

# Institute for Public Policy & Governance

Centre for Local Government

Annual Report 2017

The cover graphics represent the number of IPPG published papers using the UTS Data Visualisation App.



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## Acknowledgement of Country

UTS acknowledges the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses stand. We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.





# What we do

## UTS Institute for Public Policy and Governance incorporating the UTS Centre for Local Government

The Institute for Public Policy and Governance at the University of Technology Sydney is a leading group of researchers and practitioners in the areas of applied policy, social research, stakeholder engagement and leadership. The Institute undertakes applied social and academic research, policy advisory and consulting, graduate education and professional development training. It is an independent institute within UTS.

The UTS Centre for Local Government is part of the Institute, and continues to be a leader in local government research, teaching and advisory. The Centre commenced operation in 1991 to support the advancement of Australian local government. It is now the largest centre of its kind in Australia.

The UTS Institute for Public Policy and Governance promotes a cooperative approach and maintains close ties with a large number of government associations, professional institutes and academic bodies in Australia and internationally. The Institute also works closely with local, state and federal government and non-government organisations.

The Institute's work includes:

- Trans-disciplinary and comparative research about policy and governance
- Specialist advisory and consulting services for councils, government, non-government organisations and industry and professional bodies
- PhD program to support an on-going stream of contemporary research on key sectoral issues
- Postgraduate education including a Master of Applied Policy and Master of Local Government, and a number of Graduate Diploma and Graduate Certificate courses
- Professional development short courses and accreditation programs for government professionals, including executive training programs
- International programs and development projects

## UTS Institute for Public Policy and Governance

The UTS Institute for Public Policy and Governance provides graduate education and short courses, research and thought leadership, and consultancy in policy advisory, social research and evaluation, stakeholder engagement and leadership.

## UTS Centre for Local Government

The UTS Centre for Local Government is the leading university-based centre in Australia delivering an extensive program of local government research, teaching and specialist consulting services.



# From the director



**Professor Roberta Ryan**  
**Director UTS Institute for Public Policy and Governance, and UTS Centre for Local Government**

It is my pleasure to present the 2017 Annual Report for both the UTS Institute for Public Policy and Governance and the UTS Centre for Local Government. The Annual Report provides highlights of some of our activities and reflects the diversity of what we do, along with our commitment to sharing knowledge and learnings.

2017 was an exciting and successful year for us with the team working across metropolitan, regional and remote Australia as well as internationally. As an applied research institute, we continue to build a wealth of expertise and sector resources that support reforms across sectors and disciplines. Many long-term projects were brought to fruition, and we were pleased to deliver several new support resources.

As in previous years, the breadth of our work, both in terms of content and location, was vast. In 2017 we worked in areas of governance, health, domestic and family violence, disaster recovery, social and affordable housing, disability and youth unemployment, just to name a few. This work took us to all corners of Australia.

We worked across the country with over 60 local governments, and were actively engaged in most of the areas of work they do from community engagement, strategic planning, service reviews, organisational transformation, economic development, performance reporting to developing business cases and asset planning. We continued to strengthen our public sector economics offer, and undertook advisory services that support the ongoing strengthening of the financial sustainability of local government as well as performance reporting and budgeting.

2017 was also a successful year for our postgraduate programs with the launch of the new Master of Applied Policy, as well as seeing continued strong enrolments in our long-running and very successful local government postgraduate courses. We also launched a new scholarship, the Institute for Public Policy and Governance Postgraduate Scholarship, aimed at students applying for either of the Master's courses. Our PhD program continued to attract new postgraduate researchers with diverse research topics including public service delivery evaluation, economic and financial performance of public service provision, Australian voter behaviour and City Deals analysis, to name a few.

Our academic team also grew with new appointments, including the appointment of Professor Robynne Quiggin, former Deputy Aboriginal and Torres Strait Islander Social Justice Commissioner at the Australian Human Rights Commission, who joined the Institute as Professor of Indigenous Policy. Our academic team maintained their strong performance again with significant increases in the number of academic publications, books and conference presentations from previous years.

Our focus on international projects and collaboration continued with work delivered internationally with partners in Indonesia, Japan, Korea, Nepal, Pakistan, the Pacific and Vietnam. This continues to be an area of priority for our team.

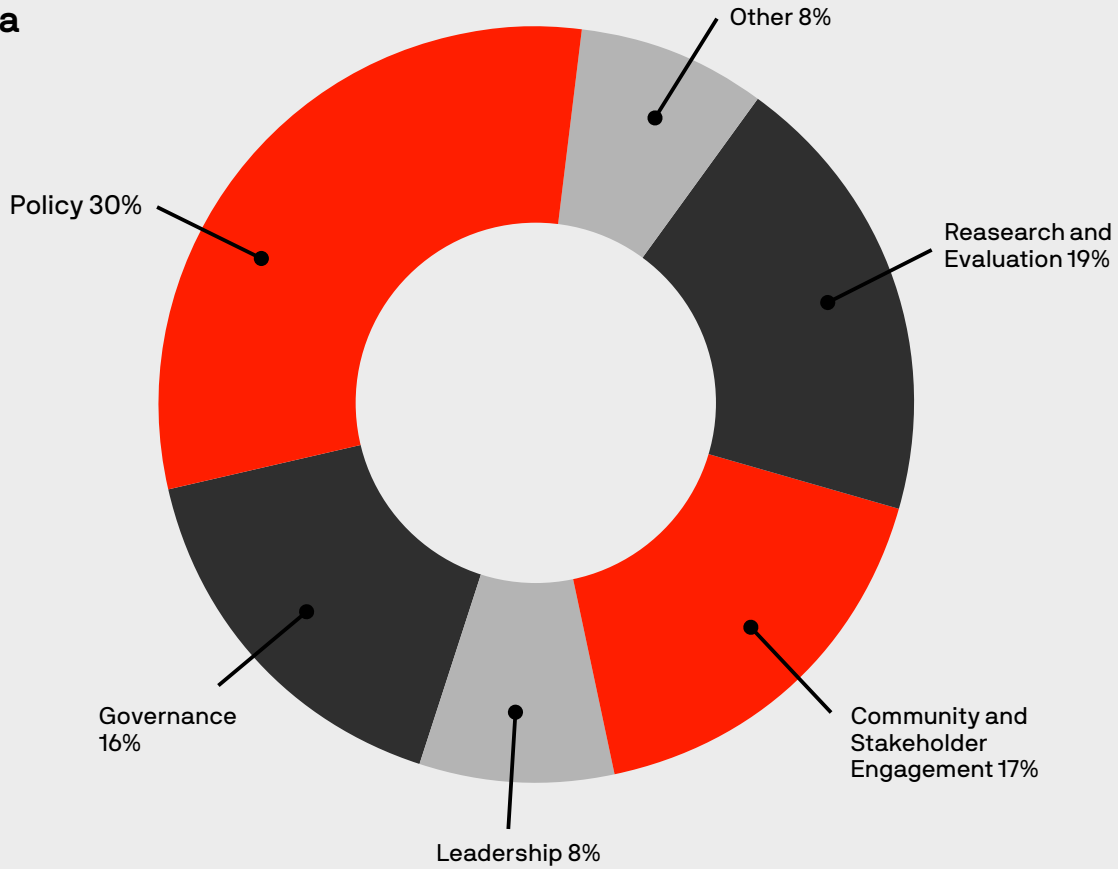
I would like to thank all our partners for their continued engagement with our work.

