SIXTH BOARD MEETING

Draft Minutes of Meeting held in Sydney on Friday 10 December 2010

Present

- Hon Margaret Reynolds, Chairperson
- Prof Attila Brungs, DVC Research, UTS
- Penny Holloway, Local Government Managers Australia
- Prof John H Howard, Pro-Vice Chancellor (Development) UC
- Peter Allen, Deputy Dean, ANZSOG
- Stephanie Foster, Deputy Secretary, DRARDLG
- Cllr Genia McCaffery, President ALGA

In Attendance

- Prof Graham Sansom, Director ACELG
- Melissa Gibbs, Acting Assistant Director ACELG
- Stefanie Pillora, Senior Research Officer ACELG
- Prof Ian Thynne, Charles Darwin University
- Prof Atique Islam, Edith Cowan University
- Adrian Beresford-Wylie, ALGA

Item 1:	Welcome and Apologies

The Chairperson welcomed all those present, particularly the new President of ALGA, Cllr McCaffery.

Apologies were received from Prof Mark Evans, Chair of the Research Advisory Committee; John Ravlic, LGMA, and Chris Champion, IPWEA.

Item 2:	Minutes of Meeting held on 8 October 2010

Resolved:

That the minutes of the meeting held on 8 October 2010 be adopted as a correct record.

Item 3	Matters Arising

3.1 Melissa Gibbs reported that the Collaboration Agreement had now been signed by all parties. There was discussion concerning the possible future need for some sort of formal agreement with program partners Charles Darwin University and Edith Cowan University, but it was agreed there was no need for any action at this stage.

3.2 Stephanie Foster provided an update on the new Department of Regional Australia, Regional Development and Local Government and associated policy initiatives, including the proposed

establishment of a regional policy centre. She advised that a formal linkage of some sort would be established between the new centre and ACELG. The Chairperson requested that Ms Foster follow-up the proposed meeting between the ACELG Board and the new Minister.

3.3 Penny Holloway sought an update on the appointment of an additional local government practitioner to the Research Advisory Committee. The Director apologised for the delay in finalising this matter.

Resolved:

That the Assistant Director liaise with Board members on the appointment of an additional local government practitioner to the Research Advisory Committee.

Item 4   Secretariat Update

The Director advised that:

- Melissa Gibbs has accepted a one-year full-time appointment as Assistant Director
- Stefanie Pillora's position has been upgraded to Program Manager – Research as Dr Chris Aulich's contract as Research Coordinator will expire at the end of 2010
- Christopher Watterson has been engaged as a part-time Project Assistant.

He also reported on further minor improvements to the ACELG website.

Resolved:

- **That the information be noted**
- **The the Board express its appreciation to Dr Chris Aulich for his contribution as Research Coordinator in launching the ACELG research program.**

Item 5:   Report of Programs Committee

5.1   Key achievements for 2010

Prof Howard advised that all key deliverables for 2010 identified in the ACELG Project Plan have been met with the exception of:

- Delivery of the ANZSOG Excellence in Leadership program
- Those projects dependent on supplementary LGRF funding which has been delayed due to the federal election and re-structuring of the federal department and ministerial council.

The Committee noted that ACELG is already gaining considerable added value for its activities through partnerships and supplementary funding. On current indications ACELG will easily exceed its 'Other Sources' funding target for 2011.

Cllr McCaffery sought further information on the delay in implementing the federal government's Local Government Reform Fund and the impact this was having on planned ACELG activities. Stephanie Foster advised that funding approvals were expected very soon. The Director advised that in the meantime key projects were being progressed with ACELG core funds.

Resolved:

