportunities
 - Actively seeking increased air freight to underpin sustainable air routes. Air currently makes up less than 2% of the total Tasmanian freight uplift
- **Landside Development**
 - Landside areas of approximately 7.5 ha which provide opportunities for retail, commercial, light industrial, transport and warehousing activity



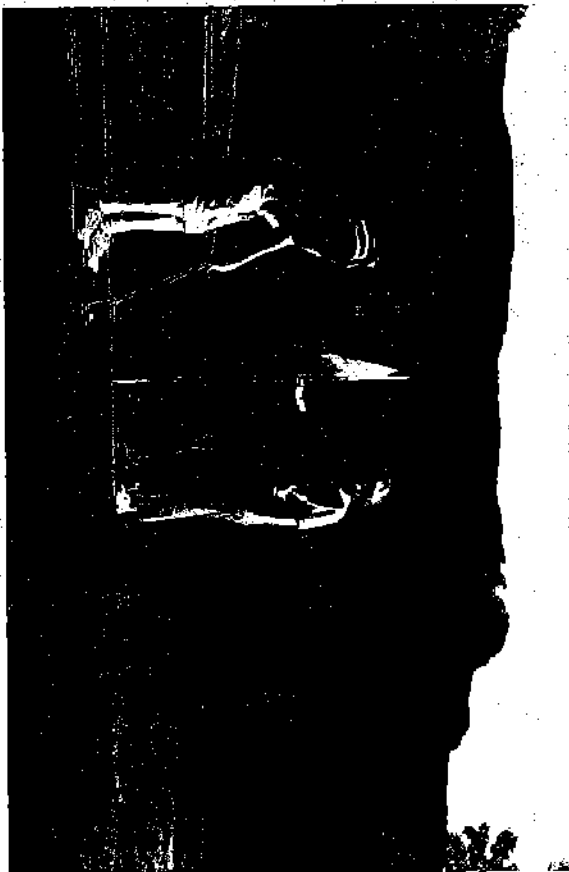
Northern Midlands

- Industries within the Northern Midlands include:
 - Tourism;
 - Agriculture;
 - Meat production; and
 - Rural processing.

Northern Midlands

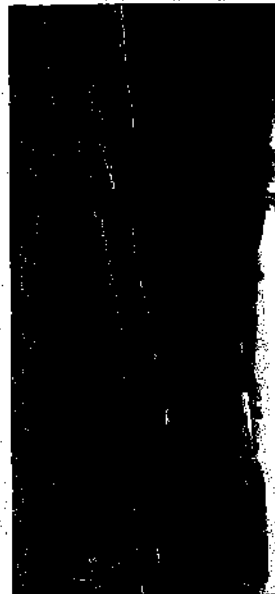
We provide authentic experiences and endless opportunities to interact with the locals

NORTHERN
MIDLANDS
COUNCIL



Northern Midlands

We are home to a picturesque landscape, no matter what the season



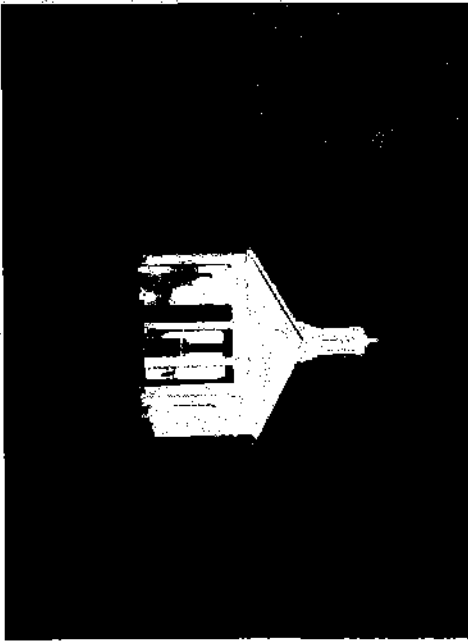
Northern Midlands



There are a number of heritage buildings and sites in the municipality, including two World Heritage Convict Built Sites, Brickendon and Woolmers Estates



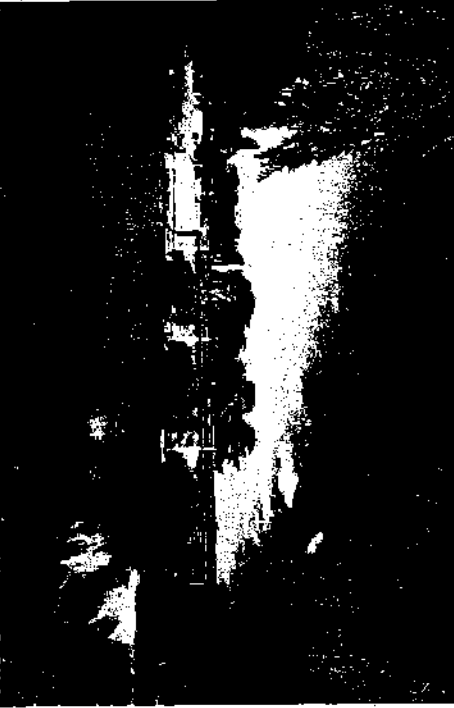
Clarendon



St Andrews Uniting Church, Evandale



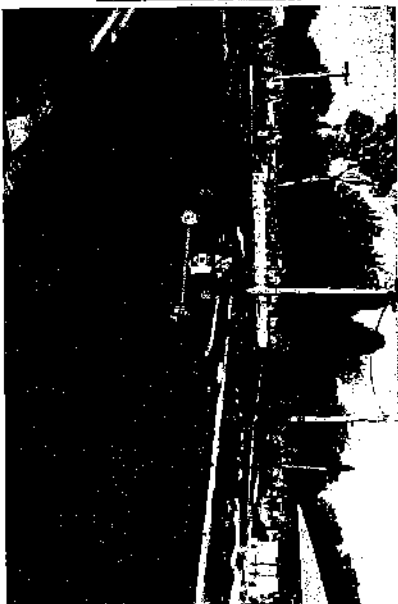
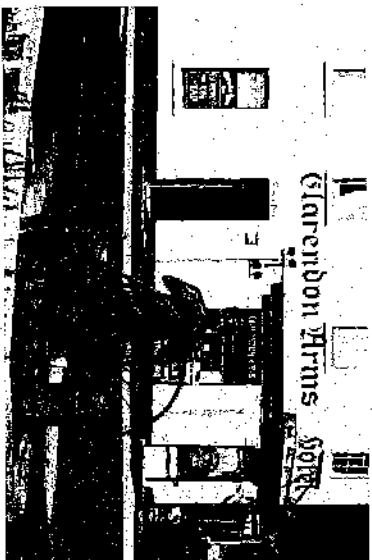
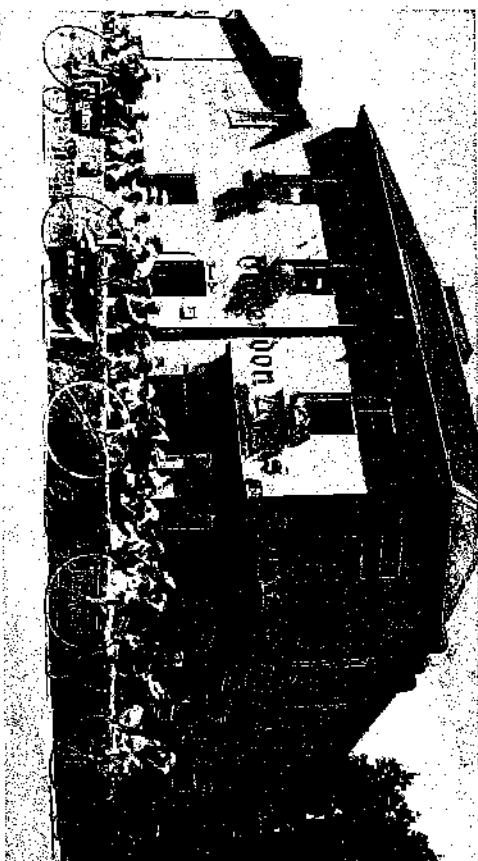
Woolmers