2018 will see us launching exciting new research and resources to the sector, as well as an increased online delivery of our professional development and postgraduate courses.

I look forward to collaborating with you throughout 2018 and beyond!

# 2017 highlights

## Breakdown of external research and consultancy projects by area



## 2017 SNAPSHOT

45

industry and conference presentations

75

new external research projects

45

published academic journal articles and book chapters, and 2 books

125

mentions in Australian and international media including 27 radio and TV interviews

75

postgraduate subject enrolments

449

attendees in 32 short courses

10

PhD students – 2 new in 2017

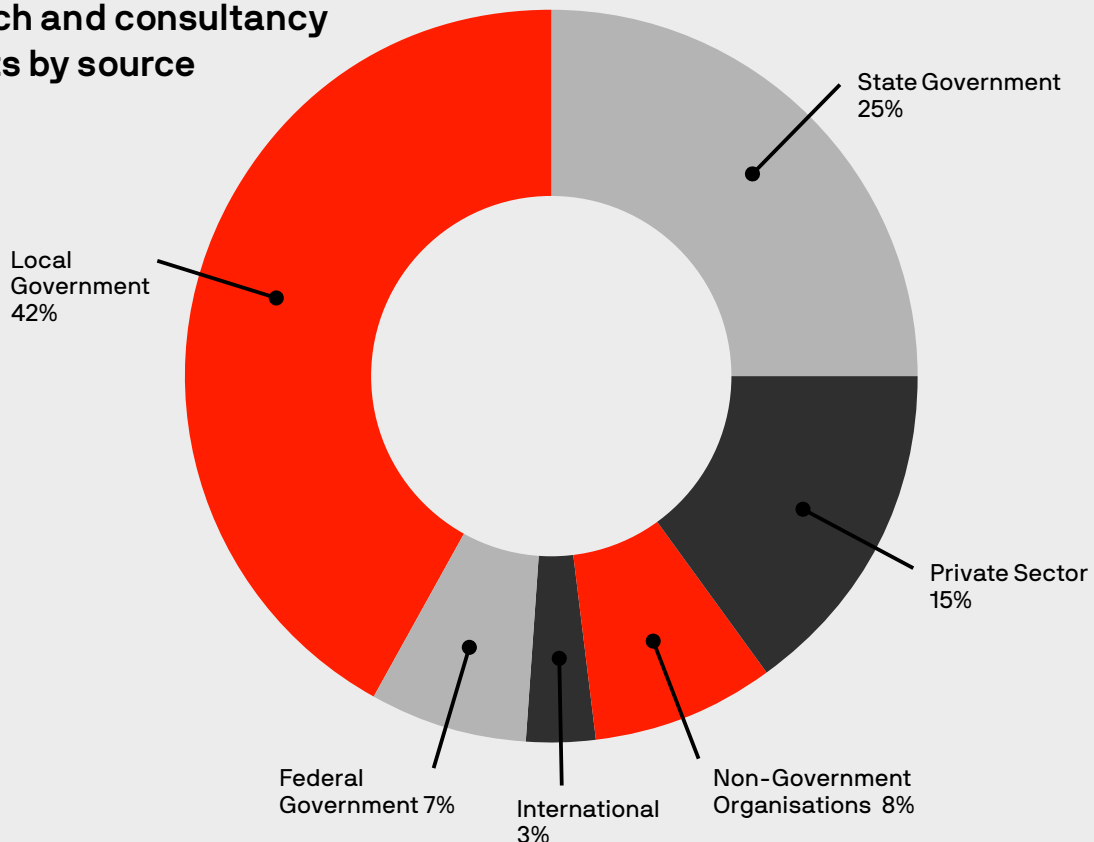
# External research and client overview

In 2017 we partnered with all levels of government both in Australia and internationally; peak bodies; non-government and international agencies; other universities and experts to produce high impact applied policy and research addressing a broad range of subject areas and needs.

Some of our clients and partners in 2017 included:

- 60 local government and regional organisations across Australia
- Asbestos Safety and Eradication Agency
- Australian Attorney-General's Department
- Australian Department of Foreign Affairs and Trade
- Civica Solutions
- Forum of Federations
- Kindergarten Union Children Services
- National Disability Insurance Agency
- New South Wales Centre for Volunteering
- New South Wales Department of Education and Communities
- New South Wales Department of Family and Community Services
- New South Wales Department of Planning and Environment
- New South Wales Department of Premier and Cabinet
- New South Wales Department of Primary Industry
- New South Wales Environmental Trust
- New South Wales Health
- New South Wales Land and Housing
- New South Wales Office of Environment and Heritage
- New South Wales Treasury
- Victoria Legal Aid
- White Ribbon Australia

## Breakdown of external research and consultancy projects by source



# Communicating our work

**Our work has practical application and impact, and we actively share our findings through media and social media, conference presentations and publishing in academic and popular journals.**

We continued to produce a range of important outputs in 2017, including research reports, practitioner resources and sector information.

The media frequently quoted our research into council amalgamations, particularly in the context of cancelled mergers in New South Wales. Local government elections and other matters featured commentary from a number of staff members, in particular from Professor Roberta Ryan on her regular spot on the ABC Radio Sydney Morning program. Professor Alan Morris's research on housing affordability for older Australians and renters continued to gain interest. A number of other key projects, reports and resources were also featured in the sector and media.

Our research with Civica International on digital transformation within the public sector sparked attention from media within both the public and technology sectors.

## **MEDIA**

Media interest in the Institute and Centre was significant in 2017, our work being featured over 130 times in Australian and international media.

60 news stories in outlets including:

- Sydney Morning Herald
- The Daily Telegraph
- The Age
- The Australian Financial Review
- The Conversation

27 radio and TV interviews including:

- ABC TV
- ABC Radio
- SBS
- 2SER

## **PUBLICATIONS**

In 2017 Institute researchers published a total of 78 publications.

- 45 academic journal articles and book chapters
- 25 published reports
- 2 books

## **PRESENTATIONS**

Our researchers presented at over 40 academic and industry conferences in 2017, including:

- 25 academic conference presentations
- 20 industry presentations

## **DIGITAL**

### **Social media**

The Institute social channels, Twitter and Facebook, generated over 55,000 organic impressions and views.

### **Newsletter**

Three editions of our newsletter *Excellence In Brief* were sent to our 2,000 subscribers in 2017.

To receive the latest research findings, news, events and other updates, sign up for our newsletter or connect with us on our social channels at [ippg.uts.edu.au](http://ippg.uts.edu.au).



