

Glenorchy City Council comments on Local Government Priority Reform Program 2024-2026

The five strategic reform priorities are:

1. Lifting standards of professionalism, conduct, and integrity
2. Driving a high performing, transparent, and accountable sector
3. Improving local democracy and representation
4. Supporting council financial sustainability
5. Supporting council and community-led structural reform

1. Lifting standards of professionalism, conduct, and integrity

Reform	Reform details	GCC FOLGR Position	GCC Priority	Comments
A new statutory requirement for councils to uphold good governance principles.	A new onus will be placed on councils and councillors to uphold principles of good governance. These principles will be based on universally recognised principles developed by the United Nations Development Program, and which already form the basis for the Good Governance Guide for councils published by the Office of Local Government. Where there is evidence the principles are not	New proposal	Medium	Council supports this reform. It would formalise good governance principles that Council is already working to. Council recommends a clear process for reporting breaches and protection for whistleblowers.

	being upheld, this may be used as the basis for activating appropriate regulatory interventions (including Performance Improvement Directions) to address issues and support councils implement corrective action.			
Supporting more effective early intervention in response to council statutory non-compliance and underperformance .	This reform comprises two key elements- • Firstly, existing statutory provisions around the issuing of Performance Improvement Directions (PIDs) will be adjusted to ensure PIDs can be utilised as an effective and timely early intervention tool to address and manage areas of underperformance or noncompliance, consistent with their original policy and regulatory intent; and • Secondly, the Director of Local Government will be empowered to direct councils in certain circumstances to appoint independent monitors/advisors to review and report on any aspect of the operations of a council and make recommendations to both the council and the	Recommendation 35 was that: The Tasmanian Government should expedite reforms already agreed and/or in train in respect of statutory sanctions available to deal with councillor misconduct or poor performance. Council supported this recommendation.	High	Council continues to support this reform. Council recommends clearly defining <i>underperformance</i> to prevent misuse or misunderstanding. Consider including the criteria that will be used to determine when a response will be activated.

	Director of Local Government on any action they consider necessary to address identified issues or shortcomings, for example in relation to governance or financial and asset management.			
More effective tools to respond to persistent and serious conduct issues.	New provisions in the Act will define behaviours that constitute 'serious misconduct' by councillors and establish new offences with stronger sanctions for dealing with it. This may include removal from office, and disqualification from running for office. As part of the policy design process, active consideration will be given to the potential role of TASCAT in investigating and enforcing new serious misconduct provisions.	Recommendation 35 was that: The Tasmanian Government should expedite reforms already agreed and/or in train in respect of statutory sanctions available to deal with councillor misconduct or poor performance. Council supported this recommendation.	High	Council continues to support this reform.
Clarifying council Work Health and Safety obligations and exploring options to provide councils greater scope and authority to deal more quickly and effectively with	Amendments to the Local Government Act will clarify the respective obligations, duties, and powers of council, the mayor and other elected members, and senior council staff with respect to work health and safety legislation. As part of this new tools will be considered for inclusion in	New proposal	High	Council supports this reform proposal in principle. Council is keen to receive further information on the specific tools that are being considered and how these tools interact with existing WHS legislation and processes. Council would appreciate a

unreasonable councillor conduct at the local level.	legislation, which will help councils respond swiftly and effectively to work health and safety risks, particularly as they relate to the conduct and behaviour of councillors.			future opportunity to scenario test any potential conflicts and overlaps.
Embedding ongoing learning and development for all councillors.	The learning and development framework currently being developed by the Government, in collaboration with the sector, will be formalised and embedded in legislation so: • all elected members – including both new and returning councillors – will be required to complete a prescribed ‘core’ learning and development program within the first 12 months of being elected; and • councils be required to prepare, at the beginning of each new term, an elected member learning and capability development plan to support the broader ongoing professional development needs of their elected members. To ensure all candidates understand the role of councillor and their responsibilities all candidates will also be required to undertake – within six months	Council supported mandated Elected member training. Additionally, Council has developed an induction process and program for Elected Members. This program covers: • The role and duties of Council, Mayor, Councillors and the General Manager; • Receipt of gifts and benefits; • Related party transactions; • Conflicts of interest; • Meeting procedures; • Safety; • Protocols; • Insurance cover provided; • Payments to Councillors; • Use of social media; • Working together;	Medium	Council remains generally supportive of this reform. Glenorchy City Elected Members are already provided with a comprehensive training program once elected. The reform proposes that training be required for all Elected Members, new and returning. Council maintains that returning Elected Members should be exempt from the requirement or be provided with shorter refresher version of the training package. Council is pleased to note that mandated training is proposed to be delivered once elected, as this will reduce the risk of deterring possible candidates. A skills gap analysis for individual Elected Members would be a valuable addition. Council would like to

