

NINTH BOARD MEETING

Draft Minutes of Meeting held at University of Canberra on Friday 9 September

Present

- Hon Margaret Reynolds, Chairperson
- Prof Attila Brungs, UTS
- Penny Holloway, Local Government Managers Australia
- John Truman, Institute of Public Works Engineering Australia
- Peter Allen, Deputy Dean, ANZSOG
- Stephanie Foster, Department of Regional Australia
- Adrian Beresford-Wylie, ALGA (representing Cllr Genia McCaffery)
- Prof Carole Kayrooz, UC (representing Prof John Howard)

In Attendance

- Prof Atique Islam, ECU
- Prof Graham Sansom, Director ACELG
- Melissa Gibbs, Assistant Director ACELG
- John Ravlic, LGMA
- Paul Bateson, Program Coordinator, Innovation and Best Practice

Item 1: Welcome and Apologies

The Chairperson welcomed all those present, particularly Prof Carole Kayrooz, A/Vice Chancellor of the University of Canberra.

Apologies were received from Cllr Genia McCaffery, ALGA; Prof John Howard, University of Canberra; Prof Ian Thynne, Charles Darwin University; Chris Champion, IPWEA.

Item 2: Minutes of Meeting held on 15 July 2011

Resolved: That the draft minutes of the meeting held on 29 April 2011 be adopted as a correct record.

Item 3: Matters Arising

No matters were raised.

Item 4: Secretariat Update

The Director reported on staffing arrangements and project management pressures. He advised that his research fellowship at Victoria University, Wellington, is proving to be a very useful means of building trans-Tasman links on key issues, and that he was recently appointed to the federal government's Expert

Panel on Constitutional Recognition of Local Government. ACELG Board member Cllr Genia McCaffery was also appointed. The Panel held its first meeting in Canberra on 26 August and has to report by December.

The Director also reported that the secretariat is likely to have to move offices early next year. This will cause some disruption but space has been identified in the current building and it will be possible for ACELG and UTS-CLG to co-locate. On current indications the two centres will be well housed. There will be no cost to ACELG.

Board members considered whether ACELG should comment on the issue of constitutional recognition, but decided against any proactive involvement in the issue. In response to a question the Director confirmed that his appointment to the Expert Panel was a personal one.

Resolved: That the information be noted

Item 5: ACELG Awareness and Impact

The Director reported that secretariat and program staff, together with consortium and program partners, have continued to make every effort to ensure that ACELG enjoys a high level of awareness and impact, and that available evidence points to growing success. He tabled a list of recent activities, noting in particular that the National Aboriginal and Torres Strait Islander Employment in Local Government Roundtable held in Sydney in July had received strong endorsement by Minister Arbib, and that the Centre's work on consolidation in local government continues to attract considerable interest. Among other things it is being referenced by the WA Government's panel reviewing the structure of local government in Perth.

In response to a question, Paul Bateson provided further information on the progress of IKEN. John Ravlic advised that the IKEN platform was being used to follow-up the ATSI employment roundtable. He also reported that the ACELG consolidation paper had attracted considerable interest in the USA and was now on the ICMA website.

Resolved: That the information be noted

Item 6: Programs Report

ANZSOG Leadership Program

Peter Allen advised that positive feedback had been received on the first block of the course, and the current block was again proceeding well. Most sessions were receiving ratings of 4/5 or better. He raised the following issues for consideration:

- The limited involvement of elected members and how best to handle this in future
- Similarly, the involvement of a small number of NZ participants
- The likelihood of having fewer scholarships to offer in 2012 and hence the affordability of the course.

Board members pointed to the possibility of DEEWR funding, and also the need for formal reporting back to sponsors.

Innovation and Best Practice

UC advised that work is proceeding to schedule on the various elements of the program and related research projects tabled at the last meeting. Paul Bateson reported on a meeting of the 'in-house' reference

group for the program held in Canberra on 15-16 August, and also on progress in preparing for a roundtable and later a 'national summit' on the use of social media in local government. A position paper will be available in mid-November.

Workforce Development (excluding National Strategy – see below)

The Director reported on the Workforce Development Reference Group meeting held in Sydney on 26 August, and tabled a revised work program prepared by LGMA for the workforce development Practice Unit (see Attachment).

John Ravlic highlighted the need for programs to accelerate development of middle managers to replace the large number of senior staff expected to retire over the next few years.

Learning in Local Government, Aspiring Leaders Program ('Advancing Leadership') and Business Excellence

Brief reports were tabled on progress with each of these programs. The Director highlighted the upcoming launch of the Graduate Certificate in Local Government Leadership in NT, and the continuing development of the program in WA as a partnership between ECU and LGMA.

Rural-Remote and Indigenous Local Government

Melissa Gibbs reported that the National Reference Group met by teleconference in August, and that ACELG's work with the WA Department of Local Government on service delivery to Indigenous communities was being shared with other jurisdictions. Prof Islam reiterated ECU's strong support for this work, and it was noted that ECU will be undertaking a number of projects this year under the program.

