

## **EIGHTH BOARD MEETING**

**Draft Minutes of Meeting held by teleconference on Friday 15 July 2011**

### **Present**

- Hon Margaret Reynolds, Chairperson
- Cllr Genia McCaffery, ALGA
- Penny Holloway, Local Government Managers Australia
- John Truman, Institute of Public Works Engineering Australia
- Peter Allen, Deputy Dean, ANZSOG
- Jeffrey Francis, UTS (alternate for Prof Attila Brungs)
- Simon Atkinson, Department of Regional Australia (representing Stephanie Foster)

### **In Attendance**

- Prof Graham Sansom, Director ACELG
- Prof Mark Evans, University of Canberra-ANZIG
- John Ravlic, LGMA
- Prof Ian Thynne, Charles Darwin University
- Adrian Beresford-Wylie, CEO, ALGA
- Paul Bateson, Program Coordinator, Innovation and Best Practice

### **Item 1: Welcome and Apologies**

The Chairperson welcomed all those present.

Apologies were received from Prof Attila Brungs, UTS; Prof John Howard, University of Canberra; Stephanie Foster, Department of Regional Australia; and Melissa Gibbs, Assistant Director.

### **Item 2: Minutes of Meeting held on 29 April 2011**

#### **Resolved:**

**That the draft minutes of the meeting held on 29 April 2011 be adopted as a correct record, subject to:**

- **Removing Prof Attila Brungs from the list of those present**
- **Deleting the incorrect resolution under Item 12.**

### **Item 3: Matters Arising**

The Director was requested to report on discussions with ALGWA regarding the Board's concerns about ongoing management of the Women in Local Government program. He advised that the ALGWA national executive and state branches have accepted the need for a stronger promotional effort, including specific targets for council recruitment. However, concerns remain about meeting all the objectives set out in the funding agreement between ALGWA and the federal government, and discussions are continuing.

**Resolved: That the information be noted.**

#### **Item 4: Secretariat Update**

The Director reported on:

- Appointment of Ms Penny Finlay, formerly a senior NSW public servant, to assist primarily with the Research and Policy Foresight and the Rural-Remote and Indigenous programs, plus general oversight of LGRF projects
- Commencement of Mr Mervyn Carter of the Department of Regional Australia on secondment for 12 months from 4 July to undertake LGRF-funded work on workforce strategy and data sets.
- Recent secretariat activities including conference presentations; information stands at the LGMA National Congress and at the ALGA National General Assembly, both in June; his participation at the meeting of the Australian Council of Local Government held in Canberra on 21 June, and in meetings of reference groups for the SA 'Local Excellence' program and the regional governance review being conducted by the Southern Tasmania Councils Authority; participation by the Assistant Director in the organising committee for the NSW Destination 2036 (future of local government) summit to be held in August.
- Attendance by the Chairperson, Director, Assistant Director and Program Coordinator- Women in Local Government at the ALGWA 60<sup>th</sup> Anniversary Dinner in Canberra on 19 June
- His recent visit to New Zealand to discuss consolidation and other reform issues with national and local government organisations
- Recent and upcoming ACELG events.

Board members commented favourably on the range of activities undertaken, noting in particular the value of the exhibition stand at the ALGA General Assembly.

Adrian Beresford-Wylie added some information about relevant matters discussed at the recent Local Government New Zealand conference, which he and the Director attended.

#### **Resolved:**

- **That the information be noted.**
- **That the Board express its appreciation to ALGA for its generosity in making available an information stand at the National General Assembly at no charge.**

#### **Item 5: Report of Programs Committee**

The Director advised that the Committee met in Adelaide on 8 July, and that the Deputy Lord Mayor of Adelaide had hosted Committee members and other guests at a reception. This had provided an opportunity to thank a range of individuals and organisations in South Australia for their contributions to ACELG over its first two years.

