

ANNUAL REPORT

2014

uts.edu.au



An Australian Government Initiative

© University of Technology: Centre for Local Government, 2015
UTS CRICOS Provider Code: 00099F

TABLE OF CONTENTS

Executive Summary	i
Centre for Local Government	i
Australian Centre of Excellence for Local Government	ii
Part One: Centre for Local Government	1
About the Centre	1
Mission	1
Objectives	1
Governance	1
Collaboration	1
Staff	2
Stakeholder Consultation, Events and Forums	4
International Linkages and Research	4
Communications and Marketing	6
Programs – UTS:CLG	10
Research	18
Acquittal Report: The Centre for Local Government	34
Part Two: Australian Centre of Excellence for Local Government	35
Chairperson’s Message	36
About the ACELG consortium	38
Secretariat Report	41
ACELG Programs	47
Program 1: Research and Policy Foresight	47
Program 2: Innovation and Best Practice Program	54
Program 3: Governance and Strategic Leadership	55
Program 4: Organisation Capacity Building	62
Program 5: Rural-remote and Indigenous Local Government	69
Program 6: Workforce Development	71
Publications and Presentations	79
Financial statements	94

Executive Summary

This annual report summarises the activities and programs of the Centre for Local Government at the University of Technology, Sydney (UTS:CLG) and the Australian Centre of Excellence for Local Government (ACELG) for the period 1 January to December 31, 2014.

Part One details the programs, consultancies, research and teaching, seminars and events that furthered the aim of the UTS:CLG to ‘support the advancement and improvement of local government both in Australia and internationally through leadership in education and research, and by providing specialist consultancy services.’

Part Two outlines the activities of ACELG for 2014, presented by its Chairperson, The Hon. Margaret Reynolds, to ‘enhance professionalism and skills in local government, showcase innovation and best practice and facilitate a better-informed policy debate’.

Centre for Local Government

The UTS:CLG exists as a separate organisational unit within UTS and reports to the Deputy Vice Chancellor (Research). The Centre is designated within UTS as a ‘Centre of Enterprise, Research and Community Service’ with the Deputy Vice Chancellor acting in the role of Managing Dean. All graduate programs within the Centre are accredited through the Faculty of Design, Architecture and Building.

The Centre’s research and teaching activities in 2014 contributed to greater professionalism with the sector and supported a key UTS goal of extending knowledge and learning throughout local and international communities, business, government and industry.

Under research, the appointment of specialist researchers in 2014 enabled the delivery of exceptional number of projects about current sector issues such as service delivery, governance, community participation, urban planning and the environment, childcare, and the arts, and others. All have provided tangible, evidence-based results for government and communities.

Significant research with the Australian Government culminated in the resource, *Guidelines for the Planning and Development of Child Care Facilities*. This has achieved industry impact and an award from the Planning Institute of Australia (NSW). The UTS:CLG reviewed Home and Community Care services for Waverley Council (NSW) and conducted service delivery reviews and training for Salisbury (SA), Penrith (NSW) and Esperance Shire (WA) councils. The Centre also worked closely with Rural Council Victoria to strengthen the sustainability of its 38 constituent councils. Social research continued as a core focus, with client-focused social research for Sydney Water; a review of Meals on Wheel services for the Southern Sydney Regional Organisation of Councils; and place-based research for the NSW Department of Planning and UrbanGrowth NSW.

The UTS:CLG continued to provide expertise in research and program evaluation, working with the Australia Council for the Arts on its peer assessment system - the first evaluation of its type in Australia - and for the NSW Office of Environment and Heritage. The Centre is also leading significant, national research on the value of Australian local government and long-term rental housing – the latter as an Australia Council Research grant.

There was a marked increase of peer-reviewed journal articles and book chapters written and published through the year, and Centre research was presented to key industry and academic conferences in Australia and overseas. Research processes concerning ethics, Excellence in Research Australia reporting, and the conduct of internal research were refined through 2014 in accordance with tertiary sector standards.

Under teaching and learning, the Centre’s unique local government graduate programs were again offered. The Centre congratulated its first graduates of its Master of Local Government

program who achieved their degree while working in senior council roles. Four doctoral research students also commenced in 2014. As a further commitment to sector research the Centre offered two scholarships in 2014 to support commencing Ph.D students in 2015.

Demand for the Centre's long-standing and highly regarded Continuing Professional Education short course program was strong with 313 learners participating at the UTS City campus and other locations. For instance, six offers of the Certification Short Course were delivered and a wait-list established for 2015. The CPE program was reviewed in 2014 to enhance its industry responsiveness. The Centre's Professional Education Seminar series also continued well with 202 learners attending UTS and other locations such as Tasmania (Planning for Bushfire Prone Land) and Moree (NSW - Integrated Planning and Reporting).

The Elected Members program collaboration with Local Government NSW (LGNSW), Northern Sydney Institute of TAFE and ACELG continued to strengthen. The program was held in Coffs Harbour, Sydney, and for the Riverina East Regional Organisation of Councils and North Sydney Council (NSW) as 'in-house' deliveries. The UTS:CLG also established arrangements in 2014 to conduct the International Association for Public Participation (IAP2) 'New Foundations in Public Participation' course.

In 2014 the Centre ensured that its teaching programs were supported by the UTS 'graduate attributes' model for teaching and learning. This ensures clear theory-practice integration and solid-linkages with contemporary industry issues among other aspects. Further flexibility in course design and delivery was also pursued throughout 2014 to facilitate a better balance for students of their professional and personal commitments.

The Centre's research and teaching activities are supported through its industry collaborations and sector engagements which increased markedly in 2014 both locally and internationally. A key initiative was a series of free public seminars under the theme 'Government to Governance', launched in August by urban politics scholar Professor Ron Vogel of Ryerson University, Canada. The Centre hosted a number of international delegations of local and other government professionals from China, Bangladesh, Indonesia, and the Director was invited to Japan, Indonesia, South Africa and Pakistan to deliver high-level workshops and presentations on decentralisation and international local capacity building.

Australian Centre of Excellence for Local Government

The Australian Centre of Excellence for Local Government is a consortium of universities and professional bodies based at the University of Technology, Sydney (UTS). The Centre was established in 2009 following a contribution by the Australian Government to showcase innovation and best practice across local government and encourage the adoption of innovative practices and solutions. The ACELG consortium comprises the UTS:CLG, the University of Canberra, the Australia and New Zealand School of Government (ANZSOG), Local Government Managers Australia (LGMA) and the Institute of Public Works Engineering Australia (IPWEA). A Board of Management advises and oversees its work.

The Centre's formal commitment to the Commonwealth ceased at 30 June 2014. Key ACELG projects will continue into 2015 through the auspices of UTS with advice from incoming UTS:CLG Advisory Board Chairperson, The Hon. Margaret Reynolds.

A full agenda of program work was undertaken throughout 2014 by partners and researchers and there has been widespread uptake of ACELG work at the local level and by organisations such as the Productivity Commission and other governments. A number of highlights for the year are presented below by theme.

Governance and Organisation Capacity

A number of timely and useful resources for all sized councils were developed across Centre programs. These included: **(finance)** 'Debt is not a Dirty Word: The Role and Use of Debt in Local Government' and 'Long Term Financial Plan Practice Note 6'; **(service delivery)** a 'how to manual' for conducting service delivery reviews and the 'Level of Service Practice Note 8'; **(sustainability)** the manual 'Embedding climate change adaptation in local government business'; 'Towards More Sustainable Street Lighting Practice Note 11'; and the IPWEA Sustainability Conference; **(staff appointment)** research and a guide for the attraction and retention of CEOs and senior staff in rural-remote and Indigenous local governments; **(integrated planning)** 'Integrated planning tools for rural-remote and Indigenous local government' and 'Community engagement toolkit'.

Social research

Important methodological work on the 'Why Local Government Matters' research project was completed in 2014 under the direction of Centre Director, Associate Professor Roberta Ryan.

Leadership

The ACELG-ANZSOG 'Excellence in Local Government Leadership Program' was conducted and the Centre also supported the 'Executive Certificate for Elected Members' and LGMA Australasian Management Challenge initiatives.

Workforce development

A number of undertakings directly supported the national local government workforce strategy, such as: revised data about the local government workforce; the LGMA Aboriginal and Torres Strait Islander Employment in Local Government National Roundtable; and the LGMA 7th Local Government Workforce Development National Forum.

Key sector outreach and engagement activities for the year included: hosting two local government research events to discuss the Centre's work and explore the value of local government research (attended by more than 120 people from most jurisdictions); and, a revised framework for sector information sharing and exchange via *ACELG Community*, an ideas and information exchange online portal. Its blog site *The Town Crier*, published 50 items on a range of topics relevant to the sector.

ACELG consortium staff also participated in the 2014 LGMA National Congress and the ALGA National General Assembly. National and international advocacy, delegations and presentations by A/Prof Roberta Ryan, board members and partner staff through 2014 further strengthened the ACELG profile.

A comprehensive list of publications and presentations by the Centre and staff is listed at the end of the report.

Part One: Centre for Local Government

About the Centre

Established in 1991, the Centre for Local Government at the University of Technology, Sydney (UTS:CLG) promotes a cooperative approach to local government education, research and development and maintains close ties with a large number of local government associations, professional institutes and academic bodies in Australia, the Asia-Pacific region and globally.

Mission

The mission of the UTS:CLG is to support the advancement and improvement of local government both in Australia and internationally through leadership in education and research, and by providing specialist consultancy services.

Objectives

In fulfilling its mission the UTS:CLG seeks to:

- > offer an integrated package of professional development and award courses, including a Master of Local Government and Doctorate
- > ensure that its educational programs are supported by relevant research
- > develop a research base that supports and strengthens the capacity of local government
- > maintain a substantial consultancy offering to government and community sectors
- > meet the needs of both urban and rural councils
- > expand its international activities
- > establish partnerships with people and organisations in local government both across Australia and internationally
- > work closely with other areas of UTS to advance working with governments and governance.

Governance

The Centre is a separate organisational unit within UTS and reports to the Deputy Vice Chancellor (Research). It is designated within UTS as a Centre of Enterprise, Research and Community Service, with the Deputy Vice Chancellor acting in the role of 'Managing Dean'. All graduate programs within the UTS:CLG are accredited through the Faculty of Design, Architecture and Building. The UTS:CLG welcomes incoming Advisory Board Chairperson, The Hon. Margaret Reynolds.

Collaboration

The Centre provides research and consultancy to local, state, federal and territory governments and non-government groups. Consultancies undertaken by the UTS:CLG are informed by evidence-based research and result in the increased capacity of government to provide quality services and good governance.

Key objectives:

- > provide high quality outputs (advisory and research) to clients
- > deliver outputs on time and within budget

- > establish strong collaborative relationships with clients
- > outcomes are practical and contribute to improved outcomes
- > our research augments existing knowledge, is valued and makes a positive contribution
- > our reputation is strengthened through research
- > our reach is extended.

For the first half of 2014 (to 30 June) the Centre continued as a partner of the Australian Centre of Excellence for Local Government (ACELG) consortium. The ACELG commenced operation in December 2009 with a mandate to: enhance professionalism and skills in local government; showcase innovation and best practice; and, facilitate a better-informed policy debate. During its operation, the ACELG commissioned the UTS:CLG to undertake projects and research drawing upon its long-standing and extensive research, consultancy and expertise within the sector. The ACELG has maintained a core staff comprising a Secretariat and shared office facilities in Sydney with the UTS:CLG.

The UTS:CLG's formal commitment to the ACELG consortium concluded at 31 December 2014. The Centre was formally represented on the ACELG Board of Management by the UTS Deputy Vice Chancellor (Research) Professor Attila Brungs until September 8, thereafter by Professor David Robson, Director of the UTS Research and Innovation Office. The Centre was also represented on the ACELG Consortium Programs Committee by its Director Roberta Ryan. The UTS:CLG will continue to participate in ACELG projects to support the ongoing work of this important sector-driven initiative.

Through the course of its work, the UTS:CLG forms individual collaboration agreements with organisations related to its research, teaching and consulting activities. The Centre also recognises the intrinsic value and contribution that UTS staff, faculties and units can make to its activities and maintains productive alliances with the Institute of Sustainable Futures; the faculties of Design, Architecture and Building; Arts and Social Science; and Business School; the Australia-China Relations Centre; the Marketing and Communications Unit; the Research and Innovation Office; accessUTS, and UTS International.

Staff

The Director of the UTS:CLG is Associate Professor Roberta Ryan. The Centre has a diverse staff and extensive network of associates and affiliated consultants that contribute to and supplement its activities. Key appointments through 2014 included The Hon. Margaret Reynolds (Adjunct Professor and Advisory Board Chair), Dr Bligh Grant (Senior Lecturer), Nicole Campbell (Program Manager) and Paula Braxton-Smith (Program Manager).

Centre Staff – 2014

Name	Role
Associate Professor Roberta Ryan	Director
Dr Tim Robinson	Director, Sector Engagement and Teaching
Dr Alan Morris	Associate Professor
Dr Bligh Grant	Senior Lecturer
Ms Sophi Bruce	Program Specialist (Leadership)
Ms Geraldine O'Connor	Senior Programs Officer
Ms Su Fei Tan	Senior Research Officer
Ms Nicole Campbell	Program Manager
Ms Paula Braxton-Smith	Program Manager
Mr Ronald Woods	Research Officer
Ms Catherine Hastings	Research Officer
Mr Ben Dowler	Research Officer
Mr Alex Lawrie	Research Officer
Ms Lucinda Molloy	Research Officer
Ms Sasindu Gamage	Technical Officer
Ms Gabrielle Watterson	Manager, Operations & Teaching
Ms Jillian Rose	Consultancy and Research Development Coordinator
Ms Theresa Alvarez	Research Administrative Assistant
Ms Hannah Fryatt	Administrative Assistant

Honorary Appointments

Name	Role
The Hon. Margaret Reynolds	Adjunct Professor and Advisory Board Chair
Professor Graham Sansom	Adjunct Professor
Professor John Martin	Adjunct Professor
Professor Ronald K. Vogel	Visiting Professor
Associate Professor Andrew Kelly	Visiting Fellow
Dr Dong-ok Lee	Visiting Fellow
Dr Vince Mangioni	Visiting Fellow

Staff professional development is encouraged within the Centre and supported by the UTS Human Resources Unit. A number of Centre-initiated skills-development sessions were conducted in 2014 on themes such as tender application writing, quantitative research and sector-based issues. Staff are also encouraged to attend Centre courses and seminars and participate in deliberations.

Stakeholder Consultation, Events and Forums

Each year staff of the UTS:CLG engage widely with the local government sector and council practitioners. For instance, senior staff participated in: the LGMA National Congress; the Local Government NSW (LGNSW) Annual Conference; and, 'Housing and Local Government in Australia in the 21st Century'. Other events included: the LGMA National Management Challenge awards; the ACELG Research Forum(s); the ACELG-LGMA Workforce Development Forum; LG NSW HR Forum and Springboard (Women in Local Government Development Program); LiveWire Conference, and papers to the conferences of the Australasian Evaluation Society and the Institute of Public Administration Australia.

A full listing of staff sector engagement activities, including all conference presentations are included at the end of this report.

The Centre maintains close working relationships with specialised research and policy centres such as The Committee for Sydney and The Japan Council of Local Authorities for International Relations (CLAIR Sydney). With The Committee for Sydney UTS:CLG hosted a session on local government reform, and staff member Alex Lawrie participated in its Young Leaders program. With CLAIR, the UTS:CLG co-hosted the 2014 CLAIR Forum 'Revitalise Your City' at UTS in November featuring a diversity of rural and city-based council staff. In 2014 the Centre formed linkages with the Korea Centre for Local Government. Dr Dong-ok Lee was appointed UTS:CLG Visiting Fellow and subsequent exchange of ideas and links occurred through the Korea National Day celebrations, UTS:CLG events and seminars. Discussions about strengthening the partnership between the Korea Centre for Local Government and UTS:CLG in 2015 have commenced. Staff from both CLAIR and the Korea Centre for Local Government contributed their knowledge and experience of local government in Japan and the Republic of Korea to the UTS:CLG Master of Local Government subject 'Comparative Local Governance'.



A key initiative under sector consultation through 2014 was the 'Government to Governance' series of free public seminars. This was launched in August with the presentation 'Metropolitan Governance - a Comparative Perspective' by internationally renowned urban politics and administration scholar Professor Ron Vogel (pictured; Ryerson University, Canada). The series so far has resulted in over 250 attendees engaging with scholars from Canada, the UK, New Zealand, and has further underlined the Centre's work internationally.

To maximise access to ideas and broaden discussions, seminars are video-recorded and distributed widely through the Centre's network.

International Linkages and Research

The UTS:CLG continued to enhance its international research and practice linkages through 2014 guided by a Centre strategy. The UTS:CLG advised the City of Sydney on its international ambassadors program, and planning commenced to allow international applications to the Centre's graduate programs.

Centre staff engaged in numerous internationally focused meetings and exchanges in Australia and overseas, including:

- > delivery in June in Sydney of an executive leadership program and a service delivery standards technical course for 70 local government leaders from Indonesia, supported by the Department of Foreign Affairs and Trade and the Australian Aid-funded Australia Indonesian Partnership for Decentralisation (AIPD) program. Follow-up workshops in Indonesia were conducted by the Centre Director.
- > Centre Director A/Prof Roberta Ryan headed a delegation of Australian and New Zealand government representatives to Aomori Prefecture, Japan to participate in the Local Government International Exchange and Cooperation Seminar (February). A second delegation was led by Deputy Director Melissa Gibbs in November to Tokyo and Sakaide City. Both delegations were organised by The Japan Local Government Centre (CLAIR Sydney).
- > A/Prof Ryan was a keynote presenter at ‘Consolidating Democratic Devolution and Strengthening Stability in Pakistan’ in Karachi in March, hosted by the Forum of Federations. A second workshop in Karachi was conducted by A/Prof Ryan in November.

Delegations to Australia hosted by the UTS:CLG:

- > Government of Republic of Bangladesh. Various attendees from the Local Government Division, Ministry of Local Government, Regional Development & Cooperatives. ‘Financial Management & Local Governance in Local Government Institutions in Australia’, 21 July 2014 (Bligh Grant).
- > People’s Republic of China. Ningbo Democratic Appraisal Authority Leadership Team. ‘Human Resource Management in Australian Local Government’, 2 September (Bligh Grant).
- > People’s Republic of China. Government Affairs Management Office of Guangzhou. ‘E-Planning Initiatives in New South Wales, Australia’, 27 October (Neil Selmon)
- > People’s Republic of China. Chongqing International Exchange Program. Scoping meeting for possible collaboration, 17 October 2014 (Bligh Grant).
- > Government of the Republic of Bangladesh. Various Local Government Divisions. Ministry of Local Government, Regional Development & Cooperatives. ‘Financial Management & Local Governance in Local Government Institutions in Australia’, 10 November 2014 (Bligh Grant).
- > People’s Republic of China. Qingdao Agriculture Commission of Shandong Province. ‘Rural and regional Planning and Development’. 13 November (Tim Robinson, Neil Selmon, Lucinda Molloy).

To complement this international work, the Centre Director A/Prof Roberta Ryan was appointed in 2014 as co-editor of the *Commonwealth Journal of Local Governance*. The Centre also maintained and/or formed international linkages with the following organisations: *the Commonwealth Local Government Forum (UK)*, *the Munk School of Global Affairs at the University of Toronto (Can)*, *the Forum of Federations (Can)*, *Council of Local Authorities for International Relations (Japan and Sydney)*, *the International Association of Schools and Institutes of Administration (IASIA)*, *the International Research Society for Public Sector Management (IRSPM)*, and *the International Association for Local Government (IALG)*. Centre staff presented research at conferences or forums hosted by most of these organisations.

Communications and Marketing

Media Profile

The UTS:CLG issued **11** media releases in 2014 including information and commentary from the Director A/Prof Roberta Ryan on a range of local government issues such as the extent and value of local council infrastructure and assets nationally, the abolition of the Council of Australian Governments Reform Council, and how local government can 'fire up' the economy, among other national agenda items.

UTS: CLG Media Releases 2014

Opportunity lost: 2014-15 Budget does not support local government as major employer of Aboriginal and Torres Strait Islander people

Local Government Research Scholarships

Promoting Australian tourism to Japan leads the discussion at the CLAIR Local Government International Exchange and Cooperation Seminar in Japan

Opportunity to influence local government policy

2014-15 Budget: Abolishing the CoAG Reform Council leaves local communities in the lurch

2014-15 Budget: Local government ready to 'fire up' the economy

Inspiring Local Government Conversations

Government to Governance Seminar Series

Guidelines for the Planning and Development of Child Care Facilities

CLAIR Local Government Forum in Sydney Showcases Innovative Regional Solutions

CLAIR Local Government International Exchange and Cooperation Seminar in Japan focuses on supporting regions

The Centre's media activities throughout 2014 garnered approximately **125** media mentions from national local government publications and the general press. These are presented as follows:

UTS: CLG Media mentions 2014

<i>Inner Sydney Voice</i>	Engaging With Communities
<i>Smart.Com.au</i>	Best Practice in Local Government Conference
<i>CLAIR Newsletter</i>	Delegation Visits Tokyo and Aomori for LG Exchange and Cooperation Seminar
<i>Augusta Margaret River Mail, The Age_Business, Brisbane Times_Business, The Canberra Times, Bendigo Advertiser, Western Advocate, Sydney Morning_Business, Blayney Chronicle, West Coast Sentinelfringe, Cowra Guardian, Bega District News, Southern Highland News, Southern Weekly, The Wimmera Mail-Times, Bay Post, Wollondilly Advertiser, The Armidale Express, Latrobe Valley Express, Inverell Times, Barossa Herald, Newcastle Herald, Bayside Bulletin, The Avon Valley Advocate, The Northern Times, The Advocate - Hepburn, Town & Country Magazine, Narooma News, The Northern Daily Leader, Mudgee Guardian, The Recorder, Ararat Advertiser, The Courier, The Rural, North West Star, Daily Liberal, Parkes Champion-Post, Moree Champion, Port Lincoln Times, The Irrigator, The Daily Advertiser</i>	Leadership critical for council professionals ACELG author or project cited: Sophi Bruce UTS:CLG; Advancing Leadership; IPWEA
<i>Australian Local Government Association</i>	Multicultural Council meets with local government

<i>The Saturday Paper</i>	The real budget emergencies (AMorris and Newstart research)
3AW	Victoria only needs six councils - GSansom
<i>REROC Newsletter</i>	GSansom addresses Board
<i>Govt Career</i>	2014-15 Budget: Abolishing the CoAG Reform Council leaves local communities in the lurch
<i>Urban Affairs Bulletin (Elton Consulting)</i>	Local councils build, maintain and renew over \$300 billion of infrastructure and assets nationally
<i>Urban Affairs Bulletin (Elton Consulting)</i>	Centre of Excellence for Local Government criticises the abolition of the COAG Reform Council.
<i>UTS Newsroom</i>	Local government ready to 'fire up' the economy
<i>The Sydney Morning Herald</i>	Newstart no start when diet, friends and health go begging
<i>The Sydney Morning Herald (National)</i>	Young people on Newstart forced to beg and approach charities
<i>The Sydney Morning Herald - Comment</i>	Miserly Newstart keeps unemployed further away from jobs
<i>Govt News</i>	Indigenous public sector jobs set to take a hit
<i>UTS Newsroom</i>	Budget could undermine local government's Indigenous employment leadership
<i>Bombala Times, Blacktown Sun, Boorowa News, Liverpool City Champion, The Young Witness, Blayney Chronicle, The Observer, Southern Weekly, The Armidale Express, The Area News, Cowra Guardian, Wollondilly Advertiser, Southern Highland News, Western Advocate, The Maitland Mercury, Moree Champion, Parkes Champion-Post, The Rural, The Border Mail, The Northern Daily Leader, Mudgee Guardian, Newcastle Herald, Port Stephens Examiner, Daily Liberal, The Daily Advertiser, Central Western Daily, Port Macquarie News, Magnet, Summit Sun, Grenfell Record, The Sydney Morning Herald, WA Today, The Age, Brisbane Times.</i>	Sydney council data reveals some interesting numbers ACELG author or cited: Graham Sansom, adjunct professor
<i>SMH</i>	Graham Sansom Adj/Prof quoted re amalgamations
<i>2SER</i>	Interview with Alex Lawrie re vacant spaces and LG involvement in this issue
<i>Central Western Daily</i>	Councils ramp up parking fines to boost revenue, cites A/Prof Ryan
<i>The Sydney Morning Herald</i>	Councils ramp up parking fines to boost revenue, cites A/Prof Ryan
<i>The Sydney Morning Herald</i>	Hill, Hornsby keep lid on spending as councils lose water war
<i>ALGA News</i>	Guidelines for the Planning and Development for Childcare
<i>UTS Newsroom</i>	New guidelines plan for more child care places
<i>The Canberra Times</i>	Baird government offers NSW councils \$250m to merge, cites A/Prof RRyan
<i>The Sydney Morning Herald</i>	Baird government offers NSW councils \$250m to merge, cites A/Prof RRyan

<i>The Sydney Morning Herald</i>	Bureaucrats love to consult
<i>Early Childhood Australia - Media Release</i>	Children's advocacy body welcome new planning approach for early childhood centres
<i>Federal Government Media Release</i>	Planning Critical In Addressing Child Care Waiting Lists
<i>Radio National – Books and Arts Daily</i>	Interview with Australia Council CEO and Exec. Director providing overview of peer assessment and other themes
<i>NSW Govt Media Release</i>	New guidelines plan for more child care places
<i>The Australian</i>	Schools, sports clubs key to childcare crisis
<i>The Australian</i>	Schools, sports clubs key to childcare crisis
<i>LG NEWS</i>	Meeting the challenge of ongoing child care
<i>Radio National – Books and Arts Daily</i>	Australia Council funding shake up
<i>ALGA News</i>	Government to Governance Seminar Series
<i>UTS Newsroom</i>	Metropolitan Governance - A Comparative Perspective
<i>The Mandarin</i>	The local government reform Sydney needs to beat out Melbourne
<i>The Juice</i>	The local government reform Sydney needs to beat out Melbourne"
<i>LG NEWS</i>	Survey on local democracy
<i>The Daily Telegraph</i>	Sydney parents miss out on childcare places thanks to outdated council capping
<i>The Age</i>	Local government briefs
<i>ALGA News</i>	Fostering social cohesion
<i>The Sydney Morning Herald</i>	Sydney councils balk at mergers despite promise of big funding boost
<i>The Canberra Times</i>	Sydney councils balk at mergers despite promise of big funding boost
<i>LG News</i>	Key role for ACELG in tackling racism
<i>Race Discrimination Commissioner</i>	National Anti-Racism Partnership and Strategy and 'Racism. It Stops with Me'
<i>Property Council of Australia</i>	Take part in Blacktown CBD market research
<i>Sydney Morning Herald</i>	Too many councils and most NSW voters agree, cites A/Prof Ryan
<i>Canberra Times</i>	Too many councils and most NSW voters agree, cites A/Prof Ryan
<i>LG Focus</i>	ACELG local government degrees emphasise practitioner-focused learning
<i>Local Government News</i>	Exchange of ideas in Japan on local government regional challenges
<i>ALGA News</i>	Local Government International Exchange and Cooperation Seminar in Japan focuses on supporting regions



A/PROF ROBERTA RYAN-LED DELEGATION TO AOMORI PREFECTURE REPORTED ON LOCAL JAPANESE TELEVISION NEWS.