	prior to nominating – a mandatory education session.	• A facilitated session on what is an effective Council; and • Key issues facing Glenorchy City Council. However, this does not directly address any skills gaps individual Elected Members may have. A mandatory skills framework including financial acumen, effective decision making, community engagement techniques and use of social media would be beneficial. Consideration should be given to how the framework is resourced. Council supports candidate training for new candidates, however rerunning Elected Members should be exempt from this requirement. Training should be developed with a strong focus on accessibility for a broad		understand how the core learning and development program will be funded and delivered. Accessibility remains key.
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		and diverse range of potential candidates. The requirement for training and information on how to undertake the training should be widely promoted, to avoid creating any unintentional impediment to candidacy.		
A new framework for managing councillor conflicts of interest	The Government will proceed with implementing a new framework for managing councillor interests. The proposed reforms will improve how conflicts of interest are classified and managed, broaden the range of interests that councillors are required to disclose, require councillors to submit annual personal interest returns, and bring Tasmania's penalties for offences more in line with other states.	Existing proposal outside of the Future of Local Government Review. In general terms the Council has been supportive of the proposed changes. While the changes require more administrative action on the part of Elected Members and officers, Council has acknowledged that there are public benefits to be gained from Tasmania coming into line with other jurisdictions on these matters. The Council has previously accepted the need to follow best practice in its governance arrangement.	Medium	Council continues to support this reform. The frameworks should provide clear guidelines and examples of what constitutes a conflict of interest and details on how compliance be monitored and enforced. Transparency in the disclosure process is vital.

Ensuring councillor allowances are fair and appropriate	Councillor allowances will be reviewed based on the current allowance calculation methodology. Changes will be reflected in Schedule 4 of the Local Government (General) Regulations when the regulations are remade in 2025. A comprehensive review of councillor allowances and councillor numbers will then be undertaken after the 2026 local government elections).	Recommendation 34 was: Following the phase 1 voluntary amalgamation program, the Tasmanian Government should commission an independent review into councillor numbers and allowances. Council partially supports this recommendation, noting that this review should be undertaken before voluntary amalgamations are finalised. It would be counter-productive to elect a new amalgamated Council and then change the number of candidates elected. The matter of Elected Member superannuation needs to be readdressed in the review. The lack of mechanism for super contributions (voluntary or mandatory) may create a barrier to candidacy and may limit existing Elected Members' ability to	High	Council continues to support this recommendation. Council reiterates its previous positions regarding the timing of any councillor numbers review. Councillor superannuation is an important matter to include in this reform. The ability for Elected Members to receive and/or make superannuation contributions should be addressed to attract and retain capable councillors. The review process should be transparent and involve community consultation.
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		contribute additional time to their roles.		
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2. Driving a high performing, transparent, and accountable sector

