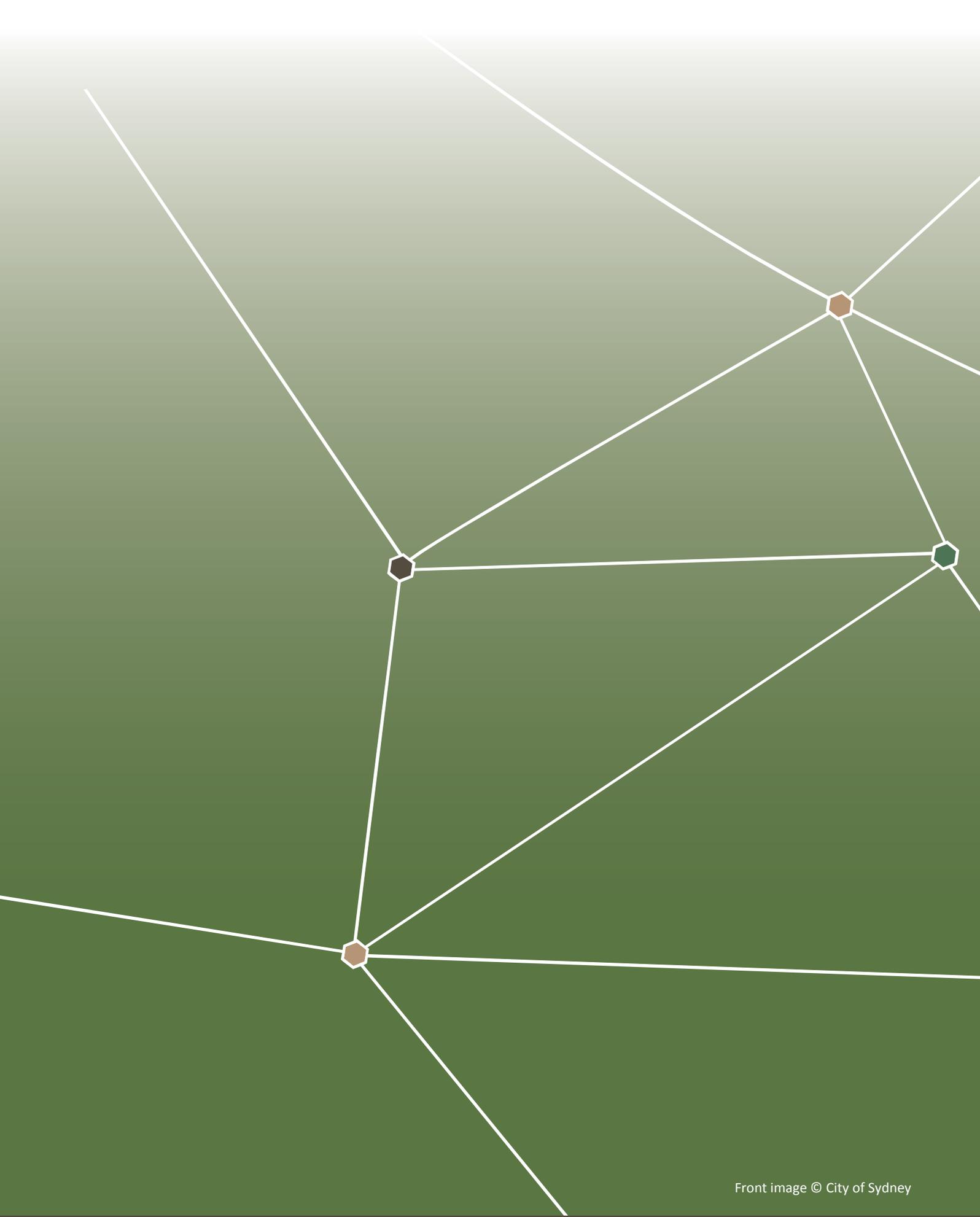




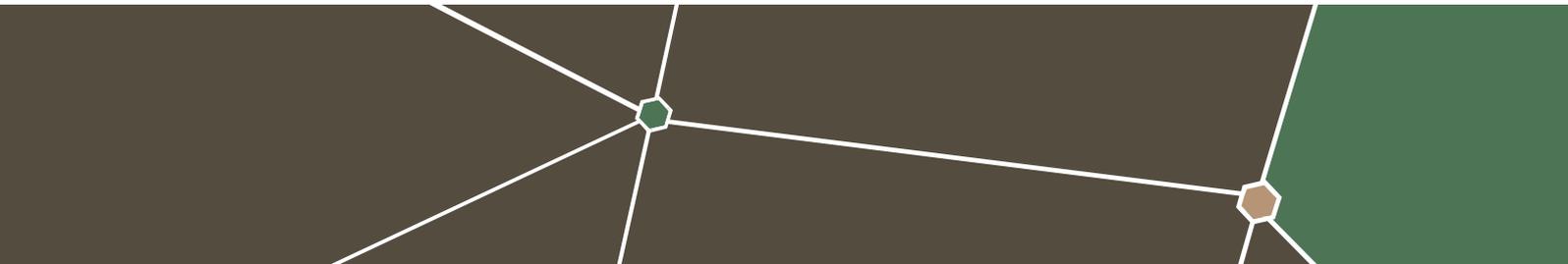
# 2011 Annual Report





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# 1. Chairperson's Message

I am pleased to present this report on the activities of the Australian Centre of Excellence for Local Government (ACELG) during the year 2011. ACELG was established in mid 2009 to promote innovation and better practice across local government, inform policy debates, and support a coordinated approach to training and workforce development.

A number of important tools, guidelines, and strategies were produced in 2011 that will lead to the achievement of the Centre's vision of: *World-class local government to meet the emerging challenges of 21st century Australia*. These have been widely promoted and freely provided to the local government sector.

The list of works and initiatives included in this report is broad, reflecting the complex and diverse nature of Australian local government. Although diverse in content, each project demonstrates and contributes to ACELG's mandate of enhancing professionalism and skills and facilitating a better-informed policy debate in the sector.

Alongside the program of works produced through 2011, ACELG is mindful of the need to strengthen its engagement with the local government sector and other stakeholders. As evidenced in many of the 2011 projects described here, and planned for 2012, this inclusive approach has resulted in genuine project collaboration, and led to the development of strong and productive partnerships.

I would like to take this opportunity to acknowledge the contribution of local government associations, professional organisations and local government practitioners in embracing the aims of ACELG through 2011.

Some highlights during 2011 include:

- Release of significant research -
  - *Options for Consolidation in Local Government: A Fresh Look* (in collaboration with the Local Government

Association of South Australia and Local Government New Zealand)

- *Asset Management for Small Rural or Remote Communities Practice Note*, through the Organisation and Capacity Building Program, distributed free of charge to all councils with a population under 5,000
  - *National Strategy to Build Capacity in Rural-Remote and Indigenous Local Government*
  - *Unfinished Business: A Review of Recent Local Government Inquiries*
  - *Implications of the Henry Review of Taxation for Local Government*
  - *Implementing the Australian Business Excellence Framework: Eight Local Government Case Studies*.
- The completion of the inaugural ANZSOG-ACELG national Excellence in Local Government Leadership program, with Federal Local Government Minister, Hon Simon Crean, officiating at the graduation ceremony for the 42 local government leaders who completed the Program.
  - Commencement of the Advancing Leadership program, which was piloted in Western Australia in partnership with the WA branch of LGMA and Edith Cowan University (ECU) and later launched in both NSW and the Northern Territory as a Graduate Certificate in Local Government Leadership.
  - Finalisation of work under the Local Government Reform Fund (LGRF), specifically the development of the National Local Government Data Project, a key component of the LGRF and a major national priority endorsed by the Local Government and Planning Ministers' Council.

- Establishment of both a Research Partnerships Scheme and a Researchers' Network, to assist councils build research capacity and gain support for applied research which meets local government needs.
- Launch of the Innovation and Knowledge Exchange Network – IKEN – which provides an interactive forum for practitioners and other professionals associated with local government to exchange information and ideas, and showcase innovation.
- The fourth National Local Government Workforce Development Forum and a national roundtable on Aboriginal and Torres Strait Islander (ATSI) employment in local government. The latter was opened by the (former) federal minister for Indigenous Employment and Economic Development, Hon Mark Arbib.
- Hosting both a National Local Government Climate Change Roundtable and Researchers Forum to review the current status of local-level research, policy and practice.

