

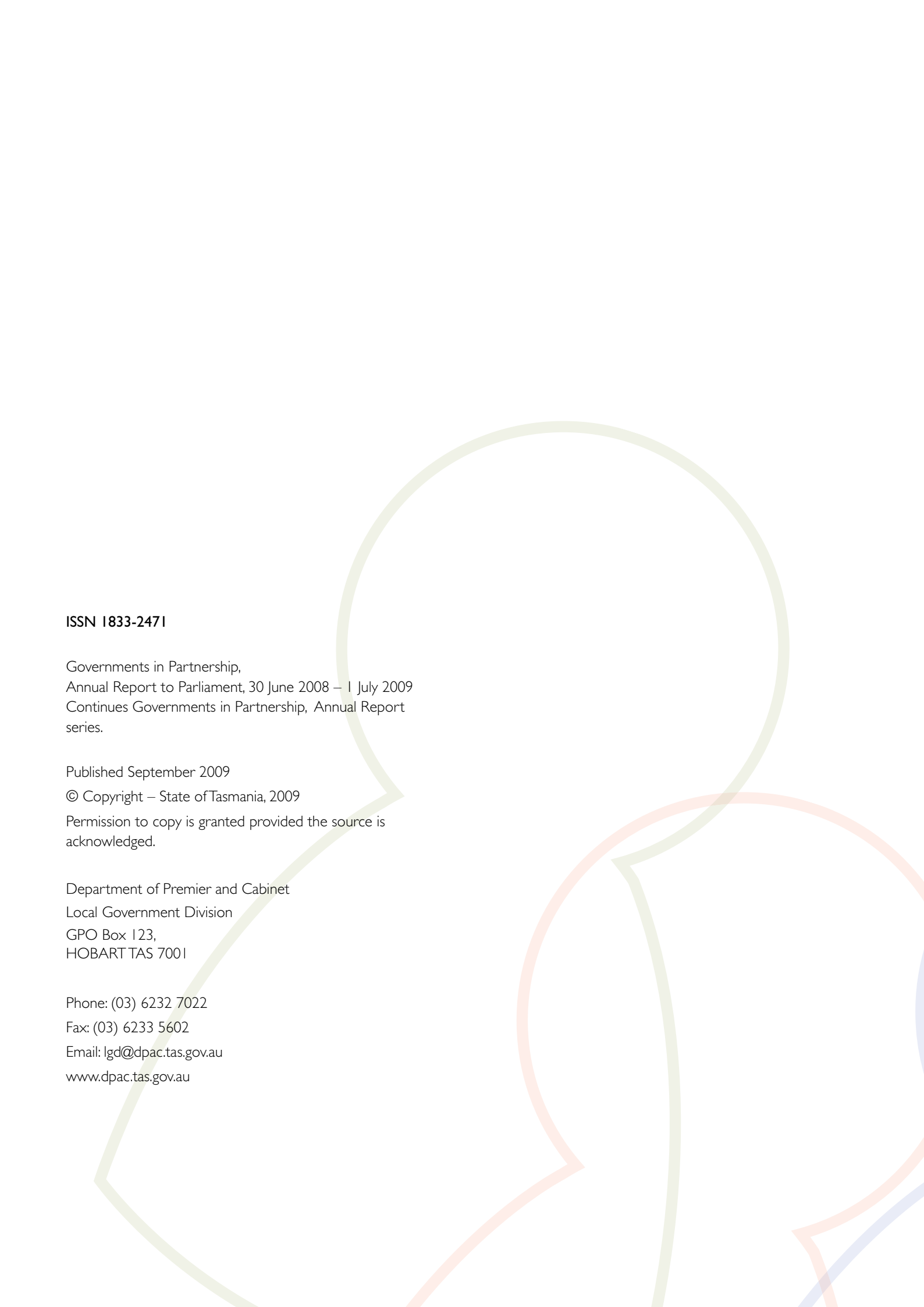
*Governments in Partnership*

**The Partnership Agreements Program**

Annual Report to Parliament **2008-09**



**Partnerships**  
*Governments working together*



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# Message from the Premier

I formally released the report on the evaluation of the partnership agreements program at the May 2009 meeting of the Premier's Local Government Council. The evaluation report reviewed the successes of the program over the last ten years and set a new direction for partnership agreements over the next ten years.