Communications and marketing initiatives

A number of targeted communications and marketing initiatives were instigated in 2014 to support a more broadly enhanced profile of the Centre’s activities. These include:

- > development of strategic documents and processes for Centre marketing and impact evaluation
- > engagement of an intern (Stella Cimarosti) to assist with the marketing strategy, events, student profiles, editorial and the media database
- > conference sponsorship - Local Government NSW (LGNSW), Human Resource Professionals, and NSW Environment Health Australia, allowing productive discussions with Mayors, Councillors and general managers about the Centre’s teaching and research capacities regarding ‘Fit for the Future’ (NSW) and other themes
- > online and in-print marketing of teaching and learning options with sector publications such as *LG Jobs*, *LG Focus*, *CareerSpot*, *LG News*, *The Australian Local Government Job Directory*, including the writing of sponsored editorial
- > marketing of courses through various channels such as the Building Professionals Board, LGNSW, professional associations and targeted mail-outs to senior council staff
- > production of a teaching and learning promotional video featuring the Director, senior staff and students
- > increased alerts about events to the Centre’s subscriber database
- > maintenance of a media monitoring account and processes to capture media mentions and impact occurrences
- > relationship building and analysis of course registrant data, including a survey of potential applicants to the graduate programs from the last two years, ie how they heard about the courses and their study plans for the future
- > drafting of capacity statements covering the full scope of the Centre’s work, and the production of new course brochures and collateral such new logos and templates.



Programs – UTS:CLG

Teaching and Learning

The Centre's teaching and learning activities are developed following extensive consultation with local government and draw upon the knowledge gained from its research and consultancy activities.

Graduate Programs

The Centre's graduate programs are offered through the UTS Faculty of Design, Architecture and Building, and continue to provide specialist theoretical and practitioner knowledge for contemporary local governance practice.

A highlight of the program is flexibility so local government personnel can balance study with work and personal commitments, and develop study plans that match professional development requirements. Students can articulate through the Graduate Certificate, Graduate Diploma and Masters level courses. Increasingly, students gain confidence and skills through the Centre's short courses to register for Diploma and Masters-level study.

The following Graduate Programs were offered in 2014:

Graduate Certificate in Local Government Leadership - provides students with the knowledge, skills and competencies in the principles and practices of local government management with particular reference to their own organisation.

Graduate Certificate in Development Assessment - provides a sound understanding of principles and practice of development assessment and building regulations within the context of local government. Learners looking to extend their professional development can articulate this course into the Graduate Diploma in Local Government Management.

Graduate Diploma in Local Government Management - tailored to the local government environment allowing managers to meet their differing professional needs while keeping up-to-date with the latest issues.

Master of Local Government - this specialist degree in local government studies – an Australian first – comprises 16 subjects with five core subjects. A range of electives can be drawn from existing UTS courses and approved subjects from partner institutions. In 2014, the Centre congratulated the first graduates of the program. There was a second intake of students in the 2014 Spring Semester.



2014 UTS:CLG GRADUANDS (L-R) REBECCA RYAN, CATHERINE ZAMMIT, ALISON BALLIND, PAUL SULLIVAN.

Subject Profile: Local Government Principles and Practice

Provides students with a foundation to local government studies comprising three interconnected streams:

- > **Public Administration, Organisation and Management** - introduces students to key paradigms and approaches in public administration, democratic practice in local communities, strategic planning and local governments as organisations.
- > **Local Governance Practice** - enables specific focus upon practice and service oriented subjects such as Enhancing Local Government Service Delivery and Social Planning and Development.
- > **Research** - provides a solid foundation in social research and other indispensable tools necessary for the real-world of local governance practice.

Students can integrate learning and interests from any combination of the subjects and, together with their professional experience, write up their work as a final dissertation-report .

Teaching-learning consolidation

The Centre refined its course subject offerings in 2014 for greater coherence and articulation for further study, and also finalised course learning outcomes within the UTS Graduate Attributes model. This ensures:

- > that teaching and learning methods focus on enhancing the theoretical bases for theory-practice integration
- > there is self-directed learning combined with teaching and focused group discussion
- > presentations by guests dovetail with those given by Centre staff
- > there are continued clear and solid linkages to contemporary issues.

Other principle refinements to teaching and learning include:

- > subject assessment criteria cover the range of subject learning objectives
- > assessment methods now explicitly include options such as focused group discussions and debates and 'flipped learning' opportunities to test a range of student skills, attitudes and values
- > a move towards the production of academically-sound 'Subject Outline and Guide to Readings' for each subject
- > stronger and more consistent use of the UTS Online system, including options for communicating with students online
- > further application of UTS plagiarism utilities for assignments and marking.

Feedback

There has been positive formal and informal student feedback on subjects throughout 2014 about the benefits of their study to their careers, including that they have felt challenged to read and consider new perspectives:

The knowledge I gained through the lectures, assignments and field trips was extremely rewarding.

(Cathie Zammit, Holroyd City Council, Graduate Diploma graduate.)

I wanted to better understand the role of councils in the local community and wider Australian political system and advance my career to management level. The course enabled me to achieve both these things: I was promoted to a management level position in the first 12 months of doing the course.

(Trish Kirkland, Byron Shire Council, Master of Local Government graduate.)

Centre teaching staff continue to note clear evidence of student peer networking within the programs. This is a significant element in the design of each subject. Students can also be part of an active alumni to discuss ideas and exchange resources related to the sector.

The budgeted target for students in 2014 was 112.

Enrolled students 2014

Subject name	No.
Advanced Building Regulation	2
Advanced Development Assessment	3
Building Regulation	4
Comparative Local Governance	10
Development Control	5
Enhancing Local Government Service Delivery	3
Local Governance Project	4
Local Government Leadership: Personal and Professional Skills	14
Local Government Principles and Practice	9
Managing Local Enterprise	5
New Perspectives in Local Government Leadership	11
Organising and Managing in Local Government	9
Planning for Bushfire Prone Areas	10
Research in Local Government	4
Social Planning and Development	10
Strategic Planning	5
Total	108

With the efforts and successes of 2014, the Centre is in a good position to increase student numbers in 2015. It is also well placed to continue to deliver quality teaching-learning programs tailor-made to enhancing Australian public administration at the level of local governance while relevant to international contexts.



CURRENT UTS:CLG STUDENT TODD HOPWOOD OF SUTHERLAND SHIRE COUNCIL (NSW) INTERVIEWED FOR TEACHING AND LEARNING VIDEO.

PhD Students

The UTS:CLG continued its recruitment drive for doctoral candidates in 2014. Two scholarships were offered (valued at over \$25,000 per year each) for commencing Australian and international PhD students. Preference was stipulated for study in local government or a related field, including political science, sociology, public administration, leadership, urban studies and urban planning.

Current PhD students

- > Sarah Artist: 'Shaping Local Futures - An analysis of the implementation of the NSW Local Government Amendment (Planning and Reporting) Act 2009'.
- > Benjamin Hanckel: 'Community development in the new millennium: Examining the role of digital media in community development programs'.
- > Neil Selmon: 'Hierarchical planning frameworks and local democracy: What are the barriers to empowering local communities through community strategic planning?'
- > Su Fei Tan: 'The impact of local government reform on local democratic representation and decision making'.

Two PhD students are expected to commence in the Centre in early 2015.

Short Courses

The UTS:CLG Continuing Professional Education (CPE) Program benefited from a course and subject review undertaken in 2014. Demand for courses was strong with 313 learners participating in fifteen subjects delivered at the UTS City campus and other locations:

- > Advanced Building Regulation
- > Advanced Development Assessment
- > Building Regulation
- > Comparative Local Governance
- > Development Control (two offers)
- > Enhancing Local Government Service Delivery
- > Local Government Leadership: Personal and Professional Skills
- > New Perspectives in Local Government Leadership
- > Organising and Managing in Local Government
- > Planning for Bushfire Prone Areas (two offers)
- > Research in Local Government
- > Social Planning and Development
- > Strategic Planning
- > Team Building and Leadership
- > Certification Short Course (six offers).

A participant of the short course **Development Control** commented:

Thanks for an excellent course. I haven't stopped recommending this superb learning experience to colleagues and peers in the field.

Progression from a UTS:CLG short course to a Centre post-graduate program is encouraged and CPE subjects can count towards the final degree. Demand for the UTS:CLG development short courses picked up slightly in 2014 despite the changes to the Planning & Environment Act not being passed by the NSW Government. In the absence of changes to the Act, planning subjects taught within the Centre outlined proposed changes and explored the benefits of ‘merits-based’ assessment for local government development and building. The demand for the Building Professionals Board Certification Short Course delivered by the UTS:CLG was high in 2014 with six courses delivered and a wait-list established for 2015.



PRESENTER GRAHAME DOUGLAS AT THE CLG PLANNING FOR BUSHFIRE PRONE AREA SHORT COURSE.

Seminars

The Professional Education Seminar Series also continued well in 2014. Eight seminars relevant to current themes and legislative change were conducted with 202 learners at UTS and at other locations such as Tasmania and Moree (NSW). For instance, ‘Local Infrastructure Funding’ provided the opportunity to consider funding options under the existing legislation for levying or negotiating development contributions and other opportunities to improve financial and asset management. This two-day seminar keeps council staff abreast of legislative changes and interpretation. The UTS:CLG Seminar Series in 2014 comprised:

- > ABC of the BCA
- > Alternative Solutions for Fire Engineering
- > Building in Bushfire Prone areas
- > Planning for Bushfire Prone Land (Tasmania)
- > Local Infrastructure Funding
- > Integrated Planning and Reporting (Moree Plains)
- > Plan reading
- > Swimming pool assessment (2 offers).

In-house Delivery

The Centre was pleased to offer the 'Integrated Planning and Reporting' course to staff at Moree Plains Shire Council (NSW) over three days. As well, content from the short course Planning for Bush Fire Prone Areas was successfully adapted for other states and delivered in Tasmania twice (and accredited by the Tasmanian Rural Fire Service). The Centre is negotiating the delivery of this short course in Western Australia in 2015.

Learning Collaborations

Executive Certificate for Elected Members



PARTICIPANTS AND PRESENTERS AT WAGGA WAGGA.

The Elected Members program collaboration between the Centre, LGNSW, Northern Sydney Institute of TAFE and ACELG gained further momentum in 2014 with two pilot programs held in Coffs Harbour and Sydney. Two customised programs were also successfully delivered: a whole-of-region delivery for the Riverina East Regional Organisation of Councils (REROC) held in Wagga Wagga (NSW), and a version of the program for North Sydney Council (NSW).

The Elected Members program can provide a pathway to further education. Participants who successfully complete the program and assessment gain a TAFE accreditation (based on competencies of the national Elected Member skill set), and a UTS:CLG Executive Certificate that can provide entry for suitable applicants to a UTS:CLG post graduate course. Two participants from the Elected Members program started the Master of Local Government program in 2014. In keeping with the Centre's national agenda, opportunities for the further delivery of the Elected Members program are being explored, as is the potential for research and publications arising from the development and delivery of this unique and sector-responsive initiative.

I cannot speak more highly of the program. We organised the course in response to our members and it was a highly effective in terms of cost and time. The guided program outlined key trends and issues such as managing relationships and the facilitated discussions about concerns for our region were very useful.

- Julie Briggs, CEO Riverina East Regional Organisation of Councils

Teaching and Learning Initiatives

LGNSW Conference

The Centre was a sponsor of LGNSW's annual conference in Coffs Harbour in October 2014 with senior staff attending. This was a good opportunity to promote the diversity and depth of the Centre's research and education work to elected members and council senior managers. A number of elected members expressed great interest in further education, with many possessing a range of qualifications or are currently undertaking life-long learning.

NSW Environment Health Australia Conference

The UTS:CLG also sponsored the NSW EHA conference *Environmental Health - Preparation beats Panic* held in Mudgee in October. Senior Programs Officer Geraldine O'Connor presented '*Environmental Health Theory into Practice*' with Kristy Stanford. The presentation outlined:

- > examples of the Centre's work across research and teaching, and potential relevance to environmental health officers when applying theory to practice
- > developing the research interests of environmental health officers and opportunities for research partnerships
- > an overview of the content of the UTS:CLG seminar *Environmental Health Theory into Practice* designed as an introduction to the various activities a government Environmental Health Officer (EHO) may encounter.

New Foundations in Public Participation Course

In 2014 the UTS:CLG commenced promotion of a new course, the International Association for Public Participation (IAP2) *New Foundations in Public Participation*. Previously known as the 'International Certificate in Public Participation', this 5-day course is designed for all practitioners who engage with communities and emphasises the important role governments play in engaging and working with local communities.

Flexible delivery

The Centre continues to pursue options for the flexible delivery of its short courses such as online, in-house and face-to-face for councils and organisations in regional areas.

Research

The UTS:CLG is an active research centre with access to a wide range of research expertise. The Centre produces high quality trans-disciplinary research at the forefront of local government which is industry relevant and contributes to achieving better policy and practice outcomes. Research for 2014 is presented below by theme.

International development and capacity building

The Centre has partnered with sub-national, federal/national and state/provincial governments; international agencies, peak bodies, other universities and experts to produce high-quality and practical guidance for local governance addressing a broad range of subject areas and needs. The centre has worked in unitary, federated, commonwealth systems, at different stages of development, devolution and implementation. This continued in 2014, with the following projects.

AIPD-UTS:CLG Workshops - Indonesia and Australia



ACELG DEPUTY DIRECTOR MELISSA GIBBS (CENTRE) WITH AIPD COLLEAGUES AT UTS.

In mid-2014 staff conducted an executive leadership program and a service delivery standards technical course for 70 local government leaders from Indonesia. This project was supported by the Department of Foreign Affairs and Trade and the Australian Aid-funded Australia Indonesian Partnership for Decentralisation (AIPD) program.

Follow up sessions in Indonesia conducted by Centre Director Roberta Ryan in October reinforced UTS-based workshops from earlier in the year and has helped influence and expedite approaches to minimum standards in local development and capacity building in the region.

Program evaluation

UTS:CLG has been responsible for undertaking large scale public sector evaluations in whole-of-government policy areas. The team has over 40 years combined experience in the areas of evaluation, social research and evidence-based policy. This experience includes conceptualisation and design of numerous large-scale evaluation and social research methods. This project work continued in 2014, with the following projects.

'Who Cares About the Environment' Program Evaluation

This UTS:CLG project delivered an evaluation of an Office of Environment and Heritage (OEH -NSW) program called 'Who Cares About the Environment' for the period 1994-2012. The evaluation researched the value and impact of the program for

a broad range of government, non-government and industry stakeholders; assessed its alignment with the strategic requirements of the OEH; and provided recommendations for increasing its usefulness and cost effectiveness into the future. Since its inception in 1994, the program has developed into an influential body of social research that has regularly measured environmental attitudes, values and behaviours across the New South Wales population. The Centre's evaluation incorporated a mixed method approach including a literature review; a survey of 250 users of the outputs of the research; interviews with 60 internal and external stakeholders; a technical review of the survey methodology; and three in-depth program and industry sector case studies.

Peer Assessment Evaluation

In 2014 the UTS:CLG commenced an 18 month evaluation of the peer assessment system used by The Australia Council for the Arts to award grant funding. The evaluation will assess how peers make decisions and the systems and processes that support peer decision-making. In-depth interviews, workshops, online surveys, observation, self-reflection, and process analysis are used as key evaluation techniques.

City of Sydney ISLA Pilot Program Review

Since 2013, the City of Sydney has conducted an International Student Leadership and Ambassador Program (ISLA) to foster the City as a place where international students can engage with the local community and pursue work opportunities after they finish their study. Forty international students were recruited to be potential ambassadors to achieve these goals. As part of its review of this program, the UTS:CLG conducted a desktop review, stakeholder identification and engagement, telephone interviews, focus groups and a web survey. The review also included a program logic and evaluation framework for the ongoing evaluation and analysis of ISLA program outcomes by the City.

Sustainability

Our team has collaborated extensively with local and State Government to better understand conceptual, methodological and practical aspects of the use of research and evaluation in environmental policy and program decision-making. This continued in 2014, with the following projects.

City of Sydney Sustainability Research

The Centre is undertaking research for the City of Sydney to understand the perceptions, awareness and motivations for change amongst its varied target audiences concerning sustainability. The research will provide qualitative insights into Council's extensive sustainability policy and program initiatives including: Green Infrastructure and Climate Change Adaptation Master Plans; Residential Apartment Strategy; Customer Sector Strategies; Tri-generation and Advanced Waste and Water Treatment Plants; and Water Sensitive City initiatives. Using a range of innovative research methods, the research will advise Council how to incorporate the perceptions, attitudes and behaviours of residents and businesses into future environmental policy and program development, implementation and evaluation, and will further Council's sustainability strategic objectives. The project will also enable the benchmarking of findings to those from initial 2011 sustainability research to help identify how residents and businesses of the City of Sydney have progressed along their sustainability journey.

Review of storm water development assessment operations

Blacktown City Council is a leader in water sensitive urban design. In 2006, Council implemented a new policy to control storm water regulations. Council is now undertaking a comprehensive review of this policy which will measure Council's storm water development assessment performance and then benchmark its policies and related development requirements against other jurisdictions. The UTS:CLG was asked to engage with and interview key stakeholders and Council staff to determine the nature of any perceived problems and issues with the policy and development assessment process. A key outcome of this review will be an assessment of Council's statutory and non-statutory storm water obligations.

Urban planning and development

The UTS:CLG project team possesses a significant depth of knowledge and experience working with the full range of land use and community infrastructure planning frameworks and approaches across all jurisdictions. Our team members offer a range of expertise in making applied linkages between research and practice across social, economic, environment and government policy spheres. The team continued to apply this expertise in 2014 on the following projects.

Planning and Developing of Child Care Facilities



This project was completed by the UTS:CLG for the Australian Government Department of Education to better enable and encourage local government and community, strategic and land use planners respond to the child care needs of children aged 0-5. The project was underpinned by extensive consultation that anticipated the difficulties enabling children to articulate their needs and understand the complex world of land use planning barriers to child care. In response, the methodology focused on individuals, child care providers, peak organisations and local and state government planning authorities with knowledge, experience and expertise in the needs of this demographic, and the role of land use planning in responding to these needs.

Research outputs were *Guidelines for the Planning and Development of Child Care Facilities* and an associated research paper.

The Guidelines and research report received praise from both the Minister for Education and the Shadow Minister for Education and have been widely regarded as ground-breaking and important tools. The project was awarded the Planning Institute of Australia (NSW) Excellence Award for Planning for Children and Young People and is nominated for the National Awards for Planning Excellence to be announced in May 2015.

Newcastle Urban Renewal and Transport Program

The UTS:CLG was involved in the engagement process with AECOM Australia for the Design Newcastle visioning process for the Newcastle City Centre. The project involved focus groups, briefings and meetings with local councils and state agencies, a workshop with each community and resident interest group and 100 community members randomly selected from a telephone survey of 600 people across the Hunter Region.

Rocla Quarry, Calga

A/Prof Ryan provided expert witness services for Henry Davis York in relation to a proposed expansion of the Rocla Sand Quarry at Calga, NSW.

Randwick Urban Activation Precinct

The Centre designed and delivered elements of the community participation strategy for the draft rezoning proposal concerning the Randwick Urban Activation Precinct for the NSW Department of Planning and Infrastructure. The UTS:CLG community participation strategy included briefings and workshops with key stakeholders and community and resident interest groups, an on online social research panel, and focus groups.

Governance

The Centre’s work on local government reform, service delivery, and the adoption and application of new ideas in Australian local government has found that the current economic, financial and policy climate in Australia requires that local government services have to deliver better performance at significantly lower costs. This requirement extends beyond a dedication to incremental and continuous improvement, and requires a commitment to change in the way services are planned, organised and delivered. The team continued to develop on this work in 2014 with the following projects

Rural Council Victoria Sustainability Project



IMAGE COURTESY RURAL COUNCILS VICTORIA.

The Centre was engaged by Rural Council Victoria to conduct the first stage of a broader project aimed at strengthening the sustainability of RCV’s 38 constituent councils. The Rural Council Sustainability Project seeks a coordinated approach with collective agreement amongst key stakeholder groups, including other state and federal government agencies, local government bodies and local communities. The first stage of the Project developed a shared sector position and agreement on the demographic, spatial and financial position of the RCV 38 constituent councils, as well as a ‘short list’ of options for strengthening strategic capacity encompassing: strategic leadership, governance arrangements, shared systems and benchmarks, deliver improved coordination, achieving economies of scale and scope, and other arrangements for delivering more effective local government.

Public Value Creation in Australian Local Government

This project was a partnership between the Local Government Business Excellence Network (LGBEN) and the Centre to understand and promote public value creation within the sector. A background paper was published, with further project work to provide examples of public value for use by councils looking at undertaking continual improvement initiatives. The research was completed as an ACELG Consortium Research Partnership Project.