The Committee reported on:

- Finalisation of arrangements for the inaugural ANZSOG-ACELG Excellence in Leadership program to be held in Canberra commencing 17 July – a total of 42 enrolments have been secured (40 scholarship recipients and 2 full fee-paying participants). Prof Evans noted that participants were almost evenly divided between men and women, but involvement of elected members was regrettably low.
- The 'soft launch' of the IKEN website at the ALGA General Assembly and work under way to complete additional case studies and expand other content and participation; also, a meeting of the cross-program IKEN reference group is planned for mid-August.
- Detailed plans and budgets for research and consultancy projects to be conducted under the Innovation and Best Practice, Rural-Remote and Indigenous Local Government, and Workforce Development (Practice Unit and Learning in Local Government sub) programs (see attachment).
- Communication and impact of ACELG activities – the Committee advised that following the Board's discussion of this issue at its last meeting, it had reviewed progress in this area and

concluded that ACELG has reached a ‘tipping point’ in establishing its presence, due to the increasing flow of products of interest to the sector and key stakeholders (notably the consolidation report and launch of IKEN, as well as enhanced communications efforts such as conference presentations, other events, exhibition stands etc

- A proposal by Prof John Howard for a social media ‘summit’ in order to promote and support expanded local government efforts in this field – a paper on social media is being prepared as part of the Innovation and Best Practice program and could provide the basis for a ‘search conference’ to bring together key players and plan for the larger ‘summit’ in early 2012.

Board members recognised the efforts of secretariat staff in preparing for both the Excellence in Leadership program and the launch of IKEN, and of Prof Evans as academic leader of the Leadership program.

Cllr McCaffery and Adrian Beresford-Wylie strongly endorsed the proposal for a social media summit and suggested this could be run as a partnership with ALGA.

**Resolved:**

- **That the Board note the information and acknowledge the contributions made by ACELG staff and Prof Mark Evans in bringing the various projects discussed to fruition**
- **That ACELG and the University of Canberra proceed with the proposal for a ‘search conference’ on social media, leading to a national ‘summit’ in 2012, and hold further discussions with ALGA on a partnership approach to this event**
- **That further information be circulated to Board members on the profile of participants in the Excellence in Leadership program, and on opportunities to contribute to IKEN**
- **That a letter of appreciation be sent to the Lord Mayor and Deputy Lord Mayor of Adelaide with respect to the reception held for ACELG and South Australian colleagues.**

**Item 6: Research Progress Report**

The Research and Policy Foresight Program Coordinator reported on recent progress. She highlighted:

- Recent completion and circulation of four reports
- Seven other research projects currently under way
- Four proposed projects under development
- Establishment of the national Researchers Network and a second Local Government Researchers Forum planned for December.

Board members commented favourably on the scope of work now under way.

**Resolved: That the information be noted.**

**Item 7: Other Business**

No matters were raised.

**Item 8: Future Meetings**

The Director proposed that the following dates be confirmed:

- Friday 9 September in Canberra (subject to confirmation that this is the most suitable date for Minister Crean to attend)
- Thursday 15 December in Sydney (followed by a dinner to celebrate the 20<sup>th</sup> anniversary of the UTS Centre for Local Government)

**Resolved: That Board members reserve the dates proposed.**

**Innovation and Best Practice**

<b>Brief description of project</b>	<b>Researchers/consultants</b>	<b>Budget</b>	<b>Timing</b>	<b>Outputs</b>
<b>Water and Community Governance</b>	ANZSIG Mark Evans, Linda Botterill & Lawrence Pratchett	ACELG 20,000 (20,000 from ANZSIG)	July - November 2011 milestones dependent upon finalisation of CRN project arrangements	Better Practice Guide and workshop
<b>Public Value Innovation at the Local Scale</b>	ANZSIG Mark Evans, John Martin & Mark Matthews	ACELG 45,000 (55,000 from ANZSIG)	<ul style="list-style-type: none"> <li>▪ Draft by early August 2011</li> <li>▪ Discussion at Excellence in Leadership program (September)</li> <li>▪ Finalised by November 2011</li> </ul>	Better Practice Guide (for use in leadership program), case studies, video clips and workshop
<b>Implementation Planning at the Local Scale – Better Practice Design</b>	ANZSIG Chris Aulich, Bill Burmester & Mark Evans	ACELG 20,000 (20,000 from ANZSIG)	<ul style="list-style-type: none"> <li>▪ Draft by November 2011</li> <li>▪ Testing and completion early 2012</li> </ul>	Better Practice Guide (toolkit and discussion paper), video clip and workshop
<b>Social Media</b>	Anne Howard (Consultant Research Fellow) with Ellen Grady (Research Assistant)	ACELG 25,000	<ul style="list-style-type: none"> <li>▪ Research completed by September</li> <li>▪ Search conference October-November</li> <li>▪ Final report December</li> </ul>	Position paper with toolkit
<b>Innovation Position Paper</b>	Anne Howard (Consultant Research Fellow) with Paul Bateson (Program Co-ordinator) and Ellen Grady (Research Assistant), additional consulting expertise (yet TBD) and UC staff	ACELG 40,000	<ul style="list-style-type: none"> <li>▪ Consultation and research by September</li> <li>▪ Draft paper mid-October</li> <li>▪ Final report and video by late November</li> </ul>	Position paper, video(s) and toolkit