That the information be noted

Key Deliverable 2010	Achievement
Research and Policy Foresight	
▪ A new national research and policy development program, including initial projects on strengthening local democracy and new options for more effective service delivery	**Research coordinator and senior research officer appointed; national forum held in Canberra in March; Research Advisory Committee met twice; Round 1 projects under way; partnerships established with LGASA and LGNZ; 'digest' on LG and climate change completed; roundtable #2 on metro governance held in Brisbane 19-21 August**
Innovation and Best Practice	
▪ Launch of the Innovation and Knowledge Exchange Network and website to highlight best practice	**Website ready for launch; first round of case studies being identified and other content sourced**
Governance and Strategic Leadership	
▪ The first ANZSOG Excellence in Local Government Leadership program	**Program development completed; around $400K in scholarships secured; program deferred to mid-2011 due to insufficient registrations and need for some re-design**
▪ A new national Aspiring Leaders program for middle managers, including a Graduate Certificate in Local Government Leadership	**Graduate Certificate accredited by UTS for offer in 2011; pilot program launched in WA; discussions under way with other states to establish national framework and partnership**
▪ An upgraded Business Excellence Framework for local government	**Background research completed; agreement likely with SAI Global on upgrading in 2011**
▪ A special LGMA Management Challenge to develop strategies for increased women's participation in over 100 councils across Australia	**Challenge held in March (regional) and July (Australasian final); 129 teams; all completed pre-Challenge task on increasing women's participation – summary report issued**
▪ Assistance for the Australian Local Government Women's Association to implement its gender equity accreditation and awards program	**ACELG contracted to manage $250K grant; project coordinator appointed and program launched at ACLG Dinner in June; almost 100 councils recruited**
Organisation Capacity Building	
▪ Guidelines on Asset Management for Small Communities	**Guidelines completed and piloted; ready for release in early 2011**
▪ A national assessment framework to measure progress in improving asset management and long-term financial planning	**IPWEA has engaged project manager; draft framework completed and already being used in Victoria; awaiting LGRF funding**
▪ Guidelines for long-term financial planning	**Consultations and scoping complete; draft guidelines in preparation; awaiting LGRF funding**
▪ National minimum data sets for key programs: asset and financial management, workforce development, women in local government.	**$100K funding approved for data on women in local government and work under way; preliminary discussions on broader data set but awaiting LGRF funding to progress**
Rural-Remote and Indigenous Local Government	
▪ A national strategy to address the special capacity-building needs of small rural-remote and Indigenous local governments	**Scoping studies completed and national roundtable held in July; strategy now completed and ready for release early 2011; Reference Group to be established in early 2011**
Workforce Development	
▪ Third national Local Government Skills Forum	**Held in Canberra 23-24 March**
▪ A Local Government Workforce Development Blueprint	**Blueprint in final draft stage and implementation projects being identified; launch deferred pending agreement on integration with LGPMC Workforce Strategy (ACELG may be commissioned to complete, subject to LGRF funding)**
▪ A 'Green Paper' on Indigenous employment in local government	**Released 29 July; 'White Paper' now in preparation; working links established with DEEWR**
▪ A review of current local government education and development programs to identify gaps and opportunities for national networking	**First stage inventory complete and information published on ACELG website; 'demand-side' survey under way; implementation projects to be identified early 2011**

5.2   Leadership Programs

The Committee noted concerns that had been expressed in some quarters concerning both the ANZSOG Excellence in Leadership program and the proposed Aspiring Leaders framework and partnership. It emphasised that both programs have been developed in accordance with ACELG's commitments to the federal government in the bid document, responding to the then Prime Minister's statements concerning the importance of improved strategic leadership in local government. In particular, the Committee noted that the ANZSOG program will be much more than a 'leadership skills and management techniques' course, and that the proposed Aspiring Leaders framework and partnership is designed quite explicitly to complement, network and support current programs where they exist and meet appropriate standards. There is no suggestion that organisations would be required to forego intellectual property in respect of existing programs if they decide to join the proposed partnership.

The Director and Prof Islam noted the success of the current pilot of the Aspiring Leaders program in Western Australia – a partnership between ACELG, ECU and LGMA (WA).

Resolved:

That the information be noted

5.3   Business Excellence

In July, the Committee reported that ACELG was undertaking a major piece of work to review the effectiveness of the Australian Business Excellence Framework and other tools for continuous improvement in local government. The Board authorised the Committee to negotiate satisfactory arrangements for ACELG to enter into a partnership with SAI Global (owners of the ABEF).

The Committee now advised that a satisfactory agreement with SAI Global now appears certain. This would involve a substantial cash contribution by SAI Global to fund further research and preparation of a local government 'manual'.

Resolved:

That the Board renew its authorisation for the Committee to finalise negotiations with SAI Global on the basis set out in this report.

5.4   Innovation and Best Practice Program

Prof Howard reported on the delay to the Innovation and Best Practice program brought about by the resignation of the original coordinator and difficulty in appointing a suitable replacement. He advised that the position is now being re-advertised at a higher salary. In the meantime, staff of the ACELG secretariat, have worked on the program and the key deliverable of establishing the Innovation and Knowledge Exchange Network (IKEN) website will be achieved before the end of 2010. The Assistant Director advised that this will be launched formally early in 2011.

