ACELG Publications

The following material has been published to date by ACELG across its six programs and are available from the Publications section of the ACELG website via www.acelg.org.au

RESEARCH and POLICY FORESIGHT PROGRAM
The objective of the research and policy foresight program is to support evidence-based policy formulation, promote informed debate on key policy issues and help address major challenges facing local government.

Make Your Knowledge Matter: Guide to Developing and Documenting Research (February 2013)

This guide is designed to facilitate a greater role for practitioners in local government research by encouraging them to develop ideas, document good practice, and share their work with a wider audience.

Key terms: Research methods, Local government, Practitioner Research

Political Management in Australian Local Government: Exploring Roles and Relationships between Mayors and CEOs (September 2012)

This discussion paper examines a number of models which define the mayor and CEO relationship and considers whether it is influenced by structural issues such as the method of election of the mayor, at large or by the council itself. The research suggests how individuals in these leadership roles can be supported in establishing successful and effective working relationships. Includes an appendix of relevant state and territory legislation.

Key terms: Leadership, Mayors, Councillors, Management, Democracy, Local government legislation.

Strengthening Local Government Revenues (August 2012)

A conference background paper written by John Comrie that outlines key resources and research about Australian local government revenues and capacity. Themes discussed include long term fiscal outlooks, tax reform (the Henry Review), own-source revenue streams, rating systems, revenue sharing across the sector. Part of broader research due to report in December 2012.

Key terms: Local government finance, Revenue, Tax, Rating.

Service Delivery Reviews in Australian Local Government (July 2012)

This paper assesses the level of maturity of formal service review processes used in a variety of Australian councils and the outcomes achieved. The research recommends such processes be supported and enhanced in the future with initiatives such as a 'service review guide' for councils, new training opportunities, and better access to tools and resources about service delivery reviews.

Key terms: Services, Reviews, Public sector management.

Local Action for a Low Carbon Future (June 2012)

Completed with the Council of Capital City Lord Mayors, this discussion paper outlines the strengths of local government for helping to create a low carbon future, drawing on case studies from urban and regional councils. A key message is that local government can complement, supplement and amplify the actions of other levels of government, and, the sector should be seen as part of a community and economy-wide approach to a low carbon future.

Key terms: Environment policy, Planning, Strategy, Climate change.

The Australian Model of Metropolitan Governance: Insights from Perth and South East Queensland (June 2012)

A study that focuses on Perth and South East Queensland for insight into how metropolitan growth and change might be more effectively managed within the context of Australia's federal system. An outline of the appropriate role, scale and structures of local government in metropolitan regions is presented, as is discussion on the capacity and performance of the states as metropolitan managers. A key message for all tiers of government is that the successful planning and management of metropolitan areas demands effective mechanisms for collaborative governance.

Key terms: Metropolitan governance, Planning and management, Federalism, Collaborative governance.

Collaborative Governance and Metropolitan Planning in South East Queensland 1990 to 2010: From a Voluntary to a Statutory Model (March 2012)

Completed with the Council of Mayors (South East Queensland) and the (then) Queensland Department of Local Government and Planning, this research explores the collaboration of state and local governments in planning in SEQ regional planning. In addition to implications for ongoing governance and planning for the region and in other multi-level metropolitan regions, the researcher suggests the investment of time and resources for joint policy positions (collaborative governance arrangements) leads to high levels of commitment to metropolitan policies by governments and stakeholders.

Key terms: Metropolitan governance, Planning and management, Federalism, Collaborative governance

Evolution in Community Governance: Building on What Works (February 2012)

Undertaken in partnership with Local Government Managers Australia, the Municipal Association of Victoria and Bendigo Bank, this report provides an overview of emerging trends in community governance through reviewing local and international literature as well as interviews with Australian local government leaders and Bendigo Bank representatives. The paper explores the implications of the research findings for new approaches to local decision making and suggests directions for further research.

Key terms: Community engagement, Governance, Collaboration, Organisation management, Decision making.

Options for a Local Government Framework for Measuring Liveability (January 2012)

Produced in partnership with Penrith City Council, this research maps current research and thinking on the state of community liveability indicator development across Australia. It includes a comprehensive overview of existing indicator frameworks and key considerations for local government in selecting appropriate indicators.

Key terms: Community, Indicators, Planning and management, Wellbeing, Liveability, Regions.

Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia (January 2012)

The report outlines the variety, function and relationships of ROCs (or council alliances) in NSW and Western Australia. Future directions are suggested including the greater use of ROCs by state and federal governments as a strategic channel for regional funding and consultation, ROCs as a mechanism to enhance local government performance, and, exploring the appropriate legal and business structures for ROCs that allow for more efficient business operations. The study was undertaken in collaboration with the Northern Sydney Regional Organisation of Councils.

Key terms: ROCs, Regions, Collaboration, Intergovernmental relations, Organisation management.

Local Government and Community Governance: A Literature Review (November 2011)

This paper outlines community governance for an Australian local government audience and provides the foundation for further research on the topic. It summarises the findings of a literature review on community governance from a local government perspective and sets out the theoretical underpinnings.

Key terms: Community engagement, Governance, Collaboration, Organisation management.

Local Government and Community Engagement in Australia (November 2011)

This paper provides a national update on the current state of community engagement in local government and identifies ongoing challenges. Key research questions included: What are councils in Australia currently doing to engage communities in decision making; What are some stand-out examples of effective practice; How does more extensive and direct community engagement impact on the roles of elected councillors? Prepared in partnership with the UTS Institute for Sustainable Futures.

Key terms: Community engagement, Governance, Collaboration, Organisation management.

Local Government and Community Engagement: Annotated Bibliography (September 2011)

A companion volume to *Local Government and Community Engagement in Australia*, this annotated bibliography outlines a number of key resources on the topic of community engagement for practitioners and policy makers.

Key terms: Community engagement, Governance, Collaboration, Organisation management.

Unfinished Business? A Decade of Inquiries into Australian Local Government (September 2011)

This Working Paper examines the findings, recommendations and outcomes of nine major national and state inquiries into local government over the period 2001-08. Three questions were explored: What are the major themes and ideas? To what extent have principal findings / recommendations been implemented? How much 'unfinished business' remains in order to place Australian local government on a sounder footing? The research identifies eight elements of an ongoing agenda for reform and improvement for Australian local government.

Key terms: Reform, Government, Organisation management, Intergovernmental relationships.

The Henry Review of Australia's Future Tax System: Implications for Local Government (June 2011)

This paper builds on the work by the Australian Local Government Association in responding to the 2010 report *Australia's Future Tax System* (the 'Henry Review'). A number of issues relevant to local government are examined in detail and areas are highlighted where the sector needs to develop soundly-based policy positions. The research provides a platform for the development of submissions or proposals by local government to influence current and long term debates about the future shape of the Australian taxation and tax transfer system.

Key terms: Reform, Local government finance, Revenue, Tax, Rating.

Consolidation in Local Government: A Fresh Look (May 2011)

This report covers the options available for local government to increase its capacity and provide improved services. Options investigated include a range of approaches to shared services delivery, various models of regional collaboration, boundary adjustment, and voluntary, forced and failed amalgamations of councils. The research was a collaboration with the Local Government Association of South Australia and Local Government New Zealand, and is accompanied by a second volume of background papers.

Key terms: Amalgamation, Reform, Governance, Shared services, Regional collaboration.

Australian Local Government and Climate Change (April 2011)

This working paper provides a snapshot about Australian local government and climate change. While the paper is written for a broad audience, it is intended for local government elected representatives and managers who are at the early stages of developing climate change strategies and require current research on the topic.

Key terms: Environment policy, Planning, Strategy, Climate change.

Other ACELG resources from the Research and Policy Foresight Program:

- *ACELG Local Government Researchers Network*, an interactive-resource site for local government research
- Report on the 2011 Local Government Researchers Forum
- *2011 Local Government Researchers Forum Abstracts + Schedule*
- *Climate Change Science: 'Top Ten' Sources to Build Your Personal Knowledge*
- *Local Government Climate Change Roundtable: Agenda and Extracts*
- Research and Policy Foresight Program *2012 Work Plan*
- *ACELG Research Program Plan*

INNOVATION and BEST PRACTICE PROGRAM

This program documents and disseminates good examples of innovation and better practice in local government, and aims to facilitate and encourage knowledge and experience sharing among professionals in the sector. The program is managed by the ANZSOG Institute for Governance at the University of Canberra, an ACELG Consortium Partner.

Innovation, Ingenuity and Initiative: The Adoption and Application of New Ideas in Australian Local Government (September 2012)

This paper by John Howard discusses different approaches to innovation for local government and uses case studies to explore the issues and ideas raised. The research aims to identify areas where local government has embraced the adoption and application of new ideas and sought to transform the way the business of local government is undertaken. A number of challenges and agenda issues for developing innovation strategies and programs in local government are proposed. Incudes an attachment of examples where councils are achieving innovation outcomes.

