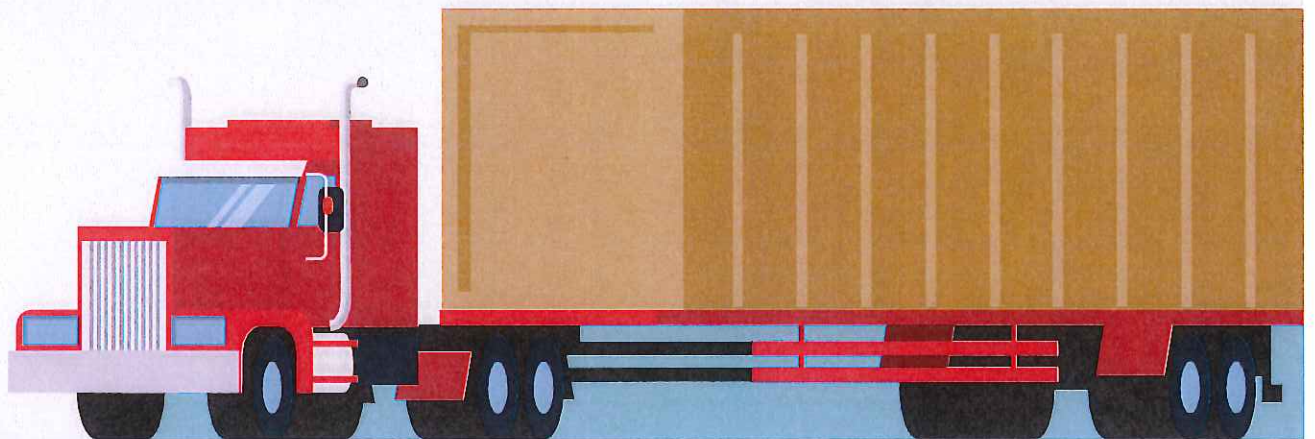


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REGISTER NOW
www.alga.asn.au

Shaping Transport's Future



National Local Roads & Transport Congress 2017

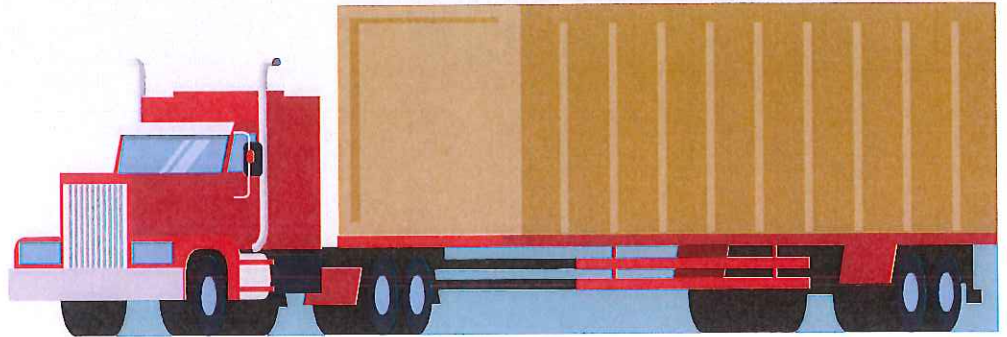
6-8 NOVEMBER
2017

ALBANY • WA



AUSTRALIAN LOCAL
GOVERNMENT ASSOCIATION

Shaping Transport's Future



National Local Roads & Transport Congress 2017

MAJOR SPONSORS



Australian Government
Department of Infrastructure and Regional Development

CONTENTS

3 ... President's Welcome	8 ... Call for Case Studies	12 .. Congress Location	14 .. Congress Coach Transfers
4 ... Albany Showcase Tour	10 .. Registration Fees	12 .. Congress Venue	14 .. General Information
5 ... Congress Program	11 .. Social Functions	13 .. Accommodation	15 .. Registration Form
6 ... Keynote Speakers	11 .. Partner Tours	14 .. Travel	

National Local Roads & Transport Congress 2017

6-8 NOVEMBER
2017
ALBANY • WA

PRESIDENT'S WELCOME

Colleagues

Every year local government nationally spends around 25 cents in every dollar on local roads and transport. With that level of investment, local governments, without question, have a major stake in the future of Australia's transport systems and networks.

The challenges ahead suggest that all levels of government need to be smarter than we currently are and do more to ensure that our transport infrastructure is fit for purpose. If nothing changes, it is estimated that the cost of congestion will reach around \$30 billion by 2030, and freight is expected to double by 2030 and treble by 2050.

As a nation, there needs to be a serious discussion between all levels of government on how our roads and transport systems are managed and funded and local government must be at the table.

Our challenges are very real and very immediate. In the bush, the capacity of regional economies is constrained by underfunded maintenance and unsafe road conditions, a lack of support for regional transport planning, increased pressure on our infrastructure renewal budgets, all compounded by the ever-increasing freight task.

In the city, councils face many of these challenges as well as a range of emerging issues such as:

- providing electric car charging stations
- smart parking systems
- autonomous/driverless cars
- ever increasing congestion.

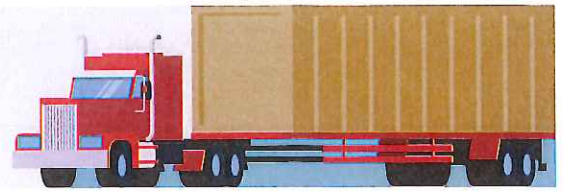
Local Government's role in recognising and resolving these issues is significant. Together, working in partnership with our State and Federal colleagues, we can identify solutions to all challenges.

If you or your teams want to know how to improve your community's roads and infrastructure, if you want to access the latest technology, to be inspired by the best in the business, and to speak directly to our federal decision makers, this is the local government conference for you.

I look forward to seeing you at ALGA's National Local Roads and Transport Congress this year, from 6-8 November 2017 in Albany WA.



Mayor David O'Loughlin
PRESIDENT ALGA



ALBANY SHOWCASE TOUR

Thank you for choosing to travel to Albany for the National Local Roads and Transport Congress. The following itinerary will provide a snapshot of our City. Your planned tour will highlight key transport issues in the Great Southern Region as well as providing opportunity to explore some of the key attractions of the region.

Although it is impossible to fit all aspects of the region within one familiarisation, we have endeavoured to provide you with a broad overview.

Casual dress for travelling and daily activities is recommended. Include enclosed walking shoes, sunscreen, sunglasses, hat, insect repellent and a waterproof coat/jacket (for sea spray at the Gap!). Your hosts and tour guides have a wealth of knowledge, so please ask lots of questions along the way.

For more general information on Albany head to www.amazingalbany.com.au

HOW TO REGISTER

Delegates attending the Roads Congress can be part of the Albany Showcase Tour demonstration for \$75, for non-Congress delegates the price is \$100.

SHOWCASE TOUR

DEPARTING FROM ALBANY ENTERTAINMENT CENTRE

MONDAY 6 NOVEMBER	
10:30 am	REGISTRATION
11:00 am	Showcase Tour Departing from Albany Entertainment Centre Tour of Albany Port from where grain and woodchips are shipped worldwide
11:30 am	Drive via Chester Pass Road, along Menang Drive (Stage 1 of Albany Ring Road and through to Cooperative Bulk Handling (CBH) receival site on Down Road CBH is Western Australia's main agricultural grain handler, using a combination of rail and road transport to shift grain from all parts of the Great Southern region to the Albany Port
12:45 pm	LUNCH
	Oranje Tractor Winery and enjoy their lovely selection of organic wines and fresh local produce
1:00 pm	Drive along Link Road – proposed Stages 2 and 3 of the Albany Ring Road
1:30 pm	Drive back towards town via Hanrahan Road and along Frenchman Bay Drive, visit Albany Wind Farm with views of the stunning Albany coastline
2:00 pm	Head further along Frenchman Bay Road to the new universally accessible lookout and platform over the crashing waves at the Gap and Natural Bridge
2:30 pm	Travel to the Mounts to visit the Desert Mounted Corps Memorial and Padre White Lookout for stunning 360° views
3:30 pm	TRANSFERS TO CONGRESS HOTELS

CONGRESS
PROGRAM

MONDAY 6 NOVEMBER

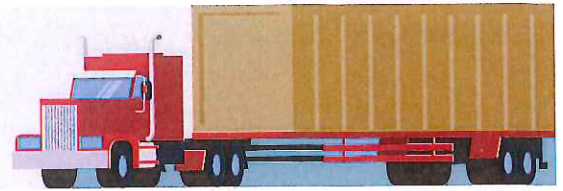
11:00 am-3:30 pm	Albany Showcase and Tour
5:00-7:00 pm	WELCOME RECEPTION VENUE NATIONAL ANZAC CENTRE

TUESDAY 7 NOVEMBER

8:45 am	OPENING ADDRESS ALGA President
9:00 am	GOVERNMENT ADDRESS The Hon Darren Chester MP , Minister for Infrastructure and Transport (invited)
9:30 am	KEYNOTE ADDRESS Transport – Challenges and Opportunities for Tomorrow Russell Whale , ARUP
10:00 am	MORNING TEA
10:30 am	PANEL Improving Freight Productivity Nicole Lockwood , National Freight and Supply Chain Strategy Inquiry, Regional case study – WA Wheat belt CSIRO, Dr Andrew Higgins
11:45 am	MELBOURNE CUP LUNCH
1:00 pm	KEYNOTE ADDRESS Shaping Australia's Transport Future Through Road Reform Adrian Kemp , HoustonKemp
1:30 pm	PANEL Local Roads and Bridges – Fit for Purpose Peter Damen , Australian Road Research Board Adrian Kemp , HoustonKemp
2:30 pm	Albany case study
3:00 pm	AFTERNOON TEA
3:30 pm	PANEL Community Infrastructure Funding
5:00 pm	CLOSE
6:15-11:00 pm	CONGRESS DINNER VENUE CENTENNIAL STADIUM

WEDNESDAY 8 NOVEMBER

9:00 am	PANEL Intelligent Transport Infrastructure Donna Wieland , Transport Technology Futures Branch, Department of Infrastructure Russell Whale , ARUP
10:00 am	OPPOSITION ADDRESS The Hon Anthony Albanese MP , Shadow Minister for Infrastructure, Transport, Cities and Regional Development (invited)
10:30 am	MORNING TEA
11:00 am	PANEL Improving Safety on Local Roads David Bobberman , Austroads Adrian Kemp , HoustonKemp
11:45 am	PANEL Regional Airports
12:30 pm	LUNCH
1:30 pm	Update of the Local Government Transport Strategy and Congress Communique
3:00 pm	CLOSE



KEYNOTE SPEAKERS



The Hon Darren Chester MP

**Minister for Infrastructure
and Transport**

Darren Chester was elected to Federal Parliament as the Member for Gippsland on June 26, 2008, in a by-election following the retirement of the Hon Peter McGauran.

Darren was re-elected in 2010 and served as the Opposition's Shadow Parliamentary Secretary for Roads and Regional Transport, as well as being an active member of various Parliamentary Committees until the most recent Federal election.

Following a successful campaign in 2013 and the introduction of the Abbott-Truss Government, he was appointed the Parliamentary Secretary to the Minister for Defence.

Darren continued as the Assistant Minister for Defence under the new Turnbull Government and in February 2016, was appointed to Cabinet as the Federal Minister for Infrastructure and Transport.

Prior to entering Federal Parliament, he worked as a newspaper and television journalist throughout Gippsland and then became Chief of Staff to the Leader of The Nationals in Victoria, Peter Ryan.

Darren is a former Chief Executive Officer of regional lobby group Champions of the Bush and served two terms as President of the Lakes Entrance Business Tourism Association (LEBTA), where he was heavily involved in tourism marketing and organising major events.



The Hon Anthony Albanese MP

**Shadow Minister for Infrastructure,
Transport, Cities and Regional
Development**

Anthony Albanese grew up in a public housing community in Camperdown and recognised early on the need to fight for social justice, so that there was equal opportunity in society.

That is what led Anthony to join the Australian Labor Party. He developed his political drive working for former prisoner of war and legendary Whitlam and Hawke Government Minister Tom Uren.

In 1996 Anthony was elected as the Member for Grayndler in Sydney's inner west, where he has lived his entire life.