As a result of the delay, expenditure during 2010 has been substantially lower than expected, and up to $170,000 will be carried forward to 2011. The Committee proposed that these funds be used to undertaking some substantial research and policy development projects in the field of innovation in local government that cannot be funded otherwise.

Several Board members highlighted the importance of ACELG taking further steps to ensure that research and innovation are translated to the maximum possible extent into practice. Prof Howard indicated that this will be a focus of the program in 2011.

Resolved:

- **That the Board authorise the Programs Committee to approve a package of innovation-related research projects to be undertaken by or through the University of Canberra using unexpended funds from the Innovation and Research Program.**
- **That the Innovation and Best Practice program focus strongly on measures to promote translation of research and innovation into regular practice.**

5.5   Confidential Item

Item 6:   ANZSOG Leadership Program

Peter Allen reported on the outcomes of discussions concerning re-scheduling and to some extent re-designing the Excellence in Leadership program. He outlined proposed changes to the course structure and fees, and advised that the ANZSOG Board remained strongly supportive.

A meeting of the ANZSOG working group, plus the ACELG Director, is being planned before Christmas to finalise the course dates, venue, fees and program outline. This will facilitate initial publicity by late January. The aim is to encourage councils to make provision in their 2011-12 budgets and ANZSOG plans extensive marketing, including personal approaches. Also, Commonwealth approval will be sought to adjust the terms of its funding of scholarships for women.

Board members expressed some continuing concerns about the development of the program. These covered:

- The financial constraints on councils in terms of funding even a reduced fee
- The difficulty for both senior managers and especially most elected members in setting aside two weeks for the course (although it was agreed the proposed 2x1 week block format would help considerably)
- The possibility that the revised course would again fail to attract sufficient registrations and the need to consider full scholarships for a substantial proportion of participants to ensure that the course does in fact proceed
- The need to ensure that the course is still equated in standard and prestige to the ANZSOG Executive Fellows program
- Whether the revised design of the course was based on sufficient evidence, including whether Canberra is an appropriate location.

After discussion, there was general agreement that ANZSOG should proceed as proposed, but that progress and issues arising would need to be monitored closely.

The Director tabled a proposed preliminary announcement of the revised course.

Resolved:

- **That the Director be authorised to work with ANZSOG to finalise arrangements for the Excellence in Leadership program in 2011 on the basis outlined in this report.**
- **That the attached preliminary announcement be sent to councils, local government associations and divisions of LGMA and IPWEA immediately advising that the course will be held in mid-2011.**

Item 7:   Rural-Remote and Indigenous Local Government

7.1   A National Strategy to Build Capacity in Rural-Remote and Indigenous Local Government

The Assistant Director reported on the national Roundtable held in late July to review the findings of scoping studies of the special capacity building needs of small rural-remote and Indigenous councils, and subsequent

preparation of a draft national strategy. This has been written by Dr Robyn Morris of ECU, taking into account the scoping study findings, the national Roundtable outcomes and stakeholder views. A summary version of the strategy was circulated with the papers, and the Assistant Director advised that favourable comments have been received from relevant jurisdictions and other key stakeholders.

Cllr McCaffery emphasised that the strategy and any follow-up action by ACELG must reflect a realistic assessment of the capacity of local government to deliver services in remote areas. The Director advised that a more realistic appraisal of local government capacity was in fact a key element of the strategy.

7.2 National Reference Group

The Assistant Director advised that another action identified in the ACELG Project Plan is the formation of a National Reference Group to oversee activities and engage partners. The proposed composition of the National Reference Group is:

- Representatives of the departments responsible for local government in Queensland, Western Australia, the Northern Territory, New South Wales and South Australia
- Representatives of ALGA and relevant State/Territory local government associations from LGAQ
- Representatives of LGMA
- Office of Northern Australia
- FaHCSIA
- Dr Michael Limerick (scoping study author)
- Charles Darwin University (scoping study author)
- Edith Cowan University (scoping study author)
- Senior local government practitioners working with rural-remote and Indigenous councils.

7.3 Options for Transition of Indigenous Community Service Delivery from Commonwealth Government to Local Government

The Assistant Director reported that the WA Department of Local Government wishes to commission research into suitable funding structures or options to enable the transition of some responsibilities for service delivery to remote Indigenous communities to local government. The Department has approached ACELG and its consultants, Dr Michael Limerick and Dr Robyn Morris, to undertake the research. She indicated that this research would be fully consistent with the national strategy and that a partnership with the WA Department would provide a useful model for other jurisdictions to consider following in the implementation of the strategy.