## **FEATURED BOOK:**

### **Local Government in Australia: History, Theory and Public Policy**

Dr Bligh Grant and Dr Joseph Drew's book, *Local Government in Australia: History, Theory and Public Policy* offers an understanding of Australian local government as an historical and political phenomenon. Described by a reviewer as 'the best book on Australian local government for some very long time', it explains core issues in contemporary local government debates, and incorporates elements of economics and public administration. The book was launched by Professor The Hon Bob Carr.



## IN THE MEDIA

Technology Decisions

**Budgets, Culture Hindering Digital Transformation in Public Sector**

The Daily Telegraph

**Amalgamation of NSW councils savings questioned by experts and reports cast doubt on merger policy**

Sydney Morning Herald

**‘Startling’ study shows long-term tenants going to extremes to make ends meet**

The Conversation

**‘Liveable’ Sydney has clear winners and losers**

The Conversation

**The Insecurity of Private Renters - How do they manage it?**

Sydney Morning Herald

**Beautiful but expensive: What international students really think about studying in Sydney**

Government News

**NSW councils fork out for forced mergers as government funding dries up**

Sydney Morning Herald

**Getting stronger together**

Government News

**Citizens say local government in SA is OK**

# Our postgraduate degrees



**Renowned for its research, industry engagement and international focus, the Institute for Public Policy and Governance forms a dynamic community of students, clients, lecturers, researchers and practitioners.**

We offer a range of postgraduate programs including Masters, Graduate Diploma and Graduate Certificate coursework degrees, as well as a PhD program.

We broadened our postgraduate course offering in 2017 with the launch of the new Master of Applied Policy course. Designed by leading thinkers and practitioners, with strong client engagement, the course was developed in response to a need in the industry for boundary-spanning policy practitioners with applied skills.

The new applied policy course as well as our long-standing local government courses translate the Institute's policy-related projects into the classroom to create real alignment between students' studies, cutting edge thinking and professional practice.

Our courses are taught by lecturers and guest presenters who are recognised within the sector as experts, and offer a combination of practitioner experience and academic expertise. The depth and range of experience of the teaching staff enables research and theory to be taught through case studies.

A new scholarship aimed at new Master students was launched in 2017. The \$5,000 Institute for Public Policy and Governance Postgraduate Scholarship is open to new Master of Applied Policy and Master of Local Government students in both sessions. Two new recipients were selected in 2017.

A number of students graduated from our local government postgraduate coursework degrees as well as a PhD graduate Dr Ben Hanckel.

**OUR 2017 FIGURES:**

- 75 postgraduate subject enrolments
- 10 PhD students

**OUR POSTGRADUATE DEGREES:**

- Doctor of Philosophy

**Applied Policy**

- Master of Applied Policy
- Graduate Diploma in Applied Policy
- Graduate Certificate in Applied Policy

**Local Government**

- Master of Local Government
- Graduate Diploma in Local Government Management
- Graduate Certificate in Local Government Leadership
- Graduate Certificate in Development Assessment

**INSTITUTE-SPECIFIC SCHOLARSHIP:**

UTS Institute for Public Policy and Governance Postgraduate Scholarship



**THIS PAGE LEFT TO RIGHT:**

1. Master of Local Government graduates Anne Shearer (L) and Amanda Bray.
2. Newly graduated Dr Ben Hanckel (R) with his supervisor, Professor Alan Morris.



**MARAIKA ROPTE**  
**Master of Applied Policy student and Institute for Public Policy and Governance Postgraduate Scholarship recipient**

“I chose to study this course at UTS for several reasons: The particular offering of core and elective units appeared to me to be the most contemporary and applicable out of all the different Universities’ offerings. The course contents combine theory and practice, enabling me to directly apply the learnings to my work. The way this course is delivered in block mode as well as by distance allows me to keep working full-time so I can continue to pursue my career goals while studying and directly apply learned content to my work. UTS seems to be known for having flexible course schedules and a student cohort that is also in the workforce at the same time. UTS is also ideally positioned and close to where I live and work.”



**DAVID FAHEY OAM**  
**Master of Local Government student, former state MP and Institute for Public Policy and Governance Postgraduate Scholarship recipient**

“The more I have learnt the better I have become in my work. You can actually achieve something for the community because you know the procedures, policies and the background. You need to have in-depth knowledge of how to progress forward for the benefit of the whole community. I believe that with experience and sound knowledge of local government that many great things can be achieved. I want to be a driver of policy, procedures and good governance. I want to be hands on as a Councillor, and as one of the governing body of my Council, I want to be involved in the shaping of the future of my community in an effective manner.”



**UDAY KULKARNI**  
**PhD candidate**

PhD candidate Uday Kulkarni’s research investigates the adoption of Information and Communications Technologies in Australian local government, and assesses its capacity to deliver a range of services to local government and communities and how it can contribute to an increased level of sustainability. As part of his research, Uday is developing a framework that could be adopted by local councils to enhance the delivery of everyday services to their local communities. Uday said: “I chose to do my PhD at the UTS for three main reasons. Firstly, the Institute of Public Policy and Governance is an active research institute with access to a wide range of research expertise. Secondly, the expert supervision I receive in transdisciplinary research in the local government, public policy and governance. Thirdly, the great flexibility I get when balancing work, study, and family commitments.”





## Professional development

# Short courses and training programs

In addition to our postgraduate degree programs, the Institute for Public Policy and Governance and the Centre for Local Government deliver an extensive program of professional development short courses and training programs.

Courses are offered both at the UTS campus in Sydney as well as externally at client premises and other venues across the country and internationally.

The courses are developed through extensive government and industry consultation and are designed to make maximum benefit of the knowledge gained from the Institute's concurrent research and consultancy activities. Our short courses are presented by expert practitioners who work on a daily basis, in or with local councils, government and the private sector. The courses are offered using a combination of interactive workshop teaching methods with online materials for flexible learning.

Our short courses are offered in these main areas:

- Building Regulation and Planning
- Evaluation
- Finance, Economics and Performance
- Land-use Planning
- Leadership
- Management and Planning
- Planning for Bushfires
- Policy
- Public Participation and Community Engagement
- Social Planning
- Strategic Planning

Our tailored short courses offer our clients flexibility, time- and cost-effectiveness. Some of the bespoke in-house courses we delivered in 2017 are outlined below.