I continue to enjoy chairing the meetings of the Centre's Board, and would like to acknowledge the commitment and enthusiasm of my fellow Board members. They are fine ambassadors and supporters of the Centre's activities. I would also like to thank the ACELG consortium and program co-ordinators, and the Centre's director, Professor Graham Sansom, and staff for their support and commitment. The Centre would not be in the position it is today without their contributions. The Board recently approved the project plan for 2012, and we have an impressive range of new activities planned for the new year.



I look forward to reporting on the successful delivery of these initiatives in my 2012 report.

**Hon Margaret Reynolds**  
**CHAIRPERSON**

"This inclusive approach has resulted in genuine project collaboration, and led to the development of strong and productive partnerships."

## 2. About ACELG

### Introduction to ACELG

The Australian Government has contributed \$8 million in funding for 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, the Hon Anthony Albanese MP, officially opened the Centre on 14 December 2009 at the University of Technology, Sydney (UTS).



Minister Crean (centre) and the ACELG Board of Management

### The Consortium

Consortium partners are:

- UTS: Centre for Local Government
- University of Canberra;
- The Australia and New Zealand School of Government
- Local Government Managers Australia
- Institute of Public Works Engineering Australia



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.

To achieve this 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

The Centre's vision highlights the pursuit of excellence: World-class local government to meet the emerging challenges of 21st century Australia.

- 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 roles:

- 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.

## Board of Management

The primary role of the board is to ensure the good governance of the Centre. Board members during 2011 were:



**Hon Margaret Reynolds**

Chairperson



**Prof Attila Brungs**

University of Technology, Sydney



**Mr Peter Allen**

Australia and New Zealand School of Government



**Ms Stephanie Foster**

Department of Regional Australia, Local Government, Arts and Sport



**Ms Penny Holloway**

Local Government Managers Australia



**Professor John Howard**

University of Canberra



**Councillor Genia McCaffery**

Australian Local Government Association



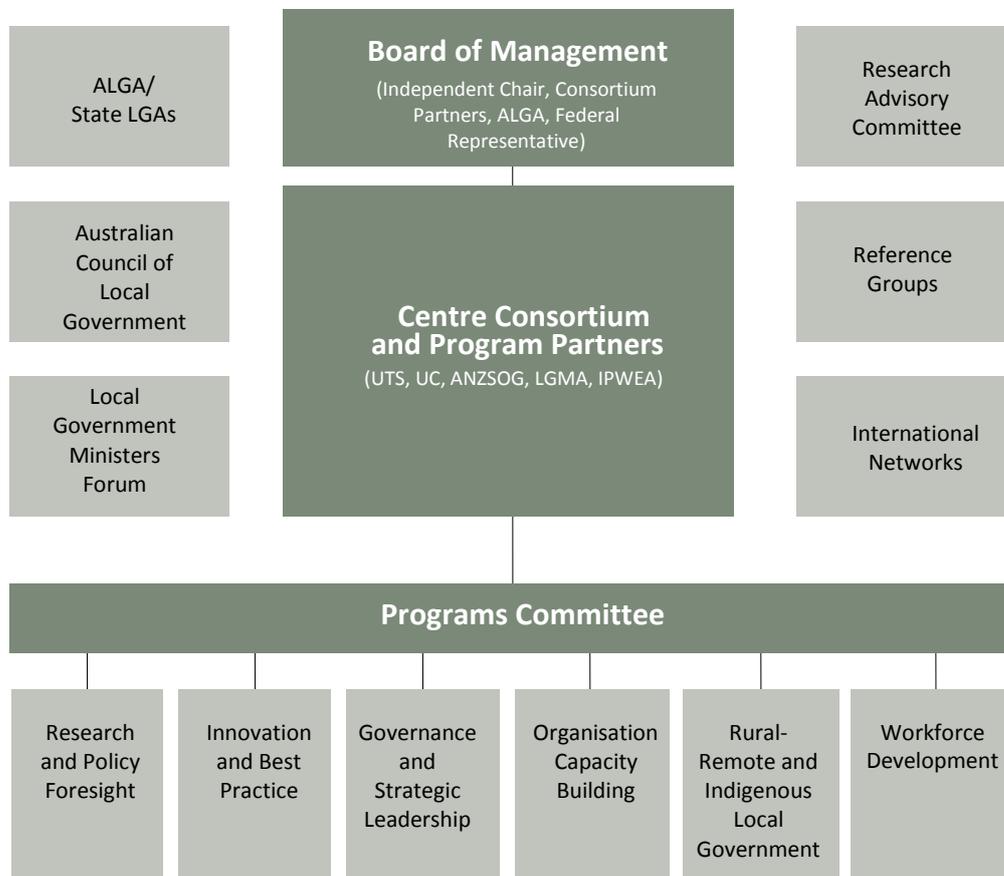
**Mr John Truman**

Institute of Public Works Engineering Australia

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

## Governance and Program Framework

To give effect to the Centre's guiding principles, ACELG operates within the following governance framework:



## 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

# 3. Secretariat Report

## Key Contacts

**Professor Graham Sansom**  
Director  
graham.sansom@uts.edu.au

**Ms Melissa Gibbs**  
Assistant Director  
melissa.gibbs@acelg.org.au

**Mr Daniel Grafton** (part time)  
Programs Officer  
daniel.grafton@acelg.org.au

**Ms Nuha Saad** (part time)  
Administration Officer  
nuha.saad@uts.edu.au

**Mr Chris Watterson** (part time)  
Projects Assistant  
chris.watterson@acelg.org.au

## Board Meetings

In 2011, ACELG convened four board meetings:

- 29 April 2011 at the University of Canberra
- 15 July 2011 via teleconference
- 9 September 2011 at the University of Canberra
- 15 December 2011 at the University of Technology, Sydney (UTS).

## 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.

The project plan is updated and adopted by the Board annually.

## Communication

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

## Website

The ACELG website is the principal means by which the Centre communicates information about its activities.



The website includes:

- Background to ACELG – its structure and key personnel
- Detailed coverage of activities in each of the six program areas
- A library for ACELG's publications
- Information about and links to program partners
- A news and events section

The website is updated regularly for relevance and ease of use. In the reporting year, the ACELG website attracted:

- 9,232 unique visits
- 20,359 site visits

## Newsletter

The Centre publishes a quarterly e-newsletter called *Excellence In Brief* that is circulated to over 1600 contacts and subscribers. This includes individual councils, local government associations, professional associations, local government practitioners, academic institutions, peak and representative associations.

## 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.

## Stakeholder Consultation and Forums

ACELG staff, consortium members and program partners are keen to engage widely with the local government sector generally, and individual council practitioners in particular. During 2011, ACELG participated in the LGMA National Congress, the ALGA National General Assembly (ALGA generously provided a separate exhibition space for ACELG), and the IPWEA National Conference in August. ACELG staff and Board members also addressed a number of important local government events around Australia.

These opportunities provide ACELG the means to build personal relationships, gain new perspectives on key challenges, and to inform participants about the Centre's programs.

## Programs Committee

The Centre's Programs Committee was chaired by Professor John Howard of the University of Canberra. The Programs Committee also includes senior members of the consortium partners, the ACELG Director and Assistant Director. The Programs Committee prepares and presents a written report on program progress at each Board meeting for feedback and approval.

## Program Co-ordination

ACELG convenes quarterly meetings of its program co-ordinators to discuss program progress, encourage peer review and support and identify joint activities and links between the programs. Cross-program working groups are also convened from time to time to ensure consistency and to avoid duplication.

## 4. Programs

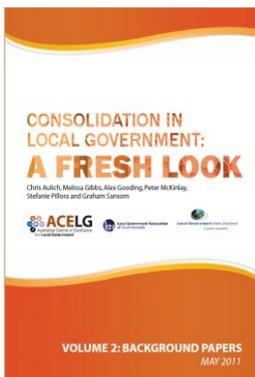
### Program 1: Research and Policy Foresight

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

#### Key program outputs for 2011

##### National Research: Consolidation in Local Government

*Options for Consolidation in Local Government: A Fresh Look* was a major piece of national research completed in early 2011 with the Local Government Association of South Australia and Local Government New Zealand. The research explored the wide range of options for more effective local government such as shared service delivery, models of regional collaboration and voluntary, forced and failed amalgamations of councils. The research was presented at a range of forums and conferences in Australia and New Zealand, and continues to attract strong interest from practitioners and policy makers.