Ross Bridge

Northern Midlands

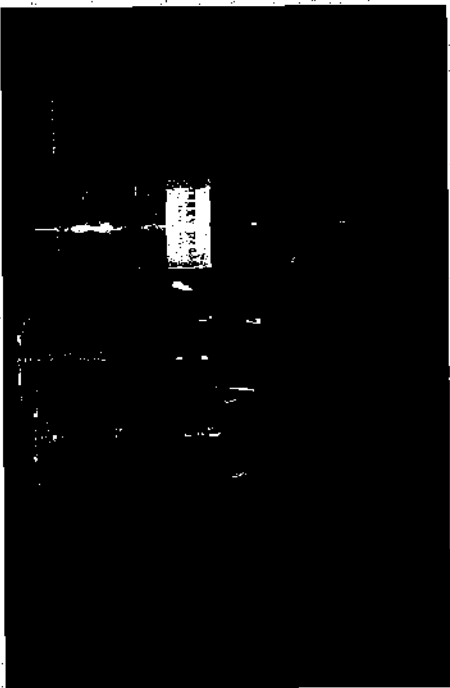
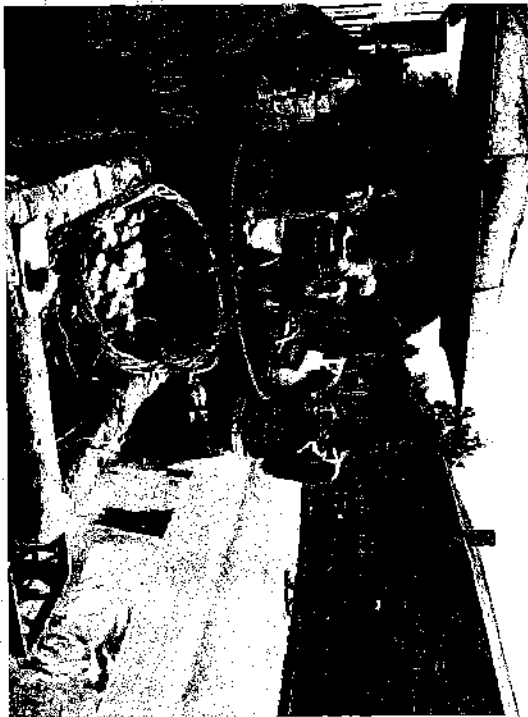
Experience our quaint townships, or one of our vibrant events



You will be welcomed at our local markets, and will enjoy our local produce

Northern Midlands

NORTHERN
MIDLANDS
COUNCIL



Northern Midlands

Meet the friendly "locals"



Northern Midlands

Agricultural production

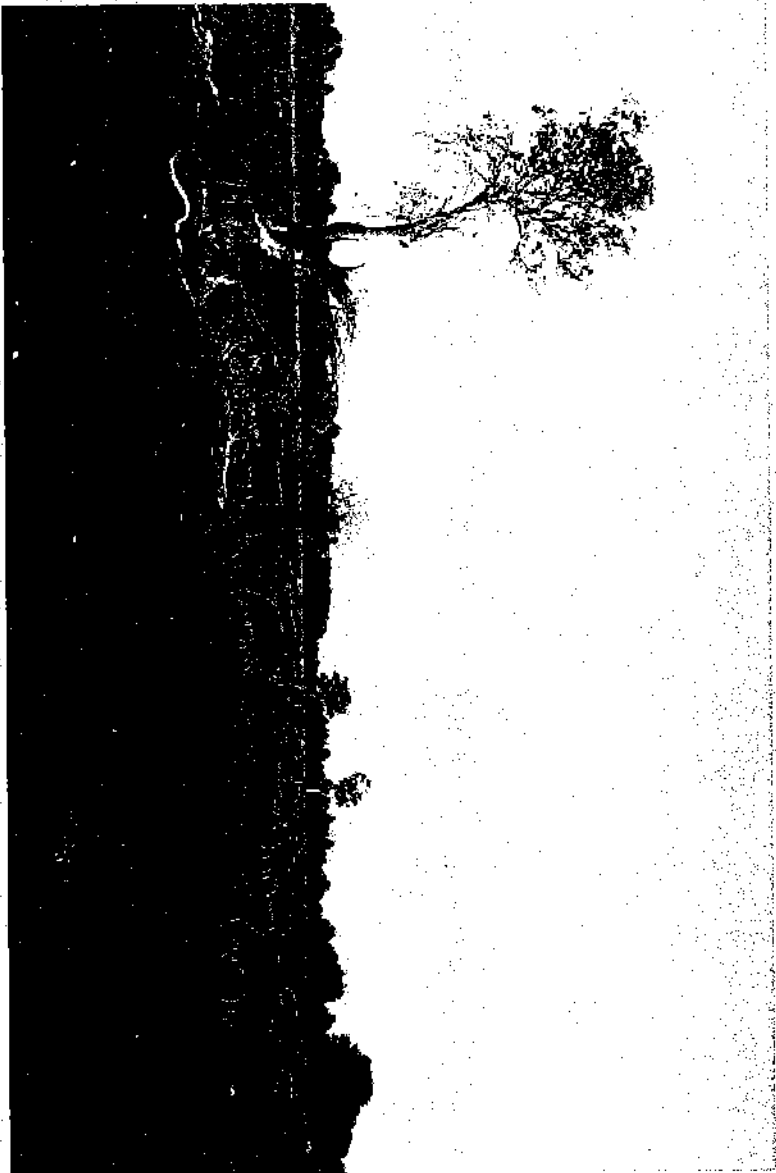
- Agricultural production is integral to the economy of the Northern Midlands.
- The estimated value of agricultural output in the Northern Midlands is \$120 million annually.
- This is the highest volume of output in the north of the state.



