CITY OF HOBART

MINUTES ATTACHMENT

FINANCE AND GOVERNANCE COMMITTEE MEETING

OPEN PORTION OF THE MEETING

TUESDAY, 14 AUGUST 2018
AT 5.00 PM
VENUE: LADY OSBORNE ROOM, TOWN HALL

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REPORT TITLE: **LGAT 106TH ANNUAL CONFERENCE: RE-INVENTING THE THREE Rs**

REPORT PROVIDED BY: Alderman Dr Eva Ruzicka, Co-Chair, Finance & Governance Committee

1.   Report Purpose and Community Benefit

1.1   This report outlines the proceedings of the Local Government Association of Tasmania's 106th Conference: Re-Inventing the Three Rs to present the latest trends, developments and thinking by professionals and leaders in local government and Tasmania generally.

2.   Report Summary

2.1   The Local Government Association of Tasmania (LGAT)'s theme focused on refreshing and re-addressing the key roles of Tasmania's local government, arguing that making even one simple change in managing, using and re-using the resources at the disposal of local government can result in significant shifts and benefits.

2.2   Highlights of the presentations and key learnings for Council consideration form the content of this report. The full program can be accessed at:
http://www.lgat.tas.gov.au/page.aspx?u=209

3.   Recommendation Sought:

3.1   That the contents of the report be noted and these questions as Questions Without Notice be answered:

(i)   Can contact be made with Nala Mansell to hear her Welcome to Country at the next significant Council event?

(ii)   What engagement can be undertaken with BigHart both in Hobart and regionally to reduce digital exclusion caused by poverty?

(iii)   Will Council consider mapping out a set of its services as a means of demonstrating how efficiently and effectively they meet user focus, a delivery mindset and are learning/iterative processes?

(iv)   Is Council really asking what it can do with the data it collects? And how are we actively talking with our community about this data and what it can be used for, and what they would do with the data?

(v)   Does Council ask the question of digital smart technology inclusion before a civil project is commenced and does it take into account emerging technologies as well for future proofing developments?

(vi)   What top three out of the twelve ALGA #allpoliticsislocal initiatives does this Council want to concentrate on?

(vii)   What can we further do as a Council when it comes to eliminating food waste out of the waste stream?

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(viii) Why is Council no longer entering into the Local Government Awards for Excellence?

(x)   *Can an International Association for Public Participation program be developed as part of elected members' professional development with the aim of ensuring best practice in community engagement with continuous updates on knowledge and practice?*

4. Background

4.1   **Summary of President's Address, Mayor Alderman D Chipman:** Delegates were asked, in the light of the upcoming review of the Local Government Act, it was timely to re-fresh and re-address the key roles of local government and to make even one simple change in managing, using and re-using resources. The fast rate of change in the policy arena was exemplified by how last year the LGAT was heavily engaged in the State Government's TasWater takeover and was now engaged in a MOU process which has effectively reshaped the process of engagement.

4.2   **Nala Mansell's Welcome to Country:** Provoking, challenging and hopeful that change can and does happen: the sort of welcome to country unlike any that we've heard before, and needs repeating as part of the process of reconciliation. Welcome to Country are spoken and written content has not been made available. The writer urges the Council to make contact with Ms Mansell to hear her Welcome.

4.3   **Scott Rankin: Everyone has the right to thrive - rejuvenation and hidden disadvantage:** This presentation highlighted the work of BighArt in the north and northwest of Tasmania in reducing the digital divide. The lack of inclusion to access to digital information and resources was likened to equivalent of denying chalk and board teaching in some schools. It results in serious and compounding disadvantage in terms of deep poverty. Mr Rankin's presentation was a plea for local government to be involved in reducing the digital divide.

While BigHart was a response to the changes and frictions of the closure of the Burnie paper mill, it works to provide content on line and exported around Australia, all over other media, including digital. It focuses on intergenerational passing on of good community things, by shifting the story away from welfare to art and inclusion on a sustainable basis that avoids the cycles of poverty and welfare dependency. "It is harder to hurt someone if you know their story." Story is how they imagine walking in other's shoes, so if not visible in the story of your community, the vulnerable are not safe. The right kind of story reduces crime and violence, it boosts economy and makes communities thrive. Think of it as "all nations are narrations".