##### Working Paper Series

A core feature of the research program is a working paper series which reviews the current state of play in particular policy areas, provides background on that policy issue, and identifies examples of effective responses to those issues. The following papers were completed in 2011:

- Local government reviews and inquiries
- Implications of the Henry Review of Taxation for local government
- Local government and community engagement in Australia

##### Research Partnerships Scheme

A research partnership scheme was established in 2011 to support local government researchers within councils and tertiary institutions to conduct research that will benefit local government nationally and build research capacity within the sector. A number of papers were undertaken in 2011, and are described below.

##### *Evolution in Community Governance: Building on What Works*

Undertaken in partnership with the Local Government Managers Australia (National) and the Municipal Association of Victoria, this paper provides an overview of emerging trends in community governance through reviewing local and international literature and interviews with Australian local government leaders and Bendigo Bank representatives. The research is presented in two volumes.

##### *Options for a Local Government Framework for Measuring Liveability*

This paper maps current research and knowledge on a wide range of community liveability indicator frameworks that may be useful in a local government context, and provides recommendations for further research and collaboration. As the first stage of a larger project being undertaken in partnership with Penrith City Council in NSW, it aims to establish a more consistent basis for council community indicator reporting. The ultimate aim is to create a framework that can be broadly applicable across Australian local governments and other organisations.

A core feature of the research program is a working paper series which reviews the current state of play in particular policy areas.

### ***Metropolitan Planning in South East Queensland 1996 to 2010***

This paper developed with the support of the Council of Mayors SEQ and the Department of Local Government and Planning Queensland (Growth Management Queensland) provides a brief history of metropolitan planning in SEQ from 1996 to 2010, focussing on the factors behind the move from a voluntary to a statutory planning model, and identifies some implications for ongoing collaborative arrangements between governments in SEQ and other parts of Australia.

### ***Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia***



This report includes an audit of Regional Organisation of Councils (ROCs) in NSW and WA in terms of their governance arrangements. Undertaken in partnership with the Northern Sydney Regional Organisation of Councils and the Western Australian

Department of Local Government, the paper explored common functions such as advocacy, joint projects and procurement, and their financing, as well as a brief survey of the legislative and institutional frameworks for regional cooperation in these states and other jurisdictions. It also begins to explore the broader themes of the role of ROCs in the context of regionalism and modernisation of local government activities.

### ***Legal and Governance Models for Shared Services in Local Government***

This paper provides an introduction to shared service arrangements, a summary of local government legislation relating to shared services on a state by state basis, a description of the range of models currently used by Australian councils drawing on existing shared service

examples, and an analysis of the strengths and limitations of each model.

### ***Local Government Researchers Forum, December 2011***

Building on the first Researchers Forum in Canberra in 2010, the second Local Government Researchers Forum was held 14-15 December 2011 at UTS. The forum brought together more than 100 practitioners and academics representing local and state governments, universities in all states and territories and New Zealand, and professional associations. More than 40 papers, including a number commissioned by ACELG, were presented on the broad theme of 'Local Governance in Transition'. Topics included:

- Metropolitan and community governance
- Local leadership
- Regional collaboration and shared services
- Local government finance
- Workforce development
- Climate change
- Rural-remote and Indigenous local government.



Plenary session of the 2011 researchers Forum

### Local Government Researchers Network

An online network has been created to assist the Australian local government sector locate the latest papers and articles on local government related subjects of interest. The ACELG Researchers Network is designed to build knowledge about the range of research being carried out in different areas of local government and to build connections between researchers and practitioners. Through the site, ACELG will be promoting papers that it has commissioned to help address the challenges facing local government as well as providing a platform for the work of other local government researchers.

The Network can be accessed from the ACELG website.

### Research-based Policy Support

Specific policy input that built on ACELG climate change research was provided to government stakeholders at the Local Government and Climate Change Roundtable held in May 2011 and is now being followed up by further research on local government contribution to achieving a low carbon future.

Researchers exploring Community Engagement and Community Governance topics held workshops with local government practitioners in July and November 2011 to seek feedback on the implications of the research findings for policy and practice at the local level.

### Research Advisory Committee

The ACELG Research Advisory Committee continues to play a valuable role in overseeing and reviewing commissioned research projects and advising on future research activity. The Committee, which is chaired by Professor Mark Evans from the University of Canberra, includes a mixture of local government practitioners and local government researchers:

- Professor Mark Evans (ANZSOG, UC, ACT)
- Professor Chris Aulich (UC, ACT)
- Professor John Martin (La Trobe University, Bendigo, VIC)
- Professor Ian Thynne (CDU, NT)
- Dr Robyn Morris (CDU, WA)
- Mr Greg Hoffman (LGAQ, Qld)
- Ms Sandy Semmens (LGA of South Australia)
- Dr Tim Robinson (Fairfield City Council, NSW)
- Associate Professor Erica Bell (UTAS, TAS)
- Ms Marianne Di Giallonardo (Director, Maroondah Shire Council, VIC)



ACELG Research Advisory Committee

### Program Contact:

#### Stefanie Pillora

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

## Program 2: Innovation and Best Practice

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

### Innovation and Knowledge Exchange Network



The Innovation and Knowledge Exchange Network (IKEN) was launched in June 2011 at the ALGA National General Assembly of Local Government. This interactive online network provides a platform to bring together practitioners and other professionals associated with local government by providing opportunities to exchange information and ideas, showcase and encourage innovation and better practice, and provide useful links to resources, research opportunities, collaboration and support.

One of the main features of IKEN is the 'communities of practice' covering eight theme areas relevant to local government. The site includes practitioner forums and case studies for

innovation and better practice commissioned by ACELG, plus sector-judged award winning projects and programs. IKEN's better-practice examples are drawn from councils across the spectrum of capacity, from rural-remote communities to larger urban centres.

In 2011, 11 case studies and 10 profiles were added to IKEN, covering regional collaboration, shared services, community engagement, social media, procurement, sustainability, climate change and water management.

IKEN can be accessed at [www.iken.net.au](http://www.iken.net.au)

### Research Projects

#### Water and Community Governance

This research has culminated in a paper titled *Citizen Participation and Murray-Darling Futures: Better Practice Design*. It has been designed to assist communities manage major issues by utilising principles of community participation.

#### Public Value Innovation at the Local Scale

This paper outlines a number of case studies that illuminate the issue of local government's capacity to generate and sustain a culture of innovation. It will be published in the first half of 2012.

#### Implementation Planning at the Local Level

This project examined a 'model of implementation' (developed mainly from experiences of state and federal jurisdictions) in a number of local councils. A modified model will assist councils enhance local level management to implement larger programs.

#### Social Media Research and Roundtable

This project informs councils about social media, outlines tools and applications, and examines social media from an organisational perspective.

A key output has been the paper, *From Explanation to Engagement: Social Media in Local Government*. A draft was presented to the

December 2011 ACELG Researchers Forum, and the ACELG Social Media and Local Government roundtable in December. Outcomes from this event will inform program development and material in 2012.



**Program Contact:**

**Paul Bateson**  
Program Co-ordinator  
Innovation and Best Practice Program  
[paul.bateson@canberra.edu.au](mailto:paul.bateson@canberra.edu.au)

The IKEN network provides a platform to bring together practitioners and other professionals associated with local government.

## 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

### 3.1 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 a prestigious local government leadership program comparable to the best international programs on offer.

#### Key Personnel

Having successfully delivered the inaugural 2011 program, Professor Mark Evans continues in his role as the Academic Director of the Excellence in Local Government Leadership program (ELGLP).

The ANZSOG programs team, managed by Samantha Jonsson, is responsible for supporting both the redesign phase and the two modular deliveries of the program. Victoria Musgrove had specific responsibility as the ELGLP Coordinator in 2011. Jane Durlacher takes on this role in 2012.

#### Inaugural Program Delivery

The inaugural ELGLP program was delivered in two residential modules of one week each in 2011. Feedback concluded that the program was delivered with a high degree of participant satisfaction. Furthermore, participants believe that the program has delivered significant value to their communities.

Overall, the program has succeeded in establishing a local government network of valued peers across Australia and New Zealand.