Women in Local Government

The Director reported on continuing concerns regarding the progress of the 50:50 Vision – Councils for Gender Equity program, and flagged the need for enhanced management effort on the projects, and for renewed support by jurisdictions to pursue the targets set at the 2009 LGPMC meeting. He indicated that on current indications the targets for participation in the Councils for Gender Equity component would not be met.

Board members agreed on the importance of doing everything possible to support the program, and that a sub-committee should meet with the Program Coordinator to discuss the issues involved.

LGRF Projects

The Director reported that several of ACELG's Local Government Reform Fund projects now require the support of jurisdictions to move ahead successfully. He advised that a meeting of federal, State and Territory senior officials, plus a representative of ALGA, is scheduled for later in September, to be followed by a Ministerial Forum in November. It is hoped that the officials' meeting will agree to establish a senior-level steering committee specifically to advance the ACELG LGRF projects. It would also be helpful to hold a roundtable discussion with the various sections of the Department of Regional Australia that have an interest in these projects, plus the Office for Women.

Stephanie Foster indicated that this would be an appropriate course of action, and that it may be helpful to invite different jurisdictions to take a leading role in progressing particular areas of work.

Resolved:

- That the information be noted
- That the Department of Regional Australia be requested to (a) convene a roundtable of departmental representatives, relevant ACELG consortium partners and the Office for Women to review the progress and objectives of LGRF projects being managed by ACELG; and (b) seek the establishment of a national steering committee of jurisdictions to advance those projects through the upcoming meeting of senior officials.

Item 7: Building on the ANZSOG Leadership Program

Melissa Gibbs reported on the opportunity for ACELG to use the cohort of graduates from the leadership program to begin building a network of ‘ambassadors’ who can promote the goal of excellence in local government and ACELG’s work more broadly. Program participants will become ANZSOG alumni, but ACELG should also consider what form of title – if any – it wishes to bestow on program graduates, what role it would like them to play, and what encouragement and ongoing support it can offer.

Board members endorsed the need to seize this opportunity. There was general agreement that:

- Graduates should be invited to become ‘champions’ or ‘ambassadors’ for local government excellence
- Incentives should be offered for their continued involvement, such as an annual event and award
- The views of scholarship sponsors should be taken into account
- Alternatives and opportunities should be discussed with course participants the following day.

Resolved: That the Chairperson and Assistant Director take this matter forward along the lines discussed.

Item 8: Research Progress Report

The Director tabled a report prepared by Stefanie Pillora, Research Program Manager. The report highlighted completion of a new working paper on ‘Unfinished Business? A Decade of Inquiries into Australian Local Government’. It also outlined arrangements for peer review of draft papers, work in progress and proposed future papers. Finally, it detailed plans for a second Local Government Researchers Forum to be held in Sydney on 14/15 December 2011.

Resolved: That the information be noted

Item 9: Meeting with Minister Crean

The Director reported on arrangements for the Board to meet with the federal Minister, Simon Crean, and to brief him on ACELG’s role and progress, and key issues on our agenda for the next year or so. He presented a draft briefing for the Board’s consideration.

Resolved: That a presentation be made along the lines proposed.

Item 10: Other Business

No matters were raised.

Item 11: Next Meeting

Resolved: That the next meeting be held at UTS on Thursday 15 December, commencing after the Researchers Forum at around 3pm.

REVISED PRACTICE UNIT PROGRAM 2011

Project Description	Consultant/ Researcher	Timing	Budget	Outputs
<p>New Ways of Working</p> <ul style="list-style-type: none"> Develop case studies that capture successful innovative Ways of Working that maximise on available skills, build capacity and lift productivity: <ul style="list-style-type: none"> - resource sharing, eg EHA SA - redesign of jobs and workplace practices and un-packing specialist roles - skills in demand, eg SE Qld's Smart Forums model – Planning Institute of Aust - greater use of technology, eg Community Chef Develop Regional Cross-sectoral Demonstration Project based on Bundaberg Queensland council's 'incubator' model for trainees and apprentices, involving local, state and federal government and the resource sector. Cross reference with methodology of Narrabri project. 	<p>Mid September determination</p> <p>Mid September determination</p>	<p>September-December 2011</p>	<p>ACELG contribution: \$30,000 plus GST</p>	<ul style="list-style-type: none"> Development of case studies and range of print promotional materials for online and print release Demonstration Project initiated
<p>Mature Talent Management</p> <p>Develop a Mature Talent Management Strategy to assist councils with mature talent attraction and retention, succession planning and knowledge exchange, through awareness raising, education and promotion.</p> <ul style="list-style-type: none"> Review: state and commonwealth programs and incentives for mature age workforce, eg Experience Matters and Sage Co.; Kelly and Swan PhDs on mature age employment in LG; outline good practice and implications for LG; Conduct employee audits - age, retirement intentions, health and wellbeing, financial, learning and education; succession planning; and knowledge transfer; Explore strategies to support mature age LG employees, eg flexible work arrangements; targeted training, development, health and wellbeing and OH&S programs; and initiatives that deal with ageist attitudes in the workplace to make them more 'age-friendly' Mentoring and other opportunities for continued workforce attachment and re-entry, and knowledge transfer, eg alumni Capture good practice and showcase, sending a clear message that 'experience matters'. 	<p>Mid September determination</p>	<p>September-December 2011</p>	<p>ACELG contribution: \$30,000 plus GST</p>	<ul style="list-style-type: none"> Development of accessible educational and promotional online and print resources, incl toolkit, brochures, practical guidelines.