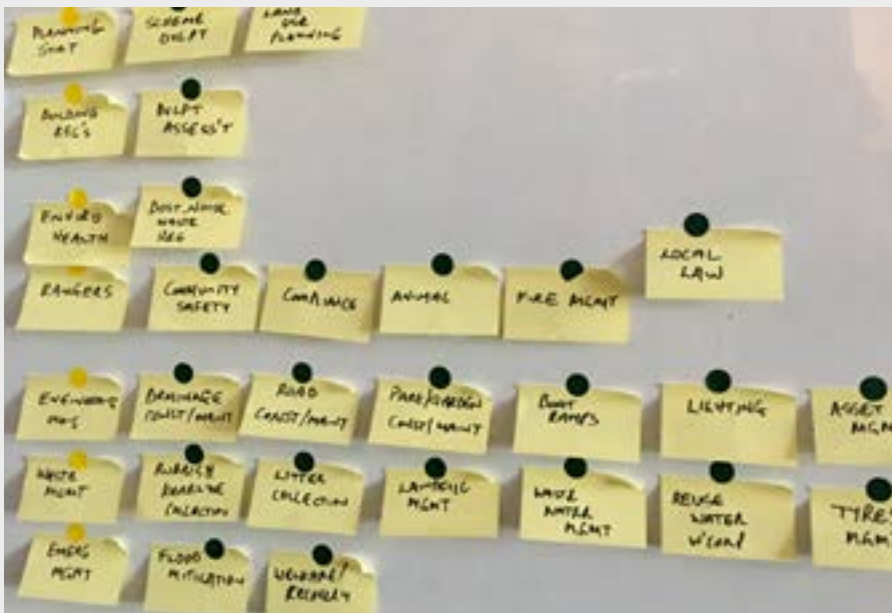
### **SERVICE DELIVERY REVIEW TRAINING, DEPARTMENT OF LOCAL GOVERNMENT WESTERN AUSTRALIA**

The Centre worked with the Government of Western Australia Department of Local Government and Communities to deliver review training workshops for country local governments in both regional and metropolitan locations. The Centre delivered sixteen two-day courses across Western Australia over 2016 and 2017.

### **WORKFORCE PLANNING TRAINING FOR SOUTH EAST TASMANIAN COUNCILS**

The Centre delivered workforce-planning workshops tailored for a group of South East Tasmanian Councils to plan for the right level of resources to meet the needs of their communities now and in the future. Utilising templates from the Centre's Workforce Planning Guidelines for Local Government in Tasmania, participants were guided through the steps and activities of workforce planning and began to build a workforce plan that integrated with wider strategic corporate planning. Workforce planning





brings important benefits to councils and their communities and this workshop assisted these councils to plan at a local and sub-regional level to support the future growth of a vibrant economy of South East Tasmania.

### **PLANNING FOR BUSHFIRE PRONE AREAS, BYRON BAY COUNCIL AND PORT STEPHENS COUNCIL**

The Centre delivered this five-day course in-house for Byron Bay Council and Port Stephens Council staff. The delivery was adapted to one three-day and one two-day block one month apart. The training provided the planning and development professionals with the necessary skills and understanding to apply the relevant requirements of the Environmental Planning and Assessment Act, Rural Fires Act and AS 3959 (Building in Bushfire Prone Areas). Participants were provided with a thorough understanding of the relevant legislation, appropriate planning and design principles and related aspects of bushfire behaviour and management. This is required not only to produce quality outcomes but also to help protect local councils against claims of negligence in exercising their development control functions. A pathway for Recognition of Prior Learning was designed for participants who successfully completed this training.

### **DEVELOPMENT ASSESSMENT FOR COUNCIL RANGERS, MOSMAN COUNCIL**

Mosman Council engaged the Centre to deliver an in-house course for Council rangers. The Council was seeking rangers to have a better understanding of the development assessment system to improve staff confidence in their role through increased knowledge of the legislation and local controls. The goal was to develop the ability of rangers to respond to regulation matters. Internal staff presented to their colleagues on this training to strengthen connections across council. This short course can be customised for regulation staff.

### **PUBLIC SPACE AND ENGINEERING CERTIFICATION TRAINING, CITY OF SYDNEY**

The Centre worked alongside the City of Sydney staff to design training for public domain officers. Staff were seeking to understand their roles and appreciate the extent of their responsibilities. The training included relevant legislation requirements, the approval system, development assessment and conditions of consent. Internal staff presented to their colleagues on this training to strengthen connections across council. Questions and discussion were utilised to explore staff roles in the implementation of development assessment and interpretation of conditions of consent.

**In 2017 we delivered 33 short courses and training programs with 449 attendees**

### **ELECTED MEMBERS PROGRAM - UTS EXECUTIVE CERTIFICATE**

The Centre delivered two different Elected Members Programs in 2017. The Executive Certificate program supports the development of credible and effective elected members, and helps them to build their skills and capacity to have a positive and well informed impact on council decision-making. Elected members from a variety of councils came together to learn about leadership practice in local government leadership. Newly elected councillors as well as highly experienced councillors attended. The program participants explored leadership in complex environments, and were provided with tools to think strategically and work collaboratively to address difficult issues. The Centre continues to partner in the delivery of this program with Local Government New South Wales to provide Continuing Professional Development and pathways to the Centre's Master of Local Government course and vocational education and training courses.

### **OUTCOMES FOCUSED PROGRAM EVALUATION, CENTRAL COAST COUNCIL**

The Centre delivered this workshop for Central Coast Council. Participants were provided with applied knowledge and skills to develop outcomes focussed evaluation frameworks for a variety of purposes within their work. The workshop was highly interactive, with participants drawing on their own work case studies connected to organisational strategic goals. This course was delivered in-house, and was adapted to participant and Council needs.

# External research and consulting

**The UTS Institute for Public Policy and Governance and the Centre for Local Government offer an established specialist external research and consulting service with a high standard of professional consulting practice.**

We are committed to methodological innovation and rigour, and applied impact-driven research that benefits government, industry, non-government organisations and the community. The work we do is a blend of the best the university and the commercial consulting sectors have to offer and it is shaped by the needs of our clients and sectors. As part of a University we have access to specialists, academics and their latest thinking, across a range of disciplines.

We develop high quality, relevant and applicable work that has tangible impacts in the environments in which we work. Our team is experienced at leading and managing policy, social research and evaluation and public administration projects in areas with sensitive stakeholder environments and complex legislative, policy and program requirements.

We have a strong track record of successfully delivering projects on time and on budget for a range of government and non-government agencies and public trading enterprises.

Our applied research and consultancy services are about knowledge sharing, rigour, value adding, promoting good research outcomes and learnings across sectors.

Our areas of expertise include:

- Asset and infrastructure management
- Community and stakeholder engagement
- Community and corporate governance
- Demographic and spatial analysis
- Economic and Financial Analysis
- Environmental Management
- Evaluation
- Leadership
- Legal expert advisory
- Governance and leadership
- International alliances
- Organisational change and development
- Performance Reporting and Measurement
- Policy advisory
- Rural-remote and Indigenous governance
- Service delivery
- Social planning
- Social research
- Strategic planning
- Urban policy
- Workforce development

## Where to download?

Over the next pages we highlight some of our consultancy work and projects completed in 2017.

To view and download research reports and manuals please visit the Institute for Public Policy and Governance website (Reports and Manuals) at [ippg.uts.edu.au](http://ippg.uts.edu.au)





# Local government

**As the leading university-based centre in Australia focused on local government, the UTS Centre for Local Government, part of Institute for Public Policy and Governance, conducts trans-disciplinary and comparative research about local government and local governance. The Centre and the Institute offer specialist consultancy services for councils, government agencies and associated industry and professional bodies.**

Some of our 2017 key projects for local governments included service delivery reviews, workforce development, community engagement, strategic planning, organisational health checks and financial sustainability reviews.