Reforming Australian Federalism

In June 2014 the Abbott Coalition Government announced two concurrent reviews of Australian federalism, the 'White Paper on Reforming Australia's Federalism' and the 'White Paper on Reforming Australia's Taxation System'. With its expertise in the theory and practice of intergovernmental relations the UTS:CLG developed a Background Paper 'The White Paper on Reforming Australia's Federalism: Implications for Australian Local Government'. The Paper argues that a fruitful line of inquiry might see past the party-political divide that characterises accounts of local government to critically engage with the questions of regionalism and subsidiarity in the Australian federation.

Bondi Junction 2030 Visioning Process Scoping Workshop

Waverley Council (NSW) approached the Centre to design and facilitate an internal staff workshop to scope the Bondi Junction 2030 visioning process. The focus of the workshop was to better understand how the range of current Bondi Junction projects might fit with Council's broader 2030 visioning process for the area and how community participation approaches for this process might be shaped.

Lane Cove Community Strategic Plan Measurement Indicators

This project developed a community wellbeing indicator framework for Lane Cove Council (NSW) that aligned with social issues within its Community Strategic Plan (CSP). The project responds to changes in state planning and reporting frameworks that encourage NSW councils to adopt more subjective measures of strategic objectives and outcomes in addition to the objective measures of resource output traditionally used. Key project outputs included a CSP indicator framework with measures incorporating council, community wellbeing, ABS and other government data sources; the design of questions for a Community Wellbeing Survey (to be run by Council); and a guide to assist Council implement data collection, analysis and reporting to inform policy and assess progress towards the objectives of its CSP. The methodology incorporated a review of current Lane Cove Council indicators and data sources; consultation with heads of department at Council; and a review of key indicator frameworks and community surveys of other councils and state jurisdictions.

Services and service delivery

Over many years, The Centre has worked extensively and collaboratively with local government to design ongoing service delivery review and evaluative practices. This continued in 2014, with the following projects.

Service Delivery Reviews

In 2014 the UTS:CLG developed the resource *Service Delivery Review: A How to Manual for Local Government* for ACELG. The project aimed to address an increasing need from within the sector for practical guidance in undertaking service delivery reviews consistent with current local government practice and processes. Developed with council staff such as senior managers and elected members in mind, the Manual brings together advice, toolkits and templates to help councils with this critical task and has as its centrepiece a 'framework for a service delivery review.' The Manual was launched in June at Port Stephens Council (NSW) by its General Manager Peter Gesling, with an accompanying workshop for local government professionals from the region, also co-hosted by Port Stephens Council. There has been significant uptake of this resource in a number of jurisdictions such as in Western Australia, where Centre

staff advised local government on the theme and conducted training on the use of the guide to staff of Esperance Shire Council.

Research developed by the Centre also supports non-local government organisations:

The report Service Delivery Review: A How To Manual for Local Government was really useful.

I have included information about the implementation plan you developed in a report about increasing capacity for integrated care and we have developed a tool based on this work that agencies can use. This may be included on the Victorian Department of Health Website so other services can freely use it.

Dr Michael Savic, Research Fellow, Turning Point Alcohol and Drug Centre in Melbourne, Australia.

Penrith City Council Service Delivery

Penrith City Council (NSW) engaged the Centre to design a review of its service delivery functions in terms of costs, efficiencies, effectiveness and potential opportunities for additional revenue. This is against the backdrop within the LGA of a projected population increase of 10% over the next fifteen years requiring Council to think strategically about its service delivery functions. The Centre will develop a methodology and tool, provide training to the internal Council review team, undertake three service reviews, and ‘benchmark’ service delivery models. Recommendations for Council’s future service delivery functions and review processes will also be provided.

Salisbury Council Program Services Review

The Centre is undertaking two service delivery reviews for the City of Salisbury Council (SA), specially, its Parks and Landscape and Civil Services areas. The project aims to identify service efficiencies and opportunities for cost savings and productivity gains and will apply the Centre’s service delivery review methodology developed in 2014. Whilst the scope of the reviews will predominantly focus on operational service levels, the relationships between service provision levels, operational service levels and strategic asset management will be highlighted as part of the review process. As such, the Centre will assist Council assess its internal capacity to ensure the delivery of the objectives articulated in the Community Strategic Plan, the Delivery Plan, Operational Plan and other key elements of the Integrated Planning and Reporting Framework. The reviews will also ensure that Council’s nominated services are relevant and delivered effectively and efficiently to provide best value to customers and key stakeholders.

African Muslim Refugees and Local Government

This project funded by the Hawke Institute at the University of South Australia examines how local governments respond to the increase of African Muslim refugees in certain regions. The research has undertaken a comprehensive review of public council documents to ascertain what services are available for this particular cohort. Initial results indicate that whilst there are local government services catering to African refugees, very few cater specifically to African Muslim refugees. The next stage of the

study will involve interviews with African refugees in different council areas. The project commenced in 2014 with A/Professor Alan Morris as its chief investigator.

Regional Meals on Wheels Needs Assessment

The Centre commenced work in 2014 with the Southern Sydney Regional Organisation of Councils (SSROC) on a needs assessment of Meals on Wheels services across its region. The final assessment will include key findings and recommendations for the SSROC and its 16 member councils in moving towards a Consumer Directed Care model of provision. The needs assessment is a response to a number of changes at Commonwealth and state levels to policy and aged care service delivery, as well as an overall ageing population. The assessment will include in depth policy review and stakeholder engagement, including with state and federal health agencies.

Review of Home and Community Care Programs

In 2014 the Centre commenced a review of Home and Community Care (HACC) services provided by Waverley Council (NSW). The review will identify appropriate service provision strategies in light of the proposed changes and reviews underway in the HACC services sector. The review will provide recommendations for Council on sustainable model/s of service provision for older citizens for 2015 and beyond, anticipating the proposed service directions being considered by the Department of Social Services and the need to move to a Consumer Directed Care model of provision.

Social and cultural

Our mission is to support the advancement of local communities in Australia through specialist consultancy, research, training and organisational development services across all local government disciplines and functions. Over 30 years, the Centre has built a reputation for understanding the needs of local communities across a range of complex strategic, practice and policy issues and uses this knowledge and capacity in its consultation activities to achieve strong, practical outcomes for all stakeholders. This continued in 2014, with the following projects.

Stuck Here Forever: The Dynamics and Social Consequences of Long Term Private Renting in Australia

This three-year project funded by the Australian Research Council (ARC) commenced in 2014 with A/Prof Alan Morris as its Chief Investigator and fellow Chief Investigators Hal Pawson (UNSW) and Kath Hulse (Swinburne). The project is premised on the fact that although approximately 1 in 12 Australian households are long-term private renters (defined as 10 years or more), little is known about this grouping. The first stage of the study involving a random survey of 600 private renters in Sydney and Melbourne is underway. Investigators will compare the situations of long-term private renters to 'ordinary' private renters. Renters in low, middle and high income neighbourhoods will be also be compared. The survey explores the quality of the accommodation, tenancy terms and conditions, the management of the property, rents and finances, housing histories and tenant's future plans. At least 100 long term renters will be surveyed in each city, followed by 84 in-depth interviews with long-term private renters. A/Prof Morris also provided a submission to the Senate Economics References Committee and its inquiry into Affordable housing.

Building Social Cohesion in our Communities: Online Resource for Local Government

Work commenced in 2014 on an evidence-based online resource to support local government build social cohesion at a local level. The online resource will be launched

in June 2015. The project is being undertaken for the Australian Human Rights Commission as part of the National Anti-Racism Strategy. A Reference Group workshop was held at the Commission in November, hosted by the Race Discrimination Commissioner Dr Tim Soutphommasane.

Social Impact Assessment

The UTS:CLG prepared a social impact assessment for Thomson Greer Lawyers concerning a proposed development in Tweed Heads (NSW) of a supermarket at a leagues club with licensed gaming machines. The Centre conducted a community consultation for this project. The UTS:CLG Director, A/Prof Roberta Ryan was engaged separately by Thomson Greer to provide social impact expert witness services to the NSW Land and Environment Court on the matter.

Cultural communications

A cultural communications and vision statement was developed for Landmark East concerning a mixed use development at the Cumberland Media site in Macquarie Street Parramatta (NSW).

Bays Precinct Social Infrastructure Review

The UTS:CLG prepared a social infrastructure review for UrbanGrowth NSW of community facilities, parks and open space surrounding the Bays Precinct in Sydney. The review included a demographic analysis, a social infrastructure audit, telephone interviews with selected service providers, analysis for benchmarking social infrastructure provision, and forecasts of future social infrastructure needs based on NSW Department of Planning and Environment population figures.

Professional development

The Centre is the only university unit in Australia, and one of a few worldwide, that designs, develops and delivers courses that are tailor-made to the education, training and professional development needs of professionals in local government across a wide range of discipline and practice areas. This continued in 2014, with the following projects.

2014 LGMA Management Challenge

The LGMA Australasian Management Challenge is Australia and New Zealand's premier forum for current and emerging local government leaders. With project support by ACELG, this sophisticated program was designed, developed and facilitated in 2014 by UTS:CLG to deliver personal, team and organisational professional development for over 100 councils from across Australia and New Zealand. UTS:CLG created a suite of tasks for the regional and final Challenge days drawing on contemporary themes and research within local government. Tasks were designed to strengthen participant's knowledge and understanding of current issues, their management and leadership capabilities and team-work skills. UTS:CLG also facilitated and moderated the NSW Regional Challenge days and the Australasian Finals, and worked with LGMA National in the preparation of a summary report of task submissions and team presentations for inclusion in the 2014 LGMA National Congress program.



TEAMS HARD AT WORK AT THE LGMA REGIONAL CHALLENGE.

Evaluation Training

The Australia Council for the Arts contracted the UTS:CLG to provide refresher training in evaluation fundamentals, data use, and embedding evaluative thinking and practice at the organisational level.

Community engagement and consultation

The Centre hosts a highly experienced and knowledgeable team, with extensive experience in community engagement techniques, survey design and coding, qualitative and quantitative data analysis and strategic reviews of social and recreational infrastructure. The team has conducted extensive CATI and on-line surveys associated with large scale community engagement initiatives. The Centre has extensive experience in undertaking market research, community and stakeholder engagement, and preparing social infrastructure and open space assessments, strategies and plans for local, state and federal government, as well as non-government organisations and the private sector.

Research Partnership Agreement: 'A New Planning System for NSW'

The UTS:CLG continued through 2014 its research to support the 'New Planning System for NSW White Paper' released in 2013 by the NSW Department of Planning and Infrastructure. Community participation is a centrepiece of the new system and it includes a 'Community Participation Charter'.

For this project, the Centre conceptualised, designed and delivered an ambitious community participation strategy to engage with key stakeholders and the general community regarding the White Paper. This long-term research partnership also includes provision of strategic advice, development of policies, and drafting community participation guidelines for the proposed legislation. The aims of the project are to enhance the Department's capacity to design and implement best practice approaches to community participation.

2015 IPART Pricing Review

Sydney Water asked UTS:CLG to assist with the design and delivery of an innovative community participation approach to inform its submission to the 2015 Independent Pricing and Regulatory Tribunal (IPART) Pricing Review.

Stormwater Service Charge Scenarios

The UTS:CLG conducted customer research with Sydney Water to inform its submission to the 2015 IPART price review process. The research sought to understand customer values and views toward a range of stormwater service charge scenarios depending on scenario preferences, customer type, demographics, values and spatial location. The methodology involves 10 focus groups, an online panel, and a deliberative panel.

TransGrid Independent Assessment

This project undertook an independent assessment of TransGrid's initial stakeholder engagement and revenue proposal to 2019 against the current changing regulatory environment administered by Australian Energy Regulator. UTS:CLG also developed a new engagement framework that outlined the organisation's commitment to stakeholders, consumers and communities, and provided a three-point model for realising this commitment through business, network and project planning. The UTS:CLG engagement framework was pre-tested with internal and external TransGrid stakeholders.

Central to Eveleigh Community Participation

In March 2014, the Centre began work with UrbanGrowth NSW to test draft principles to guide the long term planning for the Central to Eveleigh Urban Renewal Corridor (part of the Sydney CBD) and identify community views about key issues developed from an initial round of consultation in November 2013. The Centre designed and delivered five two-hour focus groups and a two hour workshop with community and resident interest groups surrounding the project. Focus group participants were selected using an innovative recruitment framework developed by the Centre to ensure demographic, spatial and values based diversity of everyday community members participating in planning.

Bondi Junction Visioning Process and Civic Precinct Master Plan

Waverley Council (NSW) engaged UTS:CLG to design and co-deliver an engagement strategy for the master planning process for the Waverley Civic Precinct. The engagement process included consideration of consolidating some or all of Council's community services and administration functions (currently spread across 14 different buildings) into one civic building to help create a new 'Civic Heart' for Bondi Junction at an enhanced Norman Lee Place. The engagement methodology included demographic and stakeholder analysis; workshops with Councillors; focus groups with local residents and community and resident interest groups; walk up surveys and in-depth interviews; a telephone survey of 500 Waverley residents; and, an all day workshop with randomly selected community members.

Waverley Council Community Engagement Guidelines -

The UTS:CLG was engaged by Waverley Council (NSW) to research its current approaches to community engagement and aspirations for future engagement practice. The development by the UTS:CLG of a guideline for implementing 'good practice' community engagement aimed to enhance Council's existing strong approach in this area. Centre staff conducted a document review, telephone interviews, and workshops with Waverley Council staff and elected members in order to complete the research.

Blacktown CBD Market Research Project

The UTS:CLG commenced research work in 2014 with Blacktown City Council (NSW) to gain an in-depth understanding of the public perceptions of the Blacktown CBD as a place to visit, invest, reside, work and shop, at day and at night. The information gathered through this project will inform Council's CBD planning and economic program and feed into its long term community strategic framework. The approach for this project includes a desktop document and demographic review, stakeholder identification and mapping, in-depth interviews, walk-up surveys, an online survey and focus groups. The results from the project will be reported in early 2015.

Research Governance

Through 2014 the Centre achieved very good profiling within UTS and externally for its academic publishing endeavours for the period March 2008 to March 2014, submitted formally for Excellence in Research Australia (ERA) assessment by the Commonwealth Department of Education. The Centre has contributed to UTS receiving a positive assessment for the Field of Research code that covers much of the Centre's output. The Centre anticipates an even stronger contribution to UTS in 2015 through its academic research outputs.

During 2014 the UTS:CLG refined and implemented processes to build academic research capacity and output. These include several standard measures such as the formation of a Research and Ethics Committee; the introduction of a seminar series for doctoral candidates; and procedures for capturing all research outputs. The Centre also implemented additional measures, including:

- > a structured approach to collaborative publication of academic outputs, including books and refereed journal articles
- > explicit consideration of the metrics and deadlines for publications as set down by the ERA and Higher Education Research Data Collection (HERDC), for example, publishing in ERA-ranked journals
- > collectively targeting national and international conferences and attending these in numbers to maximise impact
- > a coordinated approach to assembling applications for competitive grants
- > intra-university collaboration and international collaboration for research.

These steps, alongside recent staff and honorary appointments have significantly increased the demonstrated research output of the UTS:CLG for 2014 and this will be a future area of growth for the Centre.

Research Appointments

- > The Hon. Margaret Reynolds, former Federal Minister for Local Government and Chairperson of the ACELG Consortium was appointed Adjunct Professor from March.
- > Professor John Martin, formerly Professor at the Centre for Sustainable Regional Communities La Trobe University and member of ACELG's Research Advisory Committee (RAC) was appointed Adjunct Professor from June.
- > Professor Ronald K. Vogel, Department of Politics and Public Administration at Ryerson University Toronto was Visiting Professor during May and June. While with the Centre Prof Vogel participated in a number of sector events including the 'Online Global Cities Dialogue' organised by The Committee for Sydney and hosted by the Powerhouse Museum, Sydney (also featuring Bruce Katz of the Brookings Institution in Washington D.C.); and the inaugural UTS:CLG 'Government to Governance' seminar attended by more than 60 professionals.
- > Dr Andrew Kelly was appointed Visiting Fellow in January. Dr Kelly is a long-standing Associate of the Centre and Associate Professor within the Faculty of Law at the University of Wollongong.
- > Dr Dong-ok Lee was appointed Visiting Fellow in April. Dr Lee is Consul at the Consulate-General of the Republic of Korea.

- > Dr Bligh Grant was appointed as Senior Lecturer in March. Dr Grant had previously held positions as Research Lecturer and Deputy Director and at the Centre for Local Government, University of New England (2008-12).

In addition, the Centre has a loyal group of associates who assist with research, course development and teaching and partner with the UTS:CLG on consultancy work.

Publications

A number of reports, book chapters, journal articles, and other articles were published by Centre staff in 2014, often in collaboration with external authors and organisations. The Centre also has a number of articles under review for publication in 2015.

Reports

- > Service Delivery Review: A How To Manual (June)
- > *Guidelines for the Planning and Development of Child Care Facilities for Local Government* (August)
- > *Public Value Summary Background Paper* (August)
- > *Housing and Local Government in Australia in the 21st Century*
- > *White Paper on the Reform of the Federation: Implications for Australian Local Government* (September).

Book chapters:

Morris, A., Wilson, S., and Soldatic, K. (2014, accepted forthcoming) 'Doing the Hard Yakka: Implications of Australia's workfare policies for disabled people' in C., Grover and L. Piggot (eds.) *Work, welfare and disabled people: Is employment really the answer?* Policy Press.

Refereed journal articles:

Dollery, B. E., Kortt, M. and **Grant, B.** (2014). 'Fools rush in: The case against radical water and wastewater restructuring in regional New South Wales'. *International Journal of Public Administration* 37 (1): 1-9.

Fleming, E., Mounter, S., **Grant, B.** and Griffith, G. (2014). 'Can we explain variations in winery ratings in Victoria?' *Australasian Agribusiness Review* (22): 1-13.

Grant, B., Dollery, B. E. and Kortt, M. (2014). 'Recasting leadership in Australian local government reform: A typology from political theory'. *Local Government Studies* 40(1): 1-21.

Grant, B. and Dollery, B. E. (2014). 'Old foes: Structural change and democracy in Australian Local Government'. *Interdisciplinary Journal of Economics & Business Law* 3(3) 1-22.

Hanckel, B. and **Morris, A.** (2014) 'Finding community and contesting heteronormativity: queer young people's engagement in an Australian online community'. *Journal of Youth Studies* (in print).

Kortt, M., Dollery, B. E. and **Grant, B.** (2014). 'Religion and life satisfaction down under'. *Journal of Happiness Studies* DOI 10.1007/s10902-014-9509-4

Morris, A. (2014) 'The residualisation of public housing and its impact on older tenants in inner-city Sydney, Australia'. *Journal of Sociology* (in print).

Morris, A. and Wilson S. (2014). 'Struggling on the Newstart unemployment benefit in Australia: The experience of a neoliberal form of employment assistance'. *Economic Labour Relations Review* 25(2): 202-221.

Ryan, R. (2014). 'Innovation in citizen involvement'. *Journal of African & Asian Local Government Studies* 3(1): 35-51.

Refereed conference proceedings

Grant, B. and Woods, R. (2014). 'Funding sub-national government: Examples of successful municipal bond banks'. 2014 Workshop on Maximising the Benefits of Decentralisation, Zhejiang University, 22 October.

Articles

Ryan, R. and **Tan, S-F.** (2014). 'Editorial'. *Commonwealth Journal of Local Governance* 15: 1-2.

Ryan, R. and Oakley T. (2014) 'Representing the urban landscape: the community's perspective'. *Architecture Bulletin*, Winter 2014.

Submissions

Morris, A. Submission to Commonwealth Senate Economics References Committee, 'Inquiry into Affordable housing', April 2014.

Other publishing initiatives

The UTS:CLG continued its stewardship of the *Commonwealth Journal of Local Governance* with Centre Director A/Prof Roberta Ryan appointed co-editor and editorial board member in 2014. Initiated in 2008, the *CJLG* is a peer-reviewed journal that aims to strengthen the research voice of local government in the Commonwealth by providing a forum for researchers and practitioners interested in local government ideas and practices. The journal is auspiced by the Commonwealth Local Government Forum (UK), jointly edited by UTS:CLG and Cardiff University (UK) and published by the UTS Press. It is an open-access journal that is part of the leading research assessment Excellence in Research for Australia (ERA). For more information please see <http://epress.lib.uts.edu.au/journals/index.php/cjlg/index>

Presentations

During the course of 2014 UTS:CLG staff participated in a variety of Australian and international industry and scholarly conferences, forums, symposia, and seminars. Such events provide an invaluable means to communicate the Centre's research to local and international colleagues and establish professional research links that can critically inform the academic and practice orientated work of UTS:CLG.

Some highlights of the Centre's research presentation for 2014 follow, with the full list included at the end of this report.

Presentations - Australia

ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.

A number of presentations were made by ACELG staff and Associates to the Local Government Research Showcase & Forum, Melbourne 30 April. The Forum was held in conjunction with the LGMA National Congress & Business Expo with support of the ACELG Consortium, and reflected the Congress theme 'Productive Communities'. The Forum covered a wide range of areas including measures of progress, productive regions, social enterprises, community cultural development, housing, investment in employee skills and practitioner led research, and many more. The Forum Keynote

Speaker was political scientist Professor Alex Brillantes, Dean of The University of the Philippines who has specialised in decentralisation for over two decades. Prof Brillantes presented the paper 'Local governance, local autonomy and decentralization in the Philippines: Issues, concerns, directions and implications for reform'. Several of the papers from the Forum will be published in a special edition of *Asia Pacific Journal of Public Administration* to be edited by Professor John Martin and Professor Ian Thynne.

ACELG Local Government Researcher's Forum - Darwin 4-5 September

ACELG held a Research Symposium in Darwin and its themes were commensurate with the increased attention on Northern Australia by the federal level of government through 2014. The Symposium was co-hosted by the Charles Darwin University Northern Institute, ACELG and the Local Government Association of the Northern Territory (LGANT). Attendees from ACELG included Deputy Director Melissa Gibbs, Dr Bligh Grant and Dr Jessie Lymn. Panel sessions were held on 'Planning future towns' (facilitated by Allan McGill) 'Housing' (facilitated by Mike Harrison) 'Cultural innovations' (facilitated by Peter Holt) and 'Generating evidence' (facilitated by Mike Harrison). The Closing Plenary was conducted by Deputy Director Melissa Gibbs. ACELG acknowledged the warm welcome furnished by the Northern Institute Director Professor Ruth Wallace and her team. The Forum was supported by the ACELG Consortium

Other Australian conferences

Presentations by UTS:CLG staff were also made to the following conferences:

- > *Local Government Manager's Association National Conference*, Melbourne, May.
- > *NSW Environment Health Australia Conference*
- > *Australian Political Studies Association Annual Conference*, University of Sydney, September-October.
- > *Society of Heterodox Economists 14th Annual Conference*, UNSW 8-9 December, 'Symposium on Political Economy of Local Government', led by Associate Professor Alan Morris with presentations by several members of the ACELG research team. Publication of the Symposium papers is proposed for the journal *The Economic and Labour Relations Review*.
- > *Labour Left Delegates Conference*, June.

Presentations - International

IRSPM 2014, Ottawa, Canada, 14-17 April

The 18th International Research Society for Public Sector Management (IRSPSM) was held April 14-17 in Ottawa, Canada with presentations made by A/Professor Roberta Ryan, Bligh Grant, Su Fei Tan and Professor John Martin (ACELG Adjunct Professor). While in Canada, Centre staff met with Rupak Chattopadhyay and Phillip Gonzales at the Head Office of Forum of Federations in Ottawa, and Professor Enid Slack, Director of the Institute of Municipal Finance and Governance at the Munk School of Global Affairs, University of Toronto. Other appointments included a meeting with Richard Smith, Senior Manager at the Federation of Canadian Municipalities, and Councillor Mary-Margaret McMahan from Toronto City Hall.

ICLG Palembang, Indonesia 17-19 September

CLG staff presented research to the 5th International Conference on Local Government (ICLG) held in Palembang, Indonesia and hosted by the International Association of

Local Government (IALG). The ICLG brings together local government scholars from a diverse range of countries such as Indonesia, Thailand, South Africa, the U.S. and New Zealand. ACELG staff attended preceding ICLG conferences in Khon Kaen, Thailand (2012) and Surabaya (2013). Deputy Director of ACELG Melissa Gibbs was nominated and elected as Vice President of the IALG, with Dr Charles Meinfield of the Harry S Truman School of Public Administration, University of Missouri elected President. ACELG staff look forward to returning to Khon Kaen, Thailand for the 6th ICLG in 2015 and have agreed to host the 7th ICLG in 2016.