Reform	Reform details	GCC FOLGR Position	GCC Priority	Comments
Clarifying the contemporary role of local government	The role of local government will be defined in the Act consistent with the following statement: The role of local government is to support and improve the wellbeing of Tasmanian communities by: 1. harnessing and building on the unique strengths and capabilities of local communities; 2. providing infrastructure and services that, to be effective, require local approaches; 3. representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making; and 4. promoting the social, economic, and environmental sustainability of local communities, by mitigating and planning for climate change impacts. This role will clearly articulate the primary responsibility of councils in delivering services that support communities. In the longer term, the role	Council supported the recommendation. Subject to the more detailed comments below, Council supports an expanded and clearly defined definition of the role of Local Government. The proposal provides a mandate for local government to focus on local and relevant community expectations. It is critical, though, to the extent that this new definition represents an expansion of local government's role, that such expansion is adequately resourced. The recommendation remains ambiguous about any return of service responsibilities to the State government, or models for adequately resourcing service responsibilities.	Medium	Council remains supportive of this reform. Council maintains its position that point three should be amended to include <i>including considering the social and economic impacts</i>. Further engagement is needed on resourcing models. The proposed partnership details are crucial and require careful consideration. Council looks forward to further engagement on the specifics of this reform, particularly regarding the development of models for adequately resourcing of service responsibilities.

	statement will inform and underpin the development of a local government Charter, which will support more effective engagement and collaboration between our spheres of government. Details of the Partnership will be developed with the sector, but it is expected it will provide greater clarity on matters such as: • how the Tasmanian Government will support the sector deliver on its remit, including a commitment for genuine consultation where the Tasmanian Government makes decisions impacting on the sector, and vice versa. • how the Government will collaborate with the local government sector to support a more genuine co-regulatory approach to councils' regulatory responsibilities; and • the principles and parameters for where and how councils will work together (both with each other and with the State Government) on a range of strategic issues – such as land	Consider further clarification in dot point 3: 3. representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making, <i>including considering the social and economic impacts;</i>		
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	use and settlement planning, economic development, and emergency preparedness and response – at the regional level and state-wide level.			
Enhancing councils strategic planning and reporting	Informed by the above role statement, a renewed local government planning and reporting framework will be established. Under this Framework councils will be required to develop a strategic plan. The plan would consist of component plans including, at minimum, a: • community engagement plan; • workforce development plan; • elected member capability and professional development plan; and • financial and asset sustainability plan. The details of this planning suite, including prescribed requirements, strategic planning principles and key data metrics will be developed and embed in legislation prior to the 2026 local government elections. Councils will then be supported to progressively	Council is generally supportive of a renewed strategic planning and reporting framework. The proposed framework does not drastically change the strategic planning process already utilised by Council. Council retains the option to develop longer term plans over and above any legislated requirements. It is assumed that the proposed framework includes an overarching four-year plan, under which the four component plans sit. Some areas of the proposal require further refinement to ensure successful implementation. In developing new strategic plans on the proposed schedule, it will be important to ensure alignment between	Medium	Council remains generally supportive of this reform. Council notes that the proposed Elected Member PDPs will need to incorporate and build upon the requirements of the proposed mandatory training requirements for Councillors to avoid inefficiencies. Elected Member PDPs could include: meeting procedures compliance, conflict resolution, Integrity Commission training, community engagement, financial management, planning powers, and social media awareness and ethics. Consider regular legislative compliance updates for elected members. Council reiterates its previous position that workforce development plans are internal facing, should remain

	develop their strategic plans with the aim to have the first iteration of plans implemented within 12 months of a new council being elected. In the longer-term, the strategic planning and reporting framework will be underpinned by an enhanced public facing performance reporting framework.	Council strategies, for example between the LTFP and the four-year financial and asset sustainability component of the proposed strategic plan. Council supports Elected Member professional development plans (PDPs) for all elected members. PDPs should include at least: • Meeting procedures compliance in accordance with the LG Act • Conflict resolution • Integrity Commission training including Conflicts of Interest and Gifts and Benefits • Community Engagement processes • Local Government Financial management including asset management, disposal of land, etc.	the remit of the General Manager/CEO, and are not a strategic document appropriate for Council endorsement. Further, Council reiterates its position that when developing new strategic plans on the proposed schedule, it will be important to ensure alignment between Council strategies (e.g., LTFP and financial plan).
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		• Exercising planning powers • Social media management and ethics In addition to the above PDP package, a local issues paper should also be included. Consideration should be given to requiring regular (6 monthly or annual) legislative compliance updates for Elected Members to ensure awareness of legislative changes is maintained and any governance and ethics updates related to their roles are elevated. Council's Workforce Development Plan details staffing programs which address the core issues facing Council as an employer. Elected members do not have visibility of Council staffing matters as this is currently the remit of the General Manager/CEO. Council does not see any potential		
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		gains in Elected Members addressing key staffing issues, as Elected Members are external facing links to the community, not internal management.		
Supporting clear and consistent collection and reporting of council data	New guidelines will be developed for the collection, recording, and publication of council datasets to improve overall data consistency and integrity. The guidelines will be issued under a Ministerial Order or similar instrument to support compliance. Improved data quality is needed to provide a strong platform for the future development of the proposed new Strategic Planning and Reporting Framework for the sector.	Council supported this recommendation. Availability of consistent public dataset would increase Council transparency. Further, the required datasets should ensure they are programmatically achievable, commercial in confidence is not breached, and privacy issues and other constraints from a legal perspective are adequately mitigated. Council noted that the datasets should be an improvement on the existing processes and should include scope for variation between council	Medium	Council continues to support this reform. Datasets must be achievable, respect confidentiality and privacy, and allow for context and variations between council types.