## **FINANCIAL SUSTAINABILITY REVIEWS**

The Centre provided operational and financial advice to councils across Australian jurisdictions in 2017. Achieving and maintaining financial sustainability is a matter of priority within the local government sector, as a sustainable financial outlook enables councils to build organisational and operational capabilities and effectively deliver services to the local community. The Centre completed financial sustainability reviews for general financial health checks, to assist in medium and long term strategic planning, serve as a performance benchmarking tool, or to identify and address financial challenges.

## **SERVICE DELIVERY REVIEWS, BELLINGEN COUNCIL, NEW SOUTH WALES**

The Centre was engaged by Bellingen Council to undertake a service delivery review. The local economy in Bellingen is in transition with a mix of traditional and non-traditional farming, tourism and emerging cultural industries. The Council also faces unique operational challenges with ageing infrastructure, rivers subject to flooding, a large road

network and significant town centres. The Centre was asked to assist with a targeted review of some key internal functions in order to optimise resource allocation and ensure an appropriate level of service to support Council into the future. The data alongside staff feedback formed the basis of recommendations including priority work tasks and processes aimed to optimise outcomes within realistic staff resource constraints.

## **ORGANISATION HEALTH CHECK, LIVINGSTONE COUNCIL, QUEENSLAND**

The Centre worked with Livingstone Shire Council over a six-month period to undertake a complete organisational health check. The health check included assessing the existing organisational culture and determining the organisational readiness to change, service mapping of all of Council services and functions and aligning these with the corporate strategic plan. It also included developing a workforce plan to align to current and future service delivery, a review of all administrative functions to identify areas for efficiencies and an organisational redesign to align the organisation with the strategic direction of council. As a result of this project, Livingstone Council has significantly reduced its annual operating budget.

## **LIBRARY SERVICES STUDY, LITCHFIELD COUNCIL, NORTHERN TERRITORY**

The Centre was engaged by Litchfield Council to undertake a needs study of library services. The objective of this study was to guide the Council and the Northern Territory Government in their decisions and allocation of resources for the extension and operations of future library services in Litchfield. The study assisted Council and the Northern Territory Government to understand current and future need for library services, and provided options in relation to models to deliver expanded library services. It also provided a robust evidence base for seeking funding for the development of a new library facility in Litchfield, and provided an analysis of the viability of the existing library service at Taminmin College.









# Social planning

**The UTS Institute for Public Policy and Governance provides a specialist social planning consultancy service. Working with a wide range of industries, governments, non-government organisations and communities, the Institute is an industry leader in social impact assessment and social infrastructure assessment, specialising in the analysis, management and evaluation of the social consequences of development.**

A qualified and skilled team of social scientists, we have demonstrated experience in social impact assessment theory and practice, with some of our key 2017 projects relating to social infrastructure assessments, open space needs assessments, childcare, aged care, liquor licensing social impact assessments and affordable housing projects.

## **SOCIAL IMPACT ASSESSMENTS**

The Institute was engaged to prepare a number of Social Impact Assessments for a range of development proposals in 2017. With the role of the social impact assessments to ultimately ensure developments provide a socially sustainable outcome for local and broader communities, our social planning work at the Institute uses comprehensive social research techniques, working closely with clients to deliver successful outcomes. Recent projects include Social Impact Assessments for the redevelopment of an aged care facility in Marrickville, Sydney and for a new childcare centre in Charlestown, Lake Macquarie. As experts in relation to the social impacts of licensed premises the Institute was also engaged to prepare updated social impact assessments of a liquor licensing proposal for Mount Hutton, Lake Macquarie and review the assessment of key indicators of harm for take away licensed premises in Kirrawee, Sutherland Shire.

## **SOCIAL INFRASTRUCTURE NEEDS ANALYSIS, NEW SOUTH WALES LAND AND HOUSING CORPORATION**

In 2007 the New South Wales Government announced that the Bonnyrigg Estate, established as a large residential housing estate, comprising of 90% social housing dwellings, was to undergo significant growth and renewal. With the recent decision to modify the original Bonnyrigg Estate Concept Plan seeing an increase in the total number of dwellings from 2,000 to 3,000, the Institute was engaged by the New South Wales Land and Housing Corporation to review the open space and social infrastructure requirements, and conduct an updated needs analysis for the provision of social infrastructure for the modified Bonnyrigg Renewal area. Informed by targeted engagement, quantitative population trend analysis and the review of recent longitudinal research of the Bonnyrigg Estate, the Institute's review has assisted in informing the overall design of the Concept Plan ensuring that the new residents within the Estate have continued support through the provision of the right social infrastructure and open spaces.

## **SOCIAL PLANNING EXPERT EVIDENCE**

The Institute offers an established, capable specialist consulting service with expertise in the analysis, monitoring and management of social consequences in relation to alcohol related harms. As specialists in this field, our team is considered the leading experts in liquor-related social impact assessment, regularly providing expert social planning evidence to the New South Wales Land and Environment Court. In 2017 the Institute was engaged to provide evidence in relation to the establishment of a new packaged liquor premises in Sydney. The project required extensive research and analysis, stakeholder engagement and evaluation of the latest international and local research on the effects of alcohol related harms on local and broader communities. The project's aim was to establish the likely impact the proposal would have on the surrounding area and identify harm minimisation and management strategies that could be adopted to minimise any potential impacts on the local community.



# Research and evaluation

**The UTS Institute for Public Policy and Governance combines a wealth of consultancy, research and academic experience from UTS across all levels of government. This unique mix is our core strength and allows us to provide robust and informed advice to ensure the best outcomes for our clients and the community.**

The Institute consulting team is highly experienced with a broad range of evaluation methodologies and the latest evaluation research. We can build capacity in monitoring, evaluation and planning, and create, effectively implement and evaluate consultation activities and policy- and program-based initiatives. We assist our clients with applied impact-driven research and evaluation that can be translated into evidence-based public policy to benefit government, non-government organisations, industry and the community.

Some of our research and evaluation projects from 2017 are highlighted on the next page.





## **EVALUATION OF SOCIAL MARKETING CAMPAIGNS FOR EMPLOYMENT PROMOTION FOR PEOPLE WITH DISABILITY, NEW SOUTH WALES DEPARTMENT OF FAMILY AND COMMUNITY SERVICES**

The Institute is engaged by the New South Wales Department of Family and Community Services to evaluate three separate social marketing campaigns which aimed to influence attitudes towards employing people with disability. The evaluation considered the reach of each of the three campaigns, and the impact of these campaigns on attitudes of people with disability, employers and the general public. The evaluation uses a mixed-methods approach to pre- and post-campaign attitudinal testing that included focus groups and online surveys of employers and people with disabilities, and online surveys of the general public.