CENTRE STAFF AT THE ICLG CONFERENCE IN PALEMBANG - ROBERTA RYAN (THIRD FROM LEFT) AND MELISSA GIBBS (CENTRE)

4th Greater China-Australia Dialogue on Public Administration: 20-22 October

Director Roberta Ryan, Bligh Grant and Research Officer Ron Woods developed papers for the 4th Greater China Australia Dialogue on Public Administration at Zhejiang University, Hangzhou. The Dialogue was organised by Professors John Wanna and Andrew Podger (ANU) under the theme 'Maximising the Benefits of Decentralisation' and included participants from state and local governments in China, Taiwan and Australia. The conference was a great opportunity to engage with officials and academics from Greater China and Australia.

As well as driving research and excellence within local government it is firmly within the strategic remit of UTS:CLG to emphasise the importance of local government to those outside the sector. One way of achieving this is to present research concerned with local government to broader research environments, and this will be a renewed focus for 2015.

Grant Applications

Centre staff applied for or were successful a range of grants through 2014 as represented in the table below.

Grant applications 2013-14

Type of Grant	Grant holder	Title of grant	Amount
<i>Successful</i>			
ARC Discovery	A/Prof Alan Morris	<i>Stuck Here Forever The Dynamics and Social Consequences of Long Term Private Renting in Australia</i>	\$330,000
Hawke Institute, UniSA	A/Prof Alan Morris	<i>African Muslim refugees and local government</i>	\$30,000
<i>Pending</i>			
ARC Linkage	A/Prof Alan Morris	<i>International student wellbeing in a metropolitan and a regional setting</i>	\$144,136
	A/Prof Alan Morris	<i>Housing and local government in Australia in the 21st century</i>	Approx. \$400,000
ARC Discovery Early Career Research Award (DECRA)	Dr Bligh Grant	<i>Local government codes of conduct: Are they contributing to better governance?</i>	Approx. \$100,000
AUDA - Australian Domain Authority	Dr Jessie Lymn	<i>Corporate Library Project</i>	\$22,000

Acquittal Report: The Centre for Local Government

Centre for Local Government
PO Box 123, Broadway NSW 2007



Reporting Period 1 January-31 December 2014

Income

Item	Budget	Actual Income
Teaching Program	\$766,750.00	\$996,430.81
Research	\$1,312,955.00	\$2,358,298.29
Consultancy	\$0.00	\$527,855.28
TOTAL	\$2,079,705.00	\$3,882,584.38

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$1,541,801.48	\$1,941,751.74
Other Goods and Services		
Consultancy Fees	\$386,263.00	\$829,232.76
Travel - International (Accomm., airfares, expenses etc.)	\$40,850.00	\$117,605.13
Travel - Domestic (Accomm., airfares, expenses etc.)	\$3,300.00	\$53,969.84
Events and Seminars	\$67,190.00	\$132,689.84
Scholarships	\$0.00	\$31,802.90
ARC Grant Partnership Payments	\$0.00	\$178,000.00
Other – Non salary items, University recharges	\$40,300.73	\$266,712.42
TOTAL	\$2,079,705.21	\$3,551,764.63
Surplus	\$0.21	\$330,819.75

Part Two: Australian Centre of Excellence for Local Government

Chairperson's Message



I am very proud to present the final program statement of the Australian Centre of Excellence for Local Government consortium, established for an initial five-year term in 2009.

This past year has again seen a full agenda of program work undertaken by partners and researchers committed to the Centre's mandate to enhance professionalism and skills in local government, showcase innovation and best practice and facilitate a better-informed policy debate. We note again the pleasing and more widespread uptake of ACELG work through 2014 at the immediate local level by councils, by other tiers of government, and by organisations such as the Productivity Commission.

A number of highlights from the year are presented below by theme.

Governance and Organisation Capacity: A number of timely and useful resources for all sized councils were developed across the Centre's programs to assist councils with policy formation or to develop tangible responses to sector-wide reform agendas:

- > **Local government finance:** The ACELG working paper 'Debt is not a Dirty Word - The Role and Use of Debt in Local Government' has generated great interest, as has the IPWEA 'Long Term Financial Plan Practice Note 6'.
- > **Service delivery:** A 'how to manual' for conducting service delivery reviews was developed for ACELG by the UTS:CLG, and the IPWEA also published 'Level of Service Practice Note 8' to support this critical theme.
- > **Sustainability:** The guide 'Embedding climate change adaptation in local government business' demonstrated what an effective nationally focused industry partnership can achieve. The ACELG also supported the IPWEA 'Towards More Sustainable Street Lighting Practice Note 11' and the highly successful IPWEA Sustainability Conference in July.
- > **Appointment of senior staff:** The Centre published research and a guide for the attraction and retention of CEOs and senior staff in rural-remote and Indigenous (RRI) local governments, which councils of all sizes will find useful.
- > **Integrated planning tools:** While developed for RRI councils, the resources 'Integrated planning tools for rural-remote and Indigenous local government' and 'Community engagement toolkit' have attracted great interest from a wide range of councils.

Social research: Results from the 'Why Local Government Matters' research will also support sector reform changes that are occurring nationally. Important methodological work was completed in 2014 by the UTS:CLG under the direction of A/Prof Roberta Ryan, joint Director of UTS:CLG and ACELG. The Centre was very pleased to also commence work in 2014 with the Australian Human Rights Commission to develop an online resource to support local government build social cohesion in diverse communities.

Leadership: I again acknowledge the commitment of participants and presenters of the 2014 ACELG-ANZSOG 'Excellence in Local Government Leadership Program'. All demonstrated the value of a local government-specific leadership program. Further support by ACELG during 2014 under the theme of contemporary strategic leadership included four offers of the 'Executive Certificate for Elected Members' and continued support of the LGMA Australasian Management Challenge facilitated by the UTS:CLG.

Workforce development: Initiatives for the year under this theme continued to support the national local government workforce strategy prepared for ACELG by the LGMA in 2012. This year, ACELG refined data about the local government workforce and presented this work at a range of forums. In July I was again honoured to participate in the LGMA Aboriginal and Torres Strait Islander Employment in Local Government National Roundtable in Western Australia. The LGMA also hosted the 7th Local Government Workforce Development National Forum in April in Canberra. Both events have become crucial events on the national local government calendar.

The ACELG again made a concerted effort to nationally promote and distribute the results of its work to the sector. Key activities included:

- > Two local government research events (Melbourne and Darwin) about the Centre's work and the value of local government research. Attended by a combined 120 people, there is no other forum with this focus in Australia that offers the same scope and depth.
- > Our revised framework for sector information sharing and exchange has had a full year of operation as *The Town Crier* blog site. There are now 50 blogs on a range of local government topics - I encourage you to visit this site, contribute and meet like-minded professionals.

Senior staff of the ACELG consortium also participated in the 2014 LGMA National Congress and the ALGA National General Assembly, allowing the opportunity to promote the Centre's initiatives. A/Prof Roberta Ryan's advocacy within the sector and internationally through 2014 has further strengthened the ACELG profile, as has the election of ACELG Deputy Director Melissa Gibbs as the Vice President of the International Association for Local Government. In the USA, I was pleased to meet senior academics and practitioners within the State of New York, and in New Zealand where fruitful discussion also took place.

I encourage you to review the comprehensive list of publications and presentations at the end of this report and make contact with their authors – we are very happy to assist.

Though the above is a summary of work, I am sure you will agree what a Centre of Excellence for Australian local government can achieve. On behalf of the Board I congratulate and commend the consortium partners, their staff and staff of the Secretariat for their fine work in completing the ACELG Project 2009-2014 and delivering what will be long-standing results for the sector, too numerous to give proper due in this short message.

It has been an honour to work so closely with colleagues and partners on this important initiative. I have proudly noted the development of the ACELG from a nascent idea in 2008 to a national ideas powerhouse for Australian local government, with its 'feet' placed firmly on the ground in terms of practical solutions for the challenges faced by the sector now and into the future.

While the Centre's formal commitment to the Commonwealth ceased at 30 June, this is by no means the conclusion of the ACELG initiative. I look forward to contributing to its ongoing mission through the auspices of the University of Technology, Sydney, and as incoming Chairperson of the UTS Centre for Local Government Advisory Board.

Watch this space for future initiatives aimed at supporting Australian local government in its pursuit of excellence.

Margaret Reynolds
ACELG Chair

About the ACELG consortium

Introduction to ACELG

The Australian Government has contributed \$8 million in funding to the Australian Centre of Excellence for Local Government (ACELG). The Centre's mandate is to enhance professionalism and skills in local government, showcase innovation and best practice and facilitate a better-informed policy debate. The (then) Minister for Infrastructure, Transport, Regional Development and Local Government officially opened the Centre on 14 December 2009 at the University of Technology, Sydney (UTS).

The Consortium

Consortium partners are:

- > UTS Centre for Local Government (UTS:CLG)
- > University of Canberra (UC)
- > The Australia and New Zealand School of Government (ANZSOG)
- > Local Government Managers Australia (LGMA)
- > Institute of Public Works Engineering Australasia (IPWEA).

In addition, there are program partners to provide support in specialist areas and extend the centre's national reach:

- > Charles Darwin University
- > Edith Cowan University



Vision, Mission and Guiding Principles

The Centre's vision highlights the pursuit of excellence:

World-class local government to meet the emerging challenges of 21st century Australia

At the end of its initial five years, the Centre will have brought about enduring improvements in local government's capacity and performance.

The Centre's formal commitment to the Commonwealth ceased at 30 June 2014. Key ACELG projects will continue into 2015 through the auspices of UTS with advice from incoming UTS:CLG Advisory Board Chairperson, The Hon. Margaret Reynolds.

To achieve its vision, the Centre's mission is to provide:

- > A national network and framework within which local government organisations, government agencies, academic institutions, training bodies and other key stakeholders can collaborate in areas of mutual interest
- > Research and development capacity to support policy formulation, drive innovation and help address the challenges facing local government
- > Leadership in promoting informed debate on key policy issues
- > A clearing house for the exchange of information and ideas, identifying, showcasing and promoting innovation and best practice in local government
- > Inputs to capacity building programs across the local government sector, with an initial emphasis on long term financial sustainability and asset management
- > Workforce development initiatives including education, training and skills development for both staff and elected members
- > Leadership development programs for both senior and emerging leaders
- > A specialist focus on the particular needs of local government in rural and remote areas, including Indigenous local governance.

The Centre has applied the following guiding principles for its role:

- > To be effective, the Centre must be grounded in and serve the local government system: it must not be seen as an 'outsider' organisation or one pursuing esoteric academic interests.
- > The Centre should be practice-oriented: whilst research is essential to promote innovation and inform policy, it should be designed to lead to practical outcomes.
- > The Centre should focus on adding value, filling gaps and seeding new initiatives: as a general rule it should not duplicate or compete with existing programs.
- > The Centre should be inclusive: it should seek the active involvement of all those with expertise and ideas to contribute.
- > Given limited resources, the Centre must focus on a limited number of strategic interventions.

Program Areas

The Centre's activities are carried out through six program areas. These are:

- > Research and policy foresight

- > Innovation and best practice
- > Governance and strategic leadership
- > Organisation capacity building
- > Rural-remote and Indigenous local government
- > Workforce development

Board of Management

The primary role of the board is to ensure the good governance of the Centre. Board members during 2014 were:



Hon Margaret Reynolds

Chairperson



Prof Attila Brungs*

University of Technology,
Sydney



Mr Peter Allen

Australia and New Zealand School
of Government



Dr Shane Silcox Holloway

Local Government Managers
Australia



Prof Frances Shannon

University of Canberra



Cr Felicity-anne Lewis†

Australian Local Government
Association



Mr Michael Kahler‡

Institute of Public Works
Engineering Australasia

* REPLACED BY PROF DAVID ROBSON SEPTEMBER 8.

† FINAL BOARD MEETING JULY 17.

‡ REPLACED PAUL DI IULIO JULY 17.

Secretariat Report

Contacts

Associate Professor Roberta Ryan

Director
roberta.ryan@uts.edu.au

Dr Jessie Lymn

Research Officer
jessie.lymn@acelg.org.au

Ms Melissa Gibbs

Deputy Director
melissa.gibbs@acelg.org.au

Ms Nuha Saad (part time)

Administration Officer
nuha.saad@uts.edu.au

Ms Stefanie Pillora*

Program Manager, Research
stefanie.pillora@acelg.org.au

Mr Chris Watterson (part time)

Projects Assistant
chris.watterson@acelg.org.au

Mr Daniel Grafton (part time)

Programs Officer
daniel.grafton@acelg.org.au

* Until August 2014

Governance

Board Meetings

ACELG convened four board meetings through 2014: 26 February at the ANZSOG offices in Melbourne; 17 July in Western Australia; September 8 and December 1 at University of Technology, Sydney.

Project Plan

As required in the funding agreement between the Commonwealth Government and UTS, the Centre has prepared and adopted a project plan that sets out proposed activities and milestones and reflects the Centre's vision, guiding principles, programs and service delivery requirements.

Collaboration Agreement

UTS and the consortium partners maintain a collaboration agreement to facilitate working relationships between the parties. The agreement formalises the governance framework and financial arrangements, and deals with matters such as intellectual property and dispute resolution. The agreement uses as its basis the funding agreement between the Commonwealth and UTS.

In late 2014 ACELG consortium partners commenced discussion about a new partnership arrangement beyond the expiration of the funding agreement. It is anticipated that new arrangements will be agreed in 2015.

Funding Agreement

As per the ACELG Commonwealth funding agreement the Secretariat submitted a Project Completion Report to the Commonwealth Department of Infrastructure and Regional Development in September and the Audit Office of NSW undertook a final audit of ACELG Statements of Receipts and Expenditure.

Annual Report

The ACELG Annual Report is published in April each year and distributed by post to all state, territory and federal ministers for local government, departmental secretaries, presidents and CEOs of local government associations and professional organisations, and members of the ACELG Board of Management. The report is posted on the ACELG website.

Stakeholder Consultation

ACELG staff, consortium members and program partners have engaged widely with the local government sector generally and with individual council practitioners in particular.

As part of the ACELG Research Forum in May in Melbourne senior staff met with key government representatives and agency leaders from Victoria about key challenges and synergies with the Centre's program of work. Discussion occurred also with Northern Territory local government sector leaders as part of a second ACELG Research Symposium held in Darwin in September.

The ACELG Chairperson, Director and Deputy Director also attended high-level meetings through 2014 with representatives from all tiers of government and research partners, such as Rural Councils Victoria and Regional Capitals Australia and The Australian Multicultural Council (with the Australian Local Government Association).

Enhanced International Linkages and Research

In 2014 ACELG continued with initiatives to support greater linkages between research and practice within local government in Australia and internationally, and has developed an international strategy to guide its international activities. The Centre is also near completion of research with ALGA about the potential of local government international engagement activities and alliances.

Senior ACELG staff participated in a number of international specialist seminars and conferences whose themes support the aims of the Centre:

- > Centre Director A/Prof Roberta Ryan conducted workshops in Indonesia for local government leaders on executive leadership and service delivery standards, supported by the Department of Foreign Affairs and Trade and the Australian Aid-funded Australia Indonesian Partnership for Decentralisation (AIPD) program.
- > The Director also headed a delegation of Australian and New Zealand government representatives to Aomori Prefecture, Japan to participate in the Local Government International Exchange and Cooperation Seminar (February). A second delegation was led by Deputy Director Melissa Gibbs in November to Tokyo and Sakaide City. Both delegations were organised by The Japan Local Government Centre (CLAIR Sydney).
- > A/Prof Ryan was a keynote presenter at 'Consolidating Democratic Devolution and Strengthening Stability in Pakistan' in Karachi in March, hosted by the Forum of Federations. A second workshop in Karachi was conducted by A/Prof Ryan in November.

All presentations are listed at the end of this report.

Staff also contributed to seminars and workshops for delegations of international professionals who visited the Centre in 2014, including from Bangladesh, China and Indonesia.

To complement this international work, the Centre Director A/Prof Roberta Ryan was appointed as co-editor of the *Commonwealth Journal of Local Governance* in early 2014 and joins its editorial board. ACELG has strong links with Cardiff University (UK) who edit the journal and the Commonwealth Local Government Forum (UK) who promote the publication internationally. ACELG Deputy Director Melissa Gibbs was also elected to the position of Vice President of the International Association for Local Government (IALG).

Strengthening ACELG Research

Through arrangements with UTS, ACELG gained the benefit of the appointment of a number of staff to adjunct roles. Professor Ronald Vogel joined the Centre as Visiting Professor for seven weeks through May-June. Professor Vogel is an eminent urban politics scholar from Ryerson University, Canada. While at the Centre he met with sector professionals and academics. The Centre and staff greatly benefited from Professor Vogel's expertise and his visit culminated in a well-publicised public seminar at UTS about metropolitan governance called 'From Government to Governance', attended by more than 80 local government professionals.

Other researchers in adjunct roles at ACELG through 2014 have been Professors Margaret Reynolds, Graham Sansom, John Martin, Andrew Kelly, senior lecturer Vince Mangioni, and Dong-ok Lee. These researcher-practitioners actively represented ACELG at industry events, forums and workshops during the year, and will work with staff and stakeholders through 2015.

Communication Activities

The Centre's communication activities are guided by a strategy that outlines information such as target audience, principles, types of communication channels and activities, and a protocol to guide program activity and ensure consistency.

Strategic research communications for the Centre is managed by the Deputy Director and the Programs Officer. All activities are continuously monitored for effectiveness and revised throughout the year. The following initiatives have supported the strategic approach of ACELG in the reporting period to communicate with the sector and other industries about its work:

Publicity

A total of **16** media releases were issued through the year to specialist sector and general media and publications, websites and outlets around Australia. During 2014 there were **300** mentions of ACELG, staff and research across a range of publications and media including:

General Media: *The Sydney Morning Herald, The Australian, The Age, The Canberra Times* and most capital city papers. A number of stories were syndicated to non-capital city newspapers:

Canowindra News, Parkes Champion-Post, The Observer, St Marys-Mt Druitt Star, The Canberra Times, Gloucester Advocate, Goulburn Post, Town & Country Magazine, Mudgee Guardian, Summit Sun, Moree Champion, Hills News, Camden-Narellan Advertiser, The Guyra Argus, Dungog Chronicle, Cessnock Advertiser, Port Stephens Examiner, The Rural, Illawarra Mercury, The Queanbeyan Age, Daily Liberal, St George & Sutherland Shire Leader, Braidwood Times, Namoi Valley Independent, Penrith City Gazette, The Northern Daily Leader, Rouse Hill-Stanhope Gardens News, Wollondilly Advertiser, Cooma-Monaro Express, Crookwell Gazette,

The Armidale Express, The Area News, Western Advocate, Southern Highland News, Brisbane Times, Cowra Guardian, Lithgow Mercury, Blayney Chronicle, The Age, South West Advertiser, The Young Witness, Southern Weekly, Boorowa News, Bay Post, WA Today, plus others.

The following specialist media included news and stories from ACELG:

- > **Local government associations** – *ALGA News* (Australian Local Government Association), *VLGA eNews* (Victorian Local Government Association), *LGA SA News* (Local Government Association of South Australia), *MAV Bulletin* (Municipal Association of Victoria), *LGAT News* (Local Government Association of Tasmania Newsletter), The Local Government Association of the Northern Territory, *Council Courier* magazine and *LGAQ Newsletter* (Local Government Association of Queensland), *The Weekly Circular* (LGNSW).
- > **Local government professional associations** – *Public Works Professional* (IPWEA), *LG Manager* and website news (LGMA National), *Newsletter* (LGMA South Australia).
- > **Independent local government and government** – *Government Career*, *LG News*, *Council-Manager magazine*, *Government News*, *GovLink*, *Australian Local Government Yearbook*.
- > **Academic and other media** – *Australian Policy Online*, *UTS Newsroom*, *Urban Affairs Bulletin*, the Commonwealth Local Government Forum (UK), ABC Radio National, Radio 2SER, Radio Skid Row, *Architecture Bulletin*.

As an example of sector reach, an ACELG press release became a lead article in *ASSETS eNewsletter* published by the Institute of Public Works Engineering Australasia (IPWEA), and has received 450+ views to date. In another publication by IPWEA called *Public Works Professional*, the following articles mention ACELG research: 'Fire up the economy' (861+ views), 'Service delivery manual offers practical tips' (420+ views) and 'When it comes to sustainability, money matters' (1,042+ views).

ACELG actively monitors local government and general media and itemises most media publicity items on the 'ACELG in the News' section of its website www.ancelg.org.au/ancelg-news

All media mentions for 2014 are included at the end of this report.

Events

Through the course of a given year, ACELG initiates seminars, workshops, conferences and roundtables to: support its research and program activities; communicate research findings and initiatives to the local government sector; and enhance the capacity of ACELG staff.

In 2014 there were more than 15 events conducted by the Centre and attended by approximately 850 local government employees, academics and other practitioners from around Australia and overseas. All events were planned and conducted in consultation with local government sector organisations or their senior representatives.

Presentations

ACELG staff and board members addressed a number of important local government and other events around Australia such as:

- > the ALGA National General Assembly
- > the LGMA National Congress
- > Inter-jurisdiction forum (Melbourne)

- > Rural Councils Victoria 2014 Rural Summit
- > Best Practice in Local Government conference
- > LGMA Tasmania 2014 State Conference
- > the National Local Government Financial Management Forum
- > the Australian Local Government Leadership Summit
- > the Local Government Business Excellence Network
- > LGMA National Management Challenge awards
- > LGNSW HR Forum
- > LGNSW Springboard (Women in Local Government Development Program)
- > LiveWire Conference
- > Australian Multicultural Council
- > HR Essentials Conference
- > ACELG-LGMA Indigenous Employment Roundtable
- > 5th International Conference on Local Government (Indonesia)
- > LGMA Tasmania
- > ACELG Research Forum
- > ACELG-LGMA Workforce Development Forum Local Government Leadership Forum
- > Australasian Evaluation Society Annual Conference
- > Institute of Public Administration Australia conference
- > Australian Human Rights Commission Social Cohesion workshop.

A full list of staff presentations for 2014 follows at the end of this report.

Exhibition stands

ACELG was an exhibitor at the Australian Local Government Association National General Assembly of Local Government in June. Over 500 local government councillors, staff and others attended this key Australian local government event. ACELG work also was represented on UTS:CLG exhibition stands at the LGNSW Annual Conference (October) and the Environmental Health Professionals Annual Meeting (November).

Newsletter

ACELG publishes a quarterly e-newsletter called *Excellence In Brief*. It is circulated to over 2,300 contacts and subscribers including all Australian councils, local government associations, professional associations, local government practitioners, academic institutions, peak bodies, representative associations and individuals. A shorter 'snapshot' newsletter called *Excellence Headlines* is occasionally issued when required.

Website and social media

The ACELG website is the principal means by which the Centre broadly communicates information about its activities. Visits to the ACELG website were 22,522 (unique visits), with a total of 118,682 page views, a 32% increase on 2013 figures. Visits from

international readers for the year amounted to 18.5% of total visits. Leading international visitors were from the United States, Brazil, Canada, the United Kingdom, New Zealand, India and Indonesia.

In mid-2014 the UTS Marketing and Communication Unit reported an increased spike in traffic to UTS sites affiliated with ACELG.

The reporting period marked the first full year of operation of the dedicated ACELG social media platform called *ACELG Community*. As outlined in the Centre's 2013 Annual Report, this initiative replaced the Information Knowledge Exchange Network (IKEN) established to further enhance sector interaction and access to useful resources and links. The *ACELG Community* incorporates an official ACELG blog website called 'The Town Crier' that offers extended commentary about local government issues, often in reference to an ACELG research paper or initiative. For the year, the blog site *The Town Crier* published 50 blog articles, collectively amounting to over 30, 000 page views making it the second-most popular section on the website after the ACELG publications page.