		types, as council service delivery and community expectations vary widely across Tasmania.		
Setting additional minimum information requirements for council rates notices	New minimum requirements for rate notices will be included in the Act to improve public transparency, accountability, and confidence in council rating and financial management decisions. The requirements will be developed in consultation with the sector to ensure they are meaningful to the community and fit for purpose, but will include: • an explanation of the landowner's year-on-year change in general rates payable, and what has driven that change (e.g. rating policy change or property valuation); • the average year-on-year general rate change for a property in the municipality, expressed as relative change; and • a simple break-down of how a council's rates have been applied to categories of functions and services provided to the community.	Council strongly supported this recommendation. Increased transparency would help explain Council function/activity area cost changes from year to year. e.g. Governance, Recreation, Planning, Roads, Waste, etc. This could be displayed effectively via year on year rate account comparison graph similar to water and electricity accounts.	Medium	Council continues to strongly support this reform. Increased transparency is welcomed. Council suggests a year-on-year rate account comparison graph, similar to utilities.

Internal audit for all councils	Requiring councils to have an internal audit function will bring them in line with State agencies. This is appropriate given their responsibilities for managing significant public assets and resources, and analysis undertaken during FoLGR which identified highly uneven – and at times deficient – compliance with a range of statutory reporting requirements. Internal audit capability will also support and bolster broader audit panel capability. Consideration will be given to resourcing internal audit via service sharing or pooling arrangements, particularly for smaller councils. Under the changes recommended by FoLGR, the Director of Local Government will be given the power to request audit panel reports, and to request internal audits be undertaken, with reports provided to the relevant council and the Director. Failure by a council to act on the recommendations of its audit panel – without sound	Council supported this recommendation. Council currently outsources its internal audit function to two contracted service providers. There is a shortage of Internal Auditors in the Tasmanian market. Internal audit does lend itself to a shared services model. However, its role in driving compliance and continuous improvement in Council corporate functions needs to be carefully monitored for effective service delivery. A shared service model may also assist in increasing consistency of approach across regions/local government sector.	Low	Council continues to support this reform. Council currently outsources its internal audit function. A shared services model is worth exploring, but its impact on effectiveness needs careful monitoring. The shortage of internal auditors in Tasmania should also be addressed.

	justification – may be grounds for formal regulatory intervention.			
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3. Improving local democracy and representation

Reform	Reform details	GCC FOLGR Position	GCC Priority	Comments
A new Local Government Elections Act	A new, standalone elections Bill will be introduced to improve accessibility, participation and integrity of local government elections. Existing elections provisions will be removed from the Local Government Act. In developing a new Bill, the Government will consider a suite of improvements to how council elections are conducted, including allowing for greater flexibility in voting methods, improving donation disclosure and quality of candidate information, and providing a legislated caretaker framework	New proposal.	High	Council has an existing Caretaker Policy and supports legislation to extend this requirement across the State. Council is supportive of modernising the local government election process. It would be also helpful to use this opportunity to amend the Local Government Act so that situations giving rise to vacancies are, where possible, consolidated in one section in the Act. This would reduce the risk of administration error.
Explore flexible meeting provisions	New provisions will be considered to enable flexible approaches to attending council meetings in the remaking of the Local Government (General) Regulations 2015.	New proposal.	High	Council is strongly supportive of this reform. Careful consideration would be required to confidentiality safeguard how a councillor can remotely attend a closed meeting. A positive duty on Elected Members to ensure

				confidentiality may be required. Ultimately, more flexibility should reduce barriers to candidacy and improve diversity on councils.
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4. Supporting council financial sustainability