Penny Holloway echoed Cllr McCaffery's concerns about the capacity of local government to accept additional responsibilities and emphasised the need to ensure that the research was exploratory and did not raise unrealistic expectations.

Resolved:

That the Board:

- **Endorse the draft National Strategy to Build Capacity in Rural-Remote and Indigenous Local Government.**
- **Endorse the establishment of a National Reference Group to provide advice on activities and engage partners.**
- **Delegate responsibility to the Director to finalise negotiations with the Western Australia Department of Local Government, Dr Robyn Morris and Dr Michael Limerick on the proposed research partnership with the WA Department of Local Government.**

Item 8:   Report of Research Advisory Committee

The Senior Research Officer reported on the Research Advisory Committee's (RAC) second meeting held on 3 December. She advised that the Committee had endorsed the following terms of reference:

1. *Provide advice to the ACELG Board and ACELG Executive team in relation to:*
   - *Strategic issues and priorities for the development of the Research and Policy Foresight (RPF) program and resources required;*
   - *The principles and values underpinning research support for all ACELG programs;*
   - *Proposals submitted for funding through the RPF program;*
   - *Research being undertaken under other ACELG programs;*
   - *Progress of funded research projects;*
   - *Linkages with research partners and other key stakeholders;*
   - *Overall performance of the program.*
2. *Through individual Committee members, undertake peer review of draft working papers written for ACELG.*
3. *Promote and support the development of a national network of experienced local government researchers.*

She also reported on progress with Research Projects Commenced in 2010, and that the Committee had also provided advice on a number of projects submitted for funding consideration in 2011, as well as options for effective e dissemination of research outcomes. Prof Howard noted the link with the Innovation and Best Practice program in this regard.

The Senior Research Officer further advised that the Committee had endorsed in principle proposals for:

- Guidelines for research proposals submitted to RAC
- Guidelines for a small grants program which will involve matching funding being procured by the proponent and a maximum of $15k contribution from ACELG
- Establishment of a local government researchers network.

Stephanie Foster indicated that it would be necessary to ensure that introduction of a 'small grants program' is consistent with the terms of the funding agreement with the Commonwealth. Other Board members commented that such a program could also be affected by various university research funding policies. The Director undertook to address these issues.

Resolved:

That the Board note the outcomes of the meeting of the Research Advisory Committee held on 3 December, and endorse the establishment of a small grants program and a local government researchers network, subject to resolution of issues raised with respect to the grants program.

Item 9:   Draft Communications Strategy

The Assistant Director tabled a draft communications strategy for the Board's consideration. She advised that staff members collaborated in the preparation of the draft strategy and ACELG program co-ordinators also provided comments and input.

Board members commented favourably on the draft, noting in particular the potential role of ACELG 'ambassadors' or 'associates' in disseminating knowledge, and the need to measure in some way the impact of ACELG communications. John Truman proposed that after a development phase, application of the 'style guide' for ACELG materials should be required rather than merely 'encouraged'.

Item 10:   Project Plan and Budget for 2011

The Director advised that an updated Project Plan is required for 2011. He tabled:

- Detailed summaries of each of the six ACELG programs, setting out achievements against planned outputs and milestones for 2010, proposed outputs and milestones for 2011, estimated expenditure compared to budget for 2010 and budgets for 2011.
- A revised list of key deliverables for 2011 for incorporation in the updated Project Plan
- Proposed revisions to Table 4 of the Project Plan (summaries of the six program areas).

The proposed revisions to the Project Plan are included as Attachment A to these minutes.

He indicated that Board members should note in particular:

- Activities and milestones for Years 2 and 3 have been extensively re-written
- The component 'Instigate practice-based innovation pilot programs' has been deleted from Program 2: Innovation and Best Practice pending a review of its practicability
- 'Emerging' Leaders has been re-named 'Aspiring' Leaders to avoid confusion with existing LGMA programs in some states
- Component 3.3 has been renamed 'Governance Improvement'
- A separate component 3.4 has been created for Women in Local Government
- Component 6.1 has been termed 'Practice Unit' and 6.2 'Learning Local Government'

The Director also presented a proposed budget for 2011. The table below sets out in summary form the projected result for 2010 compared to budget, and the proposed budget for 2011 compared to the original Project Plan. These figures exclude possible supplementary LGRF funding and other special projects under discussion but yet to be finalised.