Following the election of the Federal Labor Government in November 2007, Anthony became the Minister for Infrastructure and Transport and Leader of the House of Representatives.

Anthony was named Infrastructure Minister of the Year for 2012 by London based publication Infrastructure Investor. In June 2013, he became Deputy Prime Minister, and also took on additional responsibility as Minister for Broadband, Communications and the Digital Economy. Anthony was re-elected the Member for Grayndler in 2013 and is now the Shadow Minister for Transport and Infrastructure, and the Shadow Minister for Tourism.



Peter Damen

**CEO, Australian Road
Research Board**

Peter Damen is the Chief Operating Officer at the Australian Road Research Board, which conducts applied research in the national interest to achieve an adaptable connected future for all Australians.

Peter is a qualified civil engineer with over 25 years' experience in the transport industry and has a solid background in research, innovation and emerging technologies. Peter works closely with all levels of government and has chaired or participated in numerous industry associations, state advisory committees, accreditation panels, and learned societies. Amongst other responsibilities he is currently a Board member of the Global Road Safety Partnership based in Geneva, the Chair of the Executive Steering Committee of the Australia and New Zealand Driverless Vehicle Initiative, and an International Vice President of the Road Engineering Association of Asia and Australasia. Peter is also responsible for other major national initiatives including the National Road Safety Partnership Program and the National Assets Centre for Excellence.



Dr Andrew Higgins

Principal Research Scientist,
CSIRO Land and Water

Andrew is a Principal Research Scientist at the CSIRO Land and Water business unit, based in Brisbane. He joined CSIRO in 1996, with a passion in developing novel methods to optimise agriculture transport and logistics to increase profitability across the supply chains. Andrew worked closely with various Australian agriculture industries (including sugar and beef) for over 15 years, improving strategic and operational planning across all segments between farming and marketing.

From 2012, Andrew led the development of the Transport Network Strategic Investment Tool (TRANSIT), which is a state-of-the-art model for assessing and optimising infrastructure investments (road upgrades, use of rail versus road, processing and storage facilities) and policy interventions in agriculture logistics. It holistically estimates the transport benefits across the freight network, by analysing every possible vehicle and rail trip each year, and optimising routes between all enterprises in the supply network. Recent applications to northern Australia have shown significant transport cost savings at some locations. Andrew has a background in operations research and received his PhD from Queensland University of Technology on the topic of optimising rail freight schedules.



Adrian Kemp

Partner, HoustonKemp

Adrian Kemp is an economist and founding partner of HoustonKemp, a firm dedicated to the application of economics and data analytics to complex problems arising in public policy and business.

He has a particular interest in the role that technology and emerging data can play to improve transport infrastructure policy and practices within Australia and regionally, and so delivering better outcomes for the community through improved productivity and effectiveness of the transport industry.

This interest stems from having spent much of the last ten years at the forefront of debates surrounding road reform, road infrastructure funding and financing, heavy vehicle regulation, public transport policy, and the regulation of ports. Highlights of this work include shaping current road reform proposals through numerous projects on road infrastructure pricing, investment and funding, and being the principal regulatory advisor to the Victorian government on the Port of Melbourne lease, which involved redesigning the regulatory framework applying to port fees.

Most recently, Adrian has been developing metrics to monitor road safety, speed performance, and reliability, using GPS-probe data, and investigating how blockchain technology and machine learning can revolutionise the transport industry, including improvements to the operations and interactions of road agencies.



Caroline Wilkie

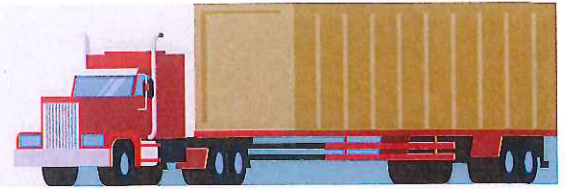
CEO, Australian Airports Association

Caroline Wilkie has been CEO of the Australian Airports Association (AAA) since 2011. The AAA represents all major regular passenger transport airports in Australia as well as council airports.

The membership spans from councils with grass strip runways to Australia's major gateways.

The AAA also represents a further 140 corporate members. The AAA is engaged in research, developing industry publications, education, advocacy and major industry events.

Caroline has a Masters of Public Affairs and more than fifteen years' experience in association management.



CALL FOR CASE STUDIES

Local Government's Freight Strategy

In May 2017, the Government established an inquiry into National Freight and Supply Chain Priorities. The Inquiry is extremely important as the Australian Government seeks to improve freight and supply chain efficiency and capacity, and to reduce the costs of transporting goods through our major container ports, airports and intermodal terminals.

It is essential that local government's voice is heard by the Government and by key decision-makers so that they understand that further strategic investment is needed to address first and last mile issues. On local roads and strategic freight routes investment can unlock transport productivity, particularly in regional and rural Australia.

Last year ALGA released its Local Government Higher Productivity Investment Plan (Freight Strategy). The Plan shows that local government is an essential partner in providing solutions to improve transport productivity. Commonwealth Government

investment of \$200 million per year for five years will enable councils to better address first and last mile access issues on key regional freight routes.

To support this proposal ALGA has a number of excellent examples of regional transport plans that have been developed by Regional Organisations of Councils (ROC) and groups of councils.

However, these examples do not tell the full national story. To advocate for your region, and to help us show the Government the opportunities for investment right across the country, ALGA is seeking more case studies and examples of regional transport plans that have been undertaken by every ROC or regional groups of councils.

These case studies will be published to demonstrate councils' capacity to collaborate, and to play an essential role in regional economic development and national productivity.

WHAT DO WE WANT FROM YOU?

Ideally, we would like you to send us the following information:

- Name of regional partnership/ regional road group
- Councils included in the partnership
- Short summary of regional freight plan or regional freight initiative
- Costs and benefits of the project
- Project planning and implementation timeframes
- Map of area
- Photos.

If you think your council or group of councils can help and would like to have your Plan included in ALGA's advocacy resources, contact:

Clare Sullivan at ALGA
Phone 02 6122 9400

CASE STUDY • 2016

Wheatbelt Region WESTERN AUSTRALIA



Local Government's Community Infrastructure Ideas Register

The Australian Local Government Association (ALGA) is developing a register of potential community infrastructure projects around Australia. ALGA will draw on this register in building the evidence base to strengthen the case for a Commonwealth funding program to assist councils to undertake vital projects to meet community needs.

In every town and every community across the nation, Australians are using council owned and managed community infrastructure. Facilities such as public pools, libraries, children's playgrounds, sports fields, youth drop-in centres, bike paths,

arts centres and parks enhance the quality of life and enrich the experience of citizens every day.

Community infrastructure underpins community wellbeing and fosters social interaction, and participation in sport, recreation and cultural endeavours. While some of these facilities are relatively new, many were built decades ago and require significant maintenance and upgrades to ensure they continue to meet the needs of the community.

ALGA is calling for a Commonwealth funding program of \$300 million per annum for four years to improve our community infrastructure.

WE NEED YOUR HELP

We need many council examples to demonstrate the strong need for Commonwealth funding – the register needs to contain at least three projects from every council in Australia.

Register your project ideas by completing the form on the ALGA website at:

www.alga.asn.au

CASE STUDY • 2016

Break O'Day Council

TASMANIA



CASE STUDY • 2016

Cairns Regional Council

QUEENSLAND

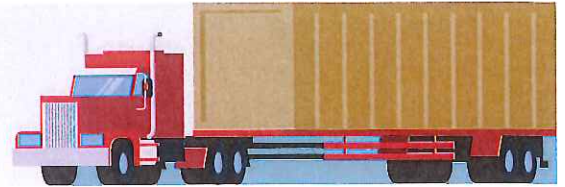


CASE STUDY • 2016

Lockhart Shire Council

NEW SOUTH WALES





REGISTRATION FEES

 REGISTER ONLINE
www.alga.asn.au

STANDARD REGISTRATION

\$890

Payment received on or before
Friday 29 September 2017

LATE REGISTRATION

\$990

Payment received after
Friday 29 September 2017

REGISTRATION INCLUDES

- Attendance at all congress sessions
- One ticket to the Welcome Drinks, Monday
- One ticket to the Congress Dinner, Tuesday
- Morning tea, lunch and afternoon tea as per the congress program
- Congress satchel and materials.

PAYMENT PROCEDURES

Payment can be made by:

- Credit card – MasterCard and Visa
- Cheque made payable to ALGA Roads Congress.

CANCELLATION POLICY

All alterations or cancellations to your registration must be made in writing and will be acknowledged by post, facsimile or email.

Notification should be sent to:

Conference Co-ordinators
PO Box 4994
Chisholm ACT 2905

Facsimile (02) 6292 9002

Email roadscongress@confco.com.au

An administration charge of \$110.00 will be made to any participant cancelling before Friday 29 September 2017.

Cancellations received after Friday 29 September 2017 will be required to pay full registration fees. However, if you are unable to attend, substitutes are welcome at no additional cost.

By submitting your registration, you agree to the terms of the cancellation policy.

PRIVACY DISCLOSURE

ALGA collects your personal contact information in its role as a peak body for local government.

ALGA may disclose your personal contact information to the sponsors of the event for the purposes of commercial business opportunities. If you consent to ALGA using and disclosing your personal contact information in this way, please tick the appropriate box on the registration form.

Importantly, your name may also be included in the Congress List of Participants. You must tick the appropriate box on the registration form if you wish your name to appear in this list.

SOCIAL FUNCTIONS

WELCOME RECEPTION

MONDAY 6 NOVEMBER

- VENUE** National Anzac Centre and Garrison's Restaurant
5:00–7:00 pm
- COST** \$50 per person for partners and guests. No charge for full registered delegates
- DRESS** Smart casual

The Welcome Reception will be held at the National Anzac Centre. The centre overlooks King George Sound, the location where the first convoy of Australian and New Zealand troops departed for World War I on 1 November 1914.

CONGRESS DINNER

TUESDAY 7 NOVEMBER

- VENUE** Centennial Stadium
6:30–10:30 pm
- COST** \$95 per person for partners and guests. No charge for full registered delegates
- DRESS** Smart casual

This year's Congress Dinner is being held at Albany's latest addition, the Centennial Stadium. Opened in February 2017, the stadium was part of the redevelopment of the Centennial Park Sporting Precinct.

PARTNER TOURS

TOUR 1

DISCOVER ALBANY TOUR



TUESDAY
7 NOVEMBER
\$70 per person

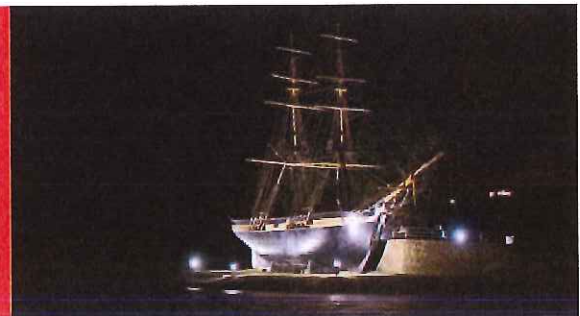
Today's tour will start with the opportunity to admire the outstanding views of the coast from the Gap-Natural Bridge lookouts and the viewing platform that sits 40 metres directly above the sea.

From there, guests will travel to Discovery Bay for lunch and the choice to either join a guided tour of the Whaling Station or follow the informative trails by themselves.

The afternoon will end with an opportunity to look around the Regional Wildflower Gardens and the Australian Wildlife Park.

TOUR 2

ALBANY HISTORY WALKING TOUR



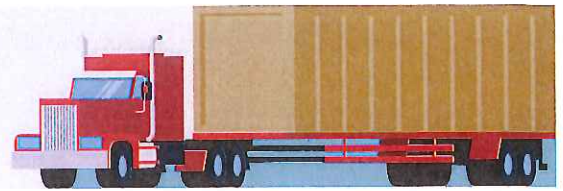
WEDNESDAY
8 NOVEMBER
\$70 per person

The tour today will offer guests the opportunity to learn the history of Albany with a walk around the Museum of the Great Southern.

The museum overlooks the picturesque Princess Royal Harbour on the site of the first European settlement in Western Australia.

Exhibitions such as The Residency, The Brig Amity and The Eclipse Building will be available for viewing.

Lunch will be a short walk to Dylan's Restaurant and Café before making our way back to the Entertainment Centre.