I would like to take this opportunity to reinforce the State Government's commitment to the partnership agreements program, and recognise the positive impact it has had on intergovernmental relations. Partnership agreements will continue to be a foundation for strong intergovernmental relations over the next ten years.

Partnerships have delivered numerous positive outcomes across the State. Over the next ten years an even stronger focus will be placed on achieving strategic outcomes that align with State Government and local government strategic directions.

A focus on flexibility within the partnerships framework will ensure that partnerships can be responsive. Where matters arise that require a collaborative response, the State Government and local government will be able to work swiftly and efficiently to address these issues through a partnership agreement.

Together the Tasmanian Government and local government have achieved great outcomes through the partnership agreements program. I look forward to the next ten years of successful partnerships.

David Bartlett  
**Premier**

# Introduction

The partnership agreements program took a new direction during 2008-09. An evaluation of the program was completed in December 2008 which has led to a new approach, a new focus, a new look and renewed energy for partnership agreements.

The evaluation of the program was formally released by the Premier at the May 2009 meeting of the Premier's Local Government Council. In line with the recommendations of the report, the partnership agreements program is now more flexible and responsive to a changing environment. Furthermore, individual partnerships are more strategic and outcome-focused.

It goes without saying that the partnership agreements program will continue to focus on building strong intergovernmental relations and achieving outcomes at the local level. Indeed, the development of strategic and outcome-focused agreements will see better outcomes for local communities than ever before.

During 2008-09 seven new partnerships were signed.

Bilateral agreements were signed with five councils: the Break O'Day, Dorset, Glenorchy City, King Island and Meander Valley Councils.

Two statewide partnerships between the Tasmanian Government and the Local Government Association of Tasmania (LGAT) on behalf of Tasmanian councils were signed on communication and consultation, and climate change.

This is the first time that the annual report has been released at the conclusion of the financial year. The reason for the change from calendar year to financial year reporting is to fall into line with other major government reporting.

Please enjoy the 2008-09 annual report to Parliament on the partnership agreements program.

# Partnership Agreements Status Summary

## Partnerships in implementation during 2008-09

Council	Date signed	Date concludes	1st or 2nd
Break O'Day	13 February 2009	August 2011	2nd
Central Coast	15 October 2006	October 2010	1st
Clarence City	23 October 2006	October 2010	1st
Dorset	24 May 2009	May 2011	2nd
Glenorchy City	30 July 2008	July 2011	2nd
Kentish	16 July 2006	July 2009	1st
King Island	30 August 2008	August 2011	2nd
Latrobe	29 April 2008	October 2009	2nd
Meander Valley	29 January 2009	January 2012	2nd
Sorell	21 July 2006	July 2009	1st
Southern Midlands	27 March 2007	March 2010	1st
Communication and Consultation (statewide)	16 December 2008	Ongoing (revise December 09)	2nd
Climate Change (statewide)	16 December 2008	Ongoing (revise December 09)	1st
Population Ageing (tripartite)	28 August 2006	August 2009	1st

## Partnerships in development in 2008-09

Council	Date protocols signed	1st, 2nd or 3rd PA
Brighton	17 April 2009	2nd
Central Highlands	20 March 2009	2nd
George Town	4 July 2008	2nd
Glamorgan-Spring Bay	9 September 2008	2nd
Tasman	6 May 2009	2nd
West Coast	4 March 2009	2nd
West Tamar	2 December 2008	2nd

## Forward program

Work is progressing on agreements with the following parties:

- Cradle Coast Authority
- Derwent Valley
- Circular Head
- Northern Midlands.

# Partnership Agreements Program Evaluation

In May 2009, the Premier formally released the evaluation of the partnership agreements program. Prepared during 2008, the evaluation was timed to coincide with the ten-year anniversary of the program. In reflecting on ten years of partnerships, the evaluation sought to identify the strengths and shortcomings of the program and make recommendations on the future of the program.

The scope of the evaluation included, but was not limited to, the following:

- review of the nature and breadth of issues covered by the partnership agreements program
- identification of the benefits of the partnership agreements program
- clarification of the role of the partnership agreements program
- review of the processes and procedures for the development and implementation of the partnership agreements program
- review of how achievements of the program are promoted and marketed.