## **BREAKING THE SILENCE EVALUATION, WHITE RIBBON AUSTRALIA**

The Institute was engaged by White Ribbon Australia to conduct research for Breaking the Silence program. Breaking the Silence is a primary prevention program delivered in schools targeting staff and student knowledge of the gender-based drivers of men's violence against women, and behaviour change. The program has been delivered since 2009. As part of the evaluation project, the Institute is conducting research in schools to determine the impacts of the program on school communities' awareness of violence against women, their ability to identify forms of abuse and attitudes and behaviours towards gender equality and men's violence against women. This project is ongoing.

## **EVALUATION OF THE NEW SOUTH WALES STATEWIDE EYESIGHT PRE-SCHOOLER SCREENING PROGRAM, NEW SOUTH WALES HEALTH**

New South Wales Health Maternity, Child, Youth and Paediatrics Unit engaged the Institute to complete an evaluation of the New South Wales Statewide Eyesight Preschooler Screening Program (StEPS).

StEPS is a free universal vision screening program targeting four-year-old children attending preschool, childcare or other children's services. StEPS has been operating since 2008. The Program formalises the recommendation for vision screening as part of regular health checks in the New South Wales Personal Health Record. Evidence strongly indicates that vision screening at age four is the optimal time for successful therapeutic outcomes if visual abnormalities are detected, which helps children enter school as confident learners. The evaluation looks at the different models of StEPS implementation across local health districts, and the effectiveness and efficiency of those models. This will enable an understanding of the strengths and challenges of the program and the recommendation of a model service configuration. This project is ongoing.

## **REVIEW OF ILLAWARRA YOUTH EMPLOYMENT STRATEGY, NEW SOUTH WALES DEPARTMENT OF PREMIER AND CABINET**

The New South Wales Department of Premier and Cabinet (DPC) commissioned the Institute to carry out an overarching process evaluation of the development and implementation of the Illawarra Youth Employment Strategy (Illawarra YES) and its associated programs. Through this evaluation, the Institute delivered a progress report on each program, analysed the experiences and expectations of key stakeholders and program participants and identified enabling factors and challenges that should be considered if a similar approach is to be replicated in other locations. The Institute's outcomes report concluded that early results indicate that the Strategy is delivering a number of positive results for youth employment across the Illawarra and Shoalhaven, with young people completing training, work experience and transitioning to employment as part of the YES.

# Policy advisory

The Institute for Public Policy and Governance provides policy advisory services for all levels of government, non-government organisations and the private sector. We work with our clients to thoroughly understand the unique needs and problems policy and program activities and outputs respond to, and desired policy and program outcomes. We draw on the best of contemporary practice and thinking to develop evaluation approaches guided by practical frameworks.

We collaborate with our clients to deliver innovative impact-driven research that provides our clients with insights and solutions to their challenges. The specialist skills and knowledge of our team allow us to deliver best practice approaches tailored to organisational, policy, program and project contexts.

## INFORMATION LINKAGES AND CAPACITY BUILDING, NATIONAL DISABILITY INSURANCE AGENCY

Under the Community Inclusion and Capacity Development Grants, the Institute researched the current involvement of local government in supporting people with disability, their families and carers to participate in the social and economic life of their community. This includes information, linkages and capacity building activities provided by local government in Australia for people with disability, as well as identifying best practice and future opportunities to improve outcomes for people with disabilities within local government areas.

The project culminated in the development of an online sector resource to build the capacity of local governments to identify and plan for strategies and actions to increase the social and economic participation of people with disability. This includes a place-based framework for action based on the current experiences of local governments in Australia.

The resource and associated reports can be found at [ippg.org.au](http://ippg.org.au).

## ENABLING INCLUSIVE TOURISM IN REGIONAL NEW SOUTH WALES, NEW SOUTH WALES DEPARTMENT OF PREMIER AND CABINET

Local Government New South Wales (LGNSW) and the Institute for Public Policy and Governance were funded by the New South Wales Department of Premier and Cabinet to enable regional councils and tourism businesses to improve information provision on and marketing of inclusive tourism services and products. This project was funded through the New South Wales Department of Premier and Cabinet Tourism Demand Driver Infrastructure grant program.

The research identified that people with disability account for 17% of all tourism expenditure, estimated at \$3.3 billion for the first quarter of 2017. Given that the likelihood of disability increases with age, and that the number of people over 50 will increase by almost 50% by 2037, this figure is likely to grow. It is therefore crucial to provide services to meet the needs of people with disability, the research showed.





# The Changing Landscape for the Public Sector: The Challenges of Building Digital Bridges, Civica

## Project profile

In November 2017, the UTS Institute for Public Policy and Governance formed a research partnership with Civica, a technology services provider, to formalise the growing body of Civica's and the Institute's Changing Landscapes research work that investigates the impacts and opportunities of digital technologies in government organisations.

For the fourth edition of the Changing Landscape research, the Institute investigated digital futures for local government for the report "The Changing Landscape for the Public Sector: The Challenges of Building Digital Bridges".

Some of the key findings from the research included:

- The role of leadership in driving the implementation and adoption of digital technologies and innovation is crucial as 96% of survey respondents said that leadership needed a strong strategy and vision
- 93% said they needed to show evidence of strong communication in their organisation.
- The scale of requirements versus the budget available was highlighted as the top barrier to transformational change by 57% of survey respondents. These financial restrictions require collaborations and partnerships to deliver efficient digital services with digital technologies that are integrated and user-focused.

It is evident from the research that digital futures are very much in the minds of local governments, who understand that digital technologies increasingly play a role in better and more relevant outcomes for the service provider and the user.

The research found that the main opportunities for organisations aspiring towards digital transformation included embedding digital processes and governance into organisational strategic planning and advocating for digital funding from other tiers of government (such as federal digital innovation budgets and requests for special rate variations). Main opportunities also included training of digitally focused staff who understand the public value of the digital solution to the community, developing strong executive leadership and direction with a digital vision for the future, and exploring new ways of working with the community and partners on digital solutions.





## Rural Roads Service Level Deliberative Panel, Gwydir Shire Council

### Project profile

In 2017, the Centre for Local Government continued its high impact approach to public participation. Building on our success using deliberative engagement to provide communities with a voice in government decision-making, such as previous panels that have informed decisions by the New South Wales Independent Pricing and Regulatory Tribunal, the Rural Roads Service Level Deliberative panel engaged the Gwydir community on road service levels.

It responded to the findings of a 2015 panel that considered Council's Special Rate Variation application and recommended Council specifically engage the community on road service levels in light of the financial pressures Council faces and the significant budget impost of roads. This panel brought together 20 randomly-selected community members and used experiential techniques so they could see first-hand, what different road classes and service levels mean for them, and to better understand the technical and funding considerations of road infrastructure delivery.

Working with roads experts, the panel considered current service levels, the spectrum of potential levels and financial implications of these, and provided Council with recommendations on future service levels for different road classes.

Through this project, we continued to refine our innovative pre and post-test survey methodology as both a random selection tool and to test the panel's recommendations with the broader community. The project was funded by a New South Wales Government Local Government Innovation Grant.

# National Emergency Management Project Evaluation, Australian Attorney General's Department and the Australia and New Zealand School of Government

The UTS Institute for Public Policy and Governance was engaged by the Australia and New Zealand School of Government to test the National Monitoring and Evaluation Framework for Disaster Recovery on the recovery program from the 2015 catastrophic Pinery Fire in South Australia.