Northern Midlands

Agricultural production

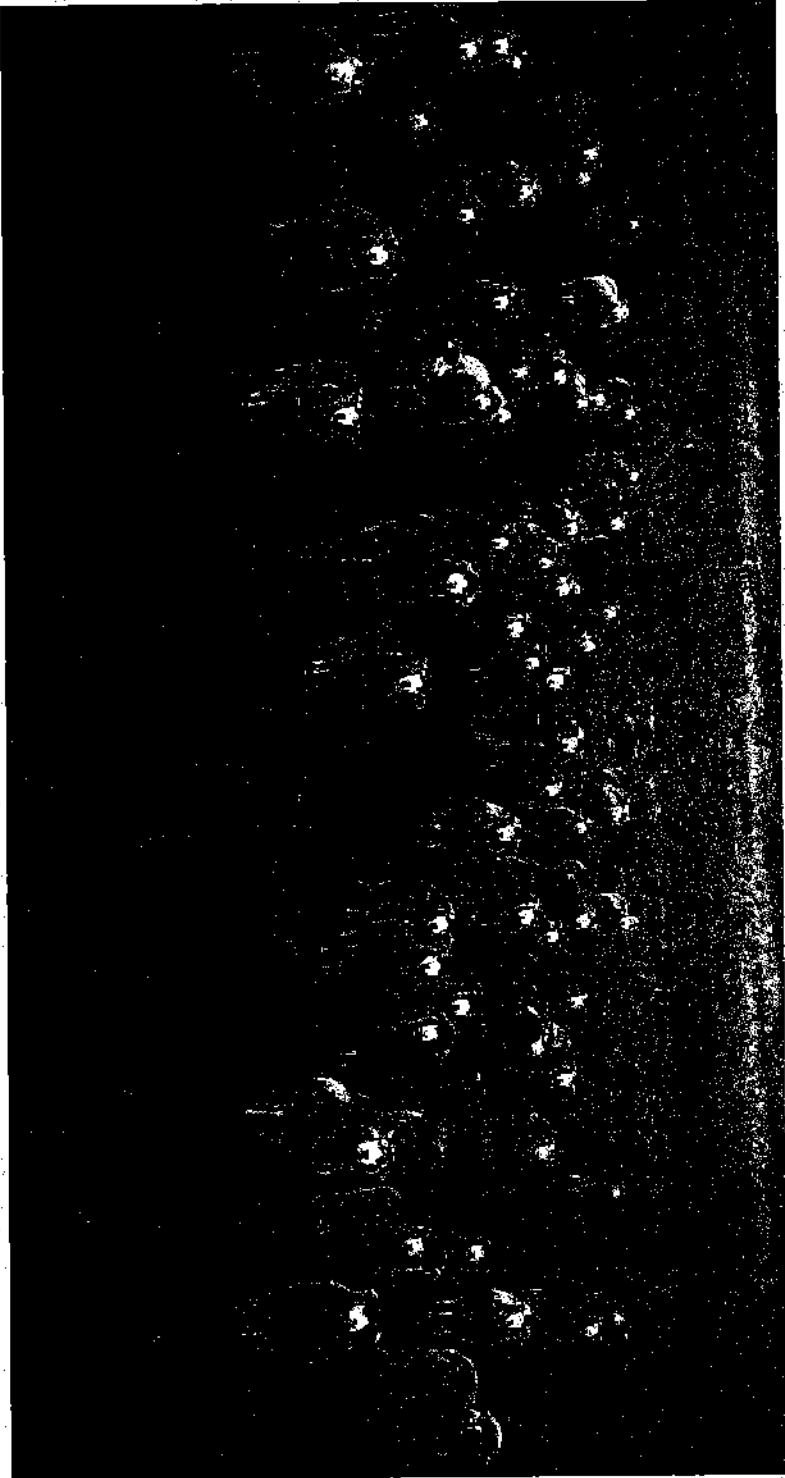
- Cattle production in the Northern Midlands is \$24.5 million annually



Northern Midlands

Agricultural production

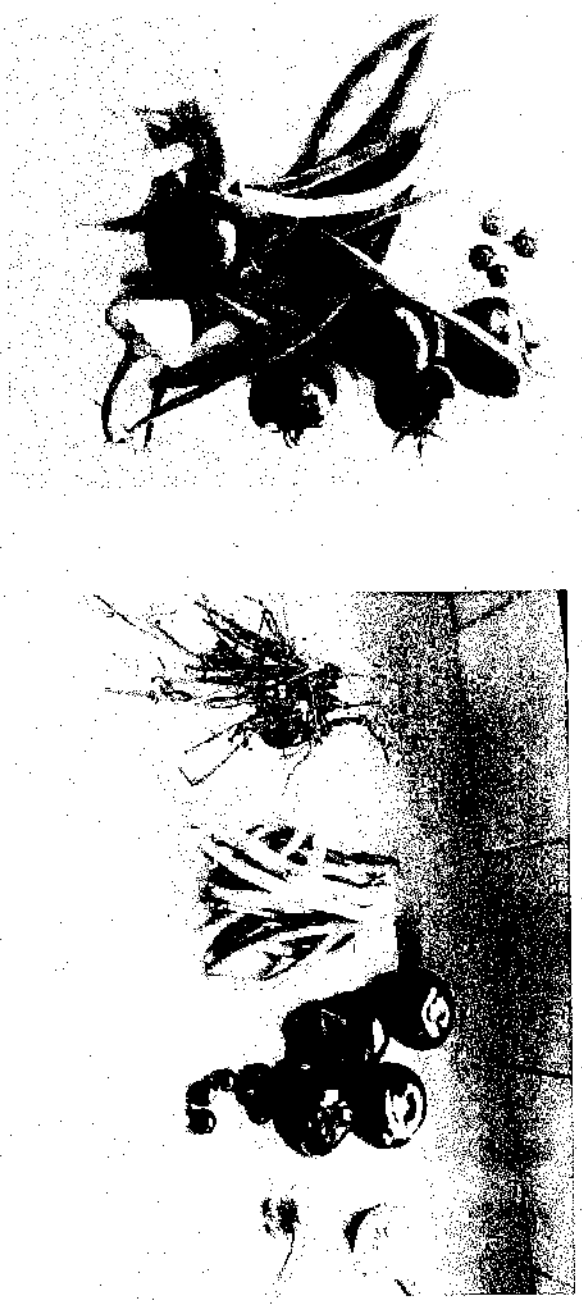
- Wool production in the Northern Midlands is \$22.5 million annually



Northern Midlands

Agricultural production

- Vegetable production in the Northern Midlands is \$22 million annually



• Information supplied from the Regional Land Use Strategy of Northern Tasmania – 23 September 2013.

Northern Midlands

Meat production

- There are two abattoirs in the Northern Midlands:
 - JBS Swift; and
 - Tasmanian Quality Meats

Northern Midlands

Irrigation

- Irrigation has been integral to agricultural growth in the Northern Midlands



Northern Midlands

Irrigation

- The further development of irrigation will mean:
 - The expansion of existing industries such as wool, beef, lamb and cropping, and in the future;
 - Strong growth in areas such as other commodities.



Northern Midlands

Irrigation

- Expansion of the agricultural industry through irrigation is also seeing the expansion of rural processing centres in the region, including:
 - seed production;
 - livestock trading;
 - grain handling; and
 - other industries.

Policy 47 CODE OF CONDUCT FOR ELECTED MEMBERS

POLICY NUMBER	47
OBJECTIVE	<p>The Code will give us a clear understanding of how to behave in our dealings with one another and with members of the community. It gives us the 'rules of the game'.</p> <p>It will give us a sound basis for making day to day decisions by helping to 'draw the line' and give confidence about what's acceptable and what's not.</p> <p>The Code recognises that a sound, productive basis for dealings between Councillors and staff – and between each other within each group – is essential for Council being able to deliver a quality service to the Northern Midlands community.</p> <p>This Code will raise positive community awareness about Council, and build confidence in our professionalism.</p> <p>The objective of this Code of Conduct is to provide Councillors with guidelines for their conduct in their duty as an elected member of the Northern Midlands Council.</p>
STATUTORY AUTHORITY	Section 28E of the Local Government Act 1993; and R.22A Local Government (General) Regulations 2005
POLICY	<p>Adopted 5 June 2006 – Min Ref 187/06</p> <p>Amended 17 September 2007 – Min Ref 297/07</p> <p>Amended 17 November 2008 – Min Ref 261/08</p> <p>Endorsed 18 October 2010 – Min Ref 273/10</p> <p>Amended 20 August 2012 – Min Ref 209/12</p> <p>Amended 15 October 2012 – Min Ref 274/12</p> <p>Amended 22 June 2015 – Min Ref</p>

Comment [ALM1]: This part has been removed and a concise objective identified.