The question was posed: Are we feeling less connected, with swipe left and right flat screens, by giving away our most precious resource, our attention, to big data rather than our families and communities? Digital inclusion is note just access, affordability and ability to use – it is also a cultural issue to wrestle with at a local level where communities are deeply poor and digitally poor. For local

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government this means taking on different forms of access to ensure inclusion and justice as a matter of rights.

Mr Rankin presented a series of projects that sought to transform how young women in rural areas became change makers. With one in three experiencing the impacts of domestic violence, these projects sought to empower, to give voice and remove the barriers created by domestic violence. "I helped this happen and that's an amazing thing", as one young woman said. "People put boundaries in and I want to get past that, I don't want to do what I'm expected to do", said another. "I've learned how to speak up and make a voice for myself."

Project O and the *Acoustic Life of Sheds* revealed two hidden stories - disappearing farming families who don't get acknowledged for their work plus young people experiencing domestic violence.

The *Art of Skateboarding* encapsulated the need for innovation, creativity and inclusion with young people. The hidden cost of suicide of young people in the community – the equivalent of a highschool of young people disappearing in Australia each year cannot not be addressed. The incidence of autocide is rehearsed in rural disadvantaged area by young men as a means of not embarrassing their mums by being tagged a suicide. There is no excuse for this being allowed to be perpetuated. Mr Rankin argues that the speed of opportunities coming up means the speed with which digital inclusivity as an essential service is more urgent and must be addressed. For more information: BighArt.org

4.3   **The City of Casey and digital transformation & Workshop Stream 2 Understanding your digital maturity:** Reporting on both the Plenary and workshop as one expanded on the other. Effectively the story of a Council that decided it needed to digitally transform its relationship to its community. It ended up folding twenty years of change into three, largely successfully after a few stumbles, as a consequence of taking the view the Council was elected to govern, not to get re-elected, and making some very hard decisions yet communicating them well. Their Smart City Strategy 2017-2021 is a living guidance document.

(Noted also was the constraint of working under the regime of rate-capping and made the point that with the experience of rate capping in Victoria, a message to Tasmania's State leaders was don't do it - you will destroy communities and especially those not ready for it.

The City of Casey needed to understand its growth issues as well as anticipation of change. This created a direct challenge to the efficiency and effectiveness of the Council. Auditing of growth issues, workforce and processes followed. The transformation of processes meant that with 58 staff, only lost two by rearranging capacities around community focussed services, good governance, sustainable financial services and new ways of working.

At their first sprint for change, they stumbled, failed and exhausted all options – this took their team around 4 days to realise. At their second design sprint, looking at a prototype tracking system, they realised it would be good to have but was not a must have. Their third attempt focused on low value risks and in this they worked to remove customer barriers with collaboration.

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Critical also to the process was recognising that IT is not everything. Post-it notes proved the ideal tool for enabling two years of solid work to be realised and understood as a whole - analogue tools enable digital transformation.
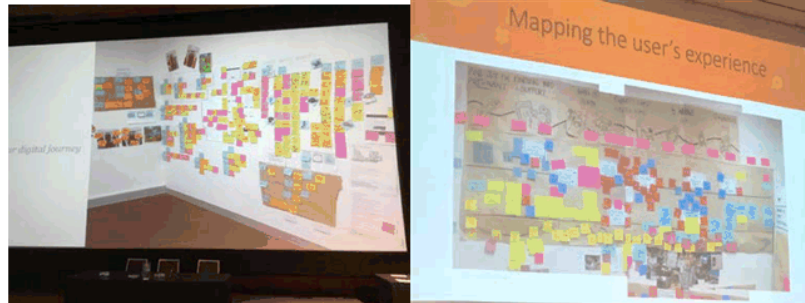
The subsequent mapping out of services/processes and actually asking the community what they wanted resulted in a demonstrated shift from what was a poor interface to changed approaches. A set of services were selected for the project and with the transformation in approach there has been a 52% and climbing with greater than 90% uptake, by asking for feedback. The City of Casey have actively courted Tesla and Google to look at their blank pages of opportunity of where they sit in their Smart City Strategy. There is a focus on big data analytics. Instructively, Council took the approach of not advertising for positions but putting out the question, this is what we want to do, how do you see it happening and do you want to be a part of it. They were inundated with high quality applicants.