Key terms: Innovation, Public policy, Public sector management, Organisation management.

Connecting With Communities: How Local Government is Using Social Media to Engage with Citizens (August 2012)

Focuses upon the strategic application of social media in engaging with communities and the role of leadership in view of potential barriers, concerns, and implementation issues. The research includes council case studies and summaries of key literature. The research is complemented by a survey report, *Using Social Media in Local Government* and an online database of mobile phone and Internet applications (or "Apps") designed for local government. Completed by ACELG consortium partner, the University of Canberra

Key terms: Community, Engagement, Leadership, Communication, IT, Technology, Web 2.0

Innovation in Local Government: Defining the Challenge, Making the Change (July 2012)

This research is intended as a reference document for elected members, chief executives, and senior managers concerning innovation and change in Australian local government. The report suggests how such concepts might be practically considered in organisations embarking on processes of problem-solving in response to social change, and how community priorities at the local level might be best managed and strategically delivered to all stakeholders. A second volume includes 12 council case studies used in the research. Completed by ACELG consortium partner, the University of Canberra.

Key terms: Problem solving, Innovation, Strategic Planning, Leadership, Community, Governance

Using Social Media in Local Government – 2011 Survey Report (July 2012)

Presents the findings of a survey of local government leaders about the value and potential of social media to improve the planning, organisation, and delivery of services, and how it might better improve communication with residents, ratepayers and other stakeholders in particular.

Key terms: Community, Engagement, Leadership, Communication, IT, Technology, Web 2.0

Further ACELG resources from the Innovation and Best Practice Program:

- The *ACELG Innovation and Knowledge Exchange Network* (IKEN), an interactive website of tools, resources and six interactive areas or 'Communities of Practice' based on key local government themes
- ACELG commissioned case studies and examples of better practice in Australian local government (on IKEN)
- Apps for Local Government and Mobile Web Usage (online database on IKEN)
- Strategic Innovation and Local Government Roundtable May 2012: *Outcomes Report*

GOVERNANCE and STRATEGIC LEADERSHIP PROGRAM

The objective of the program is to increase the understanding of effective strategic leadership and to build the capacity of local government to achieve consistently high standards in leadership and governance.
The program has three key activities:

1. Excellence in Local Government Leadership program *(with the Australia and New Zealand School of Government)*
2. Advancing Leadership Initiative
3. Review of Excellence Frameworks *(both led by the UTS Centre for Local Government).*

Legal and Governance Models for Shared Services in Local Government (May 2012)

This report investigates models of shared services delivery across Australia and provides a summary of legal options illustrated by five case studies.

Key terms: Service delivery, Local government legislation.

Australian Business Excellence Framework Case Studies (August 2011)

This study presents a series of detailed case studies regarding the implementation of the Australian Business Excellence Framework within local government. In consultation with key stakeholders, eight Australian councils of differing size, geographic and demographic profiles participated in developing the studies.

Key terms: Organisation performance, Improvement, Management and planning.

Advancing Leadership Framework (June 2011)

This framework identifies agreed leadership capabilities and informs the development of programs aimed at broadening leadership capacity and development opportunity for professionals working within Australian local government. Includes a competency framework.

Key terms: Training, Professional development, Management and planning, Human resources.

Second International Roundtable on Metropolitan Governance: Summary Report (March 2011)

Detailed notes and proceedings from a (second) Roundtable hosted by ACELG in Brisbane, August 2010, also with the Forum of Federations (Canada). This event built on an initial roundtable held in Sydney in December 2009, and discussions informed ACELG's work on metropolitan governance, and in particular local government's role and relationships with state and federal governments in the emerging Australian context.

Key terms: Metropolitan governance, Planning and management, Federalism, Collaborative governance.

Overview of Fourteen Excellence Frameworks (November 2010)

The purpose of this paper is to describe the features of a number of available excellence frameworks and outlines how they might assist councils in promoting excellence and continuous improvement.

Key terms: Organisation performance, Improvement, Management and planning.

Promoting Excellence and Continuous Improvement (October 2010)

This research presents findings from a survey of 155 Australian local government CEOs about opinions and experiences in promoting excellence and continuous improvement within their organisations. The research outlines issues such as the use of external and commercial tools, resourcing, levels of satisfaction, and future support needs.