ACELG further enhanced its social media presence further in 2014 through the active use of Twitter and Facebook accounts:

- > Twitter 'Followers' to date: 730+
- > Facebook 'Likes' to date: 100+

ACELG established a YouTube Channel in 2014 which hosts interviews with staff and other presentations of interest.

Most ACELG consortium partner organisations and their senior staff also maintain professional social media accounts such as Twitter and LinkedIn and actively use them to promote ACELG news and initiatives.

ACELG Programs

Program 1: Research and Policy Foresight

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

Research Advisory Committee

The ACELG Research Advisory Committee (RAC) continues to play a valuable role in overseeing and reviewing commissioned research projects and in advising ACELG on national research priorities, reviewing draft outputs, helping to organise research forums, and reviewing research partnership proposals.

The ACELG RAC met in February and August this year, in Hobart and Sydney respectively. ACELG was saddened by the death of Associate Professor Erica Bell in July, and will continue to recognise Erica's significant contribution to ACELG and the committee through an annual Essay prize.

In 2014 Dr Katrena Stephenson (Local Government Association of Tasmania) and Dr Bligh Grant (UTS:CLG) joined the RAC. ACELG staff members Stefanie Pillora and Jessie Lymn provided support to the RAC, and ACELG Director Roberta Ryan also attended these meetings.

ACELG thanks all current and former members of the RAC for their commitment to and support of developing research in the Australian local government community.

Members of the 2014 RAC are:

- > Prof Lawrence Pratchett – University of Canberra, Committee Chair
- > Greg Hoffman – Local Government Association of Queensland (LGAQ)
- > Prof John Martin – La Trobe University
- > Dr Robyn Morris – Edith Cowan University
- > Shane Sody – Local Government Association of South Australia (LGASA)
- > Prof Ian Thynne – Australian National University
- > Dr Tim Robinson – UTS:CLG
- > A/Prof Erica Bell – University of Tasmania (last meeting February 2014)
- > Marianne Di Giallonardo – Maroondah City Council (VIC)
- > Rolf Fenner – ALGA
- > Dr Katrena Stephenson – LGAT (from August 2014)
- > Dr Bligh Grant – UTS:CLG (from August 2014).

Working Paper Series

In 2014 ACELG continued to fill a number of research gaps identified through consultations with the sector by working on the priority topics covered in the papers listed below. The following working papers are under development and are expected to be published in early 2015:

Housing and local government



Professors Andrew Beer and Chris Paris from the Centre for Housing, Urban and Regional Planning based at the University of Adelaide (with support from A/Prof Alan Morris of the UTS:CLG) are undertaking a scoping study of housing and local government for ACELG. A discussion paper has been prepared and used at workshops in Adelaide, Melbourne, Sydney and Brisbane with council staff. These workshops generated partners for an ARC Linkage Project application which was submitted in November 2014.

IMAGE: PROFESSOR CHRIS PARIS CHAIRS A MEETING AT THE LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA.

PHOTO BY SANDY HORNE. COPYRIGHT: CHURP

Enhancing local government sister city relationships and international partnerships

ACELG has carried out research which explores options for enhancing local government international alliances. The research identifies the essential elements of establishing successful international alliances, provides guidance for councils seeking to establish international relationships, and identifies current data gaps and priority areas for future research.

Research Dissemination

ACELG Secretariat staff continued to present research findings to local government conferences about the diversity of work being produced or funded by the Centre:

Local Government Research Forum - Melbourne

A one-day local government research forum was held in conjunction with the Local Government Managers Australia (LGMA) National Congress, 30 April to 2 May 2014 in Melbourne. As with previous forums the program featured a wide range of papers from academics and local government practitioners. This forum had a particular focus on the LGMA Congress theme of 'productive communities'. The forum was attended by 87 people representing all states and territories. A number of the presenters, including the keynote speaker, Professor Alex Brillantes from the Philippines, are contributing to a special edition of the *Asia Pacific Journal of Public Administration*.

Local Government Research Symposium - Darwin

The Darwin Forum was held in partnership with LGANT and Northern Institute at Charles Darwin University September 5, and over 40 people attended the single stream day. The Forum featured presentations from academics and local government practitioners on issues facing local government in the Northern Territory. A half day workshop was held at Darwin City Council in conjunction with the Forum, focussing on research practice in local government.

ALGA General Assembly, Canberra

As with previous years, ACELG held a stand at the ALGA Assembly (16 to 18 June 2014) and is pleased to report a strong interest in the published research papers and other activities of ACELG. For example, the presentation by John Comrie led to a high number of requests for the papers prepared for ACELG on financial sustainability and the use of debt. ACELG was also represented at the Regional Capitals Australia breakfast. The support and involvement of ACELG Chair, Margaret Reynolds, throughout the Assembly was greatly appreciated.

2014 Pacific Local Government Forum, Port Moresby



STEFANIE PILLORA (LEFT) WITH LAUREN OAKEY FROM LGMA NATIONAL OUTSIDE THE PACIFIC LOCAL GOVERNMENT FORUM, PORT MORESBY.

Stefanie Pillora made a presentation to a research roundtable at the 2014 Pacific Local Government Forum held in Port Moresby, Papua New Guinea in May. The event theme was 'Pacific Futures: Building our Local Communities' and was organised by the UK based Commonwealth Local Government Forum (CLGF). Stefanie's presentation focused on the experience of ACELG in fostering research and training partnerships, drawing on a range of the research partnerships undertaken to date. The roundtable generated thought-provoking discussion about the application of research in Pacific countries, and particularly in PNG, and how to best translate findings into training materials for local government councillors and staff.

The idea of establishing a research network was canvassed with participants. In addition to welcoming this idea, CLGF Regional Program Coordinator Megan Praeger advised that an online library, provisionally called the Pacific Local Government Knowledge Hub, will be launched in the coming months and welcomed advice from ACELG on suitable resources that might be shared with the Pacific local government sector. Future linkages between the ACELG and Pacific Local Government were also suggested.

Research Partnership Scheme

The ACELG Research Partnership Scheme was established to support local government researchers in councils and tertiary institutions to conduct research of benefit to local government nationally, and to build research capacity within the sector. The following projects were completed in 2014 under the Scheme

Food safety compliance strategy – maximising impact by understanding the food business context

Undertaken with Queensland University of Technology (QUT), Environmental Health Australia (Qld) and Logan, Redland, Sunshine Coast and Ipswich City Councils, this project used an action research approach to explore attitudes and beliefs concerning food safety within a diverse set of food business contexts. In addition to the research report, the project resulted in a food safety strategy template that can be customised by local governments to suit their contexts. The project launch in Ipswich in March 2014 was attended by Deputy Director, Melissa Gibbs.



ACELG DEPUTY DIRECTOR MELISSA GIBBS (FAR RIGHT) WITH PROJECT PARTNERS AT THE REPORT LAUNCH IN IPSWICH

Leadership in Local Government: factors affecting the appointment of CEOs

This study, led by Dr Jacquie Hutchison and Dr Beth Walker from UWA, explores leadership in local government by focussing on two sets of intersecting factors that contribute to the appointment of CEOs: the ways in which councils frame leadership, both in terms of what is required for their council; and what qualities, experiences and attributes they then look for in a CEO and the formal and informal policies and processes that councils use to identify and recruit CEOs.

Embedding climate change adaptation in local government business

This research partnership developed a Climate Adaptation Manual (in two volumes) that draws upon existing resources developed by partner councils and includes case studies of a cross-section of different adaptation activities. This was a partnership between ACELG, Canada Bay, City of Pittwater, City of Randwick, City of Geelong, Port Phillip, City of Townsville, City of Onkaparinga, City of Clarence and the City of Greater Geraldton. The initiative was awarded a prize at the 2014 IPWEA Sustainability Conference.

Public Value – Understanding and measuring public value within a local government context

This research was undertaken with the Local Government Business Excellence Network (LGBEN) who identified the need for a robust and widely accepted definition of public value and measurement frameworks to assist councils.

All reports and the associated tools resulting from the ACELG Partnerships Scheme are available for download from the ACELG website. The following research partnerships began or were in progress in 2014 and will be completed in 2015:

Local government leading the development of regional Australia

ACELG is undertaking a research partnership with the regional local government network, Regional Capitals Australia (RCA) to explore the factors involved in creating strong regional capitals, with a particular focus on local government leadership and governance attributes.

Engaging community with social research: Using social research to develop and evaluate local government community engagement initiatives

This project, being undertaken in partnership with the City of Toowoomba (QLD) and University of Southern Queensland (USQ), will provide direct insight into the ways that social research techniques might be utilised by local government agencies as, firstly, an evaluation mechanism for gauging the effectiveness of community engagement initiatives and, secondly, as a driver for the development of an evidence base that guides practice and policy development in community engagement.

Measuring impact of learning communities

This research partnership with Gwydir Shire Council (NSW), Melton City Council (VIC) and the Australian Learning Communities Network is supporting research into how to measure the impact of learning communities and is producing a measurement 'toolkit'. The project builds on earlier research which explored how learning partnerships between councils, their communities and learning organisations can help improve social outcomes, build community capability and strengthen community governance. The project created a template framework for councils, the Learning Communities Framework. The tools developed through this research will be of direct benefit to the participating councils and will be promoted for use by other councils across Australia.

Liveability in regional cities: Identifying regional community indicators and their influence on a sustainable and growing economy

Regional communities are often faced with the challenge of growing and sustaining growth in an economic and physical sense, but it is the real triggers behind population fluctuations in regional areas that the research wishes to inform. The research project, with Wagga Wagga City Council (NSW) and Charles Sturt University (NSW) seeks to identify and investigate the factors contributing to livability and community wellbeing specific to regional areas, with a case study of Wagga Wagga forming the nucleus of the research.

Connection to Indigenous culture: What it means and how it can be strengthened in the urban context

The research, led by Yarra Ranges Council (VIC) seeks to better understand and build new knowledge about how the current inequities in health and wellbeing of Indigenous Australians can be explained and improved through Community Cultural Development. The central research question is: How can Community Cultural Development strengthen connections to culture and cultural identity within an Indigenous urban context and how can this be measured?

National broadband technology roll out – quantifying the impacts on local communities

This project, with Prospect City Council (SA) and the University of South Australia, seeks to identify new benchmarks and measures that can inform communities and policy makers regarding the health of their communities, and changes occurring within them that are associated with broadband technologies. These benchmarks and measures will enable the measurement of the changes within a community over time, referencing social, economic and environmental indicators, thereby enabling governments and communities to know how they are tracking, whether intervention is required, and the effectiveness of intervention programs and initiatives.

Further detail about current research under the Partnership Scheme can be found at the ACELG website.

Local Government Practitioner Research

An important focus of the research program is on strengthening practitioner research capacity and encouraging local government professionals to share their knowledge and insights about practice and contribute to a permanent knowledge base. In this context the term 'research' incorporates a variety of activities and outputs and is not limited to traditional research methodologies and peer reviewed academic writing. The ACELG Research Partnership Scheme and the ACELG Research Forums are examples of the Centre's work to strengthen practitioner research capacity. The Centre also undertook the following in 2014 to support this initiative:

- > A paper by Stefanie Pillora and Ronald Woods entitled 'Practitioner contributions to the local government knowledge base' was submitted to *the Australian Journal of Public Administration*
- > Stefanie Pillora, Program Manager presented the paper 'Building Research Partnerships' to the CLGF Pacific Local Government Forum in May at Port Moresby, Papua New Guinea.
- > ACELG Research Officer Dr Jessie Lymn facilitated practitioner-research discussion at both ACELG Research Forums, and at UTS:CLG graduate program sessions.
- > Centre staff opened discussions with counterparts in the UK also exploring the idea of increased research capacity of council officers

'Why Local Government Matters' Research

This major social research project investigates the social context underpinning the connection between Australian communities and their local governments. The research asks: What do people really think about local government? What are community views about amalgamation? Would people be happy to pay more rates for better services?

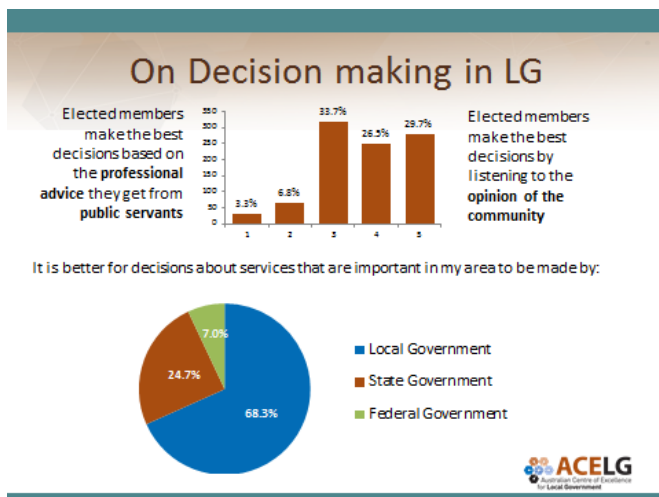
Despite claims and counter-claims about such issues there has been no evidence on which the sector can begin to have an informed discussion. To support this dialogue, ACELG surveyed 2,000 Australians to find out Why Local Government Matters.

This is the first Australian survey of community attitudes to local government.

The research project covers areas including community views about what they value about where they live, how they want to engage in decision making, service delivery preferences, what role they would like to see local government play and what they think about local government amalgamations.

This important and unique piece of social research demonstrates how and why communities value local governments. This research provides a strong basis on which to argue for the value of local government.

Emergent research data from early 2014 was analysed and presented at the ACELG Researchers Forum in Melbourne in April. Further conceptual work continued through the year and the research approach has been presented to two Research Advisory



Committee meetings. The researchers have also been working closely with the Local Government Business Excellence Network to enhance practitioner input and direction for the project. The methodology and the initial findings from the pilot were presented in Adelaide in late July, 2014. Further data collection has been completed and the project will report in the first quarter of 2015.

INITIAL FINDING – DECISION-MAKING IN LOCAL GOVERNMENT

Service Delivery

In 2014 the UTS:CLG developed the resource *Service Delivery Review: A How to Manual for Local Government* for ACELG. The project aimed to address an increasing need from within the sector for practical guidance in undertaking service delivery reviews consistent with current local governance practice and processes. Developed with council staff such as senior managers and elected members in mind, the Manual brings together advice, toolkits and templates to help councils with this critical task and has as its centrepiece a 'framework for a service delivery review.' The Manual was launched in June at Port Stephens Council (NSW) by its General Manager Peter Gesling, with an accompanying workshop for local government professionals from the region, also co-hosted by Port Stephens Council. There has been significant uptake of this resource in a number of jurisdictions such as in Western Australia, where Centre staff advised local government on the theme and conducted training on the use of the guide to staff of Esperance Shire Council in Western Australia.

Building Social Cohesion in our Communities: Online Resource for Local Government

Work commenced in 2014 on an evidence-based online resource to support local government build social cohesion at a local level. The project methodology includes a detailed desktop review of existing tools, examples of best practice in Australia and overseas and a Reference Group workshop with representatives from all levels of government, the police force and multicultural, settlement and Aboriginal and Torres Strait Islander peak bodies. The project includes an evaluation framework to measure how capacity was built within local government for social cohesion and a national communication strategy to promote the online resource when it is launched in June 2015. The project is part of the National Anti-Racism Strategy. A Reference Group workshop was held at the Commission in November, hosted by the Race Discrimination Commissioner Dr Tim Soutphommasane.



BUILDING SOCIAL COHESION IN OUR COMMUNITIES REFERENCE GROUP WORKSHOP HOSTED BY RACE DISCRIMINATION COMMISSIONER DR TIM SOUTPHOMMASANE (STANDING).

Program Contact:

Dr Jessie Lymn
 Research Officer
 ACELG
jessie.lymn@acelg.org.au

Program 2: Innovation and Best Practice Program

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

In late 2013 ACELG resolved to integrate the functionality of its network of interactive websites – the Innovation and Knowledge Exchange Network (IKEN) and the Local Government Research Network (*Igresearch*) – into the primary ACELG website (www.acelg.org.au) to consolidate ACELG's online presence into a single domain and to increase opportunities for online engagement within ACELG's suite of program activities.

This led to the creation of two new portals on the ACELG website: a blog (titled 'The Town Crier') that publishes solicited and unsolicited commentary and analysis for an audience of local government practitioners, researchers, organisations and peak bodies; and an interactive online 'Knowledge Exchange' forum where users can upload and comment on resources with relevance to local government practice. Both of these platforms were launched at the beginning of January 2014, coinciding with the decommissioning of the IKEN and *Igresearch* websites.



For the reporting period year, the blog site *The Town Crier* published 50 blog articles, collectively amounting to over 30,000 page views making it the second-most popular section on the website after the ACELG publications page.

Program Contact:

Melissa Gibbs
Deputy Director
ACELG
melissa.gibbs@acelg.org.au

Program 3: Governance and Strategic Leadership

Program objective: *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.*

Excellence in Local Government Leadership Program

Working in partnership with ACELG, the Australia and New Zealand School of Government (ANZSOG) is responsible for designing and delivering the Excellence in Local Government Leadership Program (ELGLP), a program tailored to local government and comparable to the best international programs on offer.

Key Personnel

Professor Mark Evans continued in his role as Academic Director of the program. The ANZSOG programs team is responsible for supporting the redesign phase and the delivery of the five-day program in consultation with A/Prof Roberta Ryan and Melissa Gibbs of ACELG.

2014 Program Delivery

The program was delivered in Canberra at the Australian National University from 21 to 25 July 2014 with 32 participants. Financial support for attendees was secured via scholarships provided by the Commonwealth Government and the Western Australian Department of Local Government and Communities.

Program presenters included senior practitioners with rich experience at the sharp end of commonwealth-state-local relations such as Andrew Tongue (Secretary, Department of Premier and Cabinet, Victoria) and award winning local government CEOs such as Jude Munro (former CEO from Brisbane City Council) and the Lord Mayor of Adelaide, Stephen Yarwood. Academic expertise included Professor Mark Evans (Institute for Governance and Policy Analysis, University of Canberra), Professor Graham Sansom, advisor on local government reform to the NSW government, and Professor John Martin (La Trobe). Peter Thompson (former broadcaster) addressed issues of crisis and media management and Paul Porteous (Institute for Governance and Policy Analysis, University of Canberra) examined problems in community leadership. Virginia Haussegger from the ABC explored issues of gender and leadership.



THE 2014 ANZSOG-ACELG EXCELLENCE IN LOCAL GOVERNMENT LEADERSHIP PROGRAM COHORT.

The overall theme for the 2014 delivery was 'Governing for the Future – Leading the Innovative Council'. The program was designed to challenge leaders to set the agenda for local government reform in the 21st century with an emphasis on enhancing capability in terms of strategic leadership, collaborative governance with other

governments, citizens and stakeholders, and innovative service delivery. The program was designed to help participants.

- > understand international and national policy contexts and build strong working relationships with other governments, citizens and stakeholders
- > create and deliver services with genuine public value
- > develop a strong CEO-mayor relationship
- > lead and manage ongoing change processes through social 'adaptive' leadership
- > build a problem-solving culture at the local scale.

Participant feedback concluded that the program was well received overall, achieving 4.8 out of 5 from its evaluation. Participants felt the calibre of speakers and the content of the program was exceptional and many expectations were exceeded. Participants valued the thought provoking discussions with respected academics and speakers as well as their peers. Participants also felt the diversity of the group added to the learning environment and helped others understand the shared dilemmas for local governments.

The success of the third delivery of the ELGLP has reinforced the program's reputation of addressing the critical and current challenges facing local government leadership.

Testimonials:

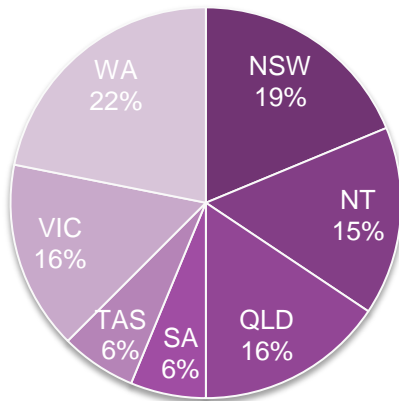
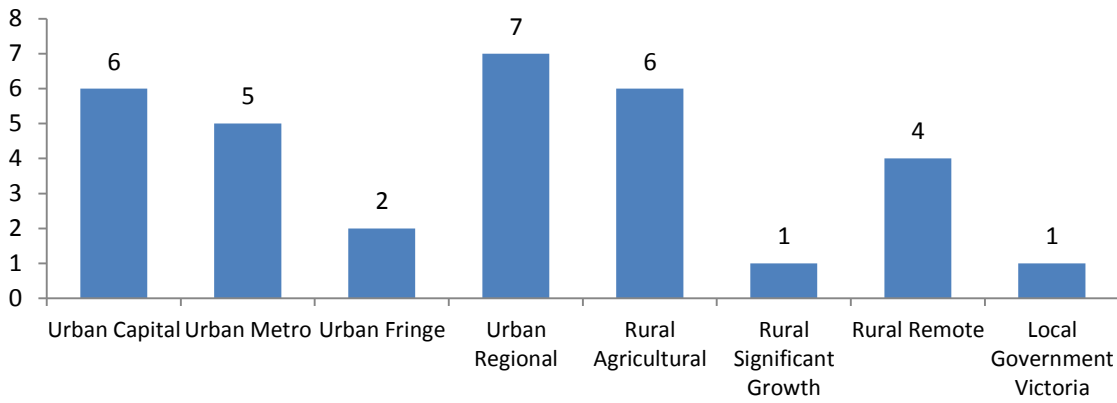
This is without a doubt the best method of learning that I have been engaged in for over 20 years in local government. A really well thought-out program and delivered brilliantly.

The program is a credit to all involved. I absolutely enjoyed it and feel better equipped to deal with some of the current issues and future leadership challenges facing myself and my council.

I am forever grateful for this wonderful opportunity to participate in this local government program. It helps me to understand the shared dilemmas for local government. It will help me to engage better with my constituents and to work on finding solutions that make the communities better

Cohort composition

Program participants by classification of LGA type



Program Contact:

Jane Durlacher
 ELGLP Coordinator
 ANZSOG
j.durlacher@anzsog.edu.au

Advancing Leadership

Understanding leadership in local government

ACELG is undertaking research into council approaches to leadership development, following outcomes from the Advancing Leadership Roundtable held with key sector representatives. This research will:

- > provide the sector with comparative case studies of good practice in-house leadership development initiatives
- > outline the themes and program structures within the council case study programs that work well to build leadership capacity of local government managers
- > provide ideas for councils to maximise their investment in the leadership development of their staff
- > explore connections between good practice in-house leadership programs and performance management frameworks.

The review will also summarise the implications of the content, aspirations and outcomes of these good practice programs for the ACELG Advancing Leadership Framework.

The research includes interviews with eight councils across Australia identified through the Advancing Leadership partnership as offering good leadership initiatives for their employees. The councils taking part include Randwick City Council, Fairfield City Council, Maroondah City Council, Knox City Council, City of Salisbury, Logan City Council, City of Marion and City of Melville.

The review will summarise the implications of the content, aspirations and outcomes of these good practice programs for the ACELG Advancing Leadership Framework. The outcomes of this project will be practical guidance for local governments in developing their own leadership programs, as well as revised leadership capabilities of each model which can be utilised in the evaluation of leadership within the local government sector. Interviews have been completed and the report is scheduled for completion by the end of 2014.

Councils learning from each other

This research project examined the current practice and future potential of councils learning from each other. This kind of learning is variously called policy transfer, policy diffusion, peer learning, inter-organisational learning, benchmarking and even imitation and tailoring.

The premise is that this learning is important and beneficial for councils and should be further built into cross-sector capacity-building programs. As the local government context changes, councils look to each other for solutions to common problems and challenges.

The research questions to be addressed were: What kinds of programs and initiatives (Australian and international) encourage local governments to learn from each other? What is the evidence that Australian councils learn from each other? When, how and why do they do it? What are the reported benefits of inter-organisational learning for Australian local government? What implications do the data have for programs that are designed to support local government capacity building?

In 2014 outputs from this project included: a scoping of the literature exploring the concepts and methods that have been used to achieve knowledge transfer between

local governments; and a review of the case study methodology to inform the research approach for this project. Key stakeholder interviews, the development of case study materials and the analysis of data and the final report have been completed in 2014. The report is in the final stages of preparation for publication.