The program themes were effective in capturing the critical challenges of local government leadership. The program centred on the following four major themes:

- Understanding policy contexts and building strong working relationships with other governments, stakeholders, citizens and local media
- Creating and delivering public value
- Leading and managing change
- Solving critical problems in local governance.

Federal Local Government Minister, Hon Simon Crean, officiated at the graduation ceremony for the 42 local government leaders who completed the Program, and said: *“What this program is doing is effectively creating the next generation of local government leaders. It is also providing the opportunity to take this newfound capacity to areas that may not have previously benefitted from these skills.”*



Anne Banks-McAllister, CEO of the Shire of Peppermint Grove receives her certificate from (l-r) the Federal Local Government Minister, Hon Simon Crean; ACELG Chairperson Hon Margaret Reynolds; and Peter Allen, Deputy Dean of ANZSOG.

“My aspirations for the ELGLP were to gain greater insight into the strategic issues facing local government and in doing so, retain my currency as a local government CEO.”

"I have attended many courses throughout my career and I would have to say that this program has proven to be particularly valuable. I would recommend it to General Managers or aspiring General Managers in 2012."

Sandra Ayton, General Manager of Central Coast Council and recipient of a Commonwealth Women in Local Government Scholarship.



Some of the 2011 ELGLP Graduates.

"My aspirations for the ELGLP were to gain greater insight into the strategic issues facing local government and in doing so, retain my currency as a local government CEO ... Not only have these aspirations been achieved, but I am now a member of an outstanding community of practice."

Anne Banks-McAllister, CEO of the Shire of Peppermint Grove and recipient of a Commonwealth Women in Local Government Scholarship.

### **Program Contacts:**

**Professor Mark Evans**  
Academic Director  
Excellence in Local Government  
Leadership Program  
mark.evans@canberra.edu.au

**Jane Durlacher**  
Program Coordinator  
Excellence in Local Government  
Leadership Program  
j.durlacher@anzsog.edu.au

## 3.2 Advancing Leadership Program

### Local Government Management Challenge

In late 2011, a partnership between ACELG, LGMA National and the UTS Centre for Local Government (UTS:CLG) developed 'Team Building and Leadership', a subject to be run alongside the 2012 LGMA National Management Challenge. UTS:CLG designed the subject, with the first module available via eLearning. This offers flexibility for the national offer of the subject. Discussions have commenced with university providers nationally on the subject's acceptance (articulation) into their academic programs.

### Graduate Certificate in Local Government Leadership

2011 saw the launch of the Graduate Certificate in Local Government Leadership, a new post-graduate qualification tailored specifically to middle managers and aspiring leaders within local government. The Graduate Certificate has a flexible framework and can be offered in a variety of ways and settings around Australia (in partnership with other providers). Its design also enables a range of existing programs to be included as accredited subjects alongside its core subjects.

As part of the Graduate Certificate, UTS:CLG designed three new leadership subjects focused on the specific needs of local government. This was in response to ACELG's research in 2010 that indicated an absence of these types of academic programs. This model allows for new program resources to be made available to participating training providers around the country.

The subjects are:

- ***New Perspectives in Local Government Leadership***  
Explores local government leadership through both theory and practice. It examines emerging ideas and enables students to interact with local government leaders and peers. Topics covered include civic leadership, public value,

place-based leadership, governance, adaptive leadership, co-production and ethics.

- ***Team Building and Leadership***  
Designed for local government professionals participating in the LGMA Management Challenge as a team member or mentor. The subject offers students the opportunity to build and demonstrate team leadership skills and strategies through action-learning, the practical application of theory, and 'reflective' practice.
- ***Community Leadership Project***  
An experiential subject that requires students to practice and enhance their leadership skills and strategies in a local community context.

2011 saw the first of these new subjects *New Perspectives in Local Government Leadership* delivered by Sophi Bruce from UTS:CLG in New South Wales (May) and in the Northern Territory (September). Both cohorts heard from a range of key speakers including leading Council CEOs and mayors, and representatives from professional associations and state and territory departments.



NSW participants of the inaugural subject, *New Perspectives in Local Government Leadership*

In Western Australia, ECU has accredited a variant of the Graduate Certificate in Local Government Leadership within its Business School. The launch of the new subjects for the West Australia version of the Graduate Certificate is scheduled for early 2012.



Representatives from the Advancing Leadership Partnership in the Northern Territory (ACELG, NT Department, CDU, UTS:CLG)

The University of Tasmania joined the Advancing Leadership Initiative as the university partner in Tasmania, and discussions have commenced about a variant of the Graduate Certificate being offered in that state. Preliminary discussions were also conducted with potential partners in South Australia, Queensland and Victoria.

The Advancing Leadership Initiative aims to build upon existing programs and provide additional resources and opportunities. As part of this approach, ACELG has identified pathway opportunities for local councils that offer best practice in-house leadership development programs.

Discussions on progressing this flexible way of working commenced in 2011 between councils, academic institutions and training providers.

### Program Contact:

**Sarah Artist**

Assistant Director

UTS Centre for Local Government

[sarah.artist@uts.edu.au](mailto:sarah.artist@uts.edu.au)

The Graduate Certificate has a flexible framework and can be offered in a variety of ways and settings around Australia.

### 3.3 Review of Business Excellence Frameworks

In August 2011, UTS:CLG and ACELG, in partnership with SAI Global, prepared and published a series of detailed case studies regarding the implementation of the Australian Business Excellence Framework (BEF) within local government.

In consultation with SAI Global and the Local Government Business Excellence Network (LGBEN), eight Australian councils were selected to participate in the development of the case studies. The selected councils were identified for their innovation in approach to continuous improvement, and represented a wide cross section in terms of size, geography and demography.

Findings from the case studies reflect that each council has a different focus. While every council began its BEF work with an organisation performance review, continuous improvement programs varied depending on their identified strengths and weaknesses.

A forum was hosted in Melbourne in August 2011 to coincide with the launch of the case studies to discuss the future use of excellence frameworks in local government. Council CEOs and other participants were invited to discuss the following issues:

- **Excellence** – how do we define, recognise, assess and promote it? How is the BEF assisting and does it need to change? What other tools are available? What can other sectors teach local government?
- **Continuous improvement** – what are typical elements of a local government continuous improvement program? What are the legislative frameworks that can be used to

promote it? How can commercial frameworks work more efficiently with existing legislative requirements? Is there a conflict between quality control and innovation?

- **Public value** – do concepts of public value differ from those of business excellence? How can issues of governance and community be incorporated into existing frameworks?
- **Local government** – how do we best support and advance excellence in the sector?



Forum on excellence frameworks in local government

#### Program Contact:

**Sarah Artist**

Assistant Director

UTS Centre for Local Government

sarah.artist@uts.edu.au

### 3.4 Women in Local Government

The objective of the program is to bring about cultural and organisational change in councils to increase the number of women in both elected representative and senior management roles.

#### Background

The *50:50 Vision – Councils for Gender Equity Awards and Accreditation* program was developed by the Australian Local Government Women's Association (ALGWA) with assistance from UTS:CLG. It is jointly funded by the Australian Government's Office for Women, and the Department of Regional Australia, Local Government, Arts and Sport.

The program was launched in mid-2010 and is coordinated by ACELG.

The program has three levels of achievement – Bronze, Silver and Gold. Participation in the program allows councils to assess their progress against gender targets set by the state and territory governments in 2009, and to utilise a range of 'best practice' policies and procedures submitted by award winning councils.

#### 2011 Highlights

##### **Bronze Awards**

Almost 50 councils had achieved their bronze award by the end of 2011 and many had started preparing for silver award accreditations.

##### **Participant Satisfaction Survey**

In May 2011 councils registered for the 50:50 Vision program were surveyed to determine the benefits of participating in the program and barriers to future participation. Key benefits of the program identified in the survey included:

"It acknowledges our successes through awards and accreditation"

"The program provides a framework and tools to maintain the momentum towards gender equity"

"It raises the profile of women in local government"

"[It enables] information sharing with other councils"

The survey also revealed a need for more case studies and face-to-face meetings. These issues were addressed through website enhancements and forum and workshop attendance.

##### **Silver Awards**

As part of the silver award process, a staff 'climate' survey was developed and circulated to all participating councils. The survey measures awareness of policies and procedures designed to improve gender equity. Results are reported back to councils and are useful for further gender related activities.