POLICY

1. INTRODUCTION

This Code of Conduct sets out the manner in which Northern Midlands Council expects those elected to Council to behave in respect to all aspects of their role.

This document is based on the Model Code of Conduct Template produced by the Local Government Association of Tasmania.

The document provides guidance to the Mayor, Deputy Mayor and councillors to assist them in carrying out their duties in an appropriate manner as well as information to the community on how they can expect their local government representatives to behave.

In developing this Code of Conduct, Council has been mindful of the statutory requirements related to Codes of Conduct in the *Local Government Act 1993* and the *Local Government (General) Regulations 2005* and also recognise that the standards in this Code of Conduct are in addition to the requirements of the *Local Government Act 1993* and related

Comment [ALM2]: Note – some sections of this document are in a different order to the current Policy 47, these have been rearranged to ensure the document flows.

legislation.

~~Northern Midlands Council is committed to maintaining a reputation of responsibility, integrity and fair dealing. In order to maintain these standards councillors must set a good example and conduct themselves in a way that demonstrates the highest ethical standards and sound internal governance.~~

~~Central to this is ensuring that our organisation is legally and ethically aligned with the directions of the council as governing body, and that council is well informed and served by the knowledge and skills of competent officers.~~

~~This code of conduct will assist councillors in dealing with ethical and behavioural problems which may be encountered in our work and in our roles as representatives of Council.~~

~~Our community is entitled to expect that the business of council will be conducted in a professional manner, with efficiency, impartiality and integrity. Our duty to the public will always have absolute priority over our private interests. It is the personal responsibility of councillors to comply with the standards in this code and regularly review their personal circumstances with this in mind.~~

Our Code of Conduct has been developed with Councillors – it belongs to all of us.

The Code is not an external set of rules. It is, quite simply, central to how we work.

The Code is not a 'tick the box and I'm OK' document.

The Code is a framework for a professional, thoughtful and productive approach to the complex roles and work of council elected representatives.

Why do we have a Code of Conduct?

The Code will give us a clear understanding of how to behave in our dealings with one another and with members of the community. It gives us the 'rules of the game'.

It will give us a sound basis for making day to day decisions by helping to 'draw the line' and give confidence about what's acceptable and what's not.

The Code recognises that a sound, productive basis for dealings between Councillors and staff – and between each other within each group – is essential for Council being able to deliver a quality service to the Northern Midlands community.

This Code will raise positive community awareness about Council, and build confidence in our professionalism.

Comment [ALM3]: This section of the introduction has been removed as the content is repetitive and does not provide additional necessary introduction to the document.

We understand that as councillors, we are in a position of trust and that collectively we are responsible for decisions which impact on all in our community.

2. LEGISLATION

Section 28E of the Local Government Act 1993 currently requires the following:

- 1) A council must adopt a code relating to the conduct of councillors by 1 July 2006
- 2) A code of conduct must –
 - a) Be consistent with this Act; and
 - b) Address any prescribed matters; and
 - c) Be reviewed within 12 months after an ordinary election
- 3) The general manager is to make a copy of the council's code of conduct and any

amendments to the code available –

- a) For public inspection at the public office during ordinary office hours; and
- b) For purchase at a reasonable charge; and
- c) On its internet site free of charge.
- 4) A councillor is to comply with the provisions of the code of conduct in performing the functions and exercising the powers of a councillor.

Moreover, Regulation 22A of the *Local Government (General) Regulations 2005* prescribes that each council code of conduct must contain a number of elements. These are:

- a) Conflicts of interest
- b) The use of the office of councillor, mayor or deputy mayor
- c) The use of council resources
- d) The use of council information
- e) The giving and receiving of gifts and benefits
- f) Relationships with the community, other councillors and council employees
- g) The representation of the council

To see all the regulations prescribing how a complaint must be made and dealt with please go to www.thelaw.tas.gov.au.

4. — PURPOSE

~~A Councillor who honestly and faithfully observes the requirements of this Code of Conduct and any relevant laws and Council policies is entitled to expect the publicly expressed support of Council and his or her colleagues against unfair allegations of dishonesty or partial performance of his or her public duties.~~

Northern Midlands Council recognises the importance of ethical behaviour and fairness to all parties:

~~We the elected representatives of the Northern Midlands Council are committed to discharging our duties conscientiously and to the best of their ability. We will at all times endeavour to:~~

- ◆ ~~Understand the standards of conduct and behaviour expected;~~
- ◆ ~~Act in a way that embraces public confidence in the integrity of local government;~~
- ◆ ~~fulfil our statutory duties to act honestly and exercise a reasonable degree of care and diligence;~~
- ◆ ~~Act with impartiality, taking into account all the information available and making decisions solely on merit;~~
- ◆ ~~Treat all people with respect;~~
- ◆ ~~Act honestly, declaring our interests, following policies and processes and exercising powers strictly for the purpose intended;~~
- ◆ ~~Be accountable for our decisions, making clear our reasons, keeping proper records and showing discipline and responsibility;~~
- ◆ ~~Show leadership through demonstrating the behaviour we expect of others and ourselves; and~~
- ◆ ~~Act in the best interests of the entire municipal area and the community, balancing~~

the interests of all stakeholders.

The code of conduct applies equally to formal and informal dealings between Councillors, between Councillors and staff, and between Councillors and others.

The requirements of this Code of Conduct for Councillors are complementary to the minimum statutory requirements of Councillors pursuant to the *Local Government Act 1993* and other relevant Acts or Regulations. Many of these legislative requirements have been included in the Code of Conduct for Councillors so that it provides a complete summary of the Council's behavioural expectations of Councillors.

The general principles upon which this code is based are:

Selflessness

Councillors have a duty to make decisions solely in the public interest. Councillors must not act in order to gain financial benefits for themselves, their family or friends. *This means making decisions because they benefit the public, not because they benefit the decision-maker.*

Integrity

Councillors must not place themselves under any financial or other obligation to any individual or organisation that might reasonably be thought to influence them in the performance of their duties.