## Rural-Remote and Indigenous Local Government

Brief description of project	Researchers/consultants	Budget	Timing	Outputs
Role and expectations of rural-remote and Indigenous local government – Stage 1	Alan Morton, Morton Consulting Services	ACELG \$15,000	Commence July 2011; profile to be completed by September 2011	<ul style="list-style-type: none"> <li>Comprehensive profile of the target councils highlighting differences in funding which impact on local capacity</li> <li>Identification of further research to be undertaken</li> </ul>
Role and expectations – Stage 2	Alan Morton, Morton Consulting Services	ACELG \$25,000	Commence September 2011; completed by end December 2011	<ul style="list-style-type: none"> <li>Undertake further research identified in stage 1 above</li> <li>Provision of a detailed report, including a broad assessment of the costs of remoteness, case studies of successful practice, etc</li> </ul>
Local government service delivery to remote Indigenous communities	Michael Limerick, Robyn Morris (ECU), Melissa Sutton	ACELG \$20,000 WA DLG \$32,800	Commence April 2011; completed by September 2011	<ul style="list-style-type: none"> <li>Review and analysis of the arrangements/models for the delivery of LG services to Indigenous communities in Australia and identification of success factors</li> <li>Map current responsibilities of the parties responsible for LG services in remote Indigenous communities in WA</li> <li>Develop models for funding the future delivery of LG services to WA Indigenous communities</li> </ul>
Governance development	Sue Davy	ACELG \$20,000	Commence September 2011; completed by December 2011	<ul style="list-style-type: none"> <li>Mapping and gapping analysis of the governance training being provided to remote and Indigenous councils</li> <li>Identify ways of increasing participation by rural-remote councils in governance training</li> </ul>
Community engagement	Robyn Morris (ECU)	ACELG \$20,000	Commence August 2011; completed by October 2011	<ul style="list-style-type: none"> <li>Building on current research activity in community governance and training for elected representatives, undertake a review of the challenges of community engagement in rural-remote and Indigenous councils</li> <li>Explore options and make recommendations for improving community engagement</li> </ul>
Senior management capacity and support	LGMA Queensland	ACELG \$40,000	Commence July 2011; completed by October 2011	<ul style="list-style-type: none"> <li>Convene a structured search conference of leading CEOs and other stakeholders to identify the support and resources that can be provided to improve CEO and senior management capacity and performance</li> <li>Following the search conference, develop programs to support CEO and senior management in RRI LG, including preparation of an Indigenous council CEOs development strategy</li> </ul>
Regional collaboration and resource sharing	David Somerville	\$30,000	Commence September 2011; completed by December 2011	<ul style="list-style-type: none"> <li>Prepare four case studies of successful practice in regional collaboration and resource sharing</li> <li>Include an assessment of why they have worked or not worked, and whether or how they could be leveraged and replicated</li> </ul>