Data is now being harvested to ensure what they'd like to be able to do. The issues facing them now is moving from where they are (left slide) with the inherited back end IT architecture to where they'd like to be (right hand slide).
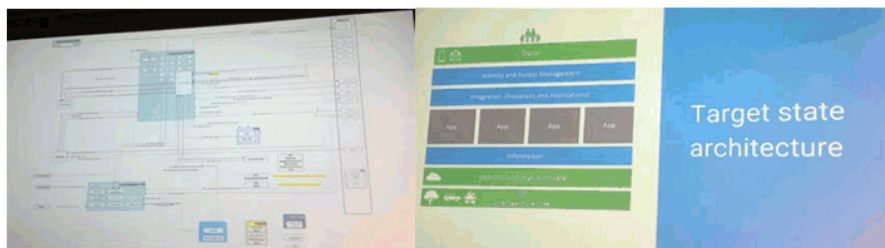
Casey realised at the beginning that local government is a funny business, because their clients and customer don't have a choice, they had to deal with Council. So in delivering 67 services to a growing community, most of the services are to people, and amongst those were a host of high volume, low value transactions. By putting the customer at the centre of their transformation, they not only improved service but also saved money.

Cost of services: in person $3.95; by mail $8.78; by phone $2.76; by email $1.87; online 0.05cents. With an on average saving of $2.27 per transaction in hardwaste alone, Casey has saved over $43K in current savings.

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The ongoing learnings have value for our Council, so are we speaking with Casey people to learn from their mistakes and successes?

4.4   Brook Dixon: Smart People Make Smart Communities - All This Buzz about Smart Cities: Turning Hype into Community Value:

Ten building blocks -

1. Digital democracy - need to talk with your community, user groups, user testing (Like the HUB experience), and talk very widely, not just those who turn up to meetings.

2. Smart city/community plan - digital is not BAU, need a plan.

3. Leaders and governance - clear buy in, clear drivers, can't drive from bureaucracy.

4. Digital standards - getting the best and avoid the prioprietary systems that reduce the benefits.

5. Prioritise projects - don't get caught drinking the cool aid of one best system.

6. Leverage new business models

7. Partner for the win - the best successful systems are consortia, not one best vendor.

8. Smart technology gets eaten for breakfast by old methodologies and regulation.

9. Gear your community for innovation.

Example: Smart Parking – the presenter illustrated the system used in Canberra and data on overstay hours, that beg the following questions. What good is the data unless aligned with performance management and policy decisions? Big data needs to be understood as to its uses early on. What is collected, how is it understood and how can we to make decisions about it. Local vendors, big innovators with data lakes will not take care of communities for us, local government has to be clear about use and collection from the start, and we're already well behind.

Example: Smart street lights – these provide a smart city backbone with smart controllers and the lights stacked together. With civil works that form 70 to 80% of smart city projects, are we taking advantage? When putting in lights, do we put in other infrastructure - wifi, etc. We need to ask the question of what can be done before a project is commenced and to take into account emerging technologies as well - future proofing developments.

Example: Newcastle Living Lab & Copenhagen Living Labs – Is Council able to be a proponent for disruptive technology by arguing the need to overcome 200 years of regulation? Change is driven by people in the community, including the decision makers. Digital democracy (as a digital agora) is a good example of real time updates and feed back that can impact well on decision making. What learnings can we get by looking at how these examples converse with their communities? Start conversations with your community - distance is a killer so technology can enable online, deeper conversations.

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4.5   ALGA President Mayor D O'Loughlin Update from ALGA and upcoming
Federal election (anywhere between August 2018 and April/May 2019, with
September/October predicted depending on fallout of the Super Saturday
elections) .

Achievements to date:

Advice on best means of lobbying given the state of Federal Parliament -

- Revolving door of elected officials means inevitably the permanent public
  sector are the most stable to work with. The problem of expanding and
  contracting budgets makes for timing difficulties so playing the long game over
  time ends up the means to get project funding. 1% and partnership programs as
  the key bottom line.

- All politics is local so there is the need to advocate for national impact with
  local projects, to reinforce the fundamental principles of equity, partnership and
  co-responsibility and to identify who both local and federal governments can
  gain from funding local government's priorities.