Figures in brackets show budgeted or anticipated *cash* income from sources other than consortium partner contributions. All numbers are rounded to nearest $1000.

Item	2010 Budget	2010 Result	2011 Project Plan	2011 Budget	Planned c/f to 2012	Notes
Income $000s						
Principal c/f	7570	7634	6235	6785		*Increased c/f due to extra interest/income + underspend*
Interest	340	375	300	320		
UTS	300	300	300	300		
UC	100	100	100	100		
ANZSOG	20	20	20	20		
IPWEA	20	20	20	20		
LGMA	20	20	20	20		
Other Income	50	190	200	352		*2010: WILG 150K; LGASA 40K 2011: detailed below*
Total	**8420**	**8659**	**7195**	**7917**		
Expenditure $000s						
Core Staff	550	545	580	580		*All staff now in place*
Secretariat Expenses	75	(tbc)95	80	80		*Website costs c/f from 2009*
Research and Policy	(nil)200	(40)200	(100)250	(140)280	50	*2010 income from LGASA; 2011 LGASA/LGNZ + matching grants*
Innovation & Best Practice	200	(tbc)81	250	370	45	*2010 surplus allocated to research*
Governance & Leadership						
• ANZSOG	225	201	50	50	39	
• Emerging Leaders	75	50	(50)100	(40)100	15	*(Mgt Ch – LGMA); c/f $15K to 2012*
• Governance Imp	50	50	100	(62)162		*($62.4K SAI Global)*
• Women in LG	nil	93	nil	(150)165	42	*(ALGWA100K; data project 50K)*
Orgn Capacity Building						
• Financial/Asset Mgt	250	250	250	351		*LGRF grants may reduce ACELG own-source expenditure*
• Other	(50)100	nil	(50)100	100		*Matching funds(50K) to be sourced*
Rural, Remote, Indigenous	150	103	150	170	27	*Approx $90K committed*
Workforce Development						
• Practice Unit	200	106	200	316	33	*Fully committed*
• Course Development	100	100	100	100		*Fully committed*
Total	**2175**	**1874**	**2210**	**2824**		
Drawdown of Principal	1325	849	1250	1692		
Balance to c/f	6245	6785	4985	5093		

Resolved:

That the Board approve the proposals set out in this report, including amendments to the Project Plan and the budget for 2011, subject to minor adjustments once the final results for 2010 are known.

Item 11: Other Business

No matters were raised

Item 12: Next Meeting

Resolved:

That the next meeting be held in Canberra on Friday 29 April, commencing at 12 noon.

Attachment: **Proposed Revisions to ACELG Project Plan**

Key Deliverables 2011

- Launch and rollout of ACELG's National Strategy for Rural-remote and Indigenous Local Governments
- Rollout of Guidelines on Asset Management for Small Communities
- Preparation of Practice Notes on Long Term Financial Planning and Levels of Service
- Further development of a national assessment framework to measure progress in improving asset management and long-term financial planning
- Completion of an upgraded Business Excellence Framework and manual for local government
- Expansion of the Innovation and Knowledge Exchange Network and communities of practice to showcase and promote best practice in local government
- A national Aspiring Leaders Partnership and rollout of associated graduate leadership programs for middle managers
- The revised ANZSOG Excellence in Local Government Leadership program for senior managers and elected representatives
- Development of pilot programs to begin to fill other identified gaps in local government education and training opportunities
- The fourth national Local Government Skills Forum
- Initial implementation of the Local Government Workforce Development Blueprint
- Promotion of an Indigenous employment program for local government
- A national data base on women in local government
- Continued management support for the Australian Local Government Women's Association and its partners to implement the 50:50 Vision and related programs
- A series of research projects and national roundtables to support policy development in key areas of local governance
- Establishment of a national network of local government researchers and small grants program.