Key stakeholders were invited to provide input into the evaluation. Twelve written submissions were received and a significant amount of formal and informal consultation was taken into account.

## Key findings

The *Partnership Agreements Program: The first ten years, the next ten years* report found that the most enduring benefit delivered by the partnership agreements program was the collaborative working partnership that now exists between the State Government and local government.

In general terms, the report found that the partnership agreements program had:

- seen the State Government partnering with individual councils to deliver local outcomes
- succeeded in addressing issues of social, economic and environmental importance at the statewide level and regional levels
- embedded more efficient service delivery across a number of policy areas.

However, the report also acknowledged that the program had some shortcomings. Specifically, stakeholders found that administration of the program was time-consuming and inefficient, and that the program was not flexible enough within a constantly changing environment. The report also noted that the program would benefit from being better aligned with State Government and local government strategic directions.

## Future directions

The evaluation found that there was a strong commitment to continuing the partnership agreements program from both spheres of government. The report made 16 recommendations to clarify the future role and objectives of the program, and improve the management, administration and communication of the program. The recommendations were formally adopted by the Premier and by Cabinet in February 2008. As a result of the evaluation:

- Future partnership agreements will take a more strategic approach and be more closely aligned with State Government and local government strategic priorities. There will be an emphasis on achieving defined outcomes.
- The Premier's Local Government Council will take a lead role in setting the strategic direction for regional and statewide issues. This will create greater cohesion across and between agreements.
- New agreements will be shorter, more targeted and more flexible. Development and reporting processes will be streamlined and simplified.
- A comprehensive communications program to stakeholders and the broader Tasmanian community has been prepared and is in implementation.

The following case study, featuring the partnership agreement developed between the State Government and the West Coast Council, represents a new era of partnerships: streamlined, strategic, and continuing to build on the relationship between the State Government and local government.



Mayor of the West Coast Council, Cr Darryl Gerrity, chair of the peak group, David Peters, Deputy Secretary, Department of Infrastructure, Energy and Resources, and government representative, Minister for Primary Industries, Energy, Resources and Planning, David Llewellyn MP, at the signing of the protocol arrangements for the second partnership agreement between the State Government and the West Coast Council.

## A new era of partnerships...

### *Partnership with the West Coast Council*

The State Government and the West Coast Council negotiated a second partnership agreement during 2009. This partnership was the first to be developed in line with the recommendations of an evaluation of the partnership agreements program approved by the Tasmanian Government in February 2009.

Key differences between the agreement with the West Coast Council and previous agreements are:

- There are fewer issues that the parties are seeking to address through the agreement than in past agreements. This ensures that resources are not spread too thinly across issues.
- The issues align with and focus on achieving the strategic objectives of the Council and the State Government. Past agreements have often included issues that are of a more general nature.
- The agreement defines objectives and indicators to measure the success of the agreement and maintain its focus on strategic outcomes during implementation.

Another important improvement to the process was the greater role played by the peak group. The peak group's role is to oversee the development of a partnership agreement. In the case of the agreement with the West Coast Council, however, the peak group played a key role in setting the direction of the partnership agreement, including agreeing the issues to be addressed, and defining the objectives of the agreement.

The partnership agreement with the West Coast Council is testament to the new process recommended by the evaluation and represents a new era of streamlined, strategic and outcome-focussed partnership agreements.

# Bilateral Partnership Agreements: Highlights by Region 2008-09



## North

The northern region covers the Break O'Day, Dorset, Flinders, George Town, Launceston City, Meander Valley, Northern Midlands and West Tamar Councils. Progress on partnerships with

councils in the north during 2008-09 included partnership signings with the Break O'Day and Dorset Councils, and the development of protocol arrangements to guide the development of second agreements with the George Town and West Tamar Councils.

The partnership agreement between the State Government and the Break O'Day Council was signed by the Premier and the Mayor, Cr Robert Legge, on 13 February 2009. The agreement will see improved access to the St Helen's port, improved traffic safety at the intersection of the Tasman Highway and St Helens Point Road, increased transport options between Break O'Day and Launceston to enable students to attend Launceston colleges, and enhanced directional and visitor information signage in St Helens.