Reform	Reform details	GCC FOLGR Position	GCC Priority	Comments
Investigate and consider introducing a marginal cost-based integrated developer charging regime.	The Government will consult with the sector and industry to investigate how a new statewide developer charges framework could work if supported by industry. This would be designed to support and incentivise effective development in designated geographic areas for defined purposes. The purpose of the framework would be to provide developer certainty, remove disadvantage for early movers and support redevelopment and urban design. The framework would also include transparency measures to ensure that the developer charges were not used for general revenue raising. As a priority, the framework would target areas of medium density residential development.	Council strongly supported this recommendation. New developments increase traffic loads on local road networks, leading to degradation of the traffic level of service, as well as degradation of the assets themselves. The cost for renewing and upgrading the impacted assets should not be borne by the rate payer. The same issue also applies to the stormwater network, where additional stormwater loads impact of the performance of both the quality and quantity of the stormwater network.	High	Council supports this reform in principle. However, Council is concerned that the State Government has qualified this recommendation with the words “if supported by industry”. Industry’s likely opposition may result in the community continuing to foot the cumulative bill for infrastructure to support the development.
Reviewing the total amount of Heavy Vehicle Motor Tax	The Government will undertake a general review of the amount of Heavy Vehicle Motor Tax made available to	Council supported this recommendation.	High	Council continues to support this reform. A review is welcomed, particularly given

Revenue made available to councils.	councils, to ensure that the distribution remains justified in the context of broader roads-related funding that is provided to local government.	Glenorchy City Council has a large industrial area which has very high heavy vehicle usage which damages our road infrastructure. A review of the Heavy Vehicle Motor Tax revenue amount and distribution methodology is welcome		the impact of heavy vehicles on local roads.
Exploring an alternative revenue framework for major operations.	The Government will consult on potential frameworks to help benefit councils that assist major operations in their local government areas.	Council strongly agreed with this recommendation. Increased costs resulting from new commercial developments should be funded by each developer and not subsidised by residential rate payers. A consistent and fair cost framework should be mandated to ensure councils are able to compete on the same footing and developers understand how their costs will be calculated during the planning stage of any new development.	High	Council continues to support this reform. A consistent and fair cost framework is needed.

5. Supporting council and community-led structural reform

Reform	Reform details	GCC FOLGR Position	GCC Priority	Comments
Partnering with councils to explore voluntary amalgamations	The Government will work with and support interested councils with progressing structural reform, where councils are both able to prepare and submit credible and robust proposals and can demonstrate the intent and commitment of all participating councils to proceed with reform based on any amalgamation business cases undertaken. This approach will include: • Motivated councils further developing (in consultation with the Office of Local Government) well developed and clearly scoped amalgamation project proposals, that specify the necessary technical analysis, change management, implementation design and community engagement required to deliver robust, credible, and actionable amalgamation proposals; • Councils clearly identifying their funding needs to deliver	Council advised that it remains open to contributing to the Tasmanian Government's further exploration of the proposed voluntary structural reform relevant to Glenorchy City Council. Council reiterated its previous position that the level of information is currently insufficient to enable Council to take a fully informed position in relation to amalgamation. Strong evidence and a thorough business case is required to understand the economic feasibility and environmental sustainability of any amalgamation project. Noting that Council is open to supporting and informing the Tasmanian Government's development of a business case on the	Low	Council's position on this reform remains unchanged. Though Council agrees that amalgamation proposals need to show significant community support and be informed by a strong business case, Council reiterates that the development of proposals is beyond local government's resourcing levels and would require significant State Government funding support.