Table 4 (revised)

Program 1:   Research and Policy Foresight

Objective: *To support evidence-based policy formulation, promote informed debate on key policy issues and help address major challenges facing local government*

Component and Lead Partner/s	5-year Outputs and Outcomes	Activities and Milestones		
		Years 0- 1	**Year 2**	**Year 3**
Coordinate, commission and/or undertake research projects to address key issues **(UC)**	■ Broad dissemination of research studies and papers that support evidence based and effective policy formulation and implementation ■ Well-supported seminar program ■ ACELG seen as valued source of research and policy advice	■ Prepare research strategy discussion paper and convene forum/s to identify gaps/priorities ■ Establish Research Committee ■ Formulate program for Years 1-3 ■ Initiate Phase 1 research projects	■ Complete Phase 1 projects and disseminate results through research digests, ***working*** papers and seminars ■ ***Introduce small grants program*** ■ Establish research monitoring and ***peer review*** systems ■ Launch Phase 2 projects ■ ***Develop network of local government researchers***	■ Complete Phase 2 projects and disseminate results through research digests, ***working*** papers and seminars ■ ***Maintain monitoring and peer review, small grants program and researchers network*** ■ Launch Phase 3 projects

Provide research-based policy support to ACLG, LGPMC, ALGA, DITRDLG, **(UTS/UC)**	▪ Better informed policy proposals and debate ▪ Research findings demonstrably translated into practice ▪ Positive feedback from stakeholders	▪ Consult on key policy/research needs and establish frameworks for collaboration ▪ Provide specific policy inputs as required (within resources) ▪ Convene seminars and roundtables to explore key issues and promote policy debate	▪ *Complete further policy digests* ▪ Maintain regular consultations with key stakeholders ▪ Provide specific policy inputs as required (within available resources) ▪ Convene seminars and roundtables to explore key issues and promote policy debate	▪ As for Year 2

Program 2:   Innovation and Best Practice

Objective: *To promote exchange of information and ideas, and to identify, showcase and disseminate innovation and best practice in local government*

Component and Lead Partner/s	5-year Outputs and Outcomes	Activities and Milestones		
		Years 0- 1	**Year 2**	**Year 3**
Prioritise sector needs and establish and operate Innovation and Knowledge Exchange Network **(UC)**	▪ Fully operational IKEN with regularly updated content that provides an adequate data base to facilitate innovation across key areas of local government activity ▪ High level utilisation of Exchange database and free flow of information and ideas across sector	▪ Consult practitioners and stakeholders to prioritise sector needs and interests ▪ Determine most effective methods to fill gaps and source knowledge bases for IKEN ▪ Establish website and populate with information and best practice examples	▪ Ongoing consultation to update needs and priorities ▪ Continue to populate, monitor and update IKEN as required ▪ *Develop online communities of practice* ▪ *Undertake a set of underpinning research projects on innovation in local government and related themes*	▪ Maintain and expand IKEN *and communities of practice* (within available resources) ▪ Seek regular feedback on effectiveness and adjust as required
Showcase successful models and examples of best practice **(UC)**	▪ Documentation and dissemination of a wide range of examples of innovation and best practice ▪ Increased sector participation in showcasing and awards programs ▪ Increased sector uptake of innovation and best practice	▪ Undertake and publish case studies of best practice models in key areas ▪ Establish peer review mechanism to validate best practice examples ▪ Assist practitioners to showcase best practice ▪ Link to national awards programs	▪ *Establish peer review mechanism to validate best practice examples* ▪ *Prepare around 10 case studies as first phase of publications series* ▪ *Consolidate links with a range of national awards programs* ▪ *Consult with key stakeholders to identify a range of other options to showcase best practice*	▪ *Maintain peer review mechanism and prepare further case studies* ▪ *Expand showcasing of best practice*

Instigate practice based innovation pilot programs **(UC)**	Implementation of a series of pilot programs focused on specific areas of service delivery	▪ Determine key area/s of deficiency/need ▪ Establish partnerships with interested organisations ▪ Secure support for and implement at least one pilot program	▪ Secure support for and implement at least one pilot program	▪ As for Year 2

Program 3:   Governance and Strategic Leadership

Objective: *To increase understanding of effective strategic leadership, and to build the capacity of local government to achieve consistently high standards in leadership and governance.*