The partnership agreement with the Dorset Council was signed by the Premier and the Mayor, Cr Peter Partridge, at the Scottsdale community forum on 24 May 2009. The partnership covers sport and recreation, land and environment, transport, and learning and education.

Within Dorset, one of the top priorities for action will be to complete the final stage of the redevelopment of the Scottsdale Recreation Ground. The parties will also collaborate on transport and road infrastructure planning to ensure that roads continue to support economic growth within the Dorset municipality. The State Government will also work closely with the Dorset Council to establish the new regional Learning and Information Network Centre (LINC) in Scottsdale. The \$3 million LINC will integrate a range of State Government community services under one roof.

The agreement with the Meander Valley Council was signed by the Premier, David Bartlett MP, and the Mayor of the Meander Valley Council, Cr Mark Shelton, on 29 January 2009. Under the agreement, the parties will continue to address salinity in the area. The parties will also work together on infrastructure planning, health and wellbeing, and driver training and education programs for young people in the area.



The Premier, David Bartlett MP, and Mayor of the Dorset Council, Cr Peter Partridge, sign the partnership agreement.



Works commence on the removal of sand to improve access to the port of St Helens.



Minister David Llewellyn and Cr Darryl Gerrity after signing protocol arrangements for the second partnership between the State Government and the West Coast Council.

## Achievements in detail...

### Georges Bay Barway, St Helens

The partnership agreement between the State Government and the Break O' Day Council sees the parties working together to improve access (by sea) to the port of St Helens. St Helens is a major port with 30 commercial fishing vessels, 11 commercial charter vessels that contribute \$5.3 million a year to the local St Helens community, and a number of larger recreational boats using the port. Access to the port has deteriorated over 20 years with the shallow entrance to the bay and constantly moving sand shoals creating treacherous conditions for mariners. Improving access to Georges Bay has been critical to the safety of local boat users, both recreational and commercial.

Works will involve the removal of 215 000 cubic metres of sand that has accumulated behind the training wall at Blanche Beach. This work will starve the barway of sand and restore the navigation channel. Subject to environmental approvals, the second partnership agreement provides for further work to dredge sand from the navigation channel at Pelican Point within Georges Bay. The work will be carried out over four years and cost \$2.4 million.



### North-West

The north-west region includes the Central Coast, Circular Head, Kentish, King Island, Latrobe, Waratah-Wynyard and West Coast Councils and the city councils of Burnie and Devonport. In the 2008-09 financial year, a second partnership agreement was signed with the King Island Council. Protocol arrangements were signed with the West Coast Council. Agreements with the Kentish, Latrobe and Central Coast Councils were in implementation.

Under the partnership agreement between the State Government and the Latrobe Council, the parties are working together to develop a water management plan for the Wesley Vale area. During 2008-09 the parties undertook a technical study to assess catchment surface water hydrology and freshwater environmental values. Included in the technical study was a desktop analysis of environmental water requirements and information on water use. Work on the development of a hydrological model is progressing, and groundwater monitoring data which will underpin the introduction of a groundwater licensing system and management arrangements as part of the water management plan is being gathered.

The King Island Council signed its second agreement on 30 August 2008. The objectives of the new agreement are to develop a marketing campaign to promote the King Island brand, to develop a master plan for the establishment of a recreation complex, and the development of contingency plans in the event of a disruption to shipping services.

Negotiations on an historic third partnership agreement between the State Government and the Circular Head Council commenced during 2008-09. Both parties have brought to the table a series of issues that can be addressed through a partnership agreement.

The State Government and the Cradle Coast Authority, representing the nine councils in the north-west, also started negotiating a partnership agreement during 2008-09.



The Treasurer, Michael Aird MLC, and Mayor of the Brighton Council, Cr Tony Foster, sign protocol arrangements for a second partnership agreement between the State Government and the Brighton Council.



## South

The southern region includes the Brighton, Central Highlands, Derwent Valley, Glamorgan-Spring Bay, Huon Valley, Kingborough, Sorell, Southern Midlands and Tasman Councils and the

Clarence, Glenorchy and Hobart City Councils.