In September 2011, Unley Council in South Australia became the first council to achieve the 50:50 Vision silver award. After achieving accreditation for the elements of commitment and leadership, nomination and recruitment and work and family balance, the council participated in a staff climate survey. This demonstrated that staff were aware of and could access the policies and procedures developed as part of the accreditation process.

The award was presented to acting Unley CEO, Christine Umaphysivam, by Councillor Darriea Turley, Chair of ALGWA National and the 50:50 Vision National Steering Committee.

Another council, Broken Hill City Council, has nearly completed its silver award accreditation. Other councils commencing their silver awards in 2011 were:

- Canada Bay (NSW)
- Kogarah (NSW)
- Ryde (NSW)
- Central Highlands (QLD)
- Tiwi Islands (NT)



Mayor of Unley, Lachlan Clyne and Cllr Betty Gill, President ALGWA SA / City of Salisbury, with Unley's Silver Award

**Promotional Activity**

In the 12 months from 1 January 2011, the 50:50 Vision website attracted:

- 3,500 unique visitors
- 18,400 site visits
- 5,300 document downloads.

Regular email newsletters outlined progress of the program, achievements of participating councils, and information about gender equity issues. Twitter and Facebook accounts were also established.

Program presentations were made to over 1000 local government employees and councillors in 2011, and at key local government events such as the LGMA National Congress, the International Women Engineers Conference, the Local Government Association of the Northern Territory (LGANT) conference and the Victorian League of Women Voters which celebrated 100 years of women voting in elections.

**Resources**

During the year a number of new resources were developed for councils participating in or considering participating in the gender equity program. These include a business case for gender equity in local government, developed and

circulated to participating councils (and made available to councils outside the program), and a resource that assembles 'statement of commitments' of program councils from their bronze award applications.

The program website library was also updated with program materials, gender related research, and other promotional documents. These are available at the program website:

[www.5050vision.com.au](http://www.5050vision.com.au)

**National Data Set**

As part of its project to assemble minimum national data sets on the local government workforce, ACELG is focussing on a number of measures of women's participation. This data will provide a sound basis for ongoing policy and program development.

**ALGWA 60th anniversary dinner**

ALGWA celebrated its 60th anniversary with a Gala dinner at Old Parliament House, Canberra. This was attended by almost 300 guests, including federal and state MPs, mayors and other notable individuals from the local government sector. The function was opened by the Governor General Her Excellency, Quentin Bryce. The Minister for the Status of Women, the Hon Kate Ellis addressed the dinner, congratulating ALGWA on its fine work. The Minister noted that for 60 years, ALGWA has 'worked hard' to support women's participation in local government and to ensure that women's voices are heard and represented equally.

**Program Contact:**

**Karen Purser**  
 Program Co-ordinator  
 Women in Local Government  
[karen.purser@acelg.org.au](mailto:karen.purser@acelg.org.au)

## Program 4: Organisation Capacity Building

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

### 4.1 Asset and Financial Management

The priority of 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:

#### Supporting Implementation of Local Government Reform Fund (LGRF) Projects

ACELG consortium member, IPWEA, has been working closely with LGRF steering committees established in New South Wales, South Australia, Tasmania and the Northern Territory to facilitate nationally consistent approaches. The IPWEA has also been liaising with Queensland to assist with its LGRF projects.



Elected members seminar at Tiwi Islands Shire Council

#### National Assessment Framework (NAF) for Improved Asset and Financial Management

ACELG has received LGRF funding for the development of an online portal for the NAF. A forum attended by all state and territory local government jurisdictions, local government associations and Australian Government representatives was conducted in Melbourne in

May 2011 to consider a discussion paper prepared by IPWEA. There was general consensus about the direction of the NAF.

A follow up meeting with state and territory local government jurisdictions in October reviewed some of the issues. South Australia and Tasmania propose to pilot test the portal, and IPWEA is pursuing the investigation of this development with the expanded scope.

#### Guidelines for Asset Management for Small, Rural or Remote Communities (AM4SRRC)

The AM4SRRC Practice Note was launched in April 2011. Asset management for small rural or remote councils is performing an important part in the roll out of the LGRF in several states during 2011. Training workshops have been conducted during 2011 around Australia in Northern Territory, Western Australia, South Australia and New South Wales as well as internationally in Canada. Tasmania and Queensland are planned for 2012.



The Asset Management for Small Rural or Remote Communities Practice Note launch (l-r): IPWEA President, John Truman; ACELG Director, Graham Sansom; ACELG Chair, Hon Margaret Reynolds; and IPWEA CEO Chris Champion

#### Long-Term Financial Planning tools & guidelines

The Long-term Financial Planning (LTFP) Practice Note was completed in December 2011. It was

developed with LGRF funding through 2010/11 by an IPWEA consultant and reviewed by a national, expert Reference Group.

The LTFP Practice Note will be supported by a training program due to commence in NSW in early 2012. There is strong interest in the local government community for this initiative.



### Impacts of Climate Change on Council Assets

IPWEA is advising on a National Climate Change Adaptation Research Facility (NCCARF) project for the Local Government Association of South Australia and University of South Australia. The project aims to develop practical climate change tools and resources for local government to apply probability projections for infrastructure asset lifecycles and costs.

### Community of Practice

Industry networking and consultation is rapidly developing and is ongoing through IPWEA's communities of practice (also accessible through the IKEN website), asset management planning for small and large communities, infrastructure financial management, the LGRF and climate change programs. Elected member seminars in asset management and financial planning have been conducted under the LGRF. A further Practice Note covering Levels of Service is under development.

### Program Contacts:

**Chris Champion**

CEO, IPWEA

[cchampion@ipwea.org.au](mailto:cchampion@ipwea.org.au)

**Leon Patterson**

National Director Infrastructure Management  
IPWEA

[lpatterson@ipwea.org.au](mailto:lpatterson@ipwea.org.au)

The priority is to develop nationally consistent approaches to infrastructure asset management and financial planning.

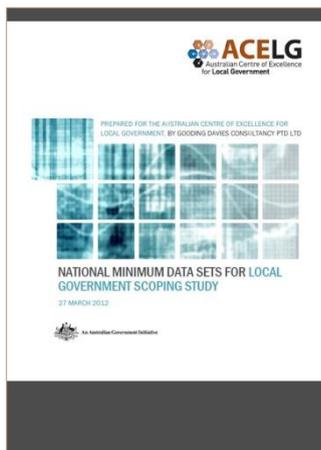
## 4.2 Minimum Data Sets

### Background

ACELG has received funding support under the Local Government Reform Fund (LGRF) to design, collect and analyse a nationally consistent minimum data set on the local government workforce and on financial and asset management that meets the needs of jurisdictions and other local government stakeholders.

### Implementation

In September 2011, ACELG circulated a Scoping Study Report for National Minimum Data Sets for Local Government to stakeholders. It followed extensive consultation with key stakeholders in all jurisdictions (including all state and territory



departments responsible for local government); an examination of the survey tools currently used by local government agencies and associations; and a review of the data collected from these sources and the Australian Bureau of Statistics.

The study proposed the collection of 17 specific data fields from councils on their workforce composition and analysis of three minimum indicators of financial sustainability. In October 2011, jurisdictions met and expressed their support for the study and the proposed data sets.

The national minimum data set will form the core of data for every jurisdiction and they will collect and provide it to ACELG in aggregated form at the regional, state and national levels for analysis. Jurisdictions may ask councils for additional information that they want to collect for their own purposes.

ACELG is working with Tasmania and South Australia - representing jurisdictions - to design a portal to collect the data and to pilot data collection. Councils could use the portal to do their own data analysis and benchmarking. ACELG is also analysing existing national and state data relevant to local government finances and workforces and has commissioned customised data sets from existing unpublished sources. To enhance access, this data has been published in five fact sheets placed on the ACELG website.

In November 2011, ACELG made a presentation to the National Local Government Workforce Development Reference Group on the project's progress and on the strategic significance of existing national data on the local government workforce.

### Program Contact:

**Mervyn Carter**  
Project Manager  
National Local Government Workforce Strategy and Data Sets  
[mervyn.carter@acelg.org.au](mailto:mervyn.carter@acelg.org.au)

The national minimum data set will form the core of data for every jurisdiction.