<p>Aboriginal and Torres Strait Islander Employment in LG Strategy</p> <ul style="list-style-type: none"> ▪ Roundtable 26-27 July in Sydney to inform development of potential cross sectoral and intergovernmental partnerships and alliances and replicable and sustainable Demonstration Projects: <ol style="list-style-type: none"> 1. Replication of Latrobe City Council Indigenous Employment Program 2. LG Leadership and Management – Management Skills, inc Leading Hands, Supervisors and Coordinators 3. Skills in Demand Projects incorporating para-professional training and support: engineering, building surveying, environmental health, planning 4. Indigenous Owned and Operated Services 5. Reconciliation Action Plan 6. Language, knowledge and media hub – LLN and Foundation Skills ▪ Roundtable outcomes, Green Paper responses and learnings from initiation of Demo Projects to inform draft White Paper ▪ Submit Demo Projects proposal to Minister Arbib and DEEWR IEP for additional funding to get six Demonstration Projects up and running in 2012 ▪ Educational and promotional materials – online and print ▪ Capture learnings from Demonstration Projects in final White Paper (2012) 	<p>Mid September determination</p>	<p>July-December 2011</p>	<p>ACELG contribution: \$20,000 plus GST (roundtable)</p> <p>ACELG contribution: \$20,000 plus GST (work up Demo Projects)</p> <p>ACELG contribution: \$20,000 plus GST (draft White Paper)</p>	<ul style="list-style-type: none"> ▪ LG Aboriginal and Torres Strait Islander Employment Roundtable ▪ Post roundtable progression of development of replicable and sustainable Demonstration Projects - including stakeholder liaison and discussion to confirm partnerships and TOR ▪ Developed Demo Project proposal to Minister Arbib seeking IEP DEEWR implementation funding in 2012 (submission Oct/Nov) ▪ Draft White Paper (final is due 2012 – will incorporate learnings from progressed Demo Projects) ▪ Commencement of rollout of preliminary educational and promotional materials
<p>Workforce Strategy Implementation Content to be determined following completion of draft Interim Workforce Strategy</p>	<p>LGMA divisions and others to be determined</p>	<p>2011 Q4</p>	<p>\$25,000</p>	<ul style="list-style-type: none"> ▪ To be determined following completion of draft Interim Workforce Strategy
<p>Training and Education Capacity building:</p> <ul style="list-style-type: none"> ▪ Explore ways for the sector to participate in the Federal Government’s skills and workforce development goals 2009-2020 thereby providing 42% of the sector’s employees with formal qualifications, eg Critical Skills Investment Fund, WELL, National Workforce Development Fund ▪ Review nationally and respond to COAG mandate on minimum skill levels. 	<p>N/A</p>	<p>2011 Began March Ongoing</p>	<p>ACELG contribution: \$15,000 plus GST</p>	<ul style="list-style-type: none"> ▪ Ongoing liaison and information gathering with relevant Federal Government departments, agencies and Industry Skills Councils.

Attachment to Item 6

<p>Skills shortages and gaps:</p> <ul style="list-style-type: none"> ▪ On an ongoing basis identify skills shortages and gaps in supply and liaise with the sector, education institutions and training providers to encourage greater awareness and improve workforce participation – in conjunction with LG National Data Project: <ul style="list-style-type: none"> - Establish mechanism around collecting data on LG skills shortages. - Ensure educational institutions and RTOs are aware of these skills shortages - Clarify mechanism for adding skills/occupations to national list of skills in demand 	<p>Data Project Manager</p>	<p>2011 Q3&4 ongoing</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ Trial mechanism for tracking LG skills shortage occupations/skills in demand and review of Federal Government list
<p>'Green' skills and emerging trends</p> <ul style="list-style-type: none"> ▪ Monitor sector for emerging trends and skill requirements, inc 'green' skills relating to <ul style="list-style-type: none"> - Implications on LG workforce of implementation of climate change initiatives, eg carbon tax - Bolt-on 'green' skills required throughout workforce. ▪ Undertake discussions with educational institutions and training providers to ensure supply. 	<p>Data Project Manager TBD</p>	<p>2011 Q3&4 ongoing</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ Monitor current emerging trends – through relevant Industry Skills Councils' E-Scans & training package updates – for review at quarterly National LG Workforce Development Reference Group meetings