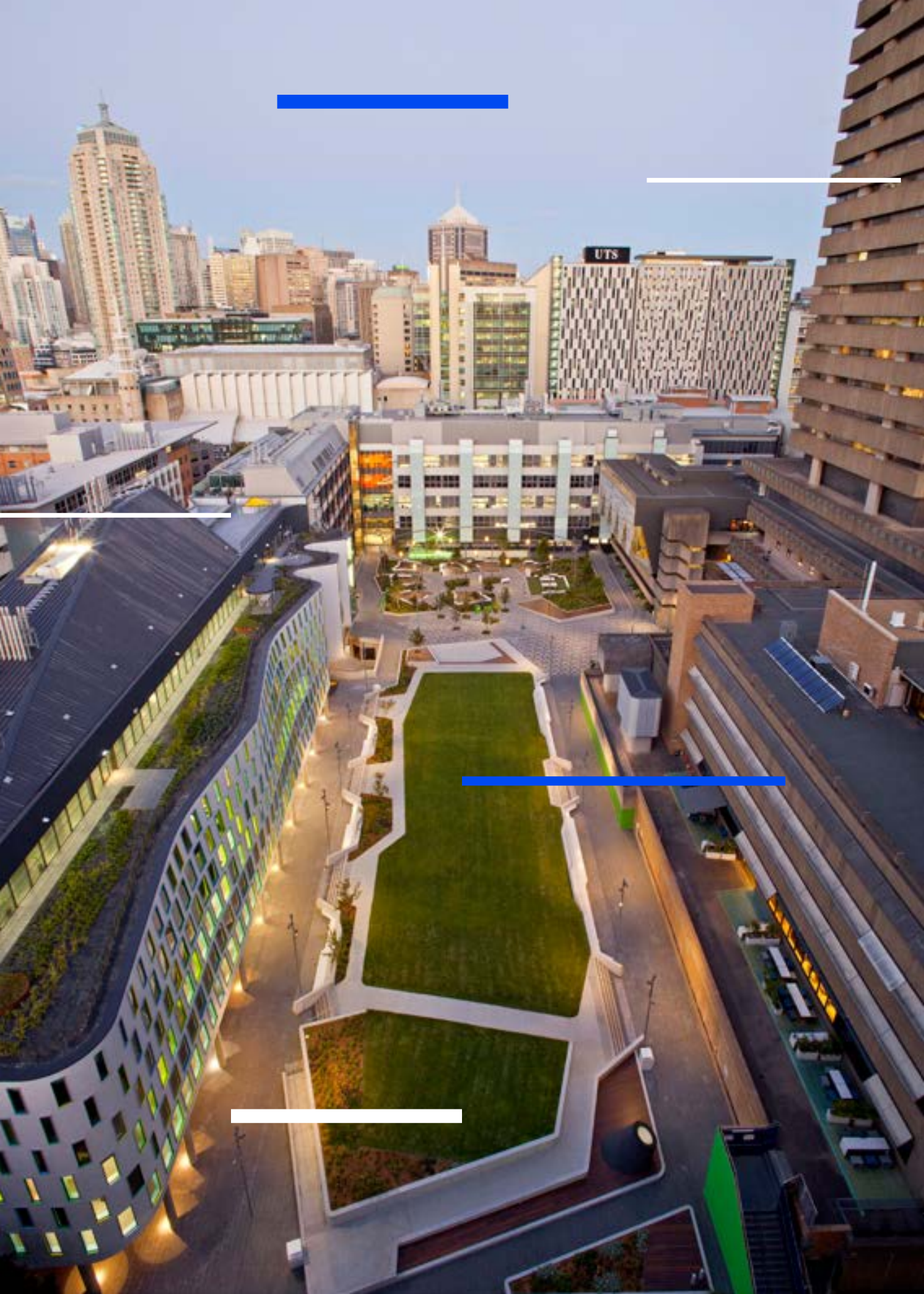
The national Framework was developed to provide a consistent outcomes-focused approach to the evaluation of any individual disaster recovery program. This approach allows the lessons learned from each program evaluation to feed into an evidence base that will improve subsequent disaster recovery programs.

The Institute used the national Framework to co-design a program logic and evaluation plan for the Pinery recovery program with the South Australian State Recovery Office. The evaluation plan aimed to evaluate how the state government led recovery program resulted in sustainable community-led recovery and more resilient communities. The Institute assessed the extent of recovery around the built environment, local economy, social and psychosocial functioning, and the natural environment. The Australian Bureau of Statistics data, data collected as part of the recovery program, a community survey, a series of community forums and extensive stakeholder consultation were used in the assessment. The evaluation also sought to understand how the governance structure guiding the recovery program contributed to the achievement of sustainable and resilient communities in the above recovery domains.

The findings identified opportunities for the State Recovery Office to strengthen recovery planning across government and non-government agencies, collect a minimum data set to monitor and evaluate recovery progress, and improve the preparedness of communities for disaster recovery. The findings also helped refine and strengthen the National Monitoring and Evaluation Framework to increase its utility for agencies seeking to evaluate their disaster recovery programs.









# Events and conferences

**We have a strong commitment to bringing the sector together to discuss the important issues. We hosted a number of events and workshops, and presented at approximately 25 academic conferences throughout 2017.**

## HIGHLIGHTS IN 2017

Events hosted at the Institute:

- 24th Australian Association for Professional & Applied Ethics (AAPAE) Annual Conference: Applied Ethics in the Fractured State
- Book Launch event: Local Government in Australia – History, Theory and Public Policy by Dr Bligh Grant and Dr Joseph Drew. The book was launched by Professor The Hon Bob Carr, Director of the Australia-China Relations Institute.

## NATIONAL CONFERENCE HIGHLIGHTS

- Professor Roberta Ryan was keynote speaker at the Civica Expo 2017 in Sydney, New South Wales.
- Professor Roberta Ryan presented the keynote at the 'Inclusive and Cohesive Communities in New South Wales Conference' in Sydney, New South Wales.
- Professor Alan Morris presented at the 'Australian Housing Researches Conference' in Melbourne, Victoria.
- Professor Alan Morris presented at the 'Australian Social Policy Conference' in Sydney, New South Wales.
- Professor Alan Morris presented at the 'New South Wales Adult Literacy & Numeracy Conference' in Sydney, New South Wales.
- Professor Alan Morris presented at the 'Society for Heterodox Economists Conference' in Sydney, New South Wales.
- Professor Roberta Ryan facilitated and Professor Lee Pugalis presented at the 'Japan Local Government Centre Council of Local Authorities for International Relations Forum 2017' in Junee, New South Wales.
- Professor Lee Pugalis and PhD Candidate Kane Pham presented papers at the 'Regional Studies Association Annual Conference' in Sydney, New South Wales.
- Senior Lecturer Dr Bligh Grant was Conference Convenor and presented papers, and Lecturer Dr Joseph Drew and PhD Candidate Helen Christensen presented papers at the '24th Australian Association for Professional & Applied Ethics (AAPAE) Annual Conference: Applied Ethics in the Fractured State' was hosted by the UTS Institute for Public Policy and Governance.