## 4.3 Other Projects

### Service Delivery Reviews

The emerging practice of councils to undertake whole-of-council service reviews offers promise in building the capacity of councils to address issues of financial sustainability, and also to encourage innovations and efficiency improvements across all of council's activities.

For this reason a new initiative on service reviews commenced in 2011 as part of the ACELG capacity building program. The aim is to gain an understanding of the processes used and the outcomes achieved. This work has the potential for further national application. A report will be delivered midway through 2012.

Related to this, the UTS Centre for Local Government has developed a new course called 'Enhancing Local Government Service Delivery' which could also be offered as an ACELG Capacity Building Program in other states and by other providers.

### Strategic Planning – National Frameworks

In 2011 work commenced on an ACELG paper to provide an overview of local government system reviews undertaken by most state governments. The research will also compare legislation and regulations covering strategic planning and reporting in councils. The information will provide a benchmark of current Australian and New Zealand planning and reporting requirements. The paper will be completed mid 2012.

### Program Contact:

#### Sarah Artist

Assistant Director  
UTS Centre for Local Government  
sarah.artist@uts.edu.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

In 2011, ACELG convened 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 Northern Territory local government associations, academics, LGMA branches, and local government practitioners and ACELG associates. The reference group has made an important contribution since its establishment in advising ACELG on national priorities and providing feedback on program activities.

### Priority Projects in 2011

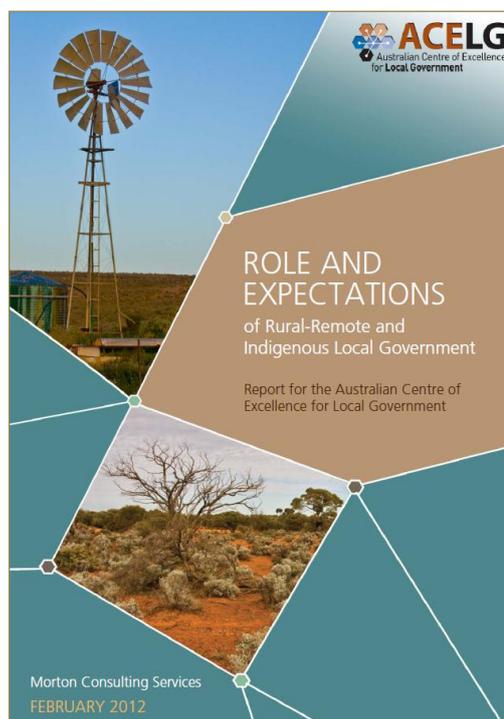
ACELG's *Capacity Building Strategy for Rural-Remote and Indigenous Local Government* identified a number of key priorities for attention in 2011. These are described below.

### Role and expectations of rural-remote and Indigenous local government

Rural-remote councils provide a greater range of services than their urban counterparts, yet they are highly dependent on grants from other spheres of government and face rising community expectations due to the retreat of some government agencies to major towns. ACELG commissioned a profile of rural-remote and Indigenous councils, highlighting differences in funding which impact on local capacity. The report:

- Provides a profile of rural-remote councils
- Documents federal, state and community expectations
- Identifies further actions and research.

The report identifies and makes a number of suggestions for further research, which ACELG will pursue in 2012.



### **Local government service delivery to remote Indigenous communities**

ACELG partnered with the West Australian Department of Local Government to review and analyse the various models for the delivery of local government services in Indigenous communities in Australia, with an emphasis on identifying success factors underpinning leading practice. The analysis has assisted with the development of models for funding the future delivery of local government services to West Australian Indigenous communities. The principles contained in the document will be presented to the Local Government Ministerial Forum for possible adoption in 2012.

### **Community engagement**

Effective community engagement is central to understanding the aspirations, needs and priorities of local communities, and is an essential component of good governance. On behalf of ACELG, program partner, ECU, is undertaking a review of the challenges of community engagement and good practice methodologies in rural-remote and Indigenous councils. Building on ACELG's current research activity on community engagement, the review explores options for improving community engagement, including the potential offered by integrated planning and reporting in small remote communities.

### **Senior management capacity and support**

Senior managers in small remote and Indigenous councils need exceptional skills to handle a diverse range of functions and provide necessary leadership. The acute difficulty experienced by many small councils in recruiting and retaining high performing senior managers greatly limits their capacity to function effectively.

ACELG is partnering with LGMA branches, state and Northern Territory governments and local government associations to identify ways of supporting senior managers and improving council capacity and performance. A survey of chief

executive officers (CEOs) in rural-remote and Indigenous councils has been undertaken, which will lead to the development of programs to support CEOs and senior managers in their roles.

### **Regional collaboration and resource sharing**

Remoteness, large areas and the tyranny of distance often inhibit resource sharing of physical assets and shared service delivery between councils. Yet regional collaboration, resource and information sharing can help build local government capacity if innovatively and effectively pursued.

ACELG is preparing a number of case studies of successful regional collaboration and resource sharing, including an assessment of why they have worked and how they could be leveraged elsewhere.

### **Program Contact:**

**Melissa Gibbs**

Assistant Director, ACELG

[melissa.gibbs@acelg.org.au](mailto:melissa.gibbs@acelg.org.au)

ACELG is preparing a number of case studies of successful regional collaboration and resource sharing.

## 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'

### 6.1 Local Government Practice Unit

#### Local Government Workforce Development Reference Group

The Local Government Practice Unit (LGPU) and National Local Government Workforce Development Reference Group were set up and operational from the start of 2010. Professor John Martin, Director of the Centre for Sustainable Regional Communities at La Trobe University is the independent Chair of the Reference Group.

The reference group draws on the expertise of representatives from local government associations, peak bodies and government agencies who specialise in skills shortages, workforce planning and development, and training and education. The expertise and representative nature of the group across national, state and territory jurisdictions is important for sector communication and coordination.

In 2011, four face-to-face meetings were held - in Adelaide, Sydney, the Gold Coast, and Canberra.

#### National Local Government Workforce Strategy

The Federal Department of Regional Australia, Local Government, Arts and Sport engaged ACELG to complete work on the draft National Local Government Workforce Strategy, originally commissioned by the Local Government and Planning Ministers Council in 2010.

The LGPU has been working with local government associations, relevant industry bodies, unions and federal and state government agencies to finalise the strategy. It is due for completion by June 2012, incorporating workforce data findings and key feedback from the sector.

#### Workforce projects roundtable

In April the LGPU convened the National Local Government Workforce Projects Roundtable at the Australian National University in Canberra. Its primary goal was to coordinate, align and leverage local government workforce initiatives in relation to the establishment of a national local government workforce data set and the draft workforce strategy.

The roundtable was attended by 30 senior personnel responsible for workforce development in local government including representatives from state and federal government agencies, local government associations, and relevant Industry Skills Councils.

#### 4th National Local Government Workforce Development Forum 7-8 April

The 4th National Local Government Workforce Development Forum was held on 7-8 April in Canberra and attended by nearly 50 key local government stakeholders. Key workforce issues discussed and agreed at the forum included:

- Raise awareness in the sector about the seriousness and magnitude of future labour and skills shortages
- Promote benefits of workforce planning and development to the sector and the importance of alignment with strategic plans
- Elevate the importance of workforce planning and development as being on a par with financial and asset management
- Conduct age audits, retain mature age workforce and capture corporate knowledge through succession planning

- Enhance efforts to engage under-utilised sections of the population, particularly Aboriginal and Torres Strait Islanders, women, mature age and young people
- Address language, literacy and numeracy issues in the sector by integrating action with all workforce development activity
- Evolve a more flexible and innovative approach to workforce challenges
- Position the sector to ensure it gains full benefit from the many skills, training and workforce development incentives provided by the Federal Government.

### National Aboriginal and Torres Strait Islander Employment in Local Government Roundtable

As a major place-based employer with national reach, local government is uniquely positioned to accurately reflect the communities it serves and to play a greater role in providing secure and diverse Aboriginal and Torres Strait Islander (ATSI) employment opportunities. This can also help alleviate the critical impacts on the sector of skills shortages and an ageing workforce.

ACELG convened a National Roundtable on ATSI Employment in Local Government at the Redfern Town Hall, Sydney on 26-27 July to explore these and other issues. Mark Arbib, then Federal Minister for Indigenous Employment and Economic Development, delivered a strong keynote address in which he urged local government representatives to employ more Indigenous people.