Objectivity

Councillors must make decisions solely on merit and in accordance with their statutory obligations when carrying out public business. This includes the making of appointments, awarding of contracts or recommending individuals for rewards or benefits. *This means fairness to all; impartial assessment; merit selection in recruitment and in purchase and sale of council's resources; considering only relevant matters.*

Accountability

Councillors are accountable to the public for their decisions and actions and must consider issues on their merits, taking into account the views of others. *This means recording reasons for decisions; submitting to scrutiny; keeping proper records; establishing audit trails.*

Openness

Councillors have a duty to be as open as possible about their decisions and actions, giving reasons for decisions and restricting information only when the wider public interest clearly demands. *This means giving and revealing reasons for decisions; revealing other avenues available to the client or business, when authorised; offering all information; communicating clearly.*

Honesty

Councillors have an obligation to act honestly. Councillors must declare any private interests relating to their public duties and take steps to resolve any conflicts that may arise in such a way that protects the public interest. *This means obeying the law; following the letter and spirit of policies and procedures; observing rules of conduct; fully disclosing actual or potential conflicts of interests and exercising any conferred power strictly for the purpose for which power was conferred.*

Leadership

~~Councillors have a duty to promote and support these principles by leadership and example to maintain and strengthen the public's trust and confidence in the integrity of the council. This means promoting public duty to others in the council and outside, by their own ethical behaviour.~~

Respect

~~Councillors recognise and utilise the diversity of the community it serves. Councillors must treat with respect other Councillors, staff and community members and the roles they play; treating them with courtesy and respect at all times. This means recognizing the various backgrounds and viewpoints of other people, respecting differing opinions and the rights of individuals.~~

Comment [ALM4]: This section has been removed as the content is covered under Section 3 – Statement of Values and Sections 4 and 6-13 – Standards of Conduct.

5. ETHICAL STANDARDS OF COUNCILLORS

~~Ethical standards provide trust, consistency, community leadership and clarity in decision making.~~

~~The community is entitled to quality service and a positive helpful attitude from Councillors. It is important that everyone involved with Council act in a manner that enhances community confidence in our Council.~~

~~Loyalty to the municipality and the Council is expected. As a Councillor, you are committed to the community, to balancing competing interests and to serving overall community interests as fairly and effectively as possible in both short and long terms:~~

~~Your actions will demonstrate:~~

- ~~• Honesty and integrity, making decisions without influence, fear, favour or reward,~~
- ~~• Fiscal responsibility, prudence and probity,~~
- ~~• Respect for the roles, responsibilities and specialist knowledge of Council staff,~~
- ~~• Accountability, openness and transparency,~~
- ~~• Open acknowledgment of any potential for conflict of interest, whether real or apparent, and its avoidance so far as practicable.~~

~~You are also required to:~~

- ~~• Be frank and honest in your dealings with each other,~~
- ~~• Act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code,~~
- ~~• Act in good faith (i.e. honestly, for the proper purpose, without exceeding your powers) in the interests of the Council and the community,~~
- ~~• Adhere to and refine procedures to safeguard equity, effectiveness, integrity, transparency and accountability,~~
- ~~• Refrain from any form of conduct, in the performance of your duties, which may cause offense, embarrassment, humiliation, or is insulting or intimidating,~~
- ~~• Refrain from taking advantage of your position to improperly influence other members or employees in the performance of their duties or functions, in order to gain~~

~~undue or improper (direct or indirect) advantage or gain for yourself or any other person or body,~~

~~◆ Ensure compliance with the proper and reasonable administrative practices and conduct, and professional and responsible management practices, and~~

~~◆ Ensure compliance with all policies and procedures in place with the Council.~~

~~If you are unsure about the ethical issues around an action or decision you are about to take, you should consider these five points~~

~~◆ Is the decision or conduct lawful?~~

~~◆ Is the decision or conduct consistent with council's policy and with council's objectives and code of conduct?~~

~~◆ What will the outcome be for the councillor, colleagues, staff, the council and any other parties?~~

~~◆ Do these outcomes raise a conflict of interest or lead to private gain at public expense?~~

~~◆ Can the decision or conduct be justified in terms of the public interest and would it withstand public scrutiny?~~

~~If you are uncertain about an action or decision you have the right to question that action or decision and seek advice from other people.~~

Comment [ALM5]: This section has been removed as its content is covered in Sections 7-10.

3. STATEMENT OF VALUES

We the elected representatives of Northern Midlands Council are committed to discharging our duties conscientiously and to the best of their ability. We will at all times endeavour to:

- Act with impartiality, taking into account all the information available and making decisions solely on merit;
- Treat all people with respect;
- Act honestly and ethically, declaring our interests, following policies and processes and exercising powers strictly for the purpose intended;
- Be accountable for our decisions, making clear our reasons, keeping proper records and showing discipline and responsibility;
- Show leadership through demonstrating the behaviour we expect of others and ourselves; and
- Act in the best interests of the entire municipal area and the community, balancing the interests of all stakeholders.

4. STANDARDS OF CONDUCT

Eight standards of Conduct have been identified. These are:

1. Objective Decision-Making

Councillors must ensure that they bring an impartial and unprejudiced mind to all matters being decided upon in the course of council duties.

This does not mean that councillors are automatically disqualified purely for having

held a public view on a matter which is the subject of a council decision. In a case involving a Tasmanian council, the court found that "*expressing such views is part of the electoral process*"¹ provided that expressing an opinion does not go as far as indicating a decision has been made.

Elected representatives should adhere to council policy and legal advice in relation to expressing personal versus council views.

2. Conflict of Interest

Councillors must ensure that, when carrying out their public duty, they are not wrongfully influenced by other external interests that they have, or duties that they owe. They must therefore, in all such dealings, put the interests of their community first. The onus is on Councillors to identify a conflict of interest, whether perceived or real, and take appropriate action to resolve the conflict in favour of their public duty.

3. Proper Use of Office

Councillors must not improperly use their position to gain an advantage or confer a disadvantage for themselves or anyone else. They must not conduct themselves in a way which could bring the Council or the position of councillor into disrepute.

4. Proper Use of Resources

Councillors must ensure that neither they nor others associated with them wrongfully benefit at the expense of the Council and its people, and thus are required to use Council property and resources strictly for the purposes of performing their role.

5. Proper Use of Information

Councillors must not disclose, without consent, confidential information or other information which they have acquired as a result of their office with Council. Further, they must actively protect all confidential and other information of Council which comes into their possession or knowledge.

6. Gifts and Benefits

Councillors hold positions of trust within the community. Councillors must exercise their powers and carry out their duties without being influenced by personal gifts or benefits which they might otherwise enjoy.

7. Relationships with the community, councillors and council staff.

Councillors must be familiar with, and adhere to, laws relating to treatment of people (e.g. antidiscrimination laws) and must treat people with courtesy, fairness, dignity and respect.

8. Representation of the Council

Councillors must ensure that when representing the Council they only do so within the ambit of their authority. Furthermore, councillors must make clear when a personal opinion, as opposed to a Council policy or decision, is being discussed.

In developing these standards the Council has given consideration to the legislative requirements of a Code of Conduct and the values we wish to support.

¹ R v West Coast Council; ex parte Strahan Motor Inn [1995] TASSC 47 (at paragraph 30)

Further detail on each of the standards, and examples of breaches of the Code of Conduct in relation to these standards is provided in subsequent sections.

5. APPLICATION OF THE CODE OF CONDUCT

This Code of Conduct applies to a councillor whenever he or she:

- conducts council business, whether at or outside a meeting;
- conducts the business of his or her office - that may be mayor, deputy mayor or councillor; or
- acts as a representative of the Council.

A complaint for the failure to comply with the provisions of the Code of Conduct may be made where the Councillor fails to meet the standard of conduct specified in the Code.

Councillors should only invoke the provisions of this Code in good faith, where it is perceived that another Councillor has not complied with its provisions or intent. Councillors should in all cases attempt to resolve matters of disagreement with one another in the first instance and not immediately resort to a formal complaint.

For information on how to make a complaint, you can talk to the General Manager.

Comment [ALM6]: This section has been relocated from Section 1 to Section 5 so the document flows. The content has not been altered.