This study is closely aligned with the aforementioned 'Understanding Leadership in Local Government' project and its results will inform this project and ACELG and partner approaches to facilitating learning and exchange among local governments.

LGMA Australasian Management Challenge

ACELG continued its collaboration with Local Government Managers Australia (LGMA) on the design and delivery of the 2014 LGMA Regional Management Challenge and Australasian Finals. This year, 110 council teams comprising over 660 local government professionals from across Australia and New Zealand participated in the annual development program designed by ACELG and the LGMA to improve the capacity for management and leadership in a local government context.

For the regional Challenge, ACELG completed a background scoping and literature review on 'Productive Communities', the theme for the 2014 LGMA Management Challenge and Congress. This informed the design of the pre-challenge task which was distributed to all participating teams at the beginning of February. Teams were given six weeks to complete the pre-challenge task which required them to present a five-minute video and summary document on 'Productive Communities' in their local area. The regional Challenge days took place across Australia and in New Zealand in March and ACELG designed seven tasks for teams to undertake. The tasks were: cross council interviews on strategic management systems; the design of an online community engagement portal; providing recommendations for strengthening diversity amongst elected members; debating local government reform; writing a blog for the ACELG Town Crier; understanding national productivity agendas; and delivering a presentation strengthening local economic development.

ACELG developed the facilitator manual and presentation materials for each of the lead facilitators across the participating regions, including the production of an introductory video, and instructions for observers and assessment. Centre staff provided the assessment for the NSW pre-challenge task and the facilitation, assessment and feedback debriefs for the NSW Regional Challenge.

Lauren Oakey, CEO of LGMA National said of the Challenge this year "Continuing professional development is vital to nurturing aspiring local government leaders. The Program's emphasis is on equipping our practitioners with leadership, analytic, communication and problem solving skills, and applying these skills in a practical setting".

At the LGMA Congress in March 2014 ACELG facilitated a Management Challenge session which included presentations from three top-performing councils in the pre-challenge task. A selection of presentations from across the regional Challenges was uploaded as blogs onto the *ACELG Community* 'Town Crier' website.

For the Australasian finals in June 2014, ACELG completed the scope and design of seven challenge tasks, assessments and observer packs. The finals challenge day was attended by the winners from each region including Cairns Regional Council, Warrnambool City Council, Adelaide City Council, Whakatane District Council, Warringah Council, City of Palmerston, Shire of Irwin and Burnie City Council. The tasks for the finals required teams to interview local students and complete a student engagement strategy for their council, design a set of community survey questions, write and record a four minute radio piece on local government, role play a team

meeting, participate in a deliberative discussion on mayoral power and present a case study response to financial pressures for their councils.

For the finals, ACELG coordinated the observation team, facilitated the event and managed the overall assessment. It was a very close competition with Warrnambool Council from Victoria taking first position, followed by Whakatane Council from New Zealand in second, and Burnie Council from Tasmania in third.



2014 AUSTRALASIAN MANAGEMENT CHALLENGE
WINNING TEAM: WARRNAMBOOL COUNCIL FROM
VICTORIA.

Team members from the winning team said of the program overall that “we have learned a lot about ourselves, in our capacity as individuals both personally and professionally” and “it’s been of enormous value to see other teams in action and learn from them”.

Program Contact:

Sophi Bruce
Program Specialist
UTS Centre for Local Government
sophi.bruce@uts.edu.au

Governance Improvement

Councillors as strategic leaders in local government

This project will enable ACELG and project partners the VLGA and LGAQ to understand how local councillors perceive their roles, their conceptions of local democracy and the degree to which this aligns with policy and legislative expectations and their capacity building needs. This national survey addresses the following research questions:

- > What are elected members' perceptions of their role and function?
- > What are elected members' perceptions of local democracy and their role within it?
- > What are elected members' conceptions of civic leadership and community governance?
- > What are councillors' perceived capacity building needs?
- > What are councillors' understandings of the objectives of local government reform?

The project will also establish a profile of elected members, including party membership, length of time as a councillor, age and gender.

The project will inform the development of projects carried out by ACELG and Australian local government associations related to capacity building. Research regarding councillors' experiences and expectations will inform the ongoing process of local government reform across Australia, and inform the development of ACELG teaching and learning initiatives within UTS.

The project survey was open from 22 September to 2 November 2014 and received 255 completed replies, with 329 elected members starting the survey. The data is currently being analysed.

The project will be completed by early 2015.

Program Contact:

Su Fei Tan

Senior Research Officer
UTS Centre for Local Government
sufei.tan@uts.edu.au

Program 4: Organisation Capacity Building

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

Asset and Financial Management

The priority focus for the capacity building program is to develop nationally consistent approaches to infrastructure asset management and financial planning. This has developed during the year with progress in the following activities which have been managed by ACELG founding consortium partner IPWEA.

Support implementation of Federal Reform Fund Projects.

The IPWEA has completed its work with LGRF steering committees established in various states and Northern Territory on future initiatives to facilitate nationally consistent approaches to asset management, financial planning and sustainable communities. The programs have significantly enhanced asset management capabilities in local government around the nation. There is ongoing development by local government councils of their infrastructure asset management and financial planning as well as interest in seminars in asset and financial planning seminars for elected members.

National Assessment Framework for Improved Asset and Financial Management

Western Australia is using the NAF for their Structural Reform for Country Local Governments asset management and planning project. The Department of Local Government and Communities has set up a panel of consultants to assist the 75 non metropolitan local government Councils to complete a NAF assessment to determine improvement plans. IPWEA has assisted the Department with the NAF for this project.

Develop Long-Term Financial Planning Tools & Guidelines

The Long Term Financial Plan Practice Note 6 is available as a free PDF download from the ACELG and IPWEA websites. The supplementary Excel spreadsheet model developed by IPWEA based on the principles of the Practice Note has been reviewed and updated. Following up from demand from finance professionals the model can now produce balanced financial statements that can switch between real values (which asset managers prefer) and nominal values (which finance professionals are more comfortable with).

To 31 December 2014 there have been 8,200 downloads of the Practice Note and spreadsheet model from the IPWEA website. Workshops on the resource were conducted by IPWEA in November 2014.

Impacts of Climate Change on Council Assets

Under this project, managed by the LGA SA, University of SA researchers developed a model to quantify the impact on useful life of roads in southern Australia of projected changes in average temperature and rainfall due to climate change. IPWEA has incorporated the model into the latest version of its NAMS.PLUS3 asset management package as an option. This is now available for use. In May and June 2013 LGASA and University of SA conducted free workshops to launch the climate change option in Adelaide, Melbourne and Perth.

Level of Service Practice Note

The *Level of Service Practice Note 8* is published and available. There is strong demand and this Practice Note has been eagerly awaited in the public infrastructure sector. IPWEA has scheduled 1-day workshops in early 2015.

Working Paper on Reliance and Management on Debt by Local Government

The John Comrie discussion paper titled 'Debt is not a Dirty Word – The Role and Use of Debt in Local Government' has been promoted and is available for download from the ACELG and IPWEA websites. To end of December 2014 there have been over 800 downloads on the ACELG site and 1200 on the IPWEA site. The report has also been cited in a Productivity Commission inquiry into public infrastructure, and formed part of IPWEA's submission.

Street Lighting Practice Note



The *Towards More Sustainable Street Lighting Practice Note 11* was published in July 2014. Both IPWEA and ACELG issued media releases announcing the street lighting Practice Note and highlighting some of its key findings and recommendations. This prompted several articles about street lighting and the Practice Note in major daily newspapers and local government newsletters making mention of the Practice Note, including: Stephen Lees interviewed on ABC Radio National *Breakfast* (29 July); *The Sydney Morning Herald* (12 August); *The Australian Financial Review* (12 August); numerous e-newsletters such as *The Fifth Estate* (6 August); *Local Government News* (7 August); *ALGA News* (8 August); *Sourceable Industry News* (14 August); *Mayor's Newsletter*,

City of Unley (SA) (2 August); *Lux Review* (USA - 26 August); *Lighting* [leading Australian lighting industry newsletter] - September.

Practice Note 11 is available as a free download from the ACELG and IPWEA websites. To date there have been over 727 downloads. A hardcopy version can be ordered through the IPWEA website.

To promote the uptake and use of the new Practice Note, at a time of rapid changes in street lighting, IPWEA conducted a series of one-day workshops based on the Practice Note during October 2014. The workshops were aimed at senior council managers with oversight of street lighting, as well as other industry stakeholders. There was great interest, with 153 participants for the workshops held in Brisbane, Sydney, Melbourne, Adelaide, Perth and Hobart. The street lighting experts who wrote the Practice Note facilitated the workshops. The workshops were designed to help participants make well-informed strategic decisions about street lighting for their organisations and equip them for negotiations with other parties at a time of unparalleled change

Pilot application of sustainability rating tool to local roads management

In 2013 IPWEA worked closely with the Infrastructure Sustainability Council of Australia (ISCA) on a pilot project to apply ISCA's infrastructure sustainability (IS) rating tool to assess the sustainability of local council road management activities.

A series of workshops was conducted with staff of two pilot councils to apply the rating tool. As a result, extensive changes were made to the rating tool to make it better suited for operational use. Test workshops held at two other local councils showed the usefulness and practicality of the customised rating tool. However it was observed that use of the customised rating tool is currently handicapped by the lack of data on resource use (i.e. water, energy, materials, waste) and specific sustainability-enabling processes (e.g. accountability, policies, reporting, procurement) at most local councils.

At a project stakeholders meeting in November 2013 it was concluded that, rather than further developing the customised rating tool, a more useful next step would be to develop a simple self-assessment sustainability tool, based on learning's from the pilot

application project, to encourage and enable local councils to start or progress on their sustainability journey. That decision led to development of PASS (Priority Actions for Sustainability Selector) as a simple multi-criteria assessment (MCA) tool to help councils identify the top 5 or top 10 highest priority sustainability actions they can take to progress towards more sustainable roads management. In April 2014 a draft version of PASS was tested at workshops held at two local councils and then revised in light of the findings.

IPWEA's Director Sustainability presented a paper on the PASS tool and how it can be used at the *Sustainability in Public Works* conference held in July 2014. A link to the prototype PASS tool has been placed on the IPWEA website. Local councils are encouraged to apply PASS and report back on their experiences.

Climate Change Adaptation Manual for Local Government: Embedding Resilience to Climate Change

Although most local councils have now assessed and prioritized their climate change risks, few have taken the next step of developing adaptation plans and implementing adaptation measures. In part this is because there is no agreed methodology for doing this, although the rise of climate change skepticism and the end of government grants are also factors.

To facilitate the mainstreaming of climate change adaptation measures in local council operations ACELG and its project partners, including several local councils around Australia and IPWEA, developed a guidance Manual on how to embed climate change adaptation into local council business and operations. The Manual drew on resources already developed by councils and included case studies of successful climate mitigation activities and various adaptation tools, such as checklists, forms, templates. It was launched at a ceremony and workshop at Drummoyne Oval in Sydney on 14 May 2014 attended by officers from twenty Sydney local councils. The two volumes of the Manual can be downloaded from the ACELG website.

IPWEA's Director Sustainability, Dr Lees, was a member of the project's reference group and helped the project team identify local councils whose work in the climate change adaptation field represents current best practice. He also reviewed and provided detailed comments on the draft of the Manual.

The Climate Change Adaptation Manual was the subject of a paper presented at IPWEA's *Sustainability in Public Works* conference held at Tweed Heads/ Coolangatta in July, along with several papers highlighting adaptation case studies referenced in the Manual. The Manual was entered in the Sustainable Solutions in Public Works awards held as part of the conference, and won the Climate Change Resilience category award. The award was accepted by John Osland of City of Canada Bay Council, the lead project partner council, and Stella Whittaker of the RPS Group, representing ACELG.



REPORT CO-AUTHORS STELLA WHITAKER (LEFT) AND JOHN OSLAND (RIGHT) WITH IPWEA PRESIDENT MICHAEL KAHLER

To promote uptake and use of the Manual, IPWEA conducted one-day workshops, facilitated by Stella Whittaker of RPS Group, in Melbourne, Hobart and Perth in September, attended by a total of 36 local council officers.

Sustainability in Public Works Conference, Tweed Heads



IPWEA's *Sustainability in Public Works* conference was held at the Twin Towns Resort in Tweed Heads/ Coolangatta on 27-29 July 2014 with the support of ACELG. It was judged to be very successful, with over 190 registrations and 80

presentations. Other outcomes included:

- > a thought-provoking and encouraging opening address by Professor Peter Newman and outstanding keynote addresses by Professor Rob Adams of City of Melbourne and John Comrie
- > successful Sustainable Solutions in Public Works Awards
- > a small but successful post-conference technical tour, which visited wastewater, energy and coastal protection projects in Tweed Shire and the just-opened Gold Coast Light Rail.

A key outcome of the *Sustainability in Public Works* conference was a list of five practical actions that a director of infrastructure or public works can personally take action and responsibility for when supporting public works sustainability. The last session of the conference drew upon a number of authoritative sources that were developed in the lead up to the conference and during the conference itself, including the facilitated discussion in the final plenary session.

The resultant 40 sustainability suggested actions were distilled down to five priority actions for Public Works Directors, ranked on the basis of how frequently each idea was suggested, as follows:

1. **Set, monitor, review and publicly report against challenging sustainability targets** covering main resources used for energy, water, materials, waste and GHG emissions.
2. **Justify sustainability benefits in public works proposals** on economic grounds using 'whole-of-life' costing.
3. **Promote more sustainable use of materials in public works** by amending procurement policies and practices to explicitly consider environmental and social aspects.
4. **Design public works with built-in resilience** to cope with increasing risks and challenges of climate change and extreme natural events.
5. **Investigate early replacement of all street lights** with energy efficient LED lamps.

A review of the *Sustainability in Public Works* conference by Dr Stephen Lees can be accessed here: <http://tinyurl.com/ohc96hy>

Communications and Outreach through Website, Magazine Conferences

IPWEA's web site has a 'Sustainability Community of Practice' supported by ACELG with sections for announcements, industry news, upcoming events, sustainability links, discussion forums and sustainability blogs. This is monitored and material posted, where appropriate.

The September-October 2014 edition of *Public Works Professional* (PWP) had several articles with interviews and outcomes from the recent *Sustainability in Public Works* conference. The Street Lighting Practice Note featured prominently.

The ACELG-supported IPWEA Director Sustainability, Dr Stephen Lees, authored an opinion article for the Sustainability Community of Practice titled 'LED Wins Street Lighting Race – but Ownership Uncertainties Hinder Uptake, Delay Benefits'. There were also interviews of the four conference presenters who formed the panel for the conference's discussion session on street lighting. The Director Sustainability has provided technical advice and review on those articles for the editor of *PWP*.

An important role of outreach is to also write and present papers on topical sustainability issues at conferences; also to encourage other IPWEA members and others with an interest in sustainability to do likewise.

Program Contacts:

Chris Champion

Consultant Chief Executive
IPWEA
chris.champion@ipwea.org

Leon Patterson

Director Infrastructure Management
IPWEA
leon.patterson@ipwea.org

Dr Stephen Lees

Director Sustainability
IPWEA
stephen.lees@ipwea.org

Workforce data

ACELG conducted a survey of Australian local governments in order to obtain a profile of the local government workforce. The survey was conducted on behalf of local government jurisdictions with funding assistance provided by the Local Government Reform Fund (LGRF). The survey tool was successfully piloted with a number of councils (both large and small) across the country from November 2012 to February 2013.

Over 160 local governments across metropolitan, regional, rural and remote Australia participated in the survey. The principal aim of the survey was to support the National Local Government Workforce Strategy by providing a profile of the Australian local government workforce. The survey findings were combined with data drawn from the Australian Bureau of Statistics and other sources. A preliminary report was published in October 2013.

The data demonstrated that local governments are particularly important employers in rural and regional areas, and that the economic strength of these regions is increased by the capacity of local governments. Not only is the national local government workforce significant in numerical terms compared with other tiers of government and other sectors, it also offers a range of high quality jobs and long-term career opportunities across Australia. Employment in a regional or rural local government has the potential to offer significant flow-on effects. It offers opportunities for ongoing training and career path development, and keeps young families in regional areas.

There are opportunities over the next five to ten years for local government to lead the public sector in providing quality employment opportunities for women. With the more senior male cohort fast approaching retirement age and the number of women currently in middle management, women will soon appear in the most senior management roles in local government if they are supported with continued flexible work opportunities.

Local governments provide quality employment opportunities in regional and remote areas, contributing significantly to the economic and social wellbeing of these areas. Moreover, they support diversity and Indigenous employment more actively than other spheres of the public sector. As a national workforce sector, local government needs continued support to plan for its workforce needs and to continue to invest in training and development. An opportunity exists to invest in, educate, and strengthen the local government workforce. This will contribute to every community in Australia.

Following the release of the census data during 2013 the ABS has provided further data on the local government workforce which led to the updating of the report. This data included information on occupations, gender, training and diversity and the ACELG report has been re-crafted to include this important information.

The ACELG data has been presented at a range of forums during 2014 including:

- > Local Government Managers Australia (NSW)
- > the Local Government Workforce Development Forum
- > LG Pro (Victoria)
- > the LGMA National Congress – a dedicated workshop session
- > an inter-jurisdictional working group meeting in late February
- > webinar – speaking invitation for Local Government Virtual Careers Fair – February.

Following the release of the report the scoping for the next round of data collection will commence. The following activities are planned:

- > a series of workforce snapshots and focus pieces highlighting key issues arising from the survey and other key data sources
- > a series of briefings and presentations to key stakeholders and the wider sector on workforce survey outcomes (well underway – see above)
- > discussions with key stakeholders the focus of the next round of data to be collected in 2015.

Program Contact:

Melissa Gibbs

Deputy Director

ACELG

melissa.gibbs@acelg.org.au

Program 5: Rural-remote and Indigenous Local Government

Program objective: *To identify specific governance and capacity building issues facing rural, remote and Indigenous local government*

National Reference Group

ACELG has established a National Reference Group for the rural-remote and Indigenous local government program. The role of the reference group is to:

1. Provide advice to ACELG on the implementation of the Centre's *Capacity Building Strategy for Rural-Remote and Indigenous Local Government*.
2. Assist in determining national priorities.
3. Provide a forum for the Centre to more formally engage partners and stakeholders, including representatives of local government associations, jurisdictions, professional associations and ACELG program partners.

The reference group comprises representatives of state and Northern Territory governments, state and NT local government associations, academics, LGMA branches, and local government practitioners and ACELG associates.

Priority projects in 2014

ACELG's *Capacity Building Strategy for Rural-Remote and Indigenous Local Government* identified a number of key priorities for attention in 2012. These are described below.

Community engagement toolkit

Effective community engagement has been identified as a key priority in the national strategy. During 2012, ACELG reviewed the availability of the community engagement toolkits, guides, manuals, templates and training courses available to local government. A database has been compiled to collate general information about this range of current resources, with an assessment of each resource's potential utility for rural-remote and Indigenous (RRI) local governments. The database nominated the ten community engagement resources that are most suited to the needs of RRI local governments.

Feedback from RRI local governments suggests that many currently available resources are not suitable for the needs and circumstances of RRI councils, so further research was undertaken during 2013 to identify the gaps and the specific resources that will be of assistance to RRI local governments. This involved targeted interviews and discussions with practitioners from RRI councils. The research informed the development of new resources in the form of a toolkit to be openly available on ACELG's website. The toolkit includes:

- > an overview of community engagement
- > the role of councillors in community engagement
- > developing a community engagement policy
- > developing a community engagement plan for a particular project
- > selected engagement tools for RRI councils



- > encouraging community involvement.

The toolkit was launched in August 2014.

Senior management capacity and support

Attracting and retaining CEOs and senior staff is a major issue for RRI. In 2013, ACELG commissioned the development of a guide to provide assistance to RRI councils in improving their prospects of attracting and retaining quality leadership within their councils. The guide presented as a practical tool for RRI councils identifying best practice examples and checklists that councils can use to improve this element of their operations.

The guide has been prepared based on research undertaken of best practice outside the local government sector and other industries endeavouring to attract staff to remote areas. More importantly, extensive consultation has been undertaken with a number of council CEOs in RRI councils in Western Australia, Northern Territory, Queensland, South Australia and New South Wales. Consultation has also been undertaken with peak local agencies such as State based Local Government Associations, some State local government departments and the Local Government Managers Australia. The guide has been completed and was launched at the ACELG-LGMA Indigenous Employment Roundtable in July.

A CEO of a regional council provided feedback:

I am impressed with the quality of this work. The Guide specifically will be of particular use for Senior Staff recruitment and will be utilised for the current recruitment of a Director within our organisation .. I am also impressed with the depth of knowledge and understanding on the difficulties faced in recruitment and retention of senior staff in difficult and sometimes dangerous locations ... these two volumes will, in our particular case, be an excellent reference work.

Development of integrated planning tools for rural-remote and Indigenous local government

ACELG completed a package of resources to help rural-remote and Indigenous councils develop and implement their integrated long-term planning processes and documents. Along with an outline of the various integrated planning frameworks in the jurisdictions, the package provides practical resources to assist small remote and Indigenous councils to develop integrated planning documents and templates for the development of:

- > a community plan
- > a council/corporate plan
- > a workforce plan
- > a community engagement plan.

The tools were piloted with a number of RRI councils and launched in October 2014.

Program Contact:

Melissa Gibbs

Deputy Director

ACELG

melissa.gibbs@acelg.org.au

Program 6: Workforce Development

Program 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’*

Workforce Development

The Workforce Development Program is run by ACELG consortium partner Local Government Managers Australia (LGMA) through its Local Government Practice Unit (LGPU). Prior to ACELG’s establishment in 2009, LGMA National’s activity in this area had already commenced. In 2006, in response to stakeholder interest, it hosted a Local Government Skills Shortage Forum in Canberra. In May 2007 this was followed by the publication of the *National Skills Shortage Strategy for Local Government: New Ways of Thinking – Doing Business Differently* (National Local Government Skills Shortage Committee). The 18 strategy recommendations from 2007 included a recommendation that a National Local Government Centre of Excellence be established. The aims of the Local Government Practice Unit are: to formulate and implement a national workforce development strategy and related measures; to assist in addressing the sector’s workforce challenges; and to build capacity and make local government a national employer of choice.

Events

7th Local Government Workforce Development National Forum

The Seventh Local Government Workforce Development National Forum was convened by LGMA at the Australian National University in Canberra in April. This annual event attracts a diverse range of representatives from federal government departments and agencies, industry peak bodies and skills councils, state and territory government departments, and select councils and local government associations.



More than 50 people participated over the two days. As in the previous years, the focus was on implementing strategic priorities of the National Workforce Strategy. The usual funding update focus was difficult to provide due to the federal government’s Commission of Audit review.

Expressions of interest for presentations to the Forum were sent out to the sector. As a result of feedback from the ACELG National Local Government Workforce Development Reference Group practitioner case studies were selected and presented at the Forum in each of the Workforce Strategy priority areas. The presentations, Q&As and open forum discussions highlighted and explored where the sector currently stands at a local level. The sessions revealed key enablers for reform and progress and identified potential obstacles and solutions. Some sessions were presented by academics and ACELG partners from ANU and ANZSOG.

Despite the lack of formal federal government representation among presenters, a number of federal government agency officials attended, and The Hon Dr Andrew Leigh MP, the Shadow Assistant Treasurer and Shadow Minister for Competition, attended briefly and addressed delegates about alternative economic plans for the future, and how they might affect local government.

It is likely that future Forums will also follow a more enhanced practitioner based model, with more case studies and practical council examples.

Video of Workforce Strategy Session at the 2014 LGMA National Congress

As part of the 2014 LGMA National Congress, a breakout session on 2 May entitled 'Workforce Development' focussed on the strategic significance, intent, background and implementation of the *Future-Proofing Local Government: National Workforce Strategy 2013–2020*. John Ravlic, then CEO of LGMA, presented at the session focussing on the relevance of the Strategy and how it is intended to be implemented. Melissa Gibbs, ACELG Deputy Director gave an overview of local government workforce data, and Professor John Martin, Emeritus Professor at La Trobe University and Visiting ACELG Professor 2013–2015, facilitated this thought provoking session.