	the above proposals, including councils' own proposed investment/contributions, and any funding request from the State Government; the Office of Local Government assisting highly motivated councils to proactively commence work over the 2024-25 period, in a manner that will maximise the objectives of any agreed amalgamation project proposal. A Local Government Board would need to be established to progress any proposed amalgamation (noting the Act prescribes that changes to local government areas may only be done as the result of a Local Government Board Review. Under this proposed approach, the role of and process for the necessary Board would be as targeted and streamlined as possible, noting that the Act prescribes certain minimum council and community consultation requirements that would need to be satisfied. As the program of work is being driven primarily	understanding that this work is beyond local government's resourcing levels and would need to be underwritten by the Tasmanian Government.		
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	by councils, it is proposed that councils themselves should be responsible for demonstrating community support in any final amalgamation proposal. Under this model the Government supports the need for community engagement for any proposal to amalgamate. The conduct of community consultation and engagement is at the discretion of the councils involved in the amalgamation proposals.			
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6. Worthwhile reforms from the Future of Local Government Review that have been abandoned

Reform	Reform details	GCC FOLGR Position	GCC Priority	Comments
Recommendation 20 Within the context of the national framework, the Tasmanian Government should seek advice from the State Grants Commission on how it will ensure the Financial Assistance Grants methodology: • is transparent and well understood by councils and the community, • assistance is being targeted efficiently, and effectively, and • is not acting as a disincentive for councils to pursue structural reform opportunities.	Not proposed to be progressed.	Council supported this recommendation. The State Grants Commission continually reviews funding allocation methodology using discussion papers, then assesses feedback from Councils to determine where changes are needed to more accurately allocate grant funding as well as quantifying the financial impact any changes have on each Council. However, reviewing and adjusting FAGs distribution methodology within Tasmania does not address the fundamental issue of local government not getting a fair share of federal tax revenue. Local government should receive at least 1% and be repositioned as a service provider and funded accordingly.	High	Council continues to support this recommendation and would like to see it returned to the reform agenda. The fundamental issue of local government's share of federal tax revenue continues to need addressing.

Recommendation 22 Introduce a framework for council fees and charges in a new Local Government Act, to support the expanded, equitable and transparent utilisation of fees and charges to fund certain council services.	Not proposed to be progressed.	Council supported this recommendation. In the absence of wholesale federal taxation distribution reform to adequately resource councils as service providers, full cost recovery should be mandated except where particular fees or charges are identified as providing a community service. This would create more transparency regarding how fee amounts are calculated (i.e., fee amounts necessary to cover the actual cost of providing each service).	High	Council continues to support this recommendation. As the proposed reform package includes opening the <i>Local Government Act 1993</i>, it would be a good opportunity to include this related reform in the package.
Recommendation 24 The Tasmanian Government should work with the sector to develop, resource, and implement a best practice local government performance monitoring system.	Not proposed to be progressed.	Council supported this recommendation. The administrative burden of any proposed performance monitoring system needs to be factored into the level of detail required with the model. KPI style reporting models in other States may be too detailed and	Low	Council continues to support this recommendation and would like to see it returned to the reform agenda. The administrative burden of any system needs consideration. It could be incorporated into the proposed planning and reporting framework.

		are not transferable to the current resources of Tasmanian Councils. Council currently uses the NSW Governance traffic light reporting (developed in 2018) for internal monitoring, but this model may be beyond the capacity of small less resourced Councils.		
Recommendation 30 The Tasmanian Government – in consultation with the sector – should review the current legislative requirements on councils for strategic financial and asset management planning documentation to simplify and streamline the requirements and support more consistent and transparent compliance.	Not proposed to be progressed.	Council supported a review that focuses on simplifying and streamlining the requirements and for asset management planning documentation, including standardisation of asset useful lives. There have been significant advances in technology in recent years resulting in a shift away from paper-based asset management plans. Instead, many organisations are now using online dashboards to display their asset management data. The legislation should be updated to reflect this	High	Council continues to support this recommendation and would like to see it returned to the reform agenda. As the reform package being proposed includes opening the <i>Local Government Act 1993</i> , it would be a good opportunity to include this reform in the package. There is a need to simplify and streamline requirements and address duplication between Asset Management Strategies and SAMPs. There is also a need to update legislation to reflect modern (e.g., digital) asset management practices.