Albany



ANZAC Memorial
Mt Clarence, Albany



CONGRESS LOCATION

Albany is the first settlement in Western Australia, located 418 km south east of Perth and has a population of 33,970. Albany is well known for some of the oldest historic buildings, the wildflower festival which runs from August to November and the Kalget River which is one of the oldest rivers in the world. The Kalget River dates to 4 billion years where it existed from the continent of Gondwana before Australia became its own continent.

ALBANY WEATHER IN NOVEMBER

Albany in November is generally very mild, with daily temperatures around 21 degrees and evening temperatures around 17 degrees.

WEST CAPE

Located on the southern coast and only a 30 minute drive from Albany, West Cape is well known for the stunning Shelley beach and Shelley beach lookout. It is a great location where there are multiple activities for visitors such as camping, fishing, hang-gliding, paragliding, bushwalking and four-wheel driving.

ALBANY WIND FARM

A popular tourist destination open seven days a week, the wind farm runs 80% of Albany's electricity and has beautiful views to the Southern Ocean which are not to be missed.

DESERT MOUNTED CORPS MEMORIAL

The Desert Mounted Corps Memorial highlights memory of the Australian and New Zealand soldiers who served in World War I. Situated on the memorial is a statue showing an Australian horseman defending a New Zealand rifleman standing next to his wounded horse.

TORNDIRUP NATIONAL PARK

A popular Western Australian National Park, located 10 kilometres south of Albany, Torndirrup National Park is 3,906 hectares and one of the three connected peninsulas on the southern coastline where headlands and white sandy beaches are hard to miss. Sightseeing highlights are the Natural Bridge, The Gap, Blowholes and Cable Beach.

CONGRESS VENUE

The 2017 National Local Roads and Transport Congress will be held at the Albany Entertainment Centre.

Located by the magnificent Princess Royal Harbour, the Albany Entertainment Centre is the perfect location for the 2017 National Roads Congress. Completed in 2010 the 70 million dollar facility is only minutes away from the main street, accommodation options and restaurants.

Parking at the Centre is free and subject to availability. The car park can take up to 135 vehicles. An alternative option is parking in the CBD north of the railway line.

ACCOMMODATION

Quality Suites Banksia Gardens Albany

212 Albany Highway
Albany WA 6330

★★★★ ACCOMMODATION

🕒 30 MINUTE WALK TO VENUE

This 4-star property is a 30-minute walk from the Albany Entertainment Centre.

The 1 Bedroom Suites contain a separate living area, microwave, toaster and refrigerator. 1 Bedroom Apartments feature an equipped kitchen, separate living area and laundry facilities. The 2 Bedroom Apartments have an open plan living and dining area, kitchenette, full sized refrigerator and separate laundry.

Inclusions for this property; free wi-fi, flat panel TV, free undercover parking, laundry facilities, recreation area, air-conditioning and printing, scanning, photocopying access.

The onsite BG's restaurant is open 7-days a week serving breakfast and dinner for all guests.

Room Type	Bedding configuration	Price
1 Bedroom Suite	Queen bedding	\$192.50 per night (1 or 2 pax)
1 Bedroom Apartment	Queen bedding	\$203.50 per night (1 or 2 pax)
2 Bedroom Apartment	Queen bed + single bed or Queen + queen beds	\$203.50 per night (max 4 pax)

Best Western Albany Motel & Apartments

Corner of Spencer Street
and Frederick Street
Albany WA 6330

★★★★ ACCOMMODATION

🕒 10 MINUTE WALK TO VENUE

This property is centrally located and surrounded by restaurants, cafes, shops and is a 10 minute walk from the Albany Entertainment Centre.

All rooms are spacious and include daily housekeeping, free parking, LCD TV, free wi-fi, coffee/tea facilities and air-conditioning.

The two bedroom apartments are located across the road from the main motel up an incline, daily housekeeping is serviced on an alternating day basis.

Room Type	Bedding configuration	Price
Classic Room	Queen bed + one single bed	\$171 per night (1 or 2 pax)
Executive Balcony Room	King bed	\$203 per night (1 or 2 pax)
Premier Harbour View Room	King bed	\$227 per night (1 or 2 pax)
Junior Two-Room Suite	Queen bed + two single beds	\$253 per night (max 4 pax)
Two Bedroom Family Apartment	Queen bed + two single beds and one-fold out bed	\$287 per night (max 6 pax)

Dog Rock Motel

303 Middleton Road
Albany WA 6330

★★★ ACCOMMODATION

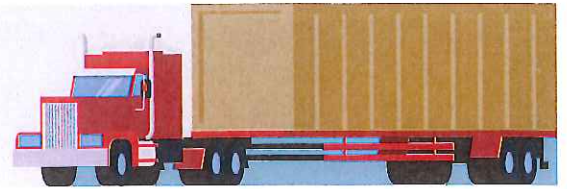
🕒 20 MINUTE WALK TO VENUE

Recently updated, the 3-star motel is only a 10 minute walk to the town centre and a 20 minute walk to the Albany Entertainment Centre.

The Deluxe and Executive rooms are spacious and modern. All rooms include air-conditioning, room service, mini bar, free wi-fi, Foxtel, flat screen TV, tea/coffee facilities and free onsite and nearby parking. All Executive rooms include a balcony.

Located onsite is the Lime 303 Bar and Restaurant which has an Australian-Mediterranean styled menu. The bar is open from 4.30 pm till late and the restaurant opens from 6.00 pm till late.

Room Type	Bedding configuration	Price
Deluxe Queen	Queen bed	\$194 per night (1 or 2 pax)
Deluxe Twin	One queen + one single bed	\$224 per night (max 3 pax)
Executive	King bed	\$228 per night (1 or 2 pax)
Executive Twin	King bed + one single bed	\$258 per night (max 3 pax)



TRAVEL

TRAVELLING TO AND FROM ALBANY

Below is a list of flights that travel in and out of Albany from Perth at either end of the conference. Please note all passengers will be required to collect their bags upon landing at Perth Airport.

SUNDAY 5 NOVEMBER 2017

Depart	Arrive		
4:05 pm	5:15 pm	Perth - Albany	REX
7:25 pm	8:35 pm	Perth - Albany	REX

MONDAY 6 NOVEMBER 2017

Depart	Arrive		
8:40 am	9:50 am	Perth - Albany	REX
12:10 pm	1:20 pm	Perth - Albany	REX
4:05 pm	5:15 pm	Perth - Albany	REX
7:25 pm	8:35 pm	Perth - Albany	REX

WEDNESDAY 8 AND THURSDAY 9 NOVEMBER 2017

Depart	Arrive		
6:30 am	7:40 am	Albany - Perth	REX
10:15 am	11:25 am	Albany - Perth	REX
1:45 pm	2:55 pm	Albany - Perth	REX
5:40 pm	6:50 pm	Albany - Perth	REX

TERMINALS AT PERTH AIRPORT

There are four separate terminals at Perth airport. It is important to take note of which terminals you will need to access for your journey to Albany.

QANTAS

Qantas operates from T3 and T4, and passengers will be required to transfer to T2 for REX flights. There is a complimentary bus service, but travelling time is 15 minutes so please take this into consideration when booking connecting flights.

VIRGIN

The majority of Virgin flights will land at T1 and passengers will be required to make their way to the adjacent T2 for their REX flights to Albany.

FROM T3/T4 TO T1/T2

Bus Operating Hours	Schedule
6am to midnight	Departs on the hour, and at 20 minutes and 40 minutes past the hour
Midnight to 6am	Departs at 15 minutes and 45 minutes past the hour

FROM T1/T2 TO T3/T4

Bus Operating Hours	Schedule
6am to midnight	Departs at 10 minutes, 30 minutes and 50 minutes past the hour
Midnight to 6am	Departs at 25 minutes and 55 minutes past the hour

COACH

Perth to Albany

Pick up and drop off service from East Perth Terminal to Albany Visitor Centre.

\$126.60 return or \$63.30 one way per person which must be pre-booked.

<http://www.transwa.wa.gov.au/Portals/0/Timetables/GS1.pdf?ver=2016-08-29-140641-773>

TAXI SERVICE FROM ALBANY AIRPORT

Albany City Cabs

PHONE 131 008 or 08 9841 7000

Amity Taxis

PHONE 08 9844 4444

Eclipse Taxis

PHONE 13 2227

HIRE CAR

For everyone landing in Perth, the airport has rental cars available. Avis Australia, Budget, Europcar, Hertz, Redspot and Thrifty located on the ground floor at all terminals.

Please note the approximate driving time is 5.5 hours.

CONGRESS COACH TRANSFERS

WELCOME RECEPTION

Monday 6 November 2017

National Anzac Centre

Coaches will collect delegates from all congress hotels at approximately 4:45 pm. The return coaches will depart at 7:00 pm.

CONGRESS DINNER

Tuesday 7 November 2017

Centennial Stadium

Coaches will collect delegates from all congress hotels at approximately 6:15 pm. A return shuttle service will commence at 10:00 pm.

ALBANY ENTERTAINMENT CENTRE TO PERTH AIRPORT

Please register your interest in this potential service via the registration form.

GENERAL INFORMATION

REGISTRATION DESK

The registration desk will be located in the Albany Entertainment Centre outside the Kalyenup Studio Rooms and will be open for the duration of the congress, times below:

Monday 6 November

3:00-4:00 pm
Albany Entertainment Centre

5:00-7:00 pm
National Anzac Centre

Tuesday 7 November

8:00 am-5:00 pm
Albany Entertainment Centre

Wednesday 8 November

8:00 am-2:00 pm
Albany Entertainment Centre

SPECIAL REQUIREMENTS

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NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Policy Name:	Smoke Free Workplace Policy
Policy Owner:	People & Culture Business Partner
Originated Date:	July 2017
Amended Date/s:	
Review Date:	December 2018
Applicable Legislation:	<i>Age Discrimination Act 2004 (Cth)</i> <i>Anti-Discrimination Act 1998 (TAS)</i> <i>Australian Human Rights Commission Act 1986 (Cth)</i> <i>Disability Discrimination Act 1992 (Cth)</i> <i>Fair Work Act 2009 (Cth)</i> <i>Local Government Act 1993 (TAS)</i> <i>Public Health Act 1997 (Tas)</i> <i>Racial Discrimination Act 1975 (Cth)</i> <i>Sex Discrimination Act 1984 (Cth)</i> <i>Work Health & Safety Act 2012 (TAS)</i> <i>Workers Rehabilitation & Compensation Act 1988 (TAS)</i>
Publication Sources:	15/013 - Human Resources Policies & Procedures 02/03/01/01 – Human Resources – Employee Infonet / Documents / HR – Policies Works Depot, Childcare Facility and Pool Locations

1. AUTHORITY & APPLICATION:

This Policy should be considered in conjunction with the following policies and procedures:

- Disciplinary
- Employee Code of Conduct
- Fitness for Work
- Issue Resolution
- Performance Management
- Workplace Behaviour

Definitions

Council - Northern Midlands Council.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Councillor - an elected member of Council known as a Councillor or Alderman or otherwise meeting the definition of a Councillor as defined under section 3 of the *Local Government Act 1993 (TAS)*.

Employee - a person who carries out work for Council as an employee of Council.

General Manager - the General Manager of Council as appointed under section 61 of the *Local Government Act 1993 (TAS)*.

Industrial Instrument – an instrument that has legal application with respect to minimum entitlements to those employees covered within its scope (e.g. Award or Enterprise Agreement).

Infringing Workplace Behaviour - any act or omission, which amounts to a breach of any Council policy, contractual obligation or misconduct at common law.

Manager/Supervisor - a person at the workplace who is appointed to a position that has management/supervisory responsibilities for others or their appropriately nominated or authorised delegate.

Other Persons at the Workplace – any person at the workplace who is not a worker including visitors and ratepayers

Policy - this Policy including the authority and application.

Smoking – includes tobacco encased in e-cigarettes, cigarettes, pipes and cigars.

Worker – a person who carries out work in any capacity for Council, including work as:

- an employee
- a contractor or subcontractor
- an employee of a contractor or subcontractor
- an employee of a labour hire company who has been assigned to work at Council
- an outworker
- an apprentice or trainee
- a student gaining work experience
- a volunteer, or
- a Councillor

Workplace - a place where work is carried out for Council, including

- buildings

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



- structures
- vehicles
- outdoor areas, and
- locations at which employees are engaged on duty

Training

Council will provide all persons covered by this Policy with the appropriate training so they are made aware of their responsibilities and obligations under the Policy.