- Using the twelve point initiative *#allpoliticsislocal* campaign in dealing with the
  Federal government –

  1. Repair Federal Funding to local government with overall message of need for
  not relying on CPI or rates, of overcoming the problem of FAGs freezing
  catchup, of the need for funding across a range of issues/areas. Labor is keen to
  support the equitable access to community services so councils urged to put
  projects up to ALGA now. The aim is equal to or greater than 1%.

  2. Realise the productive potential of Australia's freight routes by establishing a
  Local Government Higher Productivity Investment Plan ($200M/yr for 5 years).

  3. Boost safety on local roads by doubling the Roads to Recovery funding and
  making the Bridges Renewal Program permanent ($800M/yr).

  4. Promote equitable access to community services by funding community
  infrastructure at a cost of $300M/yr for 4 years.

  5. Protect communities from the impacts of natural disasters by maintaining
  support for relief and recovery and investing in targeted mitigation ($200M/yr
  for 4 years).

  6. Support communities with their climate change response with a Local
  Government Climate Change Partnership Fund ($200M over 4 years).

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7. Promote healthier communities by establishing a Local Government Preventative Health and Activity Program ($100M over 4 years).

8. Foster indigenous well-being and prosperity with renewing the National Partnership Agreement on Remote Indigenous Housing giving security, stability and predictability.

9. Support communities on their digital transformation journeys by committing funding of $100M per year for the Smart Communities Program and $100M over 4 years for the Digital Rural/Regional Communications Program.

10. Address the South Australian Road funding anomaly ($20M a year).

11. Strengthen Australia's circular economy with 89% recycled content included in government procuring and access to state waste levies. Noted there are three times as many jobs in recycling than pushing it into a hole and covering it.

12. Support local government's current work in addressing affordable housing and homelessness issues.

With 60,000 projects completed by local government with Federal funding and a struggle to find a bad headline, Councils can argue they get the job done efficiently, with transparency and accountability. ALGA is asking for Councils to use the same language and pick the top three of twelve when lobbying Federal members. At the same time ALGA notes that Constitutional Recognition process is still a priority and needs to get full bi-partisan support. ALGA believes that the Prime Minister and Opposition Leader are more interested than any other time in local government, so push the message. Restore the funding, help to fill the backlog and work as partners as all about local and all about communities.

4.6   Craig Reucassel: Re-inventing the challenges of waste: There is a need to get a sense of the scale of the problem and the communities involved. Reucassel noted the frustration of not getting the hidden answers in the industry – data is often five years old. In the data however, Tasmania has the lowest generation of waste. Reducing is the hardest in a growth economy, yet recycling the hardest in Tasmania.

What can be improved? Organics and plastics can be easily focused on. Food waste - the issues of rejected bananas and tomatoes highlights the problem. Frugly bananas are now sold but are often found wrapped in polystyrene and

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plastic! As the supermarket solution!! Burying waste creates methane. If food waste were a country it would be the world's third largest greenhouse gas emitter behind China and the US. Solution - methane capture at waste landfill? But, have we considered if it captures enough? Best solution is to methane capture from every layer, not just on the top. Overall, not the best solution unless starting from scratch. Backyard composting? - can only put fruit and vegetables in it and limited to those with a backyard. Not the overall solution, again. Dealing with food waste - commercial composting is a really good approach. Organics collection, mandatory, with penalties for mis-use, does not happen in Australia. An engagement approach is quite effective. Bringing it in voluntarily results in lot lower contamination rates. People who care about is good - what about those who don't? A solution is to not supply or permit the supply of non-compostables for food. Need to go to the first source.

What are the problems with recycling? Cost - yes, will cost more but we need to wake up to the realisation that what was cheap in the past, was that it was done in conditions that we could not condone ourselves in our environment.

So do we recycle more, and do we recycle in Tasmania or improve the recycling so it can be sold elsewhere? Better sorting? Not likely to get to the .5% contamination so it can be sold to China. 4, 4, 2 mix of polymers sorting technology is now unlikely to help. Container deposit recycling may work. The household level is also not an area that helps as it is difficult to find out what goes where. Technology approach to change into Newtecpoly and Replas products - seats, etc but where is the market? IQ Renew is another where it is separated into various oils for re-use - at least it does not need to be sorted.