6. STANDARD OF CONDUCT 1 – OBJECTIVE DECISION-MAKING

~~Councillors must ensure that they bring an impartial and unprejudiced mind to all matters being decided upon in the course of council duties.~~

~~This does not mean that councillors are automatically disqualified purely for having held a public view on a matter which is the subject of a council decision. In a case involving a Tasmanian council, the court found that "expressing such views is part of the electoral process" provided that expressing an opinion does not go as far as indicating a decision has been made.~~

~~To this end Councillors are entitled to participate in discussions with developers and interested third parties after a development application is lodged and to attend private and public meetings and briefings in relation to an application that will be determined by the Council as a planning authority under the Land Use Planning and Approvals Act 1993 provided Councillors keep an open mind and act fairly and impartially.~~

~~Elected representatives should adhere to council policy and legal advice in relation to expressing personal versus council views.~~

Expectations of Councillors

Councillors must ensure that:

- a) In all of their dealings related to their Council duties, including in making decisions, they strive to do so free of any bias or pre-judgement;
- b) They make decisions solely on merit and in accordance with their statutory obligations when carrying out public business, including the awarding of contracts or recommending individuals for rewards or benefits; and
- c) In making decisions they must:
 - inform themselves as much as possible;

Comment [ALM7]: The key part of the Standards of Conduct are the Expectations of Councillors. Other content has been removed. The purpose of the Code is to provide a broad guideline of duties of Elected Members, the other information previously in this section does not add to this. Supporting examples have also been included.

- take all relevant facts known to them, or that they should be reasonably aware of, into consideration; and
- have regard to the particular merits of each case independent of any personalities involved.

Supporting Examples

- 1) If a councillor makes a public pronouncement about support of, or opposition to, an application prior to a decision of Council or suggests prior to a forthcoming Council or Council Committee meeting that they have already come to a decision, it is likely to give members of the public the view that the Councillor has already pre-judged the matter before a decision is made (whether that view is right or wrong does not matter).
- 2) Councillors ought not sign a public petition to Council or be party to a legal claim against Council which demonstrates that in their capacity to influence a decision of Council, they will be likely to bring a partial and/ or prejudiced view.

7. STANDARD OF CONDUCT 2 – CONFLICT OF INTEREST

~~Where the individual stands to gain it is wiser to take no part in decisions, discussions or operations.~~

~~Councillors must ensure that, when carrying out their public duty, they are not wrongfully influenced by other external interests that they have, or duties that they owe.~~

~~A conflict of interest arises if it is likely that a private interest could conflict, or be seen to conflict, with the performance of a Councillor's public or professional duties.~~

~~It is essential that members of the public, when dealing with the Council, can be confident that when making decisions Councillors are free of any conflicts of interests.~~

~~If any conflict exists between a Councillor's interests and those of the Council it must always be resolved to the satisfaction of the Northern Midlands Council.~~

~~Conflicts of interests can be of two types:~~

~~1. Pecuniary Interest~~

~~Is an interest that you have in a matter because of a reasonable likelihood or expectation of financial gain or loss to you, or to another person with whom you are associated. This would include your spouse, de facto partner, a relative or a close associate.~~

~~2. Non-Pecuniary~~

~~Is a private or personal interest, which you have, and does not relate to money. For example, a friendship, family, membership of a club and the like where a financial gain or loss is not involved. When considering non-pecuniary interest it is important to look at how others would view the situation.~~

~~A conflict of interest would exist where:~~

- ~~• You have a personal interest that would lead you to be influenced in the way you carry out your Council work or public duties.~~
- ~~• You have a personal interest that could lead a fair person to think you could be influenced in the way that you carry out your Council work or public duties.~~

~~+~~ You have knowledge that a family member, relative, friend, associate or anybody else close to you has an interest that could lead to you being influenced, or a fair person to think that you could be influenced, in a way that you carry out your Council work or public duties.

~~f)~~ avoid potential conflicts of interest which might bring the organisation into disrepute;

~~g)~~ perform their duties impartially and in the best interests of the community, without fear or favour;

~~h)~~ consistent with the 1995 decision in relation to *The Queen v The West Coast Council, ex parte Strahan Motor Inn*, and in order to avoid the risk that a court could overturn a Council or Council committee decision, not have a closed mind or act in a way that will encourage others to perceive that the Councillors have a closed mind in relation to a matter to be considered by the Council or a Council committee. In particular:

~~+~~ not make nor be party to a formal representation, objection or appeal to the Council;

~~+~~ not sign a petition or be a party to an advertisement which might give the impression to fair minded persons that the Councillor had already decided the matter; or

~~+~~ not, when expressing a strong view on an issue, declare that under no circumstances would a particular approval, permit or other action be approved or entertained;

At the commencement of any Council or Committee meeting, Councillors, if they have an interest in any matter listed on the agenda of that meeting, must make a disclosure of any interest and the nature of the interest whether it is pecuniary or not, in relation to the matter so that it can be recorded in the Minutes of that meeting.

The onus is on every Councillor to identify and declare possible conflicts or pecuniary interests to which no statutory exemption applies, and declare those interests or conflicts in a written return or at a meeting as required under the Local Government Act, 1993.

Councillors should note that matters before council for determination that involve campaign donors or supporters have the potential to place the Councillor in a position of having a pecuniary or non-pecuniary conflict of interest.

Expectations of Councillors

- a) Councillors must exercise reasonable judgement to decide if circumstances have arisen that may place them in a potential or actual conflict of interest situation;
- b) Councillors must seek to remove themselves from positions of conflict of interest as far as reasonably possible and so should resolve in favour of the responsibilities of their public office, all conflicts between their Council duties and responsibilities and any other private or personal (including business) duties or interests they have elsewhere, including clubs, memberships and affiliations;
- c) Councillors must adhere to principles of transparency and honesty and therefore always declare actual or potential conflicts of interest at any meeting of Council and at any working group or meeting of an outside body to which they are appointed or nominated by the Council. Moreover, they must abide by the rules, policies and law to adequately and appropriately deal with any conflicts;
- d) Councillors must act in good faith and exercise reasonable judgement, to determine whether the actual or potential conflict of interest is so material that it demands one

Comment [ALMB]: Once again, the purpose of this Code is to set out the expectations of the Elected Members, it is not necessary to define types of conflicts of interest, or the process if an Elected Member has a conflict of interest - this is legislated in the Local Government Act and does not need to be repeated in this Code.

or more of the following actions in addition to the expectations set out in paragraphs (a) – (c) above, namely that:

- Councillors state their views on the matter for discussion or decision but abstain from participating in any Council decision on the relevant matter; or
 - Councillors remove themselves physically from any Council discussion and remain out of the room during the decision on the relevant matter.
- e) If in doubt as to whether circumstances might amount or lead to an actual or potential conflict of interest, the Councillor must contact the General Manager to help resolve the course of action.

Supporting Examples

As a key question, when councillors are asking themselves whether they have a conflict of interest, they should ask themselves whether they are, or may be, wrongfully influenced by other external interests they have, or duties they owe, in making the relevant Council decision.