Amendment

Council retains the sole discretion to reasonably vary, terminate or replace this Policy from time to time. Council will consult before amendments are made and will notify and train those the amendments apply to.

Interpretation of Policy

The singular includes the plural and vice versa.

A reference to any legislation includes all delegated legislation made under it and amendments, consolidations, replacement or re-enactments of any of them.

A reference to a Policy or Procedure means any approved policies or procedures of Council unless otherwise stated.

'Including' and similar expressions are not words of limitation.

A reference to a document (including this document) is to that document as amended, novated or replaced unless otherwise stated.

Where a word or expression is given a particular meaning, other parts of speech and grammatical forms of that word or expression have a corresponding meaning.

Examples used in this Policy are for illustrative purposes only and are not intended to be exhaustive.

Unless expressly provided for, this Policy is not in any way incorporated as part of any enterprise agreement and does not form part of any employee's contract of employment and any applicable enterprise agreement or contract of employment will prevail over this Policy to the extent of any inconsistency.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



It is not intended that this Policy impose any obligations on the Council or those covered by it that are unreasonable or contrary to the operation of applicable laws. Any obligation, direction, instruction or responsibility imposed by this Policy must be carried out in a manner that an objective third party would consider to be fair and reasonable taking into account and in the context of all the relevant applicable laws, operational and personal circumstances.

Questions relating to the interpretation, application or enforcement of this Policy should be directed to the person's manager or the People & Culture Business Partner.

Reporting of Breaches

Persons covered under the paragraph 'Coverage' must reasonably report any breaches to this Policy to their Manager/Supervisor and/or the People & Culture Business Partner.

Breach of this Policy

Persons covered under the paragraph 'Coverage' who engage in Infringing Workplace Behaviour may (as is appropriate) be subject to appropriate disciplinary action in accordance with the Disciplinary Policy and Procedure.

2. PURPOSE:

The aims of this Policy are as far as is reasonably practicable to:

- recognise Council's responsibilities and commitment as an employer to maintain a safe and healthy workplace for workers and other persons at the workplace whose health and safety could be at risk through exposure to smoking
- implement strategies that Council can use to limit, manage and control the risks associated with smoking in the workplace
- create a healthy environment through maintaining a smoke free working environment, and
- operate in conjunction with applicable laws, industrial instruments and related documents

3. COVERAGE:

This policy covers and applies to workers and other persons at the workplace.

4. REQUIREMENTS:

Employees and other persons at the workplace are required to comply with this policy. In addition to this (unless otherwise notified in writing) they are also required to adhere to

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



lawful and reasonable directions, policies and procedures regarding compliance with this policy.

Managers/Supervisors are required to reasonably promote this policy within their area of responsibility and take reasonable steps to ensure that any breaches or potential breaches of this policy are identified, taken seriously and acted upon appropriately.

5. SMOKE FREE WORKPLACE:

No workers or other person at the workplace will be permitted to smoke within any Council workplace, including buildings, structures, vehicles, outdoor areas or locations where employees are engaged to be on duty.

Workers and other persons who are smokers, are only able to smoke during their rest or meal breaks, so long as they are not smoking within any Council workplace and/or within 3 metres of other persons. Similarly, workers and other persons who smoke must ensure that they are a minimum of 3 metres away from any door and 10 metres away from any windows, air-conditioning inlets or similar openings in accordance with the *Public Health Act 1997 (Tas)*.

No worker or person is permitted to smoke within a confined space or provide a naked flame in any Council open space where there is a likelihood of vegetation fire.

6. SUPPORT SERVICES:

Council will provide information and contact details about support services where requested by a workers or other person at the workplace.

Any breach to this policy may be subject to disciplinary action, up to and including termination of employment.



Northern Tasmanian Councils

Shared Services Study – Condensed Report

July 2017





Important Notice

Inherent Limitations

This report is given subject to the written terms of KPMG's engagement. This report has been prepared as outlined in the Scope section (page 10). The services provided in connection with this engagement comprise an advisory engagement which is not subject to Australian Auditing Standards or Australian Standards on Review or Assurance Engagements, and consequently no opinions or conclusions intended to convey assurance have been expressed.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by the Northern Tasmanian Councils consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

No reliance should be placed by the Councils or Department of Premier and Cabinet on additional oral remarks provided during any presentation, unless these are confirmed in writing by KPMG. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

Third Party Reliance

This report has been prepared at the request of Department of Premier and Cabinet and the Northern Tasmania Councils in accordance with the terms of KPMG's engagement letter/contract dated 8 November 2016. Other than our responsibility to the Councils and the Department of Premier and Cabinet neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

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Private and confidential

The Mayors and General Managers,

West Tamar Council, George Town Council, Dorset Council, Break O'Day Council, Northern Midlands Council, Meander Valley Council, Flinders Council and Launceston City Council

Shared Services Feasibility Study

KPMG is pleased to present our Condensed Final Report into options for shared services between the group of eight northern Tasmanian councils. In summary, the study has found:

- The region covered by the eight northern councils represents approximately one third of Tasmania's land mass and population. The City of Launceston stands out from the other seven councils, with a population and staffing level that is almost that of the other seven councils combined
- The region more generally possesses some higher levels of economic and social disadvantage with an ageing population profile in excess of the Tasmanian median and with five of the eight councils forecast to have a population decline by 2030. This will put pressure on the capacity of many councils in the region to raise revenue and maintain service levels. It is therefore of critical importance that the councils maximise the efficiency of their service delivery models using innovative approaches. These observations have assisted the councils to develop a shared understanding over the course of this study that simply maintaining the current arrangement is not an option
- The councils possess much in common in terms of vision, guiding principles and services, but have each adopted various approaches to the delivery of those services in terms of staffing levels, information systems and business processes. These fundamental differences create many challenges in moving to some of the 'whole-of region' shared service options contemplated by this study

— There is a spectrum of shared service options conceptually available, with some case studies found that point to shared service success stories. Other independent evaluations point to many of the less successful attempts at shared services in government and the range of challenges - governance, political, process and financial - that have impeded the implementation of shared service models

— The more complex shared service models on the spectrum, involving the formation of a separate, jointly owned entity, or centralised service delivery with one council (most logically Launceston) have been found to be not attractive from many perspectives – financial, political, operational - due to the range of systems and processes that would need to be migrated and the disruption that would follow

— Accordingly, this study has concluded that the ongoing and incremental expansion of resource sharing at sub-regional levels, along with some whole of region initiatives including joint contracting for selected services and migration to a single information management platform, is a more sustainable pathway for the region to adopt

— An immediate opportunity for the councils that will require a long term implementation is focused on the need to move to common technology platforms (specifically networks, infrastructure and applications) in order to fully leverage the combined scale of the councils. This reform can drive harmonization of business processes and deliver 'back office' efficiency gains that can be reinvested into community facing services

— The governance over these initiatives, informed by the Common Services Model, adopted by Brighton and its partnering councils, may provide the structured approach required for the northern councils to move forward.

We thank you for the opportunity to have undertaken this study.



Tim Rutherford
Director



David Richardson
Director

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Page

Headlines

5

1. Introduction

9

2. Current situation

Northern Councils Overview

12

Service Profile

13

Financial and Employment Profile

14

Community Profile

15

3. Shared Services Options

Establishing services suitable for shared services

17

Shared Services Models

18

Overview of the options

19

Summary assessment of the options

20

Financial modelling results

21

4. Recommendations and next steps

Recommendations

23

Implementation overview

24

IT implementation

25-26

A potential governance model

27

8-1





Headlines

This section distills the key messages arising from this study

Northern Tasmanian Councils

Shared Services Study Headlines



Background (Sections 1-2)

The northern region of Tasmanian councils comprising Break O'Day, Dorset, Flinders, George Town, Launceston, Meander Valley, Northern Midlands and West Tamar (the northern councils) have come together with the support of the Department of Premier and Cabinet (Local Government Division) to explore possible resource sharing/ shared services reforms, within the context of improving their capacity and performance.

The northern councils have collectively ruled out amalgamations at this point. Accordingly, the project objective was to investigate the merits of a shared services model for the eight participating councils, having regard to the principles set by the Minister for Local Government - Be in the best interests of ratepayers; improve the level of services for communities, preserve and maintain local representation, and ensure that the financial status of the entities is strengthened.

A Steering Committee comprising the General Managers of the northern councils and other senior support staff have worked in a highly constructive and collaborative manner over the six months of the study. **In some ways, the process of working through the study has been more valuable than the final report, and this should provide a strong and collegial platform to progress the outcomes of this study.**

Current state (Section 3)

Community profile

The study has found that Launceston is by far the most population dense municipal area, followed by West Tamar. These two councils represent over half of the eight combined councils in terms of rateable properties and population. The population profile of the northern region also presents challenges for the councils. The study has found the northern councils' population is projected to age at a faster rate than the rest of Tasmania. Launceston, Break O'Day and West Tamar are the only councils that are projected to have growth in their populations. Five of the eight northern councils have a higher reliance on government support than the Tasmanian average and six of the eight councils possess average or lower than average economic advantage. **These study findings will exert further pressure on the revenue raising capacity of councils in the longer term, all else being equal.**

Financial profile

The study has found the northern councils have varying financial profiles, reflecting their diverse scale and service mix. Though all the councils generally present a reasonable financial position, the study identified some financial pressure points evidenced by four of the eight councils reporting underlying deficits in 2015-16, with the average overall result being substantially lower than the Tasmanian average, in both dollar terms and in the operating surplus ratio. In addition, six of the eight councils have reported consistent operating deficits over the last three years. **This suggests there remains scope for the councils to pursue initiatives that will further improve operational efficiency.**

Service profile

The councils share many common elements in their vision and guiding principles. The councils also provide many similar services that are central to their core role in serving their communities - asset maintenance, waste management and development services. Many of the supporting functions for these services are therefore also similar - finance, payroll, human resource management etc. However, some of the northern councils provide some unique services, such as an airport, pools, sports stadiums, rural health and childcare. For many of the common services, the councils have adopted different approaches to service delivery in terms of staffing levels, information systems and business processes. **This variability of services adds to the complexity of aiming to move to some of the shared services models with minimal disruption to council operations.**



Northern Tasmanian Councils Shared Services Study Headlines



<p>Current state (Section 3)</p>	<p>Organisational profile</p> <p>The northern councils collectively employ 854 full-time equivalent staff, of which 431 are employed by City of Launceston. The combined wages bill for the councils amounts to around \$68M p.a. of which \$31M can be attributed to the City of Launceston. The councils are therefore a major employer in the region and make a significant contribution to the north eastern Tasmanian economy.</p> <p>The organisational structures of the councils have much in common, again reflecting the broadly similar scope of services provided. Each council has its own industrial agreement, highlighting the wide range of differing terms and conditions of employment for many staff providing broadly comparable services.</p> <p>The councils have each adopted their own core financial and information management systems. There are five different finance systems and six different systems used to support engineering services (asset management, spatial science etc.). The diversity of information management systems across the councils, and the associated differing business processes presents a particular challenge to the pursuit of shared services.</p>
<p>Shared service options (Section 4)</p>	<p>The study has explored the range of services delivered by the councils, and the Steering Committee has guided the study to focus on shared service opportunities for key common service areas – corporate services, engineering services and waste management services.</p> <p>The councils currently expend approximately \$21.M p.a. on these ‘in-scope’ services, of which approximately \$15M p.a. is salaries for 183 FTE. Expenditure on these services represents around 12% of the \$184M of total operating expenditure of the northern councils.</p> <p>The study has also explored the spectrum of shared service ‘models’ that are conceptually available, ranging from simple contracting between councils through to more complex incorporated joint ventures.</p> <p>Having regard to the services in scope, the study was able to distill the spectrum of options into four core alternatives:</p> <ol style="list-style-type: none"> 1. Optimising the current arrangements - extending the current range of services already being delivered between the councils in various sub-regional arrangements 2. Joint contracting/ outsourcing – combining all the councils onto common contracts for core services and outsourcing these functions where feasible 3. Contract service model - empowering a single council to centrally deliver the shared services to the other councils on a fee for service basis 4. Incorporated joint venture – establish a separate shared services entity (using the enterprise provisions of the Local Government Act) to centralise the shared services and deliver those services back to the councils <p>A literature review found there are a number of examples of the different shared services models in existence, nationally and internationally. However, the study also found a number of other independent reviews of shared services that identified the failures of attempts to build shared service models, the lessons learnt from those failures and guidance notes to others contemplating shared service implementations. Some of the more common keys to success are avoiding opt-in/ out-out options, effective governance arrangements, leadership, persistence, change management/ communications and standardising core information systems and processes before sharing services.</p>



Northern Tasmanian Councils Shared Services Study Headlines



Assessment of the options (Section 5)

In considering the four conceptual options in consultation with the Steering Committee, it became apparent that all possessed various advantages and disadvantages from a political, financial and operational implementation perspective. In the assessment of those options, the study found:

- there are elements of Option 1 (extending current resource sharing arrangements) and Option 2 (joint contracting for selected services such as waste management) that could 'blend together' in a 'cocktail' of opportunities to optimise the current arrangements
- Option 3 (Contract service model) presented a range of political and implementation changes and a financial cost/ benefit outcome that would not favour that option
- Option 4 (Incorporated Joint Venture) presented similar challenges to Option 3, but with an even less attractive financial cost/ benefit outcome

On balance, the study has concluded that the greatest gains can be made by all of the councils adopting common IT platforms. That will provide a foundation on which to extend the current resource sharing arrangements, with wider joint contracting for common services (e.g. waste management, debt collection, legal services) at both sub-regional or whole of region levels.