The LGMA National Congress was an excellent forum for a session about the Workforce Strategy. A video recording of the session will be made available on the LGMA and ACELG websites to further promote the Strategy and the issues it is designed to address. The ACELG Chairperson Margaret Reynolds recorded an opening message for the video presentation.

Aboriginal and Torres Strait Islander Employment in Local Government National Roundtable

The Communiqué of the 3rd Roundtable in Cairns in December was finalised in early 2014, and preparation began in March for the 4th Roundtable which was held 14–16 July in Western Australia. The LGPU was keen on locating the roundtable in WA since the first three were held in NSW, NT and Queensland.

Once again, the funding update proved a challenge due to the federal government's Commission of Audit of funding programs and because the Indigenous Jobs and Training

Review had still not been made public. However, the organisers have been fortunate in securing a presentation by Darren Hooper, First Assistant Secretary, Program and Support Division, at the Department of Prime Minister and Cabinet about the Department's new Indigenous Advancement Strategy. Best practice practitioner case studies have also been selected, including Latrobe City Council's 'Steps to the Future Indigenous Employment Program', to be presented by Joanne Brunt, Coordinator Employment Development. Latrobe City Council won the 2014 National Award for Excellence for Local Government, and also the National Award for Local Government in the Youth Employment category. These awards are a testament to the collaborative approach of the program which is critical to its success. This program was also mentioned by Warren Mundine, Chair of the Prime Minister's Indigenous Advisory Council in his letter of endorsement for the Roundtable.

The July roundtable program culminated in 27 presentations over three days, with extensive Indigenous and non-Indigenous stakeholder engagement, as well as case studies, keynote addresses and presentations on key programs like the Australian Government Remote Jobs and Communities Program and Vocational Training and Education Centres and a focus on training, attraction and mentoring. All presentations are available for download from bit.ly/1DYmIMl.

Presentation of Research at 2014 Local Government Research Showcase and Forum

Angela Zivkovic and Alex Kats from the Local Government Practice Unit, in conjunction with Professor John Martin, presented preliminary findings about Language Literacy and Numeracy (LLN) in local government at the 2014 ACELG Local Government

Research Showcase and Forum on 30 April. The Forum took place the day before the LGMA National Congress in Melbourne.

In developing the research, Professor Martin advised using the Reasoned Action Model - known as the Theory of Planned Behaviour (TPB) - to gauge the intentions of councils



to implement an LLN program. The research consisted of 36 phone surveys, with urban, rural and regional councils targeted in NSW, VIC, QLD, WA and SA. The script of the surveys followed the TPB model and the result was an academic paper that was summarised at the Research Forum. The paper has been peer-reviewed and will be published in the March 2015 in the *Asia-Pacific Journal of Public Administration*.

(L-R) ANGELA ZIVKOVIC, ALEX KATS AND PROF JOHN MARTIN AT THE ACELG RESEARCH FORUM IN MELBOURNE

2014 LGMA National Congress and Business Expo

The Local Government Research Forum was held in Melbourne so that it could immediately precede the 2014 LGMA National Congress and Business Expo. As in previous years, ACELG had a stand in the Expo combined with LGMA. It was a popular stand and all brochures about the National Workforce Strategy and the Indigenous Employment Position Paper were distributed over the two days of the Expo. The ACELG/LGMA stand was also particularly popular amongst the Indonesian delegation that attended as part of an LGMA International Fellowships Program. The Indonesian delegates spent much of their time at the Congress in private sessions with some of the presenters, but also spent time at the stand, mingling with other delegates and networking as part of their program.

Mature Talent Management Toolkit



An initiative from the National Workforce Strategy has been the Mature Talent Management Project. Initially the project was based on findings from a series of surveys in 2006/7 which asked mature age workers in local government about their retirement plans and whether they intended working beyond the usual retirement age. Since then, validation surveys have been carried out to ensure that the results of the initial surveys were still current, and in order to collect

additional data to complete the Project report, which was written in 2013.

In October 2014, a limited practitioner release of the Mature Talent Management Toolkit took place to evaluate its practitioner utility. The research employs the Reasoned Action Methodology (RAM) approach and will continue into 2015. The extensive toolkit includes a mature talent policy framework, 11 procedure notes, and a practice note on how to conduct an age audit. The research phase will be followed in 2015 by a review and edit of the toolkit based on feedback, and by the release of the final version of the toolkit along with a research report in July/August 2015.

Local Government Workforce Development Reference Group

The Workforce Development Reference Group provides ongoing advice and sector intelligence, and draws on the knowledge, interests, skills and expertise of a number of local government associations, professional bodies, unions and other organisations aligned with local government. A teleconference of the Reference Group took place in

Representation Activity

LGPU staff attended and participated in a range of events relevant to the work of the ACELG consortium and its workforce development initiatives in particular:

VET Reform Taskforce Skills Workshop

In February, Angela Zivkovic attended a consultation meeting and skills workshop run by the Department of Industry's newly created VET (Vocational Education and Training) Reform Taskforce. The purpose of the Taskforce is to develop a shared understanding of the role of the VET sector in addressing skills needs, and to discuss reform directions. It will do this by facilitating discussions on Australia's skills and workforce needs; the changes and developments within the VET sector; and possible improvements to the sector. It was therefore important to participate and become familiar with what changes are proposed. Following the workshop, information from the taskforce was circulated to key stakeholders regarding a series of consultations around the country.

Reconciliation Week events

Anticipating the Fourth Aboriginal and Torres Strait Islander Employment in Local Government National Roundtable in July, LGPU staff regularly attended Indigenous events in Melbourne, including National Reconciliation Week at the City of Melbourne in late May. As stated, the Week *"...is an ideal time ... to think about how we can help turn around the disadvantage experienced by many Aboriginal and Torres Strait Islander people."* LGPU staff distributed copies of the Indigenous Employment Position Paper and met local government practitioners and staff from organisations across Victoria involved in reconciliation and other Aboriginal activities. Attendance at these events helped further develop key contacts and ideas for the upcoming Roundtable and future Indigenous events.

Enhancing Cultural Wellbeing and Cultural Citizenship Through the Arts Forum

Oganised by the Victorian Local Government Multicultural Issues Network and hosted at the Museum of Australian Democracy at Eureka in Ballarat.

Demographic Transition: Addressing the economic and social impacts of an ageing population: Is there a silver lining?

Hosted by the United Nations Association of Australia (Victorian Division) and part of a Sustainability Leadership Series held in partnership with National Australia Bank, and was specifically designed to look at the opportunities and challenges associated with ageing.

Aboriginal Employment Forum

Hosted by the Municipal Association of Victoria (MAV) and coordinated by MAV's Aboriginal Employment Project Adviser Lidia Thorpe. Much of the Forum, like the LGMA/ACELG Roundtables, was about showcasing practitioner examples of successful Aboriginal employment programs, in this case in councils not yet identified by the LGPU up to this point. The MAV Aboriginal employment framework was also presented, and this too will add value to the work of future Roundtables.

Reimagining State Leadership

As noted it was more difficult in 2014 than in previous years to attract representatives of the government to the workforce Forum and Indigenous Roundtable (and in advance of the Victorian state election). For this reason, LGPU attended this dialogue presented by the Swinburne Leadership Institute to advocate for the work of ACELG and gain

further insight about current intergovernmental issues to anticipate for future event planning.

Program Contact:

Angela Zivokvic

Project Manager

Local Government Practice Unit

angela.zivkovic@acelg.org.au

Learning in Local Government

The Learning in Local Government Project aims to review the diverse educational and professional development needs in local government. It is being conducted by the UTS Centre for Local Government (UTS:CLG).

Elected Members Program

Following the initial pilot in November 2013, the ACELG-supported Elected Members Program completed four programs in 2014. Local Government NSW (LGNSW) facilitated the development of this program in partnership with UTS:CLG and TAFE NSW.

The table below highlights the Elected Members Program offerings completed in 2014.

Almost 70 elected members have attended Elected Members Programs. Twenty-four participants have been awarded the ACELG Executive Certificate after successfully completing the required assessment tasks. The Riverina Eastern Regional Organisation of Councils (REROC), Sydney and North Sydney groups (33 participants) are currently working towards completing the Executive Certificate. A number of these participants have also completed the component run by the TAFE NSW.

The program was reviewed following the two pilots and a format designed for groups with a range of skill levels was developed. The feasibility of offering a national version of the Elected Members Program is being investigated. Discussions are being held with the Department of Local Government WA, LGSA and LGAT.

	BLOCK 1			BLOCK 2	
	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Pilot Sydney	1 November 2013	2 November 2013	3 November 2013	6 December 2013	7 December 2013
Pilot Coffs Harbour	20 February 2014	1 March 2014	2 March 2014	28 March 2014	29 March 2014
REROC	23 May 2014	24 May 2014	25 May 2014	5 July 2014	6 July 2014
SYDNEY 2	14 June 2014	15 June 2014	16 June 2014	18 July 2014	19 July 2014
NORTH SYDNEY	26 th July 2014	27 th July 2014	9 August 2014	10 August 2014	23 - 24 August 2014

A program logic evaluation framework is being developed to measure the short, medium and long term impacts of the program. This will provide goals for the development of varying levels of training to support elected members. The need for a range of training to meet elected members' needs at various points in their representative journeys has been identified.

Quotes from program participants:

'It must also be acknowledged that both facilitator and presenters conducted themselves in a thoroughly professional manner providing great benefit to me personally as a councillor.'

'Thanks so much for putting on such a wonderful course. The councillors are still raving about it.'

'I am so glad to have had the opportunity to participate in the course. What I have learned will undoubtedly assist me in my role and I hope to share as much of that knowledge as I can with my elected colleagues.'

National Education and Professional Development Forum

ACELG held a National Education and Professional Development Forum in November 2013 to review the Learning in Local Government Project outcomes to date, to hear from the sector about current local government training provision and future needs, and to help shape the future direction of the project. The Forum also explored the strategies contained in the ACELG strategy *Future-Proofing Local Government: National Workforce Strategy 2013–2020* relating to training and education.

Cross-sector agreement on the need for sector support for workforce development training was a major outcome of the Forum. ACELG's role in the delivery of national workforce development training is being considered. The sector's needs for workforce planning and avenues for delivery was reported to the ACELG board meeting in late 2014.

Program Contact

Geraldine O'Connor

Senior Programs Officer
UTS Centre for Local Government
geraldine.oconnor@uts.edu.au

Publications and Presentations

ACELG Reports

Following is a list of ACELG research outputs for 2014. In most cases, copies are available from the Publications section of the ACELG website: www.acelg.org.au

Month 2014	ACELG Publication
January	Rural-Remote and Indigenous Community Engagement Resource Index An index of community engagement toolkits, guides, manuals, templates and training courses assessed for their suitability for rural-remote and Indigenous councils.
February	Debt is Not a Dirty Word: Role and Use of Debt in Local Government Investigates the potential application of managed debt to address local infrastructure backlogs and positively support sustainable local communities and organisational performance.
February	Food Safety: Maximising Impact by Understanding the Food Business Context Report preparation involved focus groups and interviews with food business operators and young food handlers to explore their food safety understanding, attitudes, practices and the organisational culture in which they participated.
February	Food Safety Strategy Template: Supporting Information Developed to provide additional information, guidance and examples and case studies to assist local government staff construct a template for developing a food safety strategy for their council.
February	Food Safety Strategy Template A customisable template for councils developing a food safety strategy.
March	Pilot Application of the Infrastructure Sustainability Rating Tool to Local Council Road Management - Stage 1 Details the council-based trial of a ratings tool currently under development for sustainable infrastructure management, with a particular focus on road assets.
April	Leadership in Local Government: Factors Affecting the Appointment of CEOs Considers the qualities, experiences and attributes West Australian councils seek from prospective CEOs, and the formal and informal policies and processes councils use to identify and recruit suitable candidates.
April	2014 Local Government Research Forum Abstract Booklet Contains the abstracts and presentation schedule for the 2014 Local Government Research Forum in Melbourne
May	Climate Adaptation Manual for Local Government: Embedding Resilience to Climate Change (Volume 1 - Report) This Manual highlights leading case studies and practical resources from Australian municipalities and overseas, and includes a step-by-step framework for effectively embedding climate risk into council operations.
May	Climate Adaptation Manual for Local Government: Embedding Resilience to Climate Change (Volume 2 - Case Studies) A supporting volume that outlines leading case studies and practical resources from Australian municipalities and overseas for embedding climate resilience into local government operations.
June	Service Delivery Review: A How To Manual for Local Government Brings together advice, toolkits and templates to help councils regardless of size with assessing the services they provide for local communities.

Month 2014 ACELG Publication	
July	Local Government and Regional Development Australia Committees: Understanding the Relationship and Responding to the Opportunities. Examines the roles and relationships with local governments of Regional Development Australia Committees.
July	Attraction and Retention of CEOs and Senior Staff in Rural-Remote and Indigenous Local Governments (Volume 1 - Research Report) Identifies how rural-remote and Indigenous councils can improve their ability to attract and retain CEOs and senior staff to their councils.
July	Attraction and Retention of CEOs and Senior Staff in Rural-Remote and Indigenous Local Governments (Volume 2 - How to Guide) Prepared for mayors and councillors, the Guide provides tools for improving recruitment practices, increasing retention rates and better managing performance planning for CEOs and senior staff at rural-remote and Indigenous councils.
August	Towards More Sustainable Street Lighting A Practice Note that outlines the emerging street lighting options for local government in Australia, detailing how they can reduce costs, improve service levels and improve environmental outcomes.
August	Online Community Engagement Toolkit for Rural, Remote and Indigenous Councils A thorough and practical guide with simple tips and advice on engaging communities and includes practical tools, methods and downloadable templates especially suited to the circumstances of rural-remote and Indigenous councils.
August	Housing and Local Government in Australia in the 21st Century Outlines some of the key practical, political and conceptual challenges in the relationship between housing and local government in Australia.
October	Integrated Long-Term Planning: An Information and Resource Manual for Rural-Remote and Indigenous Councils Provides practical guidance on integrated long-term planning (ILTP) and includes case studies, templates for ILTP documentation, planning requirements for states and the Northern Territory, and an inventory of ILTP resources.
December	ACELG 2013 Annual Report The report outlines key achievements and research between January and December 2013, and includes a complete list of publications and financial statements for the year.

Presentations

The following lists presentations by staff and associates of research either produced for or relevant to the Centre:

- Campbell, N. and Grant, B. 'What price the mayoralty? When public value and politics collide – A case study of The City of Ryde (NSW)', Society of Heterodox Economists 14th Annual Conference UNSW 8-9 December.
- Comrie, J. 'Workshop – Debt is not a Dirty Word', ALGA Congress, Canberra, June.
- Gibbs, M. 'Opportunities for local government to contribute to the social cohesion agenda through community capacity building', Australian Multicultural Council forum, Canberra, 25 March.
- Gibbs, M. 'New Directions in Local Governance', Rural Councils Victoria 2014 Rural Summit, Nhill, 28 March
- Gibbs, M. 'Future Proofing Local Government: National Workforce Strategy 2013-2020', HR Essentials Conference, Sydney, 26 March
- Gibbs, M. 'Profile of the local government workforce,' ACELG/LGMA 2014 National Workforce Development Forum, Canberra, 7 April.
- Gibbs, M. 'ACELG's International Research', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Gibbs, M. 'Gender equity in the local government workforce', LGMA National Congress, Melbourne, 1 May.
- Gibbs, M. 'Profile of the local government workforce', LGMA National Congress, Melbourne, 2 May
- Gibbs, M. 'Facilitating Local Government Research', Best Practice in Local Government Conference, Sydney, 21 May.
- Gibbs, M. 'Attraction, Retention and Senior Staff Recruitment', ACELG/LGMA Indigenous Employment Roundtable, Fremantle, 15 July.
- Gibbs, M. 'Incompatible land uses', ACELG Local Government Researcher's Forum, Darwin, 4-5 September.
- Gibbs, M. 'What's so special about local government leadership?', 5th International Conference on Local Government, Palembang, Indonesia, 17-19 September.
- Gibbs, M. 'International alliances: Can and should Australian local governments play an expanded role?', 5th International Conference on Local Government, Palembang, Indonesia, 17-19 September.
- Gibbs, M. 'Characteristics of local government leadership', LGMA Tasmania 2014 State Conference, Freycinet, 16 October.
- Gibbs, M. 'Rural Council Sustainability Project: Next Steps', Rural Councils Victoria Mayors and CEOs Forum, Melbourne, 22 October.
- Gibbs, M. 'Financial sustainability and local government reform', National Local Government Financial Management Forum, Sydney, 11 November.
- Gibbs, M. 'The Australian Local Government Workforce: Impacts on Leadership', Australian Local Government Leadership Summit, Melbourne, 14 November.
- Gibbs, M. 'Local Government in Australia', CLAIR Co-operation and Exchange Seminar, Sakaide City, Japan, 24 November.

- Grant, B. 'Local government and the White Paper on Reforming Australia's Federalism: Update' in *Australia's Federation*. 5th *International Conference in Local Government*, Palembang, Indonesia, 17-19 September.
- Grant, B, and Woods, R. 'Municipal bond banking: A reform option for Australia and China? 4th Greater China-Australia Dialogue on Public Administration, Hangzhou, China, 20-22 October.
- Grant, B., and Ryan, R. 'The big churn? A critical examination of contemporary reform processes in NSW', IRSPM 2014, Ottawa, Canada, 14-17 April.
- Grant, B., 'Local government and the White Paper on Reforming Australia's Federalism: Breaking the game open', Keynote, ACELG Local Government Researcher's Forum, Darwin, 4-5 September.
- Grant, B. and Ryan, R. 'The political theory of local government, or why Local Government Studies isn't interminably grotty and dull', Australian Political Studies Association Annual Conference, University of Sydney, September-October.
- Grant, B. and Woods, R. 'Good capital? Examples of successful municipal bond banking and implications for Australian public policy', Society of Heterodox Economists 14th Annual Conference UNSW 8-9 December.
- Hastings, C and Ryan, R. 'Enhancing productive communities through the use of Community', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Kelly, A., 'Old law, new policy and Old Bar', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Lawrie, A. and Ryan, R. 'Social research in evidence-based policy', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Martin, J. , Stoney, C. and Spano, A. 'Innovation in local government', IRSPM 2014, Ottawa, Canada, 14-17 April.
- Martin, J. Dupe, C. and Howard, J. 'The governance of local assets: How can local government determine their social and economic value?', IRSPM 2014, Ottawa, Canada, 14-17 April.
- Morris, A., Naidoo, Y. 'The centrality of housing tenure: Further perspectives on the lives of older public and private renters in Australia'. National Institute of Population and Social Security Research, Tokyo.
- Morris, A., Naidoo, Y. 'The centrality of housing tenure: Further perspectives on the lives of older public and private renters in Australia'. XVIII International Sociological Association World Congress of Sociology, Yokohama.
- Morris, A. 'Struggling on the Newstart employment benefit in Australia: The experience of a neoliberal for of employment assistance', Labour Left Delegates Conference, June.
- O'Connor, G. and Stanford, K. 'Environmental Health Theory into Practice', NSW EHA conference Environmental Health Australia Conference, Mudgee, October.
- Pillora P., and Woods R, 'Practitioner contribution to a local government knowledge base', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Pillora, S, 'Building Research Partnerships', CLGF Pacific Local Government Forum, 19-23 May, Port Moresby Papua New Guinea.

- Pillora, S. and Osland, J. 'Embedding climate risk into council business.' IPWEA Sustainability in Public Works Conference, Tweed Heads, July.
- Robinson, T., and Tinkler, P. 'Good governance and ethical practice – beyond everything!', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Ryan, R. 'Innovative urban revitalization: Co-designing engagement with communities', 14th International Winelands Conference: Innovation for the Urban Age, Stellenbosch, South Africa, March.
- Ryan, R. keynote presentation, Forum of Federations, 'Consolidating Democratic Devolution and Strengthening Stability in Pakistan', Karachi, March.
- Ryan, R. Keynote, CLAIR Seminar, Japan, March
- Ryan, R. 'Stop with the tools and start with institutional change: The next challenge to effective engagement of citizens in local governance', IRSPM 2014, Ottawa, Canada, 14-17 April.
- Ryan, R. 'Public evaluation and the arts', ACELG Local Government Research Showcase & Forum, Melbourne, 30 April.
- Ryan, R. and Lawrie, A. 'Opportunities and strategies for local government to contribute to national productivity through reform to land use planning' LGMA National Congress, Melbourne, May.
- Ryan, R. and Grant, B. 'A framework for defining public value in local government', Local Government Business Excellence Network, 10 July.
- Ryan, R. Public participation to enhance local empowerment. *5th International Conference in Local Government*, Palembang, Indonesia, 17-19 September.
- Ryan, R. and Woods, R. 'Decentralisation and subsidiarity: Concepts and frameworks for emerging economies', 4th Greater China-Australia Dialogue on Public Administration, Hangzhou, China, 20-22 October [presented Bligh Grant].
- Ryan, R. keynote presentation, Forum of Federations workshop, Karachi, November.
- Ryan, R. and Lawrie, A. 'From "enabler" to "controller"? The political economy of planning failure in Sydney', Society of Heterodox Economists 14th Annual Conference UNSW 8-9 December.
- Ryan, R. and Lawrie, A. 'Local government workforce and the political economy of place', Society of Heterodox Economists 14th Annual Conference UNSW 8-9 December.
- Ryan, R et al, Panel: 'Getting Labor back in Local Government: Policy & campaigning for the future', NSW Labor Fringe program, 26-27 July. J
- Tan, S.F. 'Local representation in Australia: The gap between institutional expectations and councillor perceptions of their roles - how serious can it be?' IRSPM 2014, Ottawa, Canada, 14-17 April.