		change. There is also duplication with Asset Management Strategies and Strategic Asset Management Plans (SAMP). These two documents should be combined.		
Recommendation 31 The Tasmanian Government – in consultation with the sector – should investigate the viability of, and seek to implement wherever possible, standardised useful asset life ranges for all major asset classes.	Not proposed to be progressed.	Council supports a review that focuses on simplifying and streamlining the requirements and for asset management planning documentation, including standardisation of asset useful lives. There have been significant advances in technology in recent years resulting in a shift away from paper-based asset management plans. Instead, many organisations are now using online dashboards to display their asset management data. The legislation should be updated to reflect this change. There is also duplication with Asset Management Strategies	High	Council continues to support this recommendation and would like to see it returned to the reform agenda.

		and Strategic Asset Management Plans (SAMP). These two documents should be combined.		
Recommendation 36 The Tasmanian Government should: support the Local Government Association of Tasmania (LGAT) to develop and implement – in consultation with councils and their staff – a workforce development toolkit tailored to the sector and aligned with the Tasmanian Government’s workforce development system; support councils to update their workforce plans at the time of any consolidation; support LGAT to lead the development and implementation of state-wide approach to workforce development for key	Not proposed to be progressed.	Council supported this recommendation. Council supports LGAT leading the development of a statewide plan for workforce development, funded by the Tasmanian Government. Key industry stakeholders and professional associations should also be included/consulted. Council agrees that is difficult to recruit experienced technical staff to local government. Council is often investing in training graduates, only for them to leave within 2-3 years. The labour pool is small, and councils are needing to poach technical staff from other councils, which is of no benefit to the sector. Lack of experienced technical staff is a key impediment to delivering	High	Council supports this reform and wants to see it returned to the agenda. LGAT should lead a state-wide plan, funded by the government. Address the shortage of skilled technical staff with a long-term strategy, funding, and resourcing. Revisit the assumption that resource sharing is a viable solution.

technical staff, beginning with environmental health officers, planners, engineers and building inspectors; recognise in statute that workforce development is an ongoing responsibility of council general managers – and that it be included as part of the new Strategic Planning and Reporting Framework; and include simple indicators of each council’s workforce profile in the proposed council performance dashboard.		effective or efficient services. Workforce shortage is included in Council’s Workforce Development Plan. However, labour market constraints including a lack of technical expertise indicate a capacity deficit in this area. The proposed plan should include: a strategy for increasing the availability of technically skilled workers to benefit the sector long term direct funding from the Tasmanian Government to encourage to encourage higher education in these areas adequate resourcing arrangements to attract new trainees into relevant professions The review appears to favour resource sharing as a solution to various workforce and efficiency issues. Council supports organic and practical		
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		resource sharing. However, mandated resource sharing either assumes that current staffing levels are sufficient and underemployed, or Councils are using these scarce resources ineffectively. Council does not have any evidence to support these assumptions.		
Recommendation 37 The Tasmanian Government should partner with, and better support councils to build capacity and capability to plan for and respond to emergency events and climate change impacts.	Not proposed to be progressed.	Council supported this recommendation. Noting that emergency management arrangements currently function well in the Glenorchy municipality. This function may lend itself to a shared service model based on common interests. Emergency management is a wide-ranging function and outcomes are impacted by factors beyond individual council control- such as climate change and large-scale asset management coordination. Modelling	Medium	Council continues to support this reform, noting that emergency management arrangements require continual review and improvement. Council would like to see it returned to the reform agenda. Emergency management and climate change planning require a coordinated, multi-agency, and regional approach.

		for impacts of climate change is at least regional and needs to be managed accordingly. Similarly, climate change is a multi-agency issue that needs an overall coordinated approach such as; where are the best places to place EV chargers and solar panel farms that can input power into the power grid, and emergency evacuation centres on a regional level.		
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