In 2008-09, the Glenorchy City Council signed its second bilateral partnership agreement with the State Government. Protocol arrangements were signed with the Tasman and Brighton Councils. Agreements with the Clarence City, Southern Midlands and Sorell Councils were in implementation.

The partnership agreement with the Glenorchy City Council was signed by the Premier, David Bartlett MP, and the Mayor, Ald Adriana Taylor, on 30 July 2008. To date, the agreement has helped the Glenorchy City Council secure funding for a 12-month mobile activity centre pilot project, and a \$1 million contribution to the Brooker Highway Beautification project. This project aims to beautify the verges of the Brooker Highway and provide employment for 40 disadvantaged jobseekers.

Traffic management was one priority in the agreement with the Sorell Council. New traffic management arrangements have been implemented through the Sorell traffic management project, including the installation of a metered signal at Penna Road, Midway Point, to improve traffic flow through that area. The reopening of an existing road will also improve traffic flow through the township of Sorell. This link road will be reconstructed to allow for future traffic increases and will include new kerbing, footpaths, parallel parking and pedestrian crossing refuges.

The Southern Midlands Historic Heritage Strategy 2009-13 is one key outcome of the partnership agreement with the Southern Midlands Council. Under that strategy, Heritage Tasmania is finalising the Tasmanian Heritage Register listings for the Oatlands township. Works will also be undertaken to conserve the Oatlands Gaol complex.

The Treasurer, Michael Aird, and the Mayor of the Brighton Council, Cr Tony Foster, signed protocol arrangements for an agreement between the State Government and the Brighton Council on 17 April 2009. Significant progress has been made on the development of a second partnership agreement.

Significant progress has also been made on the development of a second partnership agreement between the State Government and the Tasman Council. The State Government representative for the agreement, David Llewellyn MP, and the Mayor of the Tasman Council, Cr Jan Barwick, signed the protocol arrangements on 6 May 2009.



The new CCTV monitoring system at the Rosny bus mall.

## Achievements in detail...

### *Safety First at Rosny Park*

Through a partnership agreement signed in 2006, the Clarence City Council and the Department of Police and Emergency Management agreed to jointly establish community programs to enhance safety in the community.

Safety First at Rosny Park, launched in June 2009, is one of those programs. Through this initiative, the Clarence City Council, in partnership with Metro Tasmania, Tasmania Police and the Australian Government, installed a CCTV monitoring network in the Rosny bus mall. There are 150 Metro buses within the southern region that now have CCTV on-board cameras installed.

The system sends real-time images directly to the Tasmania Police CCTV monitoring area in Hobart where they are recorded.

The CCTV system, combined with improved lighting, is designed to act as a deterrent to anti-social behaviour, reduce fear of crime, and encourage the safe use of public transport. It is central to the Safety First at Rosny Park project.

The University of Tasmania's Institute of Law Enforcement Studies will conduct a study on the area to measure the effect of the new cameras in improving public safety.



# Premier's Local Government Council

The Premier's Local Government Council (PLGC) is a high-level forum for discussion and decision on matters of statewide significance. The PLGC membership comprises the Premier, who chairs the Council, the President of LGAT, the Minister for Local Government, and eight elected local government representatives from various Tasmanian councils.

The PLGC met five times during 2008-09. There were three ordinary meetings and two special meetings to discuss the First Home Owner Boost and the Nation Building - Economic Stimulus Plan – urgent matters that were relevant to both spheres of government.

Some of the major achievements of the PLGC during 2008-09 are as follows:

- The Premier and the then LGAT President, Cr Mike Gaffney, co-signed statewide partnership agreements on climate change and on communication and consultation.
- The Council endorsed the recommendations of the *Partnership Agreements Program: The first ten years, the next ten years* evaluation report.
- The Council commenced implementation of the *Stronger Councils, Better Services* initiative. The aim of the initiative is to strengthen local government throughout Tasmania. In particular, it seeks to strengthen the financial and business sustainability, service delivery and governance of councils across the State. Under the program:
  - The PLGC provided four grants under the Shared Services Grants Program to groups of councils across the State to undertake resource-sharing pilot projects. The aim of the grants program was to support projects that promoted efficient use of resources among councils. The PLGC will promote the outcomes of the projects throughout the local government sector so that the learnings can be applied across the State.