The solution for Tasmania has to be suited to Tasmania - waste levies or Federal grants will need to fund the solutions (unless of course waste to energy!!). Clean Energy Fund ($200M) is pushing waste to energy - does it work? Is it really toxic? Technology does clean it up. But is does create quite a bit of CO2! Note that in Sweden, which is famous, is also supported by ducted heating to houses! Would we do the same in Tasmania? Heating to the node? Or link it up with industry to increase the efficiency. The devil is always going to be in the detail of big quick fix solutions.

What about leadership? For the first time governments are talking about a circular economy, of indicating how much of a product is actually recycled. Governments have to be shown the problem and at the same time, solutions, to get them going.

Presentation was followed by a Q&A:

Q: Container deposit scheme - may follow NSW lead in Tasmania - what pitfalls, what progress? Rollout not great in NSW, systems not in place to start with. A more mechanised system is likely to be put in place, and settling in a bit more now. Talk to the NSW people before bringing it in. SA has had a system for 40 years so go learn from them. Needs a mixed model of machines and hand sorting to cope with what people throw at it.

Q: Stockpiling of tyres - his experience? On his shortlist for a while to investigate. Another industry run stewardship program without restrictions - needs a carrot/stick approach. Mentioning mandatory to the Minister causes panic. Is it a lack of investment that is stopping recycling? No, there is just no

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pressure, punishment or levels of compliance in place. Trust is eroded by abused systems of recycling.

Q: reduction in packaging, excess packing, role of councils in suppliers? Power of local government procurement is a great power to exercise. Packaging is a global issue. What happens in the EU is not to pay a levy but if unrecyclable, you pay more, if it is recyclable, you pay less.

Q: Possibilities to use fly-buys for recycling projects? Possibly $1B a year in funding. Container deposit allows choice of charity funding. The incentive has to be there for the supermarkets to do the right thing. Trouble with fly-buys is that it is caught up in the consumer ethos.

Q: Recycling more accepted in places than others? Simply change, acceptance of change as a part of culture. As we get pushback, often the processes and actions are not co-ordinated. Needs governments, councils to support change to help big companies cope with any pushback.

Final part of the presentation was the selling of *Robinet* – it's French for tap water. Fill a bottle, don't buy it if you have access to clean tap water, as we do in Tasmania.

4.7 **Genevieve Lilley: Re-imagining Place:** 49 minutes of video of her small and large practice architecture and jewellery, with her work around the world eventually ending in Tasmania, how it allows to tell the story of heritage.

It was also a pump for the Tasmanian Heritage Council's loans program. Preservation, and creation, re-imagining it and saving it, then sending it out into the world, a custodian and saver but also with an abundance of ideas to infect and encourage others to do the same. Interested in co-ercing, encouraging others to do the same. Suggested Tasmania should play hard to get. People are getting sick of buildings as commodity and want authenticity and story in where they live and play. Push back and be defiant, celebrate what we have here and work on what it is making it better. Big is not necessarily good. We don't want to be what the rest of the world is. Keep the landscapes, eccentricities, buildings and people. People are here because they like the difference. We may miss some of the boats yet we're going to miss some of the bad boats and that is a good thing. Important to separate a fear of new from fear of rubbish.

4.8 **2018 Local Government Awards for Excellence**

Two categories - 18 submissions, 3 finalists in each.

Delivering excellence for smaller Councils,<15,000 population

Circular Head: Art About Town program

Kentish & Latrobe: Embedded Shared Resources Program

Northern Midlands Council: Longford Village Green Electronic Playground

Winner: Circular Head Council

Delivering excellence for larger Councils, >15,000 population

Brighton: CouncilWise (LG & Microsoft Partner)

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Launceston City: FOGO a Go Go (Food and Garden Organics Collection)

Meander Valley: Kooparoona Niara Cultural Trail (Palawa flora knowledge trail)

Winner: Brighton Council

4.9   Workshop Program Stream 1 Engagement, the Good, the Bad and the Ugly

A hands on, properly interactive workshop between participants that convinced the writer that an International Association for Public Participation program needs to be tailored as part of the standard professional development training for elected members, both to improve our skills with community engagement, and for the community to be better engaged with, as a matter of best practice.

Alderman Dr Eva Ruzicka

14 August, 2018

PS Part of the trade display – sadly they wouldn't pass out samples!