The financial modelling of all of the options, and especially the blended Option 1/2 can at best be indicative, as this is dependent on a wide range of variables such as the services selected for sharing, the breadth of council participation and the complexity of implementation. For Option 1/2, estimated recurrent savings of \$3-4M p.a. across the region may be achievable set against implementation costs in the wide range of \$0.5-\$4M. This would represent savings of around 15% of the current operating expenditure on these services.

Opportunities and next steps (Section 6)

A range of 13 (or more) opportunities/ recommendations for shared services have been identified that form the 'cocktail' of initiatives. These extend the current resource sharing occurring between the northern councils into new areas and require genuine examination of joint contracting at sub-region and whole of region levels. **As noted in the literature review, factors critical to the success of shared service reforms are:**

1. **The formation of an effective governance/ management model with resources to progress the initiatives**
2. **The harmonisation of information management systems by the participating entities onto common platforms**
3. **A 'one-in, all-in' approach that does not easily allow opt-in, opt-out when it suits the preferences of individual councils to the detriment of the councils of the northern region as a whole**

In light of the emerging favoured option, the study has explored the Common Services Model, led by Brighton Council. That model has attracted some positive independent evaluations as an innovative approach to resource sharing in local government. The northern councils may not yet be prepared to replicate a model such as that in the northern region. However, there are some elements of that model, including a structured and effective governance model, a Common Services Contract that binds the participating councils, and fee-for service pricing arrangements that provide insights into an approach to shared services that would be robust, enduring and deliver real efficiencies to communities in the northern region of councils.

In concluding, the study has arrived at a way forward that is more evolutionary than revolutionary. That was not the expectation on commencement. However, there are elements of the solution that would be a major departure for the councils from the status quo, significantly break down existing silos and develop genuine regional cooperation. Such reforms would surely improve services and financial sustainability and be in the best interest of rate payers.





1. Introduction

This section outlines the scope and approach to the study

Northern Tasmanian Councils

Requirements

Scope

The northern region of Tasmanian councils comprising Break O'Day, Dorset, Flinders, George Town, Launceston, Meander Valley, Northern Midlands and West Tamar have come together with the support of the Department of Premier and Cabinet (Local Government Division) to explore possible resource sharing/ shared services reforms, within the context of improving their capacity and performance.

The Tasmanian State Government has established that the following principles must be applied when considering all options as they relate to local government reform:

- *Be in the best interests of ratepayers*
- *Improve the level of services for communities*
- *Preserve and maintain local representation, and*
- *Ensure that the financial status of the entities is strengthened.*

The northern councils have collectively ruled out amalgamations at this point. Accordingly the project seeks to investigate the merits of a shared services model for the eight participating councils, having regard to these principles. The councils have determined that the first step is to undertake a benchmarking exercise that looks into (compares and contrasts) the financial and service delivery measures of each council.

The objective for the project is to use benchmarking to establish a standardised evidence base providing data on both qualitative and quantitative aspects of operations and which additionally identifies from the data, areas of potential for resource sharing and other collaboration between the councils.

Outcomes

1. Review the data utilised to establish council KPIs as per the Tasmanian Auditor General to ensure that the **base data** provided by the councils establishes a consistent comparison for each council.
2. **Benchmark each council's KPIs** as per the Tasmanian Auditor General, in addition to any other KPIs considered relevant, which include key measures of operational efficiency in functions including
 - a) Human resource management
 - b) Corporate services – financial management, reporting, compliance, rates
 - c) Asset management planning – service levels, condition assessment and engineering
3. Identify the **services provided by each council** and to what level these services are provided, including any relevant contextual information on service differentials
4. **Compare the services above (a to j), with the benchmarks** established by the Tasmanian Auditor General
5. Provide an analysis of the **demographic profile of the region** – current and projected to 2025 (covering for example Age, Population, Density and Economic performance and tourism) and include any major changes in service delivery needs
6. Make recommendations on where **improvements/ efficiencies can be made** in each area of each council
7. Recommend **resource sharing/ service collaboration** opportunities including:
 - a) Services that could be *regionalised* and how
 - b) The *potential for cost savings, service improvements* and efficiency improvements to council operations and any other stakeholders
 - c) The potential for *improved risk management*
 - d) Other *potential financial benefits* and impacts from a shared service delivery model
 - e) The *impacts on employment numbers*, potential improvement in staff skills and potential impacts on existing employment arrangements, including enterprise agreements
8. Develop an **evaluation framework** which includes baseline data, benchmarks and performance indicators for evaluating the success of the services and the ongoing viability of the councils

The study was conducted over six months with guidance provided at regular intervals by the Steering Committee comprising the senior management of the northern councils.





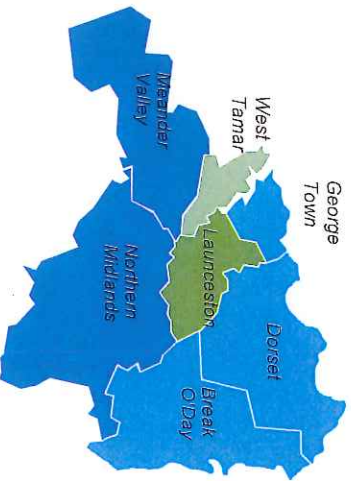
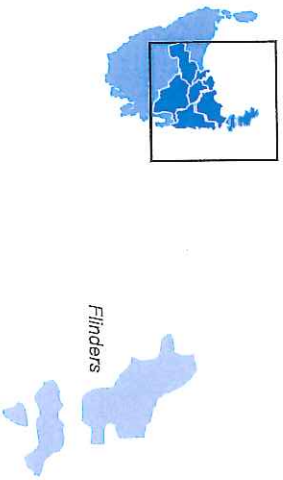
2. Current situation

This section provides a snapshot summary of the main features of the northern councils

Northern Tasmanian Councils

Northern Councils Overview

The Northern Councils have varying profiles in terms of size, nature and economic/demographic characteristics.



Summary Council Profiles	Break O'Day	Dorset	Flinders	George Town	Launceston	Meander Valley	Northern Midlands	West Tamar
Council Classification (Auditor General)	Rural agricultural, large	Rural agricultural, large	Rural agricultural, small and medium	Rural agricultural, large	Urban medium	Rural agricultural, very large	Rural agricultural, very large	Urban small
Population	6,469	7,105	783	6,802	67,078	19,686	12,749	23,202
Rateable Properties	6,297	5,279	1,190	4,354	31,147	9,897	6,850	11,813
Square Kilometres	3,256	3,228	1,997	653	1,414	3,330	5,137	691
Staff (FTE)	53.3	58.9	22.5	50.6	423.2	79.8	65.9	99.9

Source: Report of the Auditor-General No. 8 of 2016-17 Auditor-Generals Report on the Financial Statements of State entities

The northern councils represent around one-third of Tasmania's population and land mass. Launceston is by far the most population dense municipal area, followed by West Tamar. These two councils represent over half of the eight combined councils in terms of rateable properties and population. Break O'Day is particularly unique, as it has almost the same number of rateable properties to head of population. This highlights the extent to which Break O'Day has a large amount of shacks and second homes, compared to the other municipal areas. To some extent this is also the case with Dorset and George Town.



Northern Tasmanian Councils Services profile



The Northern Councils provide common services, as well as unique services.

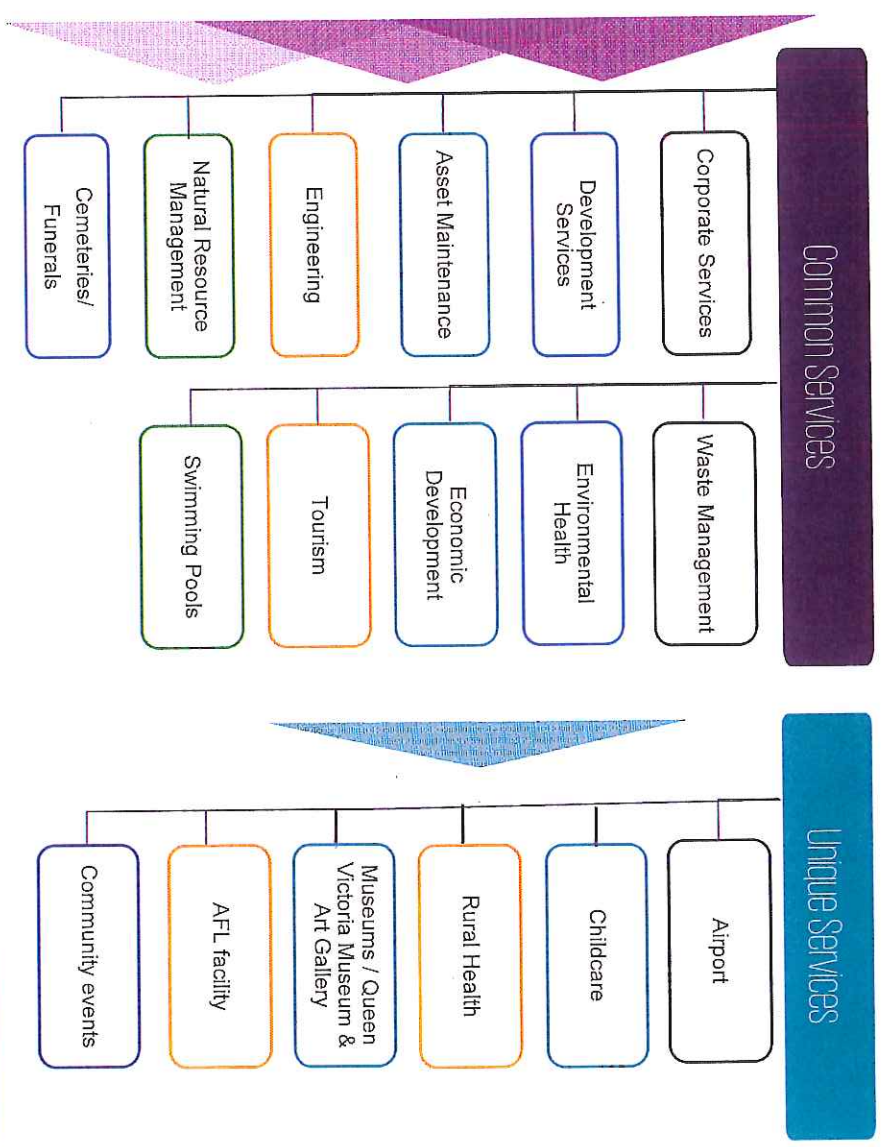
Many of the services that councils provide are central to their core role in serving their communities e.g. asset maintenance, waste management, and development services. Many of the supporting functions for these services are therefore also similar.