As examples only, councillors should consider this question in the following contexts:

- 1) If a councillor is involved in the selection of a contractor or supplier of goods or services to the Council, it would be an unacceptable conflict of interest to place a contract with a family member or business contact without declaring the connection. Councillors should then either remove themselves from the process for selection, or if they are required to continue in the process, then strictly follow the applicable Council tendering or other relevant procedures for the selection of a contractor.
- 2) If a decision is before Council in which the Councillor has a personal (non-pecuniary) interest because it will assist a not-for-profit organisation of which the Councillor, or a family member, are a member, then it is required that the Councillor clearly declares the nature of their interest. It is unlikely, however, to be so material that it excludes the Councillor from discussion or decision.
- 3) It becomes even less likely that a councillor will have a conflict of interest the longer it has been since they had a formal involvement with an organisation which may cause conflict.

Note

Where a councillor has a direct or indirect financial interest (pecuniary interest), there are specific provisions in the Local Government Act which must be complied with. Complaints related to pecuniary interest matters should be made to the Director of Local Government and cannot be considered by a Code of Conduct Panel.

8. STANDARDS OF CONDUCT 3 – PROPER USE OF OFFICE

~~Councillors must not improperly use their position to gain an advantage or confer a disadvantage for themselves or anyone else. They must not conduct themselves in a way which could bring the Council or the position of councillor into disrepute.~~

Comment [ALM9]: Covered in (a)-(c) below.

Expectations of Councillors

Councillors must ensure that:

- a) They do not take advantage (nor seek to take advantage) of their position or status to

improperly influence others in the performance of their duties or functions, in order to gain an undue, improper, unauthorised or unfair benefit or detriment for themselves or any other person;

- b) In their personal dealings with the Council (e.g. as a ratepayer, recipient of a Council service or applicant for consent granted by Council), they do not expect nor request, expressly or implied, preferential treatment for themselves or any other person or body; and
- c) To act in a manner so as to not bring elected or Council officers into disrepute.
- d) ~~not use the influence of their office, either directly or indirectly, to gain any pecuniary or non pecuniary advantage for themselves, their family or friends or to cause any pecuniary or non pecuniary disadvantage to others;~~
- e) ~~to act in a manner so as to not bring elected or Council officers into disrepute.~~
- f) ~~avoid any action that could lead members of the public to believe that you are seeking preferential treatment;~~

Comment [ALM10]: Pecuniary interest is covered in the Local Government Act and mentioned in Section 7.

Comment [ALM11]: These paragraphs are repeating what has already been said.

Supporting Examples

- 1) If a councillor wishes to transact business with the council in a private capacity, they should make clear the capacity in which they are speaking to staff and must not apply implicit or implied influence as a councillor to obtain preferential treatment for themselves or their family.
- 2) A councillor should not use the code of conduct for political purposes.

9. STANDARD OF CONDUCT 4 – PROPER USE OF RESOURCES

~~The privileges of private use are granted to Councillors in the spirit of give and take. There is a fine line between use and abuse.~~

Comment [ALM12]: This paragraph is irrelevant.

~~Councillors must ensure that neither they nor others associated with them wrongfully benefit at the expense of the Council and its people, and thus are required to use Council property and resources strictly for the purposes of performing their role.~~

~~Councillors must use Council property, facilities, and equipment efficiently, economically and carefully and must not allow others to abuse these resources. Council resources and equipment must not be used, under any circumstances, in relation to another job or other business.~~

Comment [ALM13]: These paragraphs are covered in a)-g) below.

Expectations of Councillors

Councillors must ensure that:

- a) They use Council resources ethically, effectively, efficiently and carefully in the course of public duties;
- b) They do not use Council resources for private purposes except strictly as permitted by the Council for reasonable and limited personal use and, where required as part of such permission, proper payment for the use is made;
- c) They do not convert any property of the Council to their own use unless properly authorised;
- d) They use Council property appropriately, including intellectual property, official services and facilities and do not permit their misuse by any other person or body;

- e) They avoid any action or situation which could create the impression that Council property, official services or public facilities are being improperly used for their own or any other person's or bodies' private benefit;
- f) Work carried out or requested by them or information requested by them is approved through the agreed and appropriate channels; and
- g) ~~They comply with all Council's policies and procedures including, in relation to use of communications devices.~~
- h) ~~They make all requests for work or information through the General Manager, Department Managers or nominated officers as approved by the General Manager.~~

Comment [ALM14]: This sentence has been amended to cover all policies.

Comment [ALM15]: This comment is covered under (f).

Supporting examples

- 1) If the Council provides a Councillor with computer equipment for undertaking public duties, then they should not use that equipment for private work or outside the Council, except strictly in accordance with personal use guidelines or as otherwise expressly permitted by the Council.
- 2) The interest of a Councillor in their re-election is considered to be a personal interest and as a result the reimbursement of travel expenses incurred on election matters is not appropriate. Similarly, council equipment should not be used in a re-election campaign.

10. STANDARD OF CONDUCT 5 – PROPER USE OF INFORMATION

~~Council related information must not be used for outside work purposes and private and personal information must remain private and personal.~~

~~Councillors must not disclose, without consent, confidential information or other information which they have acquired as a result of their office with Council. Further, they must actively protect all confidential and other information of Council which comes into their possession or knowledge.~~

~~It is important that the community has confidence that confidential information acquired by Council is only used for Council purposes.~~

~~If you are uncertain if the information is confidential you should contact the General Manager or the Mayor.~~

~~You are only allowed to release information in accordance with established Council policies and procedures. Councillors who have access to Council information are to comply with the Council's "Information and Communication Technology Resources and Electronic Communications Acceptable Use Policy", Council's "Privacy Policy Statement" and any other policies that aim at reducing the risk of data theft, fraud, breaches of privacy and inadvertent data loss.~~

~~After ceasing your role as a Councillor with the Council, information identified as confidential by the Council must not be released or used until it becomes publicly available.~~

Comment [ALM16]: These paragraphs have been removed as they are covered in a)-j) below.

Expectations of Councillors

Councillors must ensure that they:

- a) Protect confidential information in their possession or knowledge;

- b) Only access information needed for them to perform their role;
- c) Do not use confidential information for any non-official purpose;
- d) Only release confidential information if they have authority to do so;
- e) Only use confidential information for the purpose it is intended to be used;
- f) Only release other information in accordance with established Council policies and procedures; and in compliance with relevant legislation/ laws;
- g) Do not use Council information for personal purposes;
- h) Do not disclose any information discussed during a confidential session of a Council meeting;
- i) Actively protect all commercially sensitive and other confidential information of Council; and
- j) Comply with Council's policies and procedures relating to use of social media and communications.

Supporting examples

- 1) If a Councillor receives information about an organisation through a closed Council Meeting (agendas, papers, discussion) then they must not disclose any part of that information to persons outside Council.
- 2) Information used for public duties should not be copied or taken away from the workplace except strictly as necessary for Council purposes and in accordance with any relevant guidelines laid down within Council.

11. STANDARD OF CONDUCT 6 – GIFTS AND BENEFITS

Expectations of Councillors

~~Keep it above board. Councillors hold positions of trust within the community. Councillors must exercise their powers and carry out their duties without being influenced by personal gifts or benefits which they might otherwise enjoy.~~

Councillors must ensure as part of their duties, they:

- ~~a) — Never accept money under any circumstances, regardless of the amount.~~
 - ~~b) — Strive to avoid situations in which the appearance may be created that any person or body, through the provision of hospitality or benefits of any kind, is securing (or attempting to secure) a favour from you or the Council. Never accept any token or non-token gift or benefit if you think that the gift is designed to influence you, or a fair observer might think that you could be influenced in the way you do your job as a result of the gift.~~
 - ~~c) — Do not accept gifts and benefits, other than token gifts, without ensuring it is disclosed and recorded in the Gifts Register in keeping with Council policies and procedures; Councillors must never demand or request any gift, or benefit for themselves or anyone else, in connection with Council work or public duties. Councillors must not give any gift or benefit if the gift or benefit is designed to influence another person, or a fair observer might think that the recipient could be influenced as a result of the gift or benefit.~~
- ~~Token gifts and benefits may only be accepted if the gift is not likely to be seen to be~~

compromising Councillors. If you have any doubt if the gift/benefit is token or not you should discuss it with the General Manager or the Mayor.