Key terms: Organisation performance, Improvement, Management and planning, Leadership.

Proposal for a National Aspiring Leaders Partnership (August 2010)

This background paper aims to promote discussion about the ACELG *Aspiring Leaders Partnership*, and introduces the ACELG *Aspiring Leaders Framework*. The paper describes work undertaken by ACELG at the time of publication,

available programs, initiatives undertaken such as the ACELG supported UTS-CLG Graduate Certificate in Local Government Leadership, and future steps that might be considered.

Key terms: Leadership, Professional development, Management and planning.

Promoting Excellence and Continuous Improvement in Australian Local Government: Background Paper for the WA LGMA (June 2010)

This paper is part of research to evaluate tools which facilitate excellence in local government, and to consider, identify and address the needs of councils in driving excellence in local government. Completed by ACELG consortium partner the UTS Centre for Local Government.

Key terms: Organisation performance, Improvement, Management and planning.

Summary of Survey Responses from Eighteen Councils in the Local Government Business Excellence Network (March 2010)

This report provides a summary of survey responses of eighteen Local Government Business Excellence Network councils invited to explore issues and options in implementing the Australian Business Excellence Framework in local government in Australia.

Key terms: Organisation performance, Improvement, Management and planning.

International Roundtable on Metropolitan Governance: Summary Report (December 2009)

A comprehensive report on discussions from an international roundtable on metropolitan governance hosted by ACELG at the University of Technology, Sydney, 14-15 December. This was a joint project with the Canada-based Forum of Federations and the Major Cities Unit of Infrastructure Australia. A session on the governance of fragmented metropolitan regions was specially arranged, in particular, institutions and processes for intergovernmental co-ordination and delivery of services.

Key terms: Metropolitan governance, Planning and management, Federalism, Collaborative governance.

Further ACELG resources from the Governance and Strategic Leadership Program:

- Australian Business Excellence Framework: *2011 Forum Presentations*
- Business Excellence in Australian Local Government – *2010 LGBEN Presentation*
- LGBEN Workshop July 2010 - Workshop Notes
- *LGMA Management Challenge-ACELG accreditation initiative*
- Governance and Strategic Leadership Program 2012 Work Plans:
  - *Excellence in Local Government Leadership program*
  - *Advancing Leadership Initiative*
  - *Review of Excellence Frameworks-2012 Work Plan*
- Excellence in Local Government Leadership Program - *2012 Brochure*

ORGANISATION CAPACITY BUILDING PROGRAM

The priority focus of the capacity building program is to develop nationally consistent approaches in infrastructure asset management and financial planning. Planned outcomes include national tools, guidelines and models available in key areas of asset management and financial planning. A further outcome is to improve skills development of staff in these areas.

Long Term Financial Planning Practice Note (February 2012)

This practice note was designed to improve the financial performance of local government by assisting local councils to prepare better long-term plans in accordance with the *Australian Infrastructure Financial Management Guidelines*. The Practice Note was developed by ACELG consortium partner, the Institute of Public Works Engineering Australia and funded by the federal government's Local Government Reform Fund.

Key terms: Finance, Assets, Infrastructure, Management and planning, Performance

Asset Management for Small, Rural or Remote Communities* (March 2011)

This Practice Note was developed to assist small, rural or remote communities (under 5,000 population) to improve their asset and financial management and planning in accordance with the *National Frameworks*, however the approach is also of relevance to larger organisations. The Practice Note was developed with ACELG consortium partner, the Institute of Public Works Engineering Australia.

Key terms: Finance, Assets, Infrastructure, Management and planning, Performance
  *Not online. Print version available to councils under 5000 population.

Further ACELG resources from the Organisation Capacity Building Program

- o Australian Local Government *Fact Sheets*: Basic information on local government in Australia available from www.acelg.org.au:
- o *General facts and figures*
- o *Post-school qualifications of local government employees by gender*
- o *Local Roads, Buildings and Land*
- o *Earnings and Employment*
- o *Student Participation in Skills Shortage Areas - Urban design and regional planning; Building surveying; Environmental health; Civil engineering*
- o Organisation Capacity Building Program 2012 *Work Plan*

RURAL-REMOTE and INDIGENOUS LOCAL GOVERNMENT PROGRAM
The objective of the Rural-Remote and Indigenous Local Government Program is to identify and address specific governance and capacity building issues facing rural, remote and Indigenous councils.