However, the northern councils also have some unique services, which arise from the rural/urban nature of some councils e.g. rural health, child care and museums etc.

For many of the common services, the councils have adopted different approaches to service delivery in terms of staffing levels, information systems and business processes.

This variability adds to the complexity of aiming to move to some of the shared services models with minimal disruption to council operations.

The councils also have a number of resource sharing arrangements already in place, between themselves and with councils outside the northern region. This can potentially provide a platform on which to extend shared services arrangements at a sub-region or whole-of-region level.



The councils share much in common in terms of their vision and strategic priorities



Northern Tasmanian Councils

Financial profile



Half of the eight northern councils made an underlying deficit in 2015/16, which on a combined basis was below the Tasmanian average

- Four out of the eight councils made an underlying deficit in 2015-16. Flinders made the largest deficit (relatively) due to timing of pre-paid Federal Assistance Grants which affected the financial results. George Town also made a deficit as a result of infrastructure revaluations and a resulting increase in depreciation charges. All councils made positive net cash flows from operations.
- George Town, Meander Valley and Flinders incur the highest average cost per FTE. Meander Valley has the longest serving employees, followed by Launceston.
- Flinders has the highest FTE per 1000 population and rateable property, due to its small population.
- Break O'Day whilst having a fairly high FTE per 1000 population (8), has a fairly low FTE per rateable property. This reflects the large amount of shack homes.

2015-16 Results	Break O'Day	Dorset	Flinders	George Town	Launceston	Meander Valley	Northern Midlands	West Tamar
Underlying Surplus*	-\$0.59m	\$1.55m	-\$1.00m	-\$0.81m	\$2.18m	\$0.41m	-\$0.55m	\$1.24m
Underlying Surplus Ratio*	-4.4%	12.4%	-21.8%	-9.9%	2.2%	2.2%	-3.3%	5.2%
Net Cash Flows from Operations	\$2.25 m	\$2.88 m	\$0.23 m	\$1.54 m	\$17.82 m	\$5.89 m	\$4.41 m	\$6.57 m
Employment Expense	\$4.03 m	\$3.40 m	\$2.09 m	\$3.87 m	\$38.1 m	\$6.29 m	\$4.96 m	\$8.08 m
Average Salary (per FTE)	\$64,047	\$66,008	\$69,278	\$73,276	\$60,390	\$69,100	\$58,909	\$67,799
Average length of employment	7.6	9.0	5.1	7.4	9.5	13.5	7.7	8.8
FTE per 1000 Rateable Properties	8.5	11.2	18.9	11.6	13.6	8.1	9.6	8.5
FTE per 1000 Population*	8.2	8.3	28.7	7.4	6.3	4.1	5.2	4.3

* Data sourced from Report of the Auditor-General No. 8 of 2016-17 Auditor-General's Report on the Financial Statements of State entities. All other information sourced directly from Councils' Annual Reports and raw data.



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Northern Tasmanian Councils Community profile



Ageing and shrinking populations in some areas will significantly affect councils' revenue base and demand for services.

Population

- The northern councils' population are projected to age at a faster rate than the rest of Tasmania, which is significantly greater than the national rate. Break O'Day, Dorset and Flinders have been forecasted to age at higher rates than the other councils.

- In terms of population growth, Launceston, Break O'Day and West Tamar are the only councils that are projected to have growth in their populations. Dorset, Flinders, George Town, Meander Valley and Northern Midlands have all been projected to decline in population. There may be growth in some communities such as Perth, Longford and Evandale.

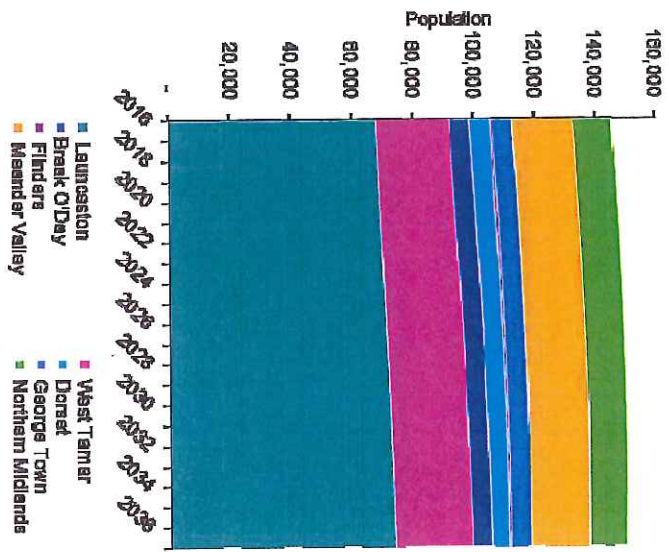
Income

- Launceston has the largest average income and the largest number of income earners, followed by West Tamar. Flinders, Break O'Day and Dorset have the lowest average income figures per income earner.
- Five of the eight northern councils have a higher reliance on government support than the Tasmanian average.

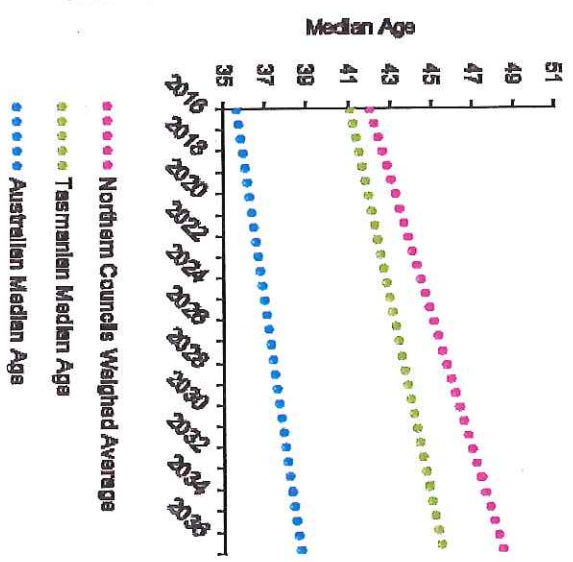
Socio-Economic Index for Areas

- Meander Valley and Flinders rank in Tasmania's top 25% socio-economic index. Northern Midlands, Launceston, and Dorset score around the Tasmanian median. Break O'Day and George Town rank in Tasmania's bottom 25%, indicating a lower level of advantage.
- On a national level, Launceston, Dorset, Break O'Day and George Town all rank in Australia's bottom 30%

Northern Tasmanian Councils: Population Projections



Median Age Projections



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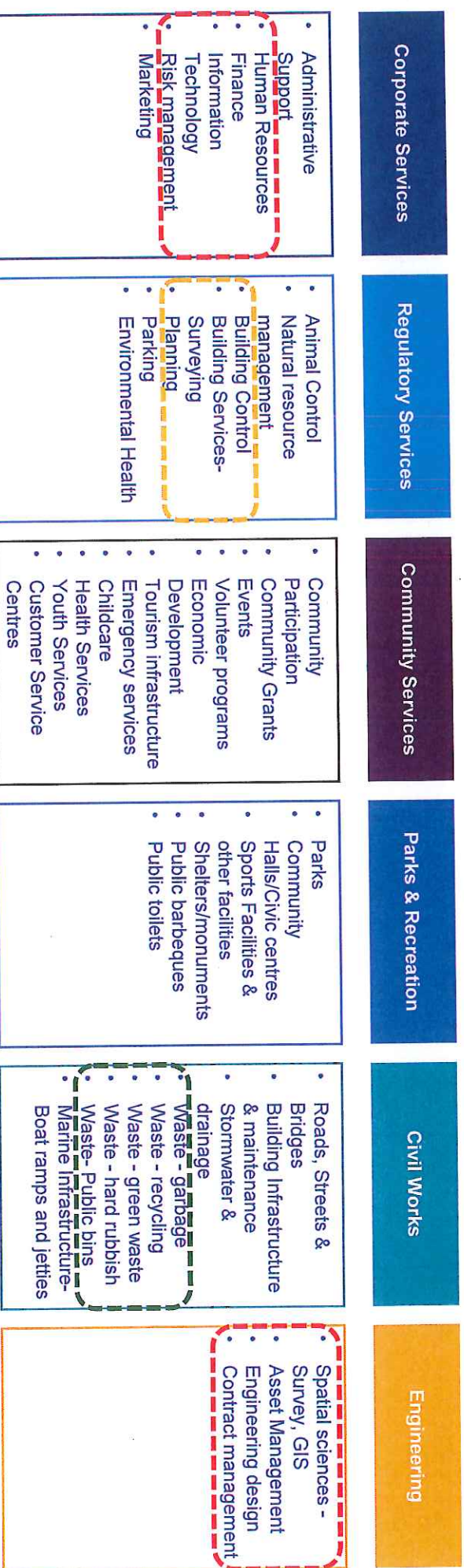
3. Shared Service Options

This section provides an overview of the shared service options considered by this study



Functions suited to shared services

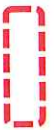
The following pillars of services broadly summarise the majority of council services. In conjunction with the Steering Committee, the scope of services for further analysis were determined. These were either assessed as being suitable for shared procurement/contracting, or otherwise suitable for a shared services model in considering both strategic, organisational, and financial elements.



1-81



Agreement that these services may be suited to joint purchasing/ contracting



Agreement that these services may be suited to a shared service model



Agreement that these services are not in scope for this study but may be considered for shared services at some point in the future

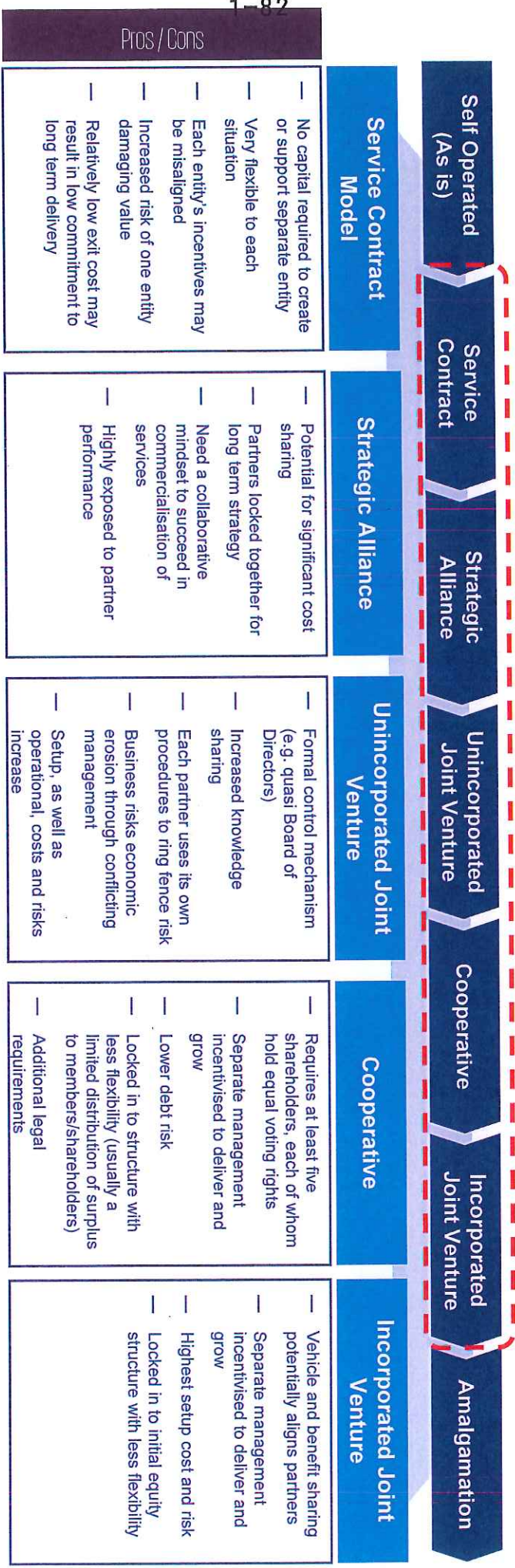


Resource Sharing Options

A spectrum of resource sharing options have been considered



The options explored in this Feasibility Study cover the following spectrum of models.



The structure should best reflect the core value drivers and address key risks based on the following factors:



Overview of the Options



In considering the shared services models available and the current state of the northern councils, the following four options were considered for analysis.