The roundtable brought together around 50 key representatives from local government, federal and state government and Indigenous employment sectors, and was an important contribution to the National Local Government ATSI Employment Strategy.



Minister Mark Arbib addresses delegates at the roundtable

The outcomes from the roundtable – in addition to knowledge gained from the demonstration projects and responses to ACELG’s 2010 *Local Government Indigenous Employment Program Green Paper* – will inform the development of a White Paper to be published in June 2012.

### Managing local government’s mature talent project

This project commenced in late 2011 and aims to develop a framework of policy and resource recommendations to assist the sector with the management and retention of its mature talent. This will include the publication of tools and practice notes. The project framework includes an implementation agenda for 2012 and 2013.

#### Program Contact:

**Angela Zivokvic**  
Project Manager  
Local Government Practice Unit  
[angela.zivokvic@acelg.org.au](mailto:angela.zivokvic@acelg.org.au)

The expertise and representative nature of the reference group across jurisdictions is important for sector communication and coordination.

## 6.2 Learning in Local Government

The Learning in Local Government project aims to review the diverse education and professional development needs in local government.

At the end of 2010 an online survey was distributed to councils across Australia and professional and training organisations to canvass further training needs. The survey attracted almost 900 respondents. Questions explored respondents' involvement in education and professional development while working in local government, their current level of education, the modes of learning used, as well as the quality of the learning experience.

Strategic priorities and implementation proposals developed through sector consultations were reviewed at the National Workforce Development forum in Canberra in April 2011. Priorities agreed at the forum, and which were the focus of work throughout the remainder of 2011 included:

- Leadership and management development programs
- Education and professional development for elected members
- Programs and initiatives which focus on improving the capacity of councils for workforce planning and development
- E-learning programs for local government
- Facilitating better pathways between vocational education training programs and the higher education sector in identified skills shortage areas.

Investigations in each of these areas aim to identify and connect existing, successful initiatives and offer a framework for future collaborative program development.

ACELG aims to provide practitioners and providers with a range of support, resources and opportunities for improving education and professional development. For instance, in December 2011 an e-Learning portal was launched to demystify and encourage the use of new technologies in delivering education and professional development to local government.



### Program Contact:

**Sarah Artist**

Assistant Director

UTS Centre for Local Government

sarah.artist@uts.edu.au

## 5. Publications

Following is a list of publications released by ACELG during 2011. Copies are available from the Library on ACELG's website at: [www.acelg.org.au](http://www.acelg.org.au)

Month 2011	Publication
January	<b>Australian Local Government and Climate Change – Working Paper (Revised)</b> This working paper provides a snapshot of what is happening in local government in Australia in relation to climate change.
February	<b>ACELG Publication Guide</b> An internal document to assist program partners assemble and produce ACELG reports for consistency and quality.
February	<b>A Capacity Building Strategy for Rural-Remote and Indigenous Local Government</b> Aims to identify key steps to build the capacity of small-remote and Indigenous councils across Australia to deliver local government services.
March	<b>International Roundtable on Metropolitan Governance - Summary Paper</b> A summary paper of the International Roundtable on Metropolitan Governance held in Sydney in December 2009.
March	<b>Second International Roundtable on Metropolitan Governance - Summary Paper</b> A summary paper of the Second International Roundtable on Metropolitan Governance held in Brisbane in August 2010.
March	<b>Local Government and Community Governance: A Literature Review</b> This paper introduces community governance to an Australian local government audience and provides the foundation for further research.
May	<b>Local Government Climate Change Roundtable Document</b> Includes the agenda and extracts of four background papers.
May	<b>Consolidation in Local Government: A Fresh Look - Volume 1 (Report)</b> A major report on the options available for local government to increase its capacity and provide improved services.
May	<b>Consolidation in Local Government: A Fresh Look - Volume 2 (Background papers)</b> A major report on the options available for local government to increase its capacity and provide improved services.
June	<b>Australian Business Excellence Framework Case Studies</b> A series of eight detailed case studies regarding the implementation of the Australian Business Excellence Framework within local government.
June	<b>The Henry Review of Australia's Future Tax System: Implications for Local Government</b> This working paper is a response to the Henry Review that highlights relevant issues and makes recommendations for local government
June	<b>Climate Change Science: 'Top Ten' Sources to Build Your Personal Knowledge</b> This paper provides advice on 'top ten' reliable and easily accessible sources of research written for non-specialist readers on the science of climate change.
September	<b>Australian Local Government Fact Sheet # 1</b> Basic information about Australian local government.

September	<b>Australian Local Government Fact Sheet # 2</b> Information on post-school qualifications of local government employees by gender.
September	<b>Learning In Local Government Project Outline</b> Learning In Local Government Project Outline.
September	<b>Unfinished Business? A Decade of Inquiries into Australian Local Government</b> Examines the findings, recommendations and outcomes of nine major national and state inquiries into local government over the period 2001-08, and identifies eight elements of an ongoing agenda for reform and improvement.
September	<b>Local Government and Community Engagement: Annotated Bibliography</b> An annotated bibliography of key community engagement resources and guides.
October	<b>Learning in Local Government - An Analysis of Sector Consultations and Perspectives</b> This paper provides observations about the experiences and aspirations of a 'Learning in Local Government' online survey and associated consultations.
October	<b>LiveWire Network Conference Speaking Notes</b> Conference Speaking Notes.
November	<b>Local Government and Community Engagement in Australia</b> This working paper was commissioned by the Australian Centre of Excellence for Local Government to provide a national update on what is taking place across the local government sector in relation to community engagement, and identify the ongoing challenges and questions for councils in engaging communities.
December	<b>Local Government Researchers Forum Abstracts + Schedule</b> Forum Abstracts + Schedule.

## 6. Publicity

Following is a list of known media publicity about ACELG generated during 2011.

Date in 2011		
21 January	ACELG challenges local government to undertake major reform	LG News
31 January	<i>Bronze awards for 3 coastal councils</i>	The Advocate (TAS)
March	<i>Tassie Councils Leading the Way in Gender Equity</i>	LGAT News Magazine
21 April	<i>LGMA Investigates Local Government Staff Retention Issues</i>	Government Career
9 May	<i>Should councils take action on global politics?</i>	Sydney Morning Herald
19 May	<i>Local government urged to show climate change leadership</i>	Government Career
20 May	<i>ACELG says further change key to local government sustainability</i>	LG News
3 June	<i>New web network for local government researchers</i>	LG News
7 June	<i>There's more than one way to join forces</i>	Sydney Morning Herald
10 June	<i>Bigger councils 'stronger but not cheaper'</i>	Stuff.co.nz
30 June	<i>Implications of future tax system review on local government report released</i>	Government Career
1 August	<i>Tax system review</i>	ALGA News
6 August	<i>Call for local government to lead on climate change research, policy and practice</i>	Public Works Engineering Magazine
15 August	<i>Consolidation in local government: A fresh look by the Australian Centre for Excellence Part 1</i>	Australian Policy Online
15 August	<i>Consolidation in local government: A fresh look by the Australian Centre for Excellence Part 2</i>	Australian Policy Online
15 August	<i>Consolidation in local government: A fresh look by the Australian Centre for Excellence</i>	CLGF News (UK)
15 August	<i>New interactive knowledge forum for local government professionals</i>	Government Career
1 September	<i>MAV Workshop: The growing role of local government in strengthening Community Governance: What works</i>	Municipal Association of Victoria
5 September	<i>Councils urged to strengthen Indigenous employment</i>	LG News
8 September	<i>Local Government excellence framework published</i>	Government Career
9 September	<i>Speech to the ANZSOG Excellence in Local Government Leadership Program dinner</i>	Simon Crean (Media Release)
19 September	<i>Research: A Virtual Network</i>	Municipal Association of Victoria- Land Use Planning E-Bulletin