## Workforce Development

Brief description of project	Researchers/ consultants	Budget	Timing	Outputs
<b>New Ways of Working</b> <ul style="list-style-type: none"> <li>• Case studies of redesign of jobs and workplace practices and un-packing specialist roles, inc service implications of ageing population.</li> <li>• Demonstration project(s) including regional group employment and training and resource sharing.</li> </ul>	To be determined	ACELG contribution: \$30,000 plus GST	August-November 2011	<ul style="list-style-type: none"> <li>▪ Development of case studies and range of print promotional materials for online and print release</li> <li>▪ Demonstration Project established</li> </ul>
<b>Transition to Retirement</b> <ul style="list-style-type: none"> <li>▪ Develop program to assist councils with Mature Age Worker Retention. Encourage and promote councils to: <ul style="list-style-type: none"> <li>○ Re-invest in mature age workers; and</li> <li>○ Conduct employee audits: age, retirement intentions, health and wellbeing, financial, learning and education; succession planning; and knowledge transfer.</li> </ul> </li> <li>▪ Review state and commonwealth programs and incentives for mature age workforce and outline implications for LG.</li> <li>▪ Scope PhDs on mature age workers in LG</li> </ul>	Kathy Kelly, LGAQ (project manager)	ACELG contribution: \$30,000 plus GST	August-December 2011	<ul style="list-style-type: none"> <li>▪ Online and print resources, toolkit, guidelines – educational and promotional</li> </ul>
<b>LG Aboriginal and Torres Strait Islander Employment Program</b> National roundtable in Sydney on 26-27 July to inform development of: <ul style="list-style-type: none"> <li>▪ Potential cross sectoral and intergovernmental partnerships and alliances</li> <li>▪ Replicable and sustainable demonstration projects</li> <li>▪ Completion of White Paper (learnings from demonstration projects also need to be captured)</li> <li>▪ Educational and promotional materials – online and print.</li> </ul>	Toni Wren	ACELG contribution: \$40,000 plus GST  Matching funds to be sought from DEEWR	July 2011 to early 2012	<ul style="list-style-type: none"> <li>▪ LG Aboriginal and Torres Strait Islander Employment Roundtable</li> <li>▪ and Discussion Paper</li> <li>▪ Commencement of replicable and sustainable Demonstration Projects</li> <li>▪ Commencement of rollout of educational and promotional materials</li> <li>▪ White Paper (early 2012)</li> </ul>
<b>Workforce Strategy Implementation</b>	To be determined	ACELG contribution: \$30,000 plus GST	September-December 2011	<ul style="list-style-type: none"> <li>▪ To be determined following completion of draft strategy</li> </ul>

## Learning in Local Government

Brief description of project	Researchers/consultants	Budget	Timing	Outputs
<b>Councillor training:</b> 1. Program Inventory 2. Gap Analysis 3. Course Development	Sue Davy and Sophi Bruce	ACELG \$26,000	<ul style="list-style-type: none"> <li>▪ Surveys with stakeholders and preliminary report prepared by 25th August</li> <li>▪ Course development proposals finalised with LG Associations by end November</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inventory and gap analysis of training for councillors</li> <li>▪ Collaborative proposals for future programs agreed by stakeholders</li> </ul>
<b>Pathways from VET to Tertiary training in key skills shortage areas</b> 1. Course Inventory 2. Gap analysis 3. Negotiation of RPL and credit transfer pathways	Geraldine O'Connor and Gabrielle Watterson	ACELG \$50,000	<ul style="list-style-type: none"> <li>▪ Inventory complete by end of August</li> <li>▪ Interviews with professional associations and training providers by end October</li> <li>▪ Pathway negotiations by May 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inventory of VET and Tertiary programs in civil engineering, building surveying, town planning and environmental health</li> <li>▪ Course gaps identified</li> <li>▪ Credit transfer and RPL pathways negotiated with VET and Tertiary providers</li> </ul>
<b>Workforce planning course development</b> 1. Inventory of current initiatives 2. Desktop review of available resources 3. Interviews with potential providers 4. Course material prepared in agreed formats	Su Fei Tan	ACELG \$20,000	<ul style="list-style-type: none"> <li>▪ Inventory of current programs completed by end of July</li> <li>▪ Desktop review by end August</li> <li>▪ Interviews with potential providers to determine agreed delivery format by end October</li> <li>▪ Course material prepared in agreed format by March 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workforce planning and development course prepared in a format agreed to by a range of potential providers</li> </ul>
<b>E-learning forum</b> 1. Inventory of current initiatives 2. Exploration of delivery issues and potential solutions 3. Web platform designed for training providers	Nancy Ly	ACELG \$10,000	<ul style="list-style-type: none"> <li>▪ Research into current e-learning in local government: initiatives and issues by end of July</li> <li>▪ Information and potential solutions presented on a web platform for training providers by end November</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-line resource for training providers about current programs, delivery issues and potential solutions</li> </ul>