1-83

The study found some examples of the different shared services models in existence. However, the study also identified some failed attempts to build shared service models. Some of the more common keys to success are avoiding opt-in/ opt-out options, effective governance arrangements, leadership, persistence, change management/ communications and standardising core information systems and processes before sharing services.



Summary assessment

The councils should expand on current resource sharing using a Common Services inspired model.



Option #	Appetite	Complexity	Risks	Financial Benefits	Financial Costs	Emerging directions
Option #1 "Optimised status quo"	Green	Yellow	Green	Green	Yellow	<ul style="list-style-type: none"> The northern councils are already undertaking some resource sharing at a sub-regional level There is general agreement that the councils need to continue to find ways to improve services, save costs There is general support for further optimisation and extension of the current sub-regional resource sharing arrangements
Option #2 "Quick wins"	Yellow	Red	Yellow	Green	Yellow	<ul style="list-style-type: none"> Some of the perceived 'quick wins' are not straight forward due to the existing councils' systems and processes e.g. payroll and job costing links, use of different contractors for similar services There remains scope for some expansion of joint contracting at a sub-regional and whole-of regional level on a case-by-case basis
Option #3 "Stretch goal"	Yellow	Red	Red	Yellow	Red	<ul style="list-style-type: none"> There is not strong support for the 'stretch goal' of centralising all of the identified functions into a single council Indicative financial modelling suggests the cost/ benefit assessment does not support the pure form of this model There are other significant potential issues – risks, system differences, governance arrangements There may be scope for some of the functions to be provided using a Common Services inspired governance model to formalise both current and potential resource sharing arrangements.
Option #4 "Big bang"	Red	Red	Red	Red	Red	<ul style="list-style-type: none"> There is limited support for the 'Big Bang' of centralising all of the identified functions in a separate entity Indicative financial modelling suggests the cost/ benefit assessment does not support the pure form of this model There are other significant potential issues – risks, system differences, governance arrangements This model can be ruled out for further analysis and consideration

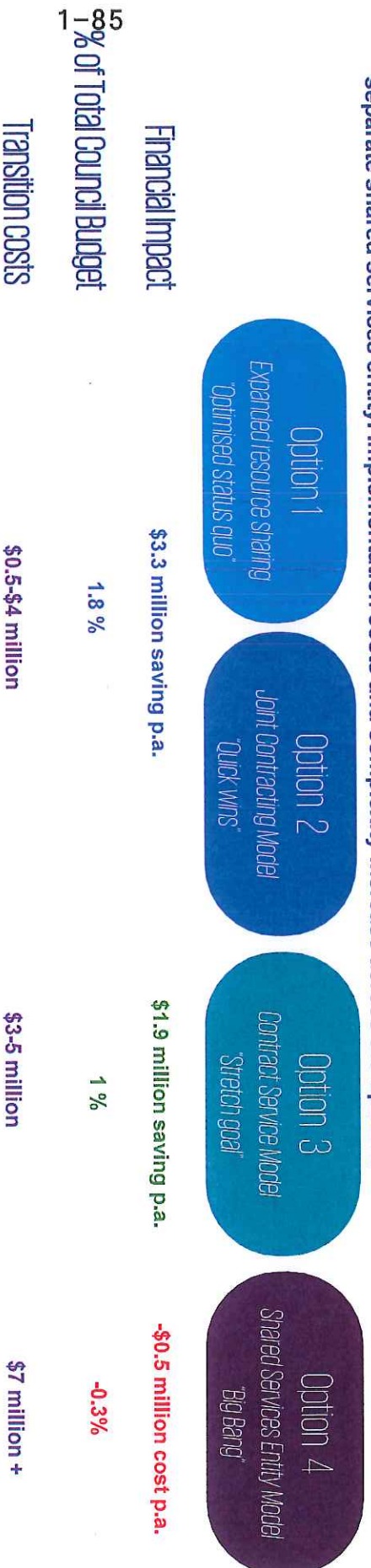
There is a cocktail of opportunities that do not fit neatly into one of the conceptual models. A Common Services type model provides the flexibility for shared services to expand and adapt to the differing requirements of the councils. These considerations form the basis for the recommendations.



Northern Tasmanian Councils Financial Modelling Results



The financial modelling is indicative and sensitive to the assumptions employed. This is particularly so for the blended Option 1-2 scenario. Whilst Option 3 provides some savings, these are relatively small in terms of total councils' budget, and are dependent on efficiencies being realised. Option 4 results in the costs outweighing the benefits, due to the larger establishment and operating costs associated with a separate shared services entity. Implementation costs and complexity increase across the options.



Conclusions

Indicative financial modelling has been undertaken for options 1-2 combined, given that the assumptions around these options are dependent upon individual decisions of the councils.

The Brighton Council Common Services Agreement indicates savings of between \$0.5 million - \$1 million have been achieved under that model. A saving of \$3.3M p.a. would therefore require a whole of northern region commitment to the initiatives and may take several years to materialise.

Whilst under Option 3 there are savings available, they are relatively immaterial in comparison to the total expenditure of the councils. The realisation of any savings are dependent on the assumptions relating to FTE reduction and savings from joint procurement, and the costs of establishing the contract service model.

Under Option 4 using the assumptions stated, the costs of establishing a shared services entity outweighs the benefits. This suggests that this is a high risk option, and savings may be difficult to realise in the short term.





4. Recommendations and next steps

This section outlines the way forward for the northern councils to expand shared services

Recommendations

There is a cocktail of opportunities that do not fit neatly into one of the conceptual models, however can build on existing arrangements between the councils. Adoption of common IT platforms can be the game changer...



Currently, the northern councils are in a position to establish and facilitate the range of initiatives outlined below. These include outsourcing some service delivery as well as centralising the procurement of some services. These initiatives are based on the current commonalities between services, either through systems and processes, or common providers and contractors.

#	Function	Recommended shared service initiatives/s	Scope	Effort	Benefit
Service Delivery					
1	Finance	Outsource financial processing and reporting to another council	Sub region	Low	Moderate
2	Payroll	Outsource payroll processing to another council	Sub-region	Low	Low
3	Information Technology	Move towards common IT systems	Whole region	High	High
4	Information Technology	Outsource desktop support	Sub-region	Low	Moderate
5	Risk management	Adopt a consistent regional approach to risk management	Sub-Whole region	Moderate	Moderate
6	Engineering design	Centralisation and joint sourcing of design services	Sub- Whole region	Moderate	High
Contracting Services					
7	Human Resources	Joint contracting to source industrial relations advisory and other HR related services	Sub-region	Low	Low
8	Legal services	Joint contracting to source legal services	Sub-Whole region	Low	Low
9	Waste collection	Move toward joint contracting for waste collection services	Sub-region	Moderate	High
10	Spatial sciences/ GIS	Centralisation and joint sourcing of GIS services	Sub-Whole region	Moderate	High
11	Asset management	Centralisation and joint sourcing of asset management functions	Sub-Whole region	Moderate	High
12	Contract management	Joint sourcing and consistent contract management models/ documentation	Sub- Whole region	Moderate	High
13	Debt collection	Joint contracting to source debt collection services	Whole region	Low	Low

This analysis is limited to the services determined to be in-scope as part of this Study. Adoption of common IT platforms would be a significant first step the northern councils should progress. There are other services that could be considered under a Common Services Model. Shared development/ regulatory services and shared management of cemeteries were out-of-scope for this study, but may be suited for shared regional approaches in the longer term.

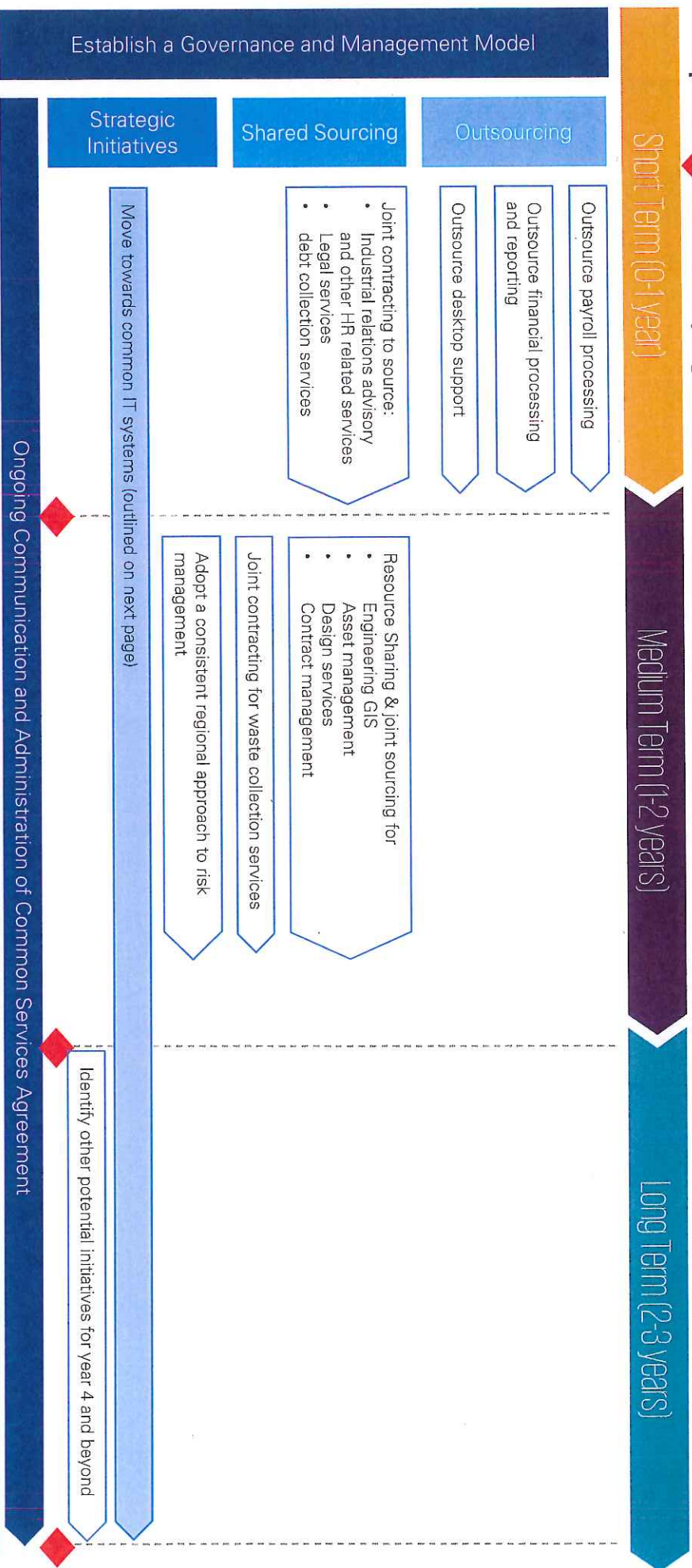


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Northern Tasmanian Councils Implementation



An indicative timeline for these initiatives is outlined below, as a starting point for consideration by the councils, with annual checkpoints **◆** to evaluate progress and identify other potential shared services initiatives.



In light of the analysis conducted over the options, it is recommended that the Northern Councils move towards the adoption of a governance/management model (along the lines of a 'Common Services Model') to implement, administer and manage the services going forward. Common IT systems for the northern councils is a strategic and significant first step that can provide a foundation to many other shared service initiatives. Any efficiency savings can then be reinvested into other community facing services.



Implementation



Short Term (0-1 year)

Medium Term (1-2 years)

Long Term (2-3 years)

Common technology platforms

The study has found that several of the northern councils have put deliberations into information system upgrades, replacements etc. on the 'back burner' due to the more general climate for reform in local government in Tasmanian and, more recently, pending the direction of this study.

An immediate opportunity for the councils that will require a long term implementation is focused on the need to move to common technology platforms (specifically networks, infrastructure and applications) in order to fully leverage the combined scale of the councils.

The benefit of common technology platforms is not in the technology cost or operations. Rather, the majority of the potential benefit in shared platforms is in the ability to consolidate and drive synergies in processes across all operations of the councils, regardless of their physical location, size and complexity. This includes the standardisation of all corporate applications (finance, procurement, human resources etc.) as well specialist technology platforms used for engineering & GIS, planning & design, asset management and risk management.