Component and Lead Partner/s	5-year Outputs and Outcomes	Activities and Milestones		
		Years 0- 1	Year 2	Year 3
3.1 Develop and deliver a prestigious national executive governance and leadership program for senior managers and elected members, benchmarked against leading Australian and international practice **(ANZSOG)**	▪ Ongoing annual delivery of a self-funding program ▪ Improved under-standing of the need for excellence in strategic leadership and management ▪ Positive feedback and strengthening of sector leadership	▪ Establish Steering Committee, International Reference Group and Program Design Group ▪ Conduct extensive consultations as and complete program design ▪ Hold first program in late 2010	▪ *Modify program design in light of marketing feedback* ▪ *Inaugural program delivery July-September* ▪ *Complete evaluation report* ▪ *Review and adjust program as required*	▪ As for Year 2
3.2 Develop and deliver a national *aspiring* leaders program for middle managers *and elected representatives* **(LGMA/UTS)**	▪ Ongoing annual delivery of self-funding programs ▪ Emergence of a future generation of leaders in local government committed to the pursuit of excellence	▪ Upgrade and re-position LGMA Management Challenge ▪ Consult with sector to design nationally -networked Emerging Leaders and Graduate Certificate (see Program 6)	▪ Evaluate and further upgrade Management Challenge ▪ *Negotiate the national Aspiring Leaders Partnership* ▪ Launch the Graduate Certificate	▪ Maintain upgraded Management Challenge ▪ Review and maintain the *Aspiring Leaders Partnership* and Graduate Certificate
3.3 Governance improvement: scope arrange of models for continuous improvement and enhanced leadership and governance **(UTS)**	▪ Completion of a series of studies, workshops, seminars etc that explore issues in leadership and governance and provide clear directions for improvement ▪ Issues are clearly articulated and practitioners have access to a range of useful resources to support better governance	▪ Review existing frameworks for business excellence in local government and determine future needs ▪ Scope a range of models for enhanced strategic leadership and local governance ▪ Assemble data base on women in local government and support initiatives to	▪ *Undertake case studies of implementation of excellence and continuous improvement* ▪ *Finalise an upgraded business excellence framework and manual* ▪ *Complete study of alternative approaches to strategic leadership and*	▪ Identify other key issues and undertake further projects as required ▪ Disseminate findings and hold discussions on ways forward ▪ Maintain data base and support as required for enhanced women's participation

Component and Lead Partner/s	5-year Outputs and Outcomes	Years 0- 1	Year 2	Year 3
		enhance women's participation	*better governance* ■ *Promote debate on ways forward* ■ ~~Maintain data base and support for enhanced women's participation~~	
3.4 Establish data base and support initiatives to enhance women's participation in local government (UTS)	■ *Extensive data base established and regularly updated to track extent and nature of women's participation as both employees and elected members* ■ *'50:50' Vision program of ALGWA and its partners firmly established and bringing about increased women's participation in accordance with LGPMC strategy and targets*	■ *Develop standard definitions and terminology in consultation with key stakeholders* ■ *Assemble an initial nationally consistent minimum data set* ■ *Assist ALGWA to launch and conduct its 50:50 Vision gender equity program* ■ *Work with ALGWA to establish and support National Steering Committee*	■ *Definitions finalised, data set determined and data base and reporting tool established* ■	■ *Data base maintained and updated* ■ *'50:50 Vision' program continues to progress and expand in accordance with agreed targets*

Program 4:   Organisation Capacity Building

Objective: *To build local government capacity in key areas of planning, management and service delivery*

Component and Lead Partner/s	5-year Outputs and Outcomes	Activities and Milestones		
		Years 0- 1	Year 2	Year 3
Identify sector capacity gaps and support development of national frameworks and standards in priority areas (IPWEA, LGMA, UTS)	• A more consistent and better coordinated national approach to improving local government performance • National standards or guidelines adopted in key areas of planning, management and service delivery	■ Identify and assemble necessary baseline data^ ■ Formulate national assessment framework for improved asset and financial management ■ Support implementation of federal Reform Fund ■ Establish working relationship with LGPJC and LGPMC ■ Consult widely to identify further priority areas for capacity building	■ Establish communities of practice and peer networks in asset and financial management ■ *Develop national assessment framework through online portal^* ■ Identify and address ongoing needs for data collection and information systems^ ■ Identify further priority areas and promote coordinated responses ■ Maintain support for implementation of federal Reform Fund	■ Identify further priority areas and promote coordinated responses as required ■ *Maintain national assessment framework* ■ *Maintain and expand* communities of practice as resources permit ■ Maintain data collection and information systems

Develop specific capacity building resources **(IPWEA, LGMA, UTS)**	▪ Availability of a range of operational tools, guidelines and other capacity building resources to facilitate improved performance ▪ Capacity building resources widely utilised and demonstrable improvement in skills	▪ Asset management for small communities^ ▪ Tools and guidelines for long term financial planning^ ▪ Examine impacts of climate change and responses required^ ▪ Establish frameworks for regional collaboration^	▪ Rollout asset management for small communities ▪ Develop a range of Practice Notes for integrated, long term asset and financial management ▪ Develop further resources in response to agreed priorities as resources permit, *including climate change*	▪ Embed integrated asset and financial management as essential part of business ▪ Address issues of sustainability in communities ▪ Develop further resources in response to agreed priorities as resources permit