Online Database of Community Engagement Resources for Rural-Remote and Indigenous Local Governments (February 2013)

ACELG has reviewed a wide range of community engagement toolkits, guides, manuals, templates and training courses available to local government, and assessed their suitability for Rural-Remote and Indigenous councils. A number of these are assembled as an online database, with recommendations for 'top resources'.

Key terms: Community Engagement, Rural, Indigenous, Remote, Capacity, Service delivery.

Community Engagement in Rural-remote and Indigenous Local Government (October 2012)

Written by Dr Robyn Morris from Edith Cowan University, this study looks at community engagement systems and practices of rural-remote and Indigenous (RRI) local government and outlines plans to support RRI governments on community engagement initiatives in the future.

Key terms: Community Engagement, Rural, Indigenous, Remote, Capacity, Service delivery.

Local Government Service Delivery to Remote Indigenous Communities (May 2012)

This report presents the findings about models for the funding and delivery of local government services in remote Indigenous communities in Australia. Undertaken in partnership with the Western Australian Department of Local Government, the research identifies key principles and success factors underpinning leading practices and innovative solutions to current challenges in service delivery.

Key terms: Rural, Indigenous, Remote, Capacity, Service delivery.

Impact of Fly-In Fly-Out/ Drive-In Drive-Out Work Practices on Local Government (May 2012)

The research identifies potential gaps in the literature, provides a greater understanding of the impacts of fly-in fly-out/ drive-in drive-out work practices specifically within the local government context, and suggests areas to focus upon for future research. Completed by ACELG program partner, Edith Cowan University.

Key terms: Rural, Remote, Capacity, Service delivery, Industry.

Capacity Building in Remote Councils - Survey Findings (May 2012)

This research presents results from a survey about capacity building in rural-remote and Indigenous councils distributed to Chief Executive Officers of remote councils in Northern Territory, Queensland and Western Australia. Recurring themes from the 29 responses included training and professional development, staff attraction and retention, and local impacts of global economics and natural disasters.

Key terms: Rural, Indigenous, Remote, Capacity, Leadership, Workforce.

Role and Expectations of Rural-Remote and Indigenous Local Government (February 2012)

This research examines the role and expectations of rural-remote and Indigenous local governments. The report includes a profile of rural-remote councils, outlines current federal, state and community expectations on the theme, and identifies areas for further research. The report reiterates that councils face tremendous challenges in recruiting and retaining skilled staff, managing assets and their dependency on grants mean they have limited control over revenue sources.

Key terms: Rural, Remote, Capacity, Service delivery.

National Strategy to Build Capacity in Rural-Remote and Indigenous Local Government (February 2011)

This publication aims to identify key steps to build the capacity of small-remote and Indigenous councils across Australia - and especially in northern Australia - to deliver local government services to their communities. The strategy is the culmination of an extensive research and consultation process undertaken by the Centre, including a National Roundtable held mid-2010 to set the priority areas for attention.

Key terms: Rural, Remote, Capacity, Service delivery.

Northern Territory Scoping Study (August 2010)

The Study focuses on Shire councils in the Northern Territory with the aim of identifying their capacity needs and challenges and of proposing necessary action for assisting and supporting them. The study was undertaken by ACELG program partner, Charles Darwin University.

Key terms: Rural, Remote, Capacity, Service delivery, Northern Territory, Shire councils.

Scoping paper: Indigenous Council Capacity-Building in Queensland (August 2010)

The report focuses upon the particular needs of Indigenous councils in Queensland and complements a study by the Local Government Association of Queensland of non-amalgamated councils completed in 2009. The research draws upon existing reports, research studies and consultations about the capacity-building needs of Queensland's Indigenous councils.

Key terms: Rural, Remote, Capacity, Service delivery, Indigenous councils.

Western Australian Scoping Study (July 2010)

This study identifies the capacity issues and needs of rural-remote and Indigenous local governments in Western Australia. It also assesses the priority actions for assisting and supporting this segment of the local government sector. The investigation involved a literature review, consultation with local government stakeholders and a survey of 70 local governments in rural and remote locations. Completed by ACELG program partner, Edith Cowan University.

Key terms: Rural, Remote, Capacity, Service delivery, Western Australia.

Further ACELG resources from the Rural-Remote and Indigenous Local Government Program:

- Workshop findings from 2012 rural-remote and Indigenous local government CEOs search conference
- 2010 National Roundtable on Rural-remote and Indigenous Local Government *Communique*
- Rural-Remote and Indigenous Local Government Program - *2012 Work Plan*

WORKFORCE DEVELOPMENT PROGRAM

The objective of the workforce development program is to address specific skills shortages and gaps in the professional workforce, as well as broader requirements for enhanced expertise, and to establish local government as an employer of choice.