Standardisation also allows for the consolidation of community facing responsibilities through effective Customer Relationship Management (CRM) capability and the potential sharing of information across council boundaries to facilitate better outcomes through strategic planning occurring at a regional rather than council level. This also requires all councils to commit to single processes and training methods in order that staff within one council can operate those on behalf of other councils. This then lends itself to a single council provider model where the councils can really leverage scale to reduce the total operating costs of the council by driving down the unit cost for transactions within it.

Due to the complex nature, long lead times and significant investment profile required for the implementation of this technology platforms standardization, the councils may wish to commence this activity immediately on a long term planning basis in order to move closer together by removing the current barriers that exist around consolidating significantly different systems and processes. Where there are so-called "common" systems, the level of configuration and customization of those systems are currently materially different enough to require a reimplementatation of the systems rather than a simple integration.

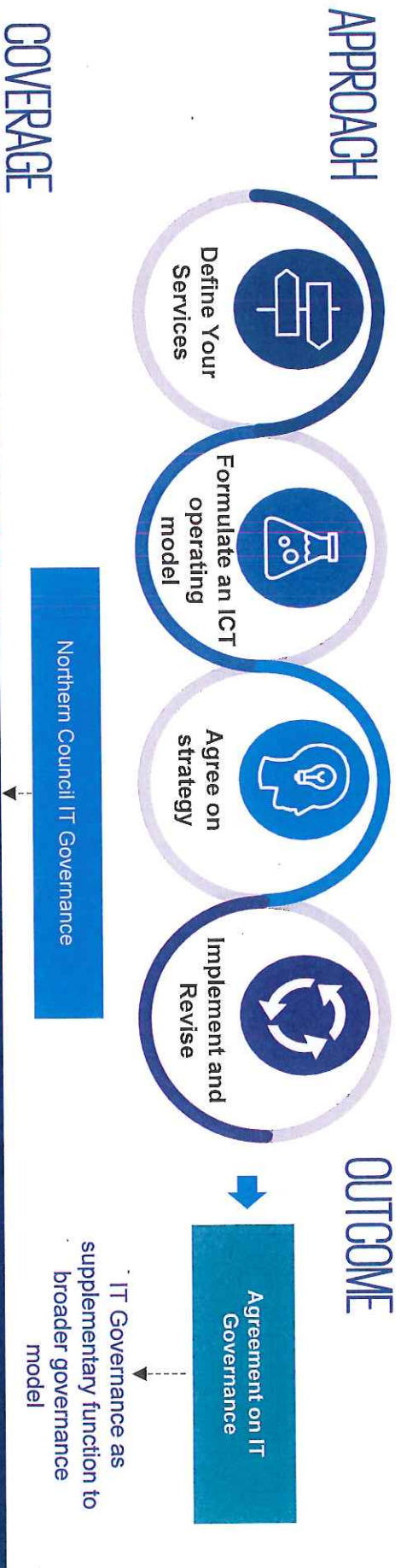
The following page outlines a high-level approach to advancing this initiative. Further discussion in relation to the other shared services initiatives can be found in section 6.1

Strategic Initiatives

Northern Tasmanian Councils Implementation



Creating a **Common IT Service Structure** – A structure for IT service delivery for councils that is consistently and collectively managed will enable efficiency gains from the alignment of technologies and services. The collective scale of the councils can be leveraged to negotiate better terms for ICT service delivery and consistent outcomes for customers and business users. A high level approach for the IT services for councils is illustrated in the figure below.



1-90

COVERAGE

Aligned Processes											
Standardised Training											
IT Service Delivery				System Management							
Vendor and Contract Management	Customer Management	Security and Risk Management	Applications Management	Network Management	Service Reporting and Monitoring	Innovation and Change Management	Financial Management	Project Management	End User Support	Data Management	Infrastructure Management
Standard Applications/ (CRM)											
Standard Platform / Infrastructure											



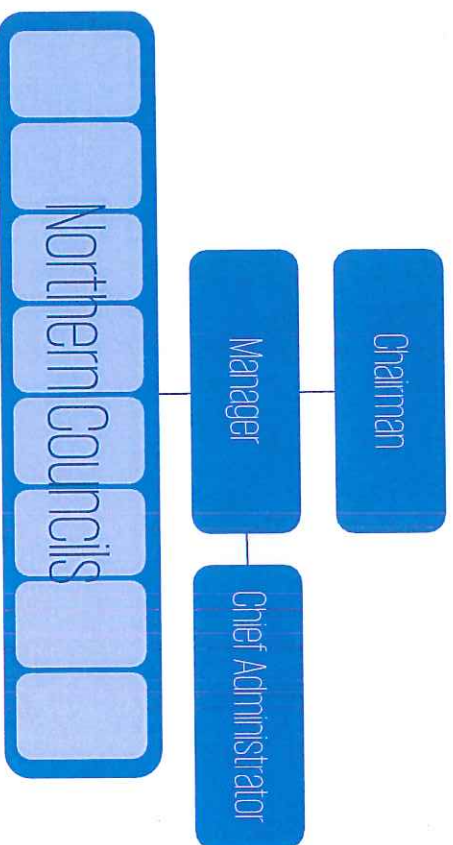
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A Potential Governance Model for the Northern Councils

The northern councils currently come together as part of the Northern Tasmanian Development Corporation, looking at strategic and outward-focussed opportunities for the region as a whole. However, there is currently no governance framework in place between the councils for internal shared services arrangements, as these have been established on an ad-hoc basis.

An appropriate starting point for the northern councils would be to establish a governance/ management model that can be informed by the learnings of the Common Services Model led by the Brighton Council. This would involve the councils coming together to identify, plan and implement opportunities to undertake shared initiatives at a whole-of-region or sub-regional level. This model is outlined below.



Purpose	Operation and delivery of services
Set Up	Sinking Fund – contributions from all members
Obligations of members	<ul style="list-style-type: none"> Administration of Agreement and coordination of services Reviewing services and fees Establish any specific and relevant rules for delivering services
Day-to-day management	A Manager would be responsible for co-ordinating meetings, and associated correspondence. They would also provide some reporting to the Committee, and a general oversight role.
Independence and conflict resolution	The Chief Administrator is responsible for providing regular reporting to the committee, as well as administration of the Sinking Fund and other costs associated with the model. Their role also manages conflict resolution.

Goodwill, trust and collegial spirit between the northern councils' General Managers has been strengthened over the course of this study. It will be important for this to continue to be nurtured so that momentum to pursue the implementation tasks is maintained. An effective governance model with adequate resources to drive the initiatives is critical to success.





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Gail Eacher

From: Amanda Barden - Think Big Printing <amanda.barden@thinkbigprinting.com.au>
Sent: Friday, 8 September 2017 12:41 PM
To: Gail Eacher
Subject: Honour Board -Indicative Quote
Attachments: ThinkBig Q15340 - Northern Midlands Council - Northern Midlands Council Honour Board.pdf

Hi there,

This is a quote to supply, design and print to 19mm ply board and includes provision for 3 names/dates to be applied.

I have not included install.

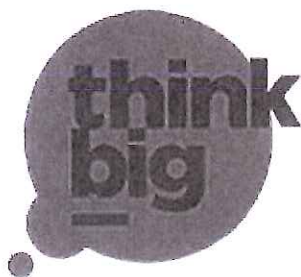
A few things to consider:

- We can direct print to a board no thicker than 40mm
- Frames and other bits stuck on can impede printing
- Varnishing can impede direct printing and should be done with care after printing
- We may be able to use vinyl for the logo and mount that to the panel
- Vinyl will be used for the names and dates to better update the board in the future
- Vinyl may be used for the logo if the colours are easy to match to pre-coloured vinyl
- We can cut timber to shape to add interest
- The colour of the chosen timber/stain/varnish can dictate the colour of the lettering and how easily it is seen.
- Adequate drying time is required before applying vinyl if timber is supplied by customer
- Customer supplied timber - all care is taken but if there is a mis-print the customer will need to re-supply

I've noted these while fresh in my mind.

Cheers,
Amanda

Kind Regards,
Mandy Barden
Sales



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📍 13 Montague Street, Invermay, TAS 7248

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 Web: http://www.thinkbigprinting.com.au

Estimate #: 15340

Estimate Date: 8/09/2017 12:34:47PM
 Entered By: Amanda Barden
 Salesperson: Scott Lovell

Page 1 of 1

Prepared For: Northern Midlands Council

Office Phone: (03) 6397 7303

Office Fax: (03) 6397 7331

Contact: Fiona Dewar

Email: fiona.dewar@nmc.tas.gov.au

Northern Midlands Council Honour Board

Item #	Product	Quantity	Regular Price	Unit Price	Subtotal
1	Design Description: Design	1	\$80.00	\$80.00	\$80.00

1 Files
 60 min Creative Design Time Per File.

Item #	Product	Quantity	Regular Price	Unit Price	Subtotal
2	Flatbed Print Description: Flatbed Print	1	\$367.50	\$367.50	\$367.50

Quantity: 1
 Size: 1200 mm x 800 mm Single Sided Print(s) on, 19mm Plyboard - Pine
 Custom Finishing

Item #	Product	Quantity	Regular Price	Unit Price	Subtotal
3	Cut Vinyl Description: Cut Vinyl Signs	3	\$68.40	\$22.80	\$68.40

3, 100 mm x 300 mm Single Sided Sign(s) Made From, Stock Material
 Vinyl Colors are Premium Metallic 610,
 Custom Finishing

Subtotal:	\$515.90
Taxes:	\$51.59
Total:	\$567.49

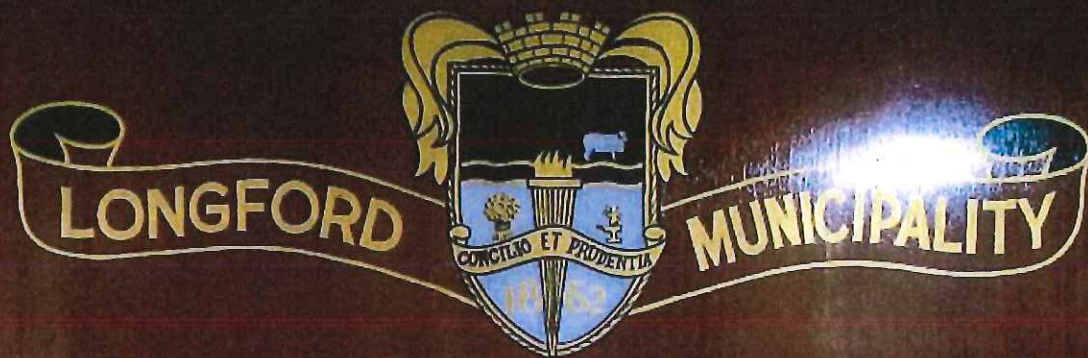
ATTN: Fiona Dewar
Northern Midlands Council
 PO Box 156 Longford
 Tasmania, TAS 7301

 Estimate Accepted As Is. Please proceed with Order.

 Changes required, please contact me.

Accepted By:

 (Today's Date)



WARDENS HONOUR ROLL

H.B. NICKOLLS	1862 - 1863	E.A.V. PREECE	1987 - 1990
G. GIBSON	1863 - 1866	B.G. LOWE	1990 - 1991
W. DODERY	1866 - 1868	J.G. ROBERTSON	1991 - 1992
G. GIBSON	1868 - 1870	B.G. LOWE	1992 - 1993
W. GIBSON	1870 - 1871		
W. DODERY	1871 - 1877		
R.J. ARCHER	1877 - 1878		
W. DODERY	1878 - 1881		
W.H.D. ARCHER	1881 - 1898		
A. YOUL	1898 - 1916		
T.C. ARCHER	1916 - 1918		
J.H. FREELAND *	1918 - 1920		
A.G. STOKES	1920 - 1924		
T.C. ARCHER	1924 - 1929		
G. CARINS	1929 - 1935		
H. WHATLEY	1935 - 1936		
W.F. ARCHER	1936 - 1939		
G. CARINS	1939 - 1949		
E.J. HOWARD	1949 - 1953		
R.W. HORTLE	1953 - 1955		
G.A.D. YOUL	1955 - 1960		
R.W. HORTLE *	1960 - 1962		
T.J. CARINS	1962 - 1971		
F.L. RIGNEY	1971 - 1973		
G.L. HUDSON	1973 - 1984		
M.A. WALKER	1984 - 1987		