Communications

ACELG Media Releases Issued in 2014

Title of release	Initiative	Date
<i>Proposals for Local Government Research Invited</i>	Research Partnership Scheme	Jan 17
<i>ACELG Research Forum Part of LGMA Congress Citizen Committees in Local Government</i>	Enhancing Research in Local Government Report published - <i>The Role and Future of Citizen Committees in Australian Local Government</i>	Feb 28 Mar 6
<i>Applications for the ACELG/ANZSOG 2014 Excellence in Local Government Leadership Program are now open</i>	Governance and strategic leadership	Mar 6
<i>Food Safety Strategy for Local Government Communities</i>	Report published - <i>Food Safety: Maximising Impact by Understanding the Food Business Context</i>	Mar 12
<i>Climate Adaption Workshop</i>	Research and Policy	May 2
<i>National climate adaption resource for councils</i>	Report published - <i>Climate Adaptation Manual for Local Government: Embedding Resilience to Climate Change</i>	May 9
<i>Service Delivery Launch and Report, with Port Stephens Council NSW</i>	Report Published	June 25
<i>Happy Birthday ACELG! Five Years Young Local government recruitment made easier</i>	Five years of ACELG Report published - <i>Attraction and Retention of CEOs and Senior Staff in Rural-Remote and Indigenous Local Government</i>	July 4 July 14
<i>First whole-of-region councillor training</i>	Professional development – Elected Members Program	August 6
<i>LED Street Lights save Money, Carbon Emissions and Lives</i>	Published - <i>Towards More Sustainable Street Lighting Practice Note</i>	August 6
<i>New community engagement toolkit for small councils</i>	Resource published - Rural, Remote and Indigenous program	Aug 22
<i>New Vice President of international local government organisation – from ACELG!</i>	Sector news	Sept 24
<i>Manual for long-term integrated council planning</i>	Resource published – RRI Program - <i>Integrated Long-Term Planning: An Information and Resource Manual for Rural-Remote and Indigenous Councils</i>	Oct 29
<i>Greater use of Debt by Councils Recommended for Future Performance</i>	Report published - <i>Debt is Not a Dirty Word</i>	Feb 24

ACELG Media Mentions 2014

Publication	Heading	Date
<i>LGA News</i>	Councils support their regions	Dec 2013 / Jan 2014
<i>ResearchCareer</i>	ACELG Partnership Scheme	Dec 2013 / Jan 2014
<i>Adelaide Now</i>	Lorraine Rosenberg: More aged and fewer young people will challenge SA's economic and social viability	6/01/2014
<i>LG News</i>	ACELG calls for local government research proposals	23-Jan-14
<i>MAV Bulletin</i>	ACELG Partnership Scheme	24-Jan-14
<i>ALGA News</i>	ACELG Partnership Scheme	31-Jan-14
<i>MAV Bulletin</i>	Enhancing organisation capacity through mobile apps: Find out more.	07-Feb-14
<i>Govt Career</i>	ACELG Partnership Scheme	06-Feb-14
<i>LG News</i>	ACELG delegation attends Japanese seminar	20-Feb-14
<i>LG News</i>	Local government and use of debt	24-Feb-14
<i>IPWEA Website</i>	Greater use of Debt by Councils Recommended for Future Performance	24-Feb-14
<i>Local Government Managers Australia</i>	Greater use of Debt by Councils Recommended for Future Performance	24/02/2014
<i>Australian Policy Online</i>	Debt is not a dirty word: the role and use of debt in local government	24/02/2014
<i>The Sydney Morning Herald, Farm Weekly, Queensland Country Life, Stock Journal, North Queensland Register, Stock & Land, The Age, WA Today, The Canberra Times.</i>	Councils seeking extra rate rises multiply as costs bite bottom line ACELG author or project cited: Roberta Ryan	24-Feb-14
<i>Govt News</i>	Don't be seduced by dirty talk on debt, governments warned	25-Feb-14
<i>ALGA News</i>	Opportunity to influence local government policy	28-Feb-14
<i>LGA SA News</i>	Local Representation in Australia - A Review of the Legislation	Feb - Mar 2014
<i>LG Manager</i>	Pre-Congress Research Forum	Summer 2014
<i>LGAT News</i>	Being a Local Government Researcher	01-Mar-14
<i>LGAT News</i>	The State of LG Representation	01-Mar-14

Publication	Heading	Date
<i>City of Palmerston</i>	Key Decisions - Council Meeting 4 March 2014	03-Mar-14
<i>ABC Radio [New England North West]</i>	Academic says LPSC Mayor's broken with convention	03-Mar-14
<i>The Sydney Morning Herald, WA Today, The Australian Dairy Farmer, Farm Weekly, The Land, Stock & Land, Stock Journal, North Queensland Register, Queensland Country Life, The Canberra Times,</i>	'Snouts in trough' or Friendly Gesture? Sister city program under fire ACELG author or project cited: Melissa Gibbs / International Alliances	09-Mar-14
<i>City of Palmerston (NT) Website</i>	Key Decisions - Council Meeting 4 March 2014	04-Mar-14
<i>SMH</i>	Snouts in trough' or friendly gesture? Sister city program under fire	04-Mar-14
<i>SMH</i>	Research Papers	04-Mar-14
<i>MAV Bulletin</i>	ACELG Research Forum	07-Mar-14
<i>VLGA Newsletter</i>	ACELG research forum in Melbourne	11-Mar-14
<i>APO</i>	Local Government Research Forum	12-Mar-14
<i>iStart.com.au</i>	21 & 22 May 2014: 2014 Best Practice in Local Government Conference	21/03/2014
<i>Australian Policy Online</i>	Local Government Research Forum	12/03/2014
<i>APO</i>	Food safety: maximising impact by understanding the food business context	12-Mar-14
<i>Govt Career</i>	Food Safety Strategy for Local Government Communities	13-Mar-14
<i>LG News</i>	Local government partnership in food safety research	13-Mar-14
<i>ALGA News</i>	Food safety strategy for local communities	21-Mar-14
<i>The Wimmera Mail-Times</i>	Nhill hosts Rural Councils Victoria Rural Summit	28-Mar-14
<i>Public Works Professional</i>	From the CEO	Mar-Apr 2014
<i>ALGA - March 2014</i>	Multicultural Council meets with local government	01-Mar-14
<i>CLAIR Newsletter</i>	Delegation Visits Tokyo and Aomori for LG Exchange and Cooperation Seminar	01-Mar-14
<i>The News</i>	'Provinces unaware of their right to tax gains'	13-Mar-14
<i>Smart.Com.au</i>	Best Practice in Local Government Conference	21-Mar-14

Publication	Heading	Date
<i>The Sydney Morning Herald</i>	Senior public servants sacked without explanation	01-Apr-14
<i>Canowindra News, Parkes Champion-Post, The Observer, St Marys-Mt Druitt Star, The Canberra Times, Gloucester Advocate, Goulburn Post, Town & Country Magazine, Mudgee Guardian, Summit Sun, Moree Champion, Hills News, Camden-Narellan Advertiser, The Guyra Argus, Dungog Chronicle, Cessnock Advertiser, Port Stephens Examiner, The Rural, Illawarra Mercury, The Queanbeyan Age, Daily Liberal, St George & Sutherland Shire Leader, Braidwood Times, Namoi Valley Independent, Penrith City Gazette, The Northern Daily Leader, Rouse Hill-Stanhope Gardens News, Wollondilly Advertiser, Cooma-Monaro Express, Crookwell Gazette, The Armidale Express, The Area News, Western Advocate, Southern Highland News, Brisbane Times, Cowra Guardian, Lithgow Mercury, Blayney Chronicle, The Age, South West Advertiser, The Young Witness, Southern Weekly, Boorowa News, Bay Post, WA Today.</i>	Senior public servants sacked without explanation ACELG author or project cited: Melissa Gibbs; Local government leadership	01-Apr-14
<i>Canowindra Times</i>	Senior public servants sacked without explanation	02-Apr-14
<i>LGA News Issue 161</i>	Report on food safety launched	Apr-May 2014
<i>ALGA News</i>	Debt is Not a Dirty Word	04-Apr-14
<i>ALGA News</i>	President Column - ACELG Exec Leaders Course	04-Apr-14
<i>The Weekly Review Melbourne Times</i>	'Debt' is not a dirty word, states new report	07-Apr-14
<i>SMH</i>	Councils should borrow a lot more says expert	08-Apr-14
<i>ALGA News</i>	National Local Government Workforce Development Forum briefed on geographic labour mobility	11-Apr-14

Publication	Heading	Date
LG News	Key report into appointment of local government CEOs	15-Apr-14
LGMA Website - Latest News	7th Local Government Workforce Development National Forum	17-Apr-14
<i>The Canberra Times, Western Advocate, Lithgow Mercury, The Armidale Express, Campbelltown Macarthur Advertiser, Southern Highland News, The Area News, Cootamundra Herald, Blue Mountains Gazette, The Singleton Argus, The Age, Brisbane Times, Wollondilly Advertiser, The Maitland Mercury, Blayney Chronicle, Rouse Hill-Stanhope Gardens News, Bombala Times, The Sydney Morning Herald, Liverpool City Champion, The Young Witness, Blacktown Sun, Boorowa News, Southern Weekly, The Daily Advertiser, The Border Mail, The Northern Daily Leader, Braidwood Times, Daily Liberal, Illawarra Mercury, Parkes Champion-Post, Moree Champion, Mudgee Guardian, The Rural, Port Macquarie News, Central Western Daily, Port Stephens Examiner, Cessnock Advertiser, Great Lakes Advocate, Newcastle Herald, Forbes Advocate, Eastern Riverina Chronicle, Hills News, St George & Sutherland Shire Leader, Town & Country Magazine, Parramatta Sun, Camden-Narellan Advertiser, Glen Innes Examiner, The Guyra Argus, Grenfell Record, Magnet, South Coast Register, Cowra Guardian, WA Today, Daily Life.</i>	Young women missing from local councils ACELG author or project cited: Melissa Gibbs; Women in Local Government	26-Apr-14
Govt News	Talking Dirty on Debt	Apr-May 2014
Gov link Magazine	Sister Cities and International Alliances	Issue 1 2014
Australian Local Government Association	National Local Government Workforce Development Forum briefed on geographic labour mobility	11-April-14

Publication	Heading	Date
<i>Local Government Managers Australia</i>	Women in Local Government Networking Breakfast	10-April-14
<i>LG News</i>	National climate adaption resource for councils	14-May-14
<i>Council Manager</i>	Roberta Ryan and debt cites John Comrie	14-May-14
<i>Augusta Margaret River Mail, The Age, Business, Brisbane Times_Business, The Canberra Times, Bendigo Advertiser, Western Advocate, Sydney Morning_Business, Blayney Chronicle, West Coast Sentinelfringe</i> <i>, Cowra Guardian, Bega District News, Southern Highland News, Southern Weekly, The Wimmera Mail-Times, Bay Post, Wollondilly Advertiser, The Armidale Express, Latrobe Valley Express, Inverell Times, Barossa Herald, Newcastle Herald, Bayside Bulletin, The Avon Valley Advocate, The Northern Times, The Advocate - Hepburn, Town & Country Magazine, Narooma News, The Northern Daily Leader, Mudgee Guardian, The Recorder, Ararat Advertiser, The Courier, The Rural, North West Star, Daily Liberal, Parkes Champion-Post, Moree Champion, Port Lincoln Times, The Irrigator, The Daily Advertiser</i>	Leadership critical for council professionals ACELG author or project cited: Sophi Bruce UTS:CLG; Advancing Leadership; IPWEA	15-May-14
<i>UTS Newsroom</i>	Local government leads on climate risk adaptation	15-May-14
<i>Govt Career</i>	National climate adaption resource for councils	15-May-14
<i>Resarch Career</i>	National climate adaption resource for councils	15-May-14
<i>Green Career</i>	National climate adaption resource for councils	15-May-14
<i>Govt Career</i>	2014-15 Budget: Abolishing the CoAG Reform Council leaves local communities in the lurch	21-May-14
<i>Govt Career</i>	2014-15 Budget: Local government ready to 'fire up' the economy	21-May-14
<i>Govt News</i>	Raft of cost savings reforms at risk after Budget	22-May-14
<i>LG News</i>	Local government ready to 'fire up' economy – ACELG	22-May-14
<i>Govt Career</i>	2014-15 Budget: Local government ready to	22-May-14

Publication	Heading	Date
	'fire up' the economy	
<i>Govt Career</i>	National climate adaption resource for councils	22-May-14
<i>Centre for Climate Safety news portal site</i>	Launch of Climate Change adaption report	22-May-14
<i>ALGA News</i>	Climate change manual launched	23-May-14
<i>2SER Radio</i>	Interview A/Prof Ryan on Indigenous workforce	03-Jun-14
<i>The Canberra Times</i>	Strong interest predicted in sale of Canberra's street lights	30-Jul-14
<i>Radio National Breakfast</i>	Shifting to LED street lamps – Stephen Lees interviewed	30-Jul-14
<i>PR WIRE</i>	Climate Change Manual Award Recognition	29-Jul-14
<i>LGMA Website - Latest News</i>	4th Aboriginal and Torres Strait Islander Employment in Local Government National Roundtable	25-Jul-14
<i>Government Career</i>	Happy Birthday ACELG! Five Years Young	24-Jul-14
<i>LGMA Govt Manager Magazine</i>	What They Said: On the Budget	24-Jul-14
<i>Hobart ABC breakfast radio</i>	Debt is Not a Dirty Word	23-Jul-14
<i>ALGA News</i>	Local government recruitment made easier	18-Jul-14
<i>Government Career</i>	Local government recruitment made easier	17-Jul-14
<i>Australian Policy Online</i>	Climate adaptation manual for local government: embedding resilience to climate change	16-Jul-14
<i>Government News</i>	Making local government recruitment easier	15-Jul-14
<i>VLGA Newsletter</i>	Local government recruitment made easier	14-Jul-14
<i>IPWEA Website</i>	Service delivery manual offers practical tips	13-Jul-14
<i>UTS Newsroom</i>	Local government think-tank marks five influential years	09-Jul-14
<i>Hobart ABC Breakfast Radio</i>	John Comrie interview on local government debt	08-Jul-14
<i>LG NEWS</i>	ACELG five years on	04-Jul-14
<i>Council Manager</i>	Local Government leads on climate risk adaptation	01-Jul-14
<i>LGMA Website - Latest News</i>	3rd National Aboriginal and Torres Strait Islander Employment in Local Government Roundtable	26-Jun-14
<i>Government News</i>	Service delivery review manual for local government	26-Jun-14

Publication	Heading	Date
<i>Government News</i>	ACELG guides council evaluation of service delivery	26-Jun-14
<i>IPWEA Website</i>	Your Say: John Osland - Canada Bay Council	08-Sep-14
<i>LGANT Newsletter</i>	Northern Territory Local Government Research Symposium	01-Sep-14
<i>LGANT Newsletter</i>	Local Government Research Symposium and Practitioners Forum	01-Sep-14
<i>Mayor's newsletter, City of Unley</i>	LED Street lighting	02-Aug-14
<i>Government Career</i>	Online source for better local links	28-Aug-14
<i>Australian Policy Online</i>	Online community engagement toolkit for rural, remote and Indigenous councils	22-Aug-14
<i>LG NEWS</i>	New community engagement toolkit for 'RRI' councils	22-Aug-14
<i>ALGA News</i>	Local Government Research in Darwin	22-Aug-14
<i>Central Western Daily</i>	Bright idea to save Orange council money	20-Aug-14
<i>Sourceable Industry News</i>	Are Utilities Dodging LED Street Lamps?	13-Aug-14
<i>The Sydney Morning Herald</i>	LED lights are streets ahead for hitting emissions target	12-Aug-14
<i>ALGA News</i>	Sustainability in Public Works Awards	08-Aug-14
<i>LG NEWS</i>	Focus on creating public value in local government	08-Aug-14
<i>ALGA News</i>	Emerging street lighting options for local government	08-Aug-14
<i>ALGA News</i>	Emerging street lighting options for local government	08-Aug-14
<i>ALGA News</i>	Sustainability in Public Works Awards	08-Aug-14
<i>LG NEWS</i>	Focus on creating public value in local government	08-Aug-14
<i>The Fifth Estate</i>	IPWEA: electricity utilities impeding LED street lighting	06-Aug-14
<i>Government Career</i>	First whole-of-region councillor training	06-Aug-14
<i>HR Career</i>	First whole-of-region councillor training	06-Aug-14
<i>RALA E Newsletter</i>	Practice Note: Towards More Sustainable Street Lighting	04-Aug-14
<i>LGAT Newsletter</i>	A New Resource for Rural, Remote and Indigenous Councils	01-Aug-14
<i>LG NEWS</i>	Action required to harness benefits of LED	01-Aug-14

Publication	Heading	Date
	street lighting	
<i>LGA SA News</i>	Climate Adaptation Planning	01-Aug-14
<i>LGAT Newsletter</i>	Service delivery review manual for local government	01-Aug-14
<i>LGAT Newsletter</i>	National Climate Adaptation Resource for Councils	01-Aug-14
<i>The News</i>	A long way from empowering intergovernmental relations	30-Sep-14
<i>The News International (Pk)</i>	Pakistani women's active participation in politics remains elusive	30-Sep-14
<i>Government News</i>	Brawling North Sydney Council seeks Governance Coordinator	29-Sep-14
<i>LG NEWS</i>	International recognition for ACELG's Melissa Gibbs	29-Sep-14
<i>UTS Newsroom</i>	Appointment acknowledges research centre's international reach	25-Sep-14
<i>Public Works Professional (IPWEA)</i>	From the CEO Practice Nite IPWEA and ACELG	24-Sep-14
<i>The Sydney Morning Herald</i>	Crumbs for some councils under reforms	23-Sep-14
<i>Furqan Haider - BLOG SITE</i>	Consolidating Democratic Devolution in Pakistan	22-Sep-14
<i>Pakistan Today</i>	International experts meet to discuss democratic devolution in Pakistan	22-Sep-14
<i>LG NEWS</i>	Local government urged to define its own future	17-Sep-14
<i>Sustainability Digest IPWEA</i>	2014 Sustainability in Public Works Conference Reviewed	14-Sep-14
<i>LGAT Newsletter</i>	New Community Engagement Toolkit for Small Councils	12-Sep-14
<i>The Sydney Morning Herald</i>	Sydney business vote bill could derail local government reform, expert warns	09-Sep-14
<i>Government Career</i>	Manual for long-term integrated council planning	30-Oct-14
<i>Government Career</i>	2014 CLAIR Forum - Revitalise Your City	30-Oct-14
<i>Hopgood Ganim</i>	HG Alert: WA Local Government reforms look to change 100 year old boundaries - 30 October 2014	30-Oct-14
<i>Wauchope Gazette</i>	Government concern	30-Oct-14
<i>LG News</i>	ACELG scholarships to promote study in local government related field	13-Oct-14

Publication	Heading	Date
<i>Australian Policy Online</i>	White Paper on the reform of the Federation: implications for Australian local government	09-Oct-14
<i>Government Career</i>	New Vice President of international local government organisation - from ACELG	02-Oct-14
<i>The Sydney Morning Herald</i>	Racism Resource	21-Oct-14
<i>Urban Affairs Eltons</i>	Long-term integrated council planning manual	30-Oct-14
<i>WALGA News</i>	Street Lighting Discussion Paper - Released for Comment	14-Nov-14
<i>LG Manager</i>	Thinking Ahead Developong the LG Workforce	Spring 14
<i>ECD Solutions</i>	Pan-city LED program saves \$800K a year	27-Nov-14
<i>Race Discrimination Commissioner November Update</i>	National Anti-Racism Partnership and Strategy and 'Racism. It Stops with Me'	07-Nov-14
<i>LGAT News</i>	Manual for Long-term Integrated Council Planning	5 Dec 2014
<i>Inner Sydney Voice</i>	Engaging With Communities	Dec 2013 / Jan 2014

Financial statements

Acquittal Report: University of Technology, Sydney

Australian Centre of Excellence for Local Government

PO Box 123, Broadway NSW 2007

ACELG – Seed Funding Distribution

Reporting Period 1 January-31 December 2014



Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$3,694,425.38	\$3,689,767.12
Investment Income/Interest	\$30,000.00	\$0.00
Research and Policy Foresight	\$0.00	\$60,812.85
Advancing Leadership	\$40,000.00	\$40,000.00
Donations and Contributions	\$460,000.00	\$60,000.00
Review of Community Surveys - Sutherland Shire	\$0.00	\$13,000.00
Other (reimbursement of expenses)	\$0.00	\$3,205.00
TOTAL	\$4,224,425.38	\$3,866,784.97

Expenditure

Item	Budget	Actual Expenditure
EMPLOYEE BENEFITS		
Salaries - Secretariat	\$800,000.00	\$641,403.62
PROGRAMS		
Program Costs (Consultancy, travel and office expenses etc.)		
Research and Policy Foresight	\$250,000.00	\$165,054.88
Why Local Government Matters	\$192,000.00	\$302,000.00
Innovation and Best Practice	\$110,000.00	\$0.00
Innovation and Exchange Network	\$90,000.00	\$63,415.49
Advancing Leadership	\$100,000.00	\$140,000.00
Governance Improvement	\$50,000.00	\$50,000.00
Capacity Building	\$50,000.00	\$190,000.00
Rural-Remote and Indigenous Local Government	\$150,000.00	\$43,600.00
Learning in Local Government	\$200,000.00	\$200,000.00
Payments to Program Partners	\$465,000.00	\$600,000.00
OTHER – ALGA State of the Roads Project	\$17,000.00	\$17,000.00
SECRETARIAT - OTHER EXPENSES		
Secretariat Expenses	\$80,000.00	\$116,507.06
TOTAL	\$2,554,000.00	\$2,528,981.05
Surplus/Deficit Carried Forward to Next Year	\$1,670,425.38	\$1,337,803.92

Acquittal Report: The Australia and New Zealand School of Government

Australian Centre of Excellence for Local Government
 PO Box 123, Broadway NSW 2007
 ACELG – Seed Funding Distribution

Reporting Period 1 January-31 December 2014



Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$148,658.36	\$148,658.36
ACELG Quarterly Payments		
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other		
TOTAL	\$148,658.36	\$148,658.36

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries (Annual Leave*)	\$23,389.87	\$23,389.87
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		
Other Goods and Services		
Consultancy Fees		
Aulich Associates	\$681.82	\$681.82
Virginia Haussenger	\$1,700.00	\$1,700.00
Cadence Management Consulting Pty Ltd	\$2,267.00	\$2,267.00
Jude Munro & Associates	\$2,000.00	\$2,000.00
Centre for Leadership Pty Ltd - Peter Thomson	\$3,400.00	\$3,400.00
Centre for Leadership Pty Ltd - Paul Porteous	\$7,067.00	\$7,067.00
Graham Sansom Pty Ltd	\$3,450.00	\$3,450.00
Travel - International (Accomm., airfares, expenses etc.)	N/A	N/A
Travel - Domestic (Accomm., airfares, expenses etc.)	\$55,430.22	\$55,430.22
Promotion/Publicity (Leaflets etc)	\$562.61	\$562.61
Other – Academic Support	\$403.05	\$403.05
Other – Scholarships – 18 part scholarships @\$2,490 and 15 full scholarships @\$4,990	\$119,670.00	\$119,670.00
Other – Telephone, couriers, gifts to speakers	\$491.82	\$491.82
TOTAL	\$220,513.39	\$220,513.39
Surplus/Deficit Carried Forward to Next Year	-\$71,855.03	-\$71,855.03

*Annual leave to be taken during the current budget year

Acquittal Report: Local Government Managers Australia

Australian Centre of Excellence for Local Government

PO Box 123, Broadway NSW 2007

ACELG – Seed Funding Distribution

Reporting Period 1 January-31 December 2014



Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$46,312.65	\$46,312.65
ACELG Quarterly Payments	\$250,000.00	\$250,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other – Local Government Roundtable		\$7,549.67
TOTAL	\$296,312.65	\$303,862.32

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries (Annual Leave*)	\$133,704.38	\$131,512.48
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$12,534.79	\$12,332.09
Other Goods and Services		
Consultancy Fees		
Strategy Implementation (Pine Fresh Media)	\$1,985.13	\$1,985.13
Mature Talent (K Wallis CMI)	\$6,363.64	\$6,363.64
Indigenous Roundtable (Cockburn, Espl, Dodajal, BPort-Louis, Peedac, Cadence Management Consulting Pty Ltd)	\$19,762.71	\$19,762.71
Travel - International (Accomm., airfares, expenses etc.)	N/A	N/A
Travel - Domestic (Accomm., airfares, expenses etc.)	\$15,000.00	\$14,792.61
Events and Seminars	\$22,000.00	\$21,821.45
ACELG Website Expenses	\$5,000.00	\$1,985.13
Promotion/Publicity (Leaflets etc)	\$5,000.00	\$2,854.24
Other – Stationery, Postage, Cabs, Signage	\$2,000.00	\$1,822.17
TOTAL	\$223,350.65	\$215,231.65
Surplus/Deficit Carried Forward to Next Year		\$88,630.67

*Annual leave to be taken during the current budget year

Acquittal Report: Institute of Public Works Engineering Australia

Australian Centre of Excellence for Local Government
 PO Box 123, Broadway NSW 2007
 ACELG – Seed Funding Distribution



Reporting Period 1 January-31 December 2014

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$140,223.26	\$140,223.26
ACELG Quarterly Payments	\$200,000.00	\$200,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$340,223.26	\$340,223.26

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries (Annual Leave*)	\$160,000.00	\$108,620.00
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$30,000.00	\$13,199.83
Other Goods and Services		
Consultancy Fees		
> NAF	\$0.00	\$5,400.00
> Sustainability	\$40,000.00	\$82.50
> Sustainability – Rating Tool	\$0.00	\$8,000.00
> Practice Note 8 – Levels of Service	\$65,000.00	\$0.00
> Practice Note 11 – Street Lighting	\$30,000.00	\$30,000.00
> Website Update		\$6,791.70
Travel - International (Accomm., airfares, expenses etc.)	N/A	N/A
Travel - Domestic (Accomm., airfares, expenses etc.)	\$5,000.00	\$2,115.90
Events and Seminars		\$3,757.69
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		
Other - Telephone/Fax/Internet	\$5,000.00	\$6,007.65
TOTAL	\$335,000.00	\$183,975.27
Surplus/Deficit Carried Forward to Next Year	\$5,233.26	\$156,247.99

*Annual leave to be taken during the current budget year



PO Box 123
Broadway NSW 2007
Australia

+61 2 9514 7884

Level 8, Building 10
235 Jones Street
Ultimo NSW 2007

uts.edu.au