Education and Training in Key Skills Shortage Areas (January 2013)

Issues Paper 6 from the Learning in Local Government series documents a national review of education and training in local government skills shortage areas. The paper explores opportunities and gaps in education and training in the four areas of skills shortage, while also drawing some broader lessons.

Key terms: Workforce, Professional Development, Education.

National Local Government Indigenous Employment: Closing the Gap through Place-based Employment (December 2012)

This position paper aims to encourage and facilitate increased Indigenous workforce participation in local government, and is a response to considerable workforce challenges that lie ahead for the sector.

Key terms: Indigenous Employment, Workforce, Local Government

A National Review of Training and Development for Local Government Councillors (April 2012)

This issues paper builds upon discussions from the 4th National Local Government Workforce Development Forum (2011) about the current state of councillor training programs in Australia. The research aims to inform future training developments, identify possible gaps, and share information within the sector about good practice. Completed by ACELG consortium partner, the UTS Centre for Local Government.

Key terms: Workforce, Professional Development, Councillor training, Education, Human resources.

Workforce Planning and Development: Capacity Building Opportunities (April 2012)

This issues paper outlines the range of training courses and resources available to councils, and proposes key elements that might form part of any workforce planning and development programme. The aim of the research is to inform discussions at local and state level and provide analysis of key challenges and next steps on the issue of local government workforce planning and development. Completed by ACELG consortium partner, the UTS Centre for Local Government.

Key terms: Workforce, Professional development, Human resource planning and management, Education.

eLearning in Local Government (April 2012)

This issues paper suggests some benefits and barriers of eLearning for the consideration of training providers, councils and individual learners. It also includes a sample of existing eLearning programs and initiatives in local government across Australia and internationally, as well as an overview of web-based learning tools, software and applications, plus other technological applications to develop and deliver online material. Completed by ACELG consortium partner, the UTS Centre for Local Government.

Key terms: Professional Development, Human resources, Education, Information Technology.

Learning in Local Government - An Analysis of Sector Consultations and Perspectives on Education and Professional Development (October 2011)

This paper provides an analysis of over 900 responses to a survey that explored the unique and complex needs of education and professional development in Australian local government. The engagement process and analysis documented in the research has led to the identification of themes and issues for the *Learning in Local Government*

project undertaken by ACELG consortium partner, the UTS Centre for Local Government.

Key terms: Workforce, Professional Development, Human resource planning and management, Education.

Learning In Local Government - A Preliminary Inventory and Gap Analysis of Education and Professional Development for Local Government in Australia (September 2010)

This paper outlined the scope and issues related to education and professional development for local government. The aim of the analysis was to also promote discussion, debate and participation across the sector and states, and between training providers and potential participants. The outcomes of this research has informed ACELG's *Learning In Local Government* project undertaken by ACELG consortium partner, the UTS Centre for Local Government, and aligns with other national local government initiatives such as the National Workforce Development Strategy.

Key terms: Workforce, Professional development, Human resource planning and management, Education.

Closing the Gap Through Place-Based Employment – Local Government Indigenous Employment Program Green Paper (August 2010)

This research outlines issues related to the development and implementation of a Local Government Indigenous Employment Program, in keeping with one of the key recommendations of the *National Skills Shortage Strategy for Local Government 2007* and COAG aims. The paper looks at how the sector might work with Indigenous and non-Indigenous stakeholders to explore, identify and highlight opportunities to fulfil future workforce needs. Completed by ACELG Partner, LGMA National.

Key terms: Indigenous, Workforce, Organisation, Human resource planning and management.

Further ACELG resources from the Workforce Development Program:

- 2011 and 2012 National Workforce Roundtable and Forum: *Information and Presentations*
- 2011 National ASTSI Employment in Local Government Roundtable: *Information and Presentations*
- *ACELG eLearning Portal* - an online platform for the exchange and sharing of ideas, experiences and opinions of eLearning in local government. Hosted on the IKEN website
- Learning In Local Government *Project Outline*
- Workforce Development Program - 2012 Work Plans: *Learning In Local Government* and *Local Government Practice Unit*.

For further information about any resource listed here, contact: daniel.grafton@acelg.org.au **or** 02 9514 4891.