Token and Non-Token Gifts and Benefits

~~Token gifts and benefits are those, which do not have a significant monetary value, are inconsequential or trivial, are not offered on a frequent basis and ideally can be shared. Examples could include a bunch of flowers, box of chocolates, offer of a cup of coffee, etc. Acceptance of these gifts should be avoided. If, however, it is unlikely to be seen as compromising you as a Councillor, and you consider that refusal may offend, it may be accepted.~~

~~Non-token gifts and benefits are those with a significant value, such as restaurant lunches, quantities of alcohol, theatre and sporting tickets and gifts from overseas visitors. Non-token gifts are rarely acceptable. If you consider that accepting the gift or benefit will be of benefit to the Council, or that acceptance of the non-token gift or benefit is unavoidable, the gift or benefit must be declared to the General Manager in writing.~~

All non-token gifts or benefits that are accepted will be recorded in the Council's Gifts and Benefits Register. The Register protects perceptions of transparency about accepting a gift.

When deciding whether or not to accept a gift and record it in the register consider the following:

- ~~What is the intention of the gift giver — reward or inducement?~~
- ~~Timing? Is this gift related to a decision about to be made?~~
- ~~Does it come with an expectation? Are they trying to influence you in some way?~~
- ~~Is it to be pooled, shared with colleagues or for private use?~~
- ~~Is it consumable?~~
- ~~Is it cash or have a significant cash value?~~
- ~~How would it be perceived? How would it be interpreted if it appeared in the media?~~

Councillors must ensure as part of their duties, they:

- a) Never accept an offer of money, regardless of the amount;
- b) Do not accept gifts and benefits, other than token gifts, without ensuring it is disclosed and recorded in the Gifts Register in keeping with Council policies and procedures; and
- c) Strive to avoid situations in which the appearance may be created that any person or body, through the provision of hospitality or benefits of any kind, is securing (or attempting to secure) a favour from you or the Council.

For more information in respect to the receipt of gifts & benefits please refer to Council's Gifts & Benefits Policy.

Supporting example

- 1) If a Councillor is involved in the allocation of tenders for any work supplied to the Council, they must not accept any benefits from the tenderer as this may be expected or perceived to influence the decision making process.
- 2) If a Councillor is provided with tickets to the theatre or any form of corporate

Comment [ALM17]: This section has been summarised as the content is covered in the proposed NMC Gifts & Benefits Policy that has been submitted to this Council meeting for approval.

entertaining, then it should be declared in the Council Gift Register in keeping with associated policies.

- 3) Token gifts can be defined as table favours, mementoes, remembrances or other tokens bestowed at an official function and other gifts received as souvenirs, marks of courtesy or of a seasonal that have a minor value (eg. books, diaries, ties and scarves, pens, pins and badges, etc) and do not give rise to or create the appearance of a conflict of interest.

12. STANDARD OF CONDUCT 7 – RELATIONSHIPS WITH THE COMMUNITY, COUNCILLORS AND COUNCIL STAFF

9.1 Equitable Treatment

~~Northern Midlands Council Culture: we treat each other equally as people across roles and levels. Councillors must be familiar with, and adhere to, laws relating to treatment of people (e.g. antidiscrimination laws) and must treat people with courtesy, fairness, dignity and respect.~~

~~Councillors are expected to be honest and fair in their dealing with other Councillors, employees and anyone they have dealings with in the course of their duties with the Council.~~

~~Councillors are required to treat all people with courtesy and sensitivity concerning their rights.~~

~~Councillors must not discriminate against anyone in connection with their Council duties on grounds of race, age, sexual orientation, lawful sexual activity, gender, marital status, relationship status, pregnancy, breastfeeding, parental status, family responsibilities, disability, industrial activity, political belief, affiliation or activity, religious belief, affiliation or activity, irrelevant criminal record, irrelevant medical record or association with a person with one or more of these characteristics and shall comply with Council's Anti-Discrimination and Harassment Policy.~~

9.2 Interaction Between Councillors and Council Employees

~~Councillors are aware of the roles and responsibilities of the staff, and respect the differences. Each knows that they can make a big difference to how effective the other can be in their role.~~

~~To be the sort of Council we want to be, there must be an effective and professional relationship between Councillors and Council staff and respect for each other's roles and an awareness of each other's statutory and other responsibilities.~~

~~Councillors must~~

- ~~• Only provide, by way of Council or committee resolution, proper and appropriate direction to the General Manager in the performance of Council's functions.~~
- ~~• Refrain from, in any public or private forum, directing or improperly influencing, or attempting to direct or improperly influence, any other member of the staff of the Council or a delegate of the Council in the exercise of the functions of the member of staff or delegate.~~
- ~~• Not contact or issue instructions to any of Council's contractors or tenderers, including~~

Comment [ALM18]: The content of this section is covered in the Anti-Discrimination Act 1998 and Policy 35 – Anti-Discrimination and Harassment, and is also summarised under Expectations of Councillors.

Council's legal advisers unless pursuant to a resolution of Council.

All interactions between Councillors and employees shall be in accordance with the Council's Communication Policy.

No individual councillor shall approach the officer responsible for receiving and investigating complaints of discrimination and harassment.

During meetings a Councillor will respect the Chair, other Councillors and council officials, and any members of the public present during council and committee meetings or other formal proceedings of the council.

Comment [ALM19]: Summarised under Expectations of Councillors below.

9.3 Interactions with the Community

Councillors are committed to the community, and act in a way that enhances community confidence in the Council.

In the performance of their role as Councillors, Councillors are expected to:

- behave in a manner that reflects the highest ethical standards when dealing with members of the community;
- treat all members of the community with the same respect that they would expect in return;
- conduct themselves in a way that generates community trust and confidence in them as individuals and enhances the role and image of the Council and local government generally;
- lead by example within the community and organisation;
- seek community opinions and involvement in the governance of the municipality;
- take necessary steps to ensure the appropriate stakeholders have the opportunity to be involved in decisions that affect them and the Northern Midlands Community;
- work together, with staff, in the best interests of the community and organization.

Comment [ALM20]: Summarised under Expectations of Councillors below.

9.4 Interactions Between Councillors

Councillors will respect each other's point of view and opinion, coming to reasonableness in discussions.

Good relationships between Councillors reflect positively on Council decision making processes as well as community confidence in Council.

Councillors are public figures and have a responsibility to be aware of their own capacities and reactions.

As public figures, Councillors are committed to professionalism and a team approach to Council business.

Councillors recognise that as a representative body Council is a legitimate forum for the broad exchange of ideas, and accept that once a decision is made that vote represents the collective decision of Council.

An example of this is the strong likelihood of becoming upset when they are emotionally involved with the subject matter, and the potential for this to impact on their broader representative role.

Comment [ALM21]: Summarised under Expectations of Councillors below.