^ Subject to supplementary funding *through LGRF*

Program 5:   Rural-Remote and Indigenous Local Government

Objective: *To identify and address specific governance and capacity building issues facing rural, remote and Indigenous councils*

Component and Lead Partner/s	5-year Outputs and Outcomes	Activities and Milestones		
		Years 0- 1	Year 2	Year 3
Identify priority capacity building needs and feasible delivery options for small rural-remote and Indigenous local governments **(ANU/CDU/ECU)**	▪ Accurate assessments of needs and issues ▪ An agreed ongoing program of policy development and capacity building focused on those distinctive needs and issues	▪ Complete scoping studies of priority needs and options to deliver training and capacity building support ▪ National roundtable to review findings and determine initial priorities ▪ Formulate national strategy	▪ *Finalise, circulate and promote national strategy* ▪ *Initiate priority projects for strategy implementation* ▪ Promote and undertake (subject to resources) applied research to fill information gaps and support program development ▪ Monitor progress and update priorities	▪ Maintain research effort (subject to resources) ▪ *Develop data system/base to inform ongoing policy and program development* ▪ Monitor progress and update priorities ▪ Identify funding sources and partners for ongoing program
Coordinate, commission and/or deliver tailored activities to address specific issues and needs **(ANU/CDU/ECU)**	▪ Timely and effective completion of a series of agreed activities ▪ Good uptake of tailored programs and positive feedback ▪ Observable improvements in capacity and governance	▪ Establish reference group to plan and oversee activities and engage partners ▪ Commence design of specific activities to respond to identified priorities	▪ *Identify priority activities in conjunction with reference group* ▪ Launch ~~pilot education and training and other~~ capacity building activities in partnership with other providers and government agencies	▪ Continue to roll-out education, training and capacity building activities

Program 6:   Workforce Development

Objective: *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'*

Component and Lead Partner/s	5-year Outputs and Outcomes	Activities and Milestones		
		Years 0- 1	**Year 2**	**Year 3**
6.1 Practice Unit: Formulate and implement national workforce development strategy and related measures to make local government an employer of choice **(LGMA)**	■ Ongoing implementation of tailored programs to address workforce and skills issues, as part of a national strategy to ensure that the sector has the necessary expertise to match its responsibilities ■ Local government adopts 'New Ways of Working' and is broadly regarded as an employer of choice	■ Establish Practice Unit and reference group ■ Convene third National Skills Forum ■ Finalise Local Government Workforce Development Blueprint linked to LGPMC's national workforce strategy ■ Develop minimum national data set^ ■ Implement Workforce Blueprint priorities to address skills gaps and other needs for enhanced expertise, and to promote 'New Ways of Working' ■ Formulate Indigenous Employment Program	■ ***Convene National Workforce Development Forum*** ■ ***Confirm Workforce Blueprint priorities and implement key projects*** ■ ***Link Blueprint to Ministers' National Workforce Strategy^*** ■ ***Develop national minimum workforce data set^*** ■ Commence implementation of Indigenous Employment Program^	■ Maintain and expand roll-out ■ Maintain data set^ ■ ***Develop further guidelines, tools etc*** ■ ***Explore linkages with broader public sector programs*** ■ ***Launch programs to promote local government as an employer of choice***
6.2 Learning in Local Government: Coordinate, commission and/or deliver training programs to address priority needs **(UTS)**	■ Increased availability across Australia of education and professional development programs that address workforce priorities ■ Programs better coordinated and delivered appropriately to different target groups ■ Strong positive response	■ Inventory of current programs to identify gaps and options for additional programs and preferred delivery modes ■ Survey, issues paper and consultations to determine priorities ■ Design new Graduate Certificate in Local Government Leadership	■ Launch Graduate Certificate ■ ***Explore options to*** upgrade and adapt existing UTS graduate program in local government management for national networking ■ ***Release strategy paper and establish partnerships to develop and deliver pilot programs***	■ Ensure development and delivery of new/updated programs as required ■ Launch networked graduate program ■ Maintain Graduate Certificate

^ Subject to supplementary funding *through LGRF or other sources*