- A consultant was appointed to develop long-term asset and financial management planning templates for local governments.
- The University of Tasmania was commissioned to develop a land-use planning short course for elected members to assist them in their role as planning authorities.
- The Local Government Board was restructured to give it greater flexibility and a more strategic role.
- The PLGC, in association with the Australian Local Government Women's Association and LGAT, established the **WomenCan** program with the aim of increasing the number of women standing for and being elected to local government.

# Statewide Partnership Agreements

The Premier's Local Government Council (PLGC), has oversight of the development of statewide and tripartite partnership agreements. At the PLGC's 16 December 2008 meeting, the Premier, David Bartlett MP, and the then LGAT President, Cr Mike Gaffney, co-signed two new statewide agreements: the *Statewide Partnership Agreement on Climate Change* and the *Second Statewide Partnership Agreement on Communication and Consultation*.

## The Statewide Partnership Agreement on Climate Change

The climate change partnership agreement acknowledges the important leadership role that governments have to play in the effort to mitigate and adapt to the impacts of climate change. It commits both spheres of government to working collaboratively on climate change to ensure a coordinated and efficient statewide approach.

The agreement provides for the audit of local government carbon emissions. At the conclusion of the audit, Tasmania will be the first State in Australia to have 100 per cent of local governments and government agencies with baseline carbon emissions data. This information will help with the development of carbon emission reduction plans.

The agreement also focuses on community education and consultation programs and land-use planning. In March 2009, LGAT held a two-day conference entitled *Tasmanian Local Government Planning for Communities in a Changing Climate*. The conference focused on the implications of climate change for land-use planning. Local government is also working to incorporate climate change into regional planning schemes.

The agreement is ongoing and set to be revised on an annual basis. The focus of the agreement is expected to evolve over time in response to growing knowledge and changing priorities. A group has been established under the agreement to oversee implementation and identify future priorities.

## The Second Statewide Partnership Agreement on Communication and Consultation

The second communication and consultation agreement commits both the State Government and local government to communicating on issues of statewide importance. It supports communication on legislation and policy at both levels of government. It also focuses on a number of strategic and general issues of mutual concern, including water and sewerage reform, local government sustainability, climate change, housing affordability, population ageing, and planning policy and legislation.

It also provides for communication and consultation on a range of matters that were previously included in bilateral partnership agreements. These issues require the co-operation of State Government and local government to ensure efficient and effective delivery of services and functions at a community level and include land and environment, culture and heritage, education, community wellbeing, and infrastructure.

The agreement is ongoing, recognising that both spheres of government see genuine communication and consultation as the basis of a strong working relationship into the future.



Former President of LGAT, Cr Mike Gaffney, and the Premier, David Bartlett MP, sign the statewide partnership agreements on communication and consultation, and climate change.

# Tripartite Agreement for Population Ageing

The *Tripartite Agreement for Population Ageing in Tasmania* was signed on 28 August 2006 by the then Premier of Tasmania, Paul Lennon, the then Australian Government Minister for Ageing, Senator Santo Santoro, and the then President of LGAT, Cr Michael Gaffney.

The agreement was the first of its kind in Australia and involved the three spheres of government working together to improve the coordination and collaboration between them on issues related to ageing. The agreement was for three years. It was revised in November 2007 after the first annual evaluation.

The agreed objectives of the tripartite agreement were twofold:

- to deliver improved services from all spheres of government to the community for the care of older Tasmanians
- to improve living and community environments for older people in Tasmania.

In addition, the agreement was designed to serve a broader role – that of developing a strong and cooperative tripartite approach to aged care.

The agreement will conclude in August 2009.

# Main Street Makeover Program

The State Government's main street makeover program aimed to help build proud and vibrant communities. Through the program, the Government provided grants to councils to beautify their small towns. The makeovers created vibrant community hubs and stimulated community activity to enliven central business districts. Communities report stronger community pride as well as economic growth.

Projects varied from council to council but encompassed beautification, infrastructure upgrades, improvements to access, installation of traffic calming features, and improvements to pedestrian safety. A number of main street makeover projects was completed and officially opened during 2008-09.