19 September	<i>Local Government Researchers Forum 2011</i>	ALGA News
22 September	<i>ACELG working paper assesses inquiries into local government</i>	LG News
25 September	<i>ACELG calls for forum contributions</i>	Government Career
26 September	<i>A Decade of Inquiries into Australian Local Government: Unfinished Business?</i>	VLGA eNews
28 September	<i>LGA partnerships get national approval</i>	LGA (SA) Media Release
30 September	<i>2011 Excellence in Local Government Leadership Program</i>	Focus: LGMA TAS
6 October	<i>Local government inquiries leave much 'unfinished business': Report</i>	Government Career
10 October	<i>Local Government leadership scholarships awarded to South Australians</i>	LG Focus
10 October	<i>Unley wins silver award in the 50:50 vision gender equity program</i>	LG Focus
27 October	<i>Be aware of trends that impact on service delivery</i>	LG News
3 November	<i>Community engagement the focus of ACELG working paper</i>	LG News
10 November	<i>Local Government and Community Engagement in Australia - Working Paper.</i>	Government Career

# 7. 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 2011



### Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	<b>\$6,795,488.30</b>	<b>\$6,795,488.30</b>
Investment Income/Interest	\$350,000.00	\$362,604.00
Research & Policy Foresight	\$160,000.00	\$107,057.12
Governance Improvement	\$62,400.00	\$20,400.00
Advancing Leadership	\$40,000.00	\$40,000.00
Women in Local Government Program	\$200,000.00	\$200,000.00
Asset and Financial Management	\$377,000.00	\$377,000.00
Capacity Building (inc. Data Sets)	\$225,000.00	\$160,000.00
Rural Remote and Indigenous Local Government	\$150,000.00	\$172,440.00
Workforce Practice Unit	\$50,000.00	\$50,000.00
Donations and Contributions	\$460,000.00	\$460,000.00
Other (reimbursement of expenses)		\$33,360.89
<b>TOTAL</b>	<b>\$2,074,400.00</b>	<b>\$1,982,862.01</b>

### Expenditure

Item	Budget	Actual Expenditure
<b>EMPLOYEE BENEFITS</b>	<b>\$680,000.00</b>	<b>\$714,286.04</b>
Salaries - Secretariat	\$580,000.00	\$614,195.74
Salaries - Women In Local Government	\$100,000.00	\$100,090.30
<b>PROGRAMS</b>	<b>\$2,648,790.00</b>	<b>\$2,071,650.36</b>
<b>Program Costs (Consultancy, travel and office expenses etc.)</b>		
Research and Policy Foresight	\$398,610.00	\$199,589.65
Governance Improvement	\$162,400.00	\$60,400.00
Advancing Leadership	\$100,000.00	\$80,000.00
Women in Local Government	\$175,000.00	\$120,185.12
Asset and Financial Management	\$377,000.00	\$360,000.00
Capacity Building (inc. Data Sets)	\$195,000.00	\$127,617.10
Rural Remote and Indigenous Local Government	\$340,780.00	\$223,858.49
Workforce Practice Unit	\$50,000.00	\$50,000.00
Learning in Local Government	\$100,000.00	\$50,000.00
<b>Payments to Program Partners</b>	<b>\$750,000.00</b>	<b>\$800,000.00</b>
<b>SECRETARIAT - OTHER EXPENSES</b>	<b>\$130,000.00</b>	<b>\$156,171.10</b>
Secretariat Support	\$50,000.00	\$60,904.02
Secretariat Expenses	\$80,000.00	\$95,267.08
<b>TOTAL</b>	<b>\$3,458,790.00</b>	<b>\$2,942,107.50</b>
<b>Surplus/Deficit Carried Forward to next year</b>	<b>\$5,411,098.30</b>	<b>\$5,836,242.81</b>

## Acquittal Report: University of Canberra

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



**UNIVERSITY OF  
CANBERRA**

AUSTRALIA'S CAPITAL UNIVERSITY

Reporting Period 1 January-31 December 2011

### Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$96,637	\$96,637
ACELG Quarterly Payments	\$269,000	\$300,000
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions	\$30,000	\$30,000
Sales of Goods/Publications		
Other (please specify)		
<b>TOTAL</b>	<b>\$395,637</b>	<b>\$426,637</b>

### Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries	\$88,000	\$102,208
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$22,000	\$20,312
<b>Other Goods and Services</b>		
Consultancy Fees (Pls specify to whom & services provided below)	\$60,000	\$43,434
ANZSIG research*	\$150,000	\$140,000
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$10,000	\$11,950
Events and Seminars	\$10,000	\$2,989
ACELG Website Expenses	\$5,000	\$31,261
Promotion/Publicity (Leaflets etc)	\$5,000	\$864
Other (please specify)		
<b>TOTAL</b>	<b>\$350,000</b>	<b>\$353,017</b>
Surplus/Deficit Carried Forward to next year	<b>\$45,637</b>	<b>\$73,620</b>

\* Total research commitment to ANZSIG is \$150,000. The remaining balance of \$10,000 has been transferred in Feb 2012

## Acquittal Report: ANZSOG

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



the Australia and New Zealand

School of Government

Reporting Period 1 January-31 December 2011

### Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$93,702.00	\$93,702.00
ACELG Quarterly Payments	\$50,000.00	\$50,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
<b>TOTAL</b>	<b>\$143,702.00</b>	<b>\$143,702.00</b>

### Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries	\$65,000.00	
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$9,070.00	
Program Support Costs		
<b>Other Goods and Services</b>		
Consultancy Fees (Pls specify to whom & services provided below)	\$10,000.00	
Program Support		\$6,041.72
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$5,000.00	\$1,319.10
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)	\$10,000.00	\$1,274.01
Other: Scholarships	\$20,000.00	\$20,000.00
<b>TOTAL</b>	<b>\$119,070.00</b>	<b>\$28,634.83</b>
Surplus/Deficit Carried Forward to next year	\$24,632.00	\$115,067.17

# 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 2011

## Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$101,651.00	\$101,651.48
ACELG Quarterly Payments	\$200,000.00	\$200,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants	\$50,000.00	\$50,000.00
Donations and Contributions		\$5,000.00
Sales of Goods/Publications		
Other (please specify)		
<b>TOTAL</b>	<b>\$351,651.00</b>	<b>\$356,651.48</b>

## Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries	\$86,939.00	\$94,194.29
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$7,668.00	\$12,563.02
<b>Other Goods and Services</b>		
Consultancy Fees (Pls specify to whom & services provided below)	\$160,000.00	\$65,749.07
LGRF Project (Strategy)	\$50,000.00	\$50,000.00
Travel - International (Accomm., airfares, expenses etc.)	-	-
Travel - Domestic (Accomm., airfares, expenses etc.)	\$13,000.00	\$12,373.78
Events and Seminars	\$22,000.00	\$18,365.91
ACELG Website Expenses	\$5,000.00	\$964.31
Promotion/Publicity (Leaflets etc)	\$5,000.00	-
Other (please specify)	\$2,044.00	\$789.62
<b>TOTAL</b>	<b>\$351,651.00</b>	<b>\$255,000.00</b>
Surplus/Deficit Carried Forward to next year		\$101,651.48

## 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



Institute of  
Public Works  
Engineering  
Australia

Reporting Period 1 January-31 December 2011

### Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$110,990.00	\$110,990.00
ACELG Quarterly Payments	\$250,000.00	\$250,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants	\$377,000.00	\$360,000.00
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
<b>TOTAL</b>	<b>\$737,990.00</b>	<b>\$720,990.00</b>

### Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries	\$110,000.00	\$118,807.39
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$17,990.00	\$10,692.53
<b>Other Goods and Services</b>		
Consultancy Fees (Pls specify to whom & services provided below)	\$445,000.00	
Asset Mgmt for Small Rural Remote Communities		\$78,000.00
Community of Practice		\$40,000.00
GradDiplAM		\$40,000.00
Long Term Financial Planning Practice Note		\$109,000.00
National Assessment Framework		\$38,000.00
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$15,000.00	\$24,773.45
Events and Seminars		
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)	\$3,000.00	
Other (please specify)	\$10,000.00	\$7,492.70
<b>TOTAL</b>	<b>\$600,990.00</b>	<b>\$466,766.07</b>
Surplus/Deficit Carried Forward to next year	\$137,000.00	\$254,223.93



## Australian Centre of Excellence for Local Government

Level 11, 235 Jones Street Ultimo NSW 2007  
PO BOX 123 Broadway NSW 2007  
Ph: +61 2 9514 3855 | Fax: +61 2 9514 4705  
Email: [acelg@acelg.org.au](mailto:acelg@acelg.org.au)

[www.acelg.org.au](http://www.acelg.org.au)

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