**Left:** Richard Fiddis, Managing Director, Civica International (L) and Professor Roberta Ryan.



**Left:** Dr Bligh Grant at the 2nd Inspiring International Research Excellence Seminar.

**Below:** Dr Joseph Drew (L), Professor The Hon Bob Carr, Dr Bligh Grant, Professor Roberta Ryan.

- Senior Lecturer Dr Bligh Grant, Lecturer Dr Joseph Drew, PhD Candidate Helen Christensen, PhD Candidate Glenn Fahey and PhD Candidate Dana McQuestin presented papers at the ‘Australian Political Studies Association Conference 2017 - Democracy and Populism: A New Age of Extremes?’ in Melbourne, Victoria.
- Senior Lecturer Bligh Grant, Research Officer Lee Huuskes, PhD Candidate Helen Christensen and Master of Local Government student Chris Dewhurst presented papers at the ‘The 41st Annual Conference of the Australia and New Zealand Regional Science Association International (ANZRSAI)’ in Toowoomba, Queensland.
- Senior Lecturer Bligh Grant presented a paper at the ‘Local Government Professionals Annual Conference’ in Melbourne, Victoria.

**INTERNATIONAL CONFERENCE HIGHLIGHTS**

- Professor Roberta Ryan, was the conference rapporteur, panel chair and presented a paper at the International Association of Schools and Institutes of Public Administration international conference in Palestine.
- Dr Joseph Drew was invited to give the keynote address at the ‘Public Sector Internal Audit International Seminar’, Jakarta, Indonesia.
- Professor Alan Morris presented at the ‘International Sociological Association Conference’ in Hong Kong.
- Professor Lee Pugalis presented at the ‘Westminster Social Policy Forum’ in London, United Kingdom.

- Professor Lee Pugalis presented at the ‘1st International Conference on Energy Research and Social Science’ in Sitges, Spain.
- Professor Lee Pugalis presented at the ‘12th Conference of the European Society for Ecological Economics’ in Budapest, Hungary.
- Professor Lee Pugalis presented at the ‘3rd European Congress of Local Governments’ in Krakow, Poland.
- Senior Lecturer Dr Bligh Grant and Lecturer Dr Joseph Drew presented papers at the ‘3rd International Conference on Public Policy’ in Singapore.





# International engagement

The Institute for Public Policy and Governance has a strong international reputation and presence through a range of capacity building, research and representation activities.

Our activities are directed towards improving the capacity of governments at all levels, and we have formal links with international organisations to enable collaborative, country-based development and delivery of capacity building programs. We have a strong strategic commitment to information exchange, collaboration and building international local governance capacity and alliances. We worked on a number of projects and initiatives with our international partners in 2017, some of which are highlighted below.

**Below:** Professor Roberta Ryan with delegates from the Indonesian Ministry of Administrative and Bureaucratic Reform.



## International Projects

### **DFAT PACIFIC CONNECT, INTERNATIONAL CENTRE FOR DEMOCRATIC PARTNERSHIPS**

Pacific Connect seeks to forge strong and enduring strategic relationships between Pacific and Australian leaders across the public, private and community sectors. Pacific Connect is run by the International Centre for Democratic Partnerships (ICDP) and sponsored by the Australian Department of Foreign Affairs and Trade. The UTS Institute for Public Policy and Governance is monitoring and evaluating the pilot program which will work with local leadership to identify opportunities, individuals and coalitions for engagement under a theme of 'Australia-Pacific Connections for the Digital Future'. Professor Roberta Ryan represents UTS on the board of Pacific Connect.

### **FORUM OF FEDERATIONS, PAKISTAN AND SOUTH AFRICA**

In collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Forum of Federations, the UTS Institute for Public Policy and Governance coordinated a development planning pilot trial in Khyber-Pakhtunkhwa, Pakistan. The project was aimed at improving planning for the delivery of public services to citizens at the local government level by improving:

- participation in the development planning process
- development and planning coordination, across both inter and intra-institutional coordination across multiple departments and across multiple tiers of the government
- public accountability and trust between the state and society.

Professor Roberta Ryan co-facilitated an exposure visit to South Africa by officials from the Provincial finance department, Planning and Development department, Tehsil Municipal Administration, Local Government Department and District Administration. Following the visit, participants developed pilot trials in the Khyber Pakhtunkhwa local government system to establish a mechanism for effective and transparent coordination development planning.

## International Delegations

**The Institute hosted several international delegations including delegates from China, Indonesia and Vietnam in 2017:**

- Delegation from Vietnam Central Committee, Vietnam
- Delegation from the Director Board of Hanoi University of Business and Technology, Vietnam
- Delegation from Gansu Agricultural University Teaching and Learning, China
- Delegation from Party Committee Organization Department of Ningxia Hui Autonomous Region, China
- Delegation from Licang District People's Government, Qingdao, China
- Delegation from Office of Shanghai Chronicles, China
- Delegation from Government Offices Administration of NingBo, China
- Delegation from Suzhou Wujiang District Human Resources & Social Security Bureau, China
- Delegation from Anyang Institute of Technology, China
- Delegation from People's Government of Shuozhou, China
- Delegation from Indonesian Ministry of Administrative and Bureaucratic Reform (KEMENPAN), Indonesia
- Delegation from Fujian Housing and Urban-Rural Construction Department, China
- Delegation from Foreign and Overseas Chinese Affairs Office of Chengdu Municipal People's Government, China
- Delegation from Bappenas Spirit - Indonesian Delegation, Indonesia

## International Academic Engagements and Appointments

- Dr Joseph Drew was invited to present a series of seminars to staff at the Tokyo Metropolitan University (TMU) in March 2017. Subsequent to this, Dr Drew was recognised as an adjunct Professor at TMU to advise on a project conducted under the auspices of the Tokyo Metropolitan Government which is responsible for 49 local governments in the Greater Tokyo area. Joseph is also a supervisor to three PhD candidates at TMU, and is expected to attend as a visiting scholar twice a year.
- Dr Drew was invited to give the keynote address at the Public Sector Internal Audit International Seminar December 2017 - BPKP, Jakarta Indonesia in December 2017.
- Under UTS's Key Technology Partnership arrangements, Dr Bligh Grant was Visiting Fellow

at the Department of Sociology and Social Work, Sun Yat-sen University in Guangzhou, China in April 2017. Dr Grant worked with Associate Professor Xiaoxing Huang and Professor Lin Ye on several ongoing projects during this time. The co-edited book, *Metropolitan Governance in Asia and the Pacific Rim: Borders, Challenges, Futures*, to be published by Springer in July 2018, is part of the strategic research relationship between the two universities.



## International Associations and Memberships

- International Association of Schools and Institutes of Administration: Professor Roberta Ryan is Regional Vice-President for Australasia

# Contact us

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