The Minister for Local Government, Jim Cox MP, opened the revamped Station Square at Latrobe in August 2008. The redevelopment of Station Square was funded by a \$250 000 main street makeover grant. The square was redesigned to enhance and highlight the town's heritage. A new shelter, designed to look like a train station platform, is a place that can host events such as exhibitions and markets. Seating has been installed under shade trees for people to rest and chat, and two community display poles promote events happening in the area.

Minister Cox also opened the main street makeover project at Wynyard on 28 June 2009. The State Government contributed \$135 000 to the project at Wynyard which involved works at two sites within the township. Works involved the redevelopment of a former petrol station and the former information centre to become civic spaces for visitors and community members to enjoy. Artwork, landscaping and installation of infrastructure such as seats have improved the amenity of the town.

The main street makeover project at Port Arthur was completed in 2008. The project, to which the State Government contributed \$246 000, improved community access and pedestrian safety in the Port Arthur township through footpath upgrades and road widening. The main street of Port Arthur was also landscaped to establish a sense of arrival in the township.

Bryan Green MP, opened the main street makeover project at Burnie on 10 November 2008. Eight signs and interpretive tablets were installed across the city from Upper Burnie Park, to Fernglade Reserve and South Burnie Beach. The State Government contributed \$87 000 to the project.

Michael Polley MP, opened the main street makeover project at Kempton on 22 February 2009. The State Government contributed \$36 000 to the project, aptly named 'the coachification of Kempton', which has introduced an historic coaching theme to the town. Coach silhouettes were installed at the southern entrance to the village from the Heritage Highway, and outside the Anglican Church on the main street. The town's history has coaching links dating back to the mid-1800s.



The main street makeover at Station Square, Latrobe.

# Partnerships History

This document fulfils the requirement to provide an annual report to the Tasmanian Parliament on the status of the partnership agreements program. This report covers the period 1 July 2008 to 30 June 2009. Prior to this report, the annual report to Parliament was from 1 November to 30 October. From 2009 on, the partnership agreements program will report in line with financial year reporting.

The partnership agreements program was launched in December 1998. Since that time, the program and the relationship between the State Government and local government in Tasmania has continued to strengthen.

The partnership agreements program aims to find better ways of serving Tasmanian communities through a cooperative approach between the State Government and local government and, where appropriate, the Australian Government. Partnership agreements provide a mechanism for better and more productive working relationships, informed decision-making, and collaborative work on services and infrastructure. Partnership agreements also help integrate state, regional and local action, particularly in the areas of tourism, roads and community safety.

There are four types of partnership agreements:

1. **Bilateral** – between the State Government and one council, dealing with issues that affect the council, such as crime and community safety
2. **Regional** – between the State Government and a group of councils, dealing with issues that cross local government boundaries
3. **Statewide** – between the State Government and LGAT, on behalf of all 29 Tasmanian councils, dealing with issues that affect all councils, such as communication and consultation and waste management
4. **Tripartite** – between the Australian Government, the State Government and LGAT on behalf of all 29 Tasmanian councils. A tripartite agreement on aged care was signed in 2006 and was the first of its kind in Australia.

The Local Government Division within the Department of Premier and Cabinet has ongoing responsibility for the program, including management of the negotiation, evaluation and implementation reporting of the program.

# Acknowledgements

The Local Government Division's partnership team would like to thank sincerely the many people who support and contribute to the partnership agreements program.

This year we would like to thank contributors to the evaluation of the program. Submissions to this process, both formal and informal, were invaluable to the final outcome.

Thanks to State Government and local government elected members who participate in the program. Your support and involvement is important to maintaining the strong relationship that has been established between the spheres of government.

Thanks to peak group chairs and peak group members who provide important guidance on the direction of each agreement.

Particular thanks go to State Government and local government liaison officers without whose help the partnerships process would be much less efficient.

To the many State Government and local government action officers who implement partnership agreements across the State and who provide regular reports on the database, thank you. Your reports are particularly useful when it comes to the annual report to Parliament, and your ongoing commitment to partnerships is greatly appreciated.

The partnerships team would also like to take this opportunity to encourage stakeholders to the program to provide ongoing feedback so that the program can continue to evolve and meet the needs of those that it seeks to assist.





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