



 **ACELG**
Australian Centre of Excellence
for **Local Government**

2012 Annual Report



An Australian Government Initiative



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1 Chairperson's Message



I am very pleased to present this report on the activities of the Australian Centre of Excellence for Local Government (ACELG) during the year 2012.

A number of projects planned in the previous year have now been delivered in the form of

high quality and practical tools, guidelines and research that are making an impact in the local government sector. The resources aim to support innovative practices and policy deliberation within Australian councils and local government organisations. Most were supported by national events to underline their value to the sector.

The awareness and impact of ACELG's work continues to build. This year, the Centre's work has informed a number of local government review and reform processes underway in most states and the Northern Territory. I am pleased that ACELG's research can contribute to initiatives that will support the nature and function of our local governments.

We have also made a concerted effort through 2012 to strengthen our engagement with the local government sector and other stakeholders. ACELG initiated a diverse set of roundtables, research showcases, forums and seminars around the country, in partnership with local government organisations. I have greatly enjoyed meeting local government professionals and other stakeholders at these events and their input has assisted ACELG to refine its program work.

Further ideas-based engagement with the sector is planned through 2013 to make the most of our unique position within local government as a national research centre.

The activities reported here demonstrate an inclusive approach and the willingness of local government and other collaborators to partner with ACELG on important initiatives.

Some highlights for 2012 include:

- Release of significant research and resources on critical local government themes such as strengthening revenues, asset management and long-term financial planning, fly-in fly-out work practices, Indigenous employment, political management, innovation and new ideas, social media, service delivery, among others
- Further enhancement of the Advancing Leadership Program through new partnerships and course subjects of the Graduate Certificate in Local Government Leadership, and the first cohort of graduates from the Northern Territory
- Finalisation of work under the Local Government Reform Fund (LGRF), including: the National Local Government Data Project (a major national priority initiated by the former Local Government and Planning Ministers' Council); a National Assessment Framework for Local Government Asset Management and Financial Planning; and a National Workforce Strategy
- Continued support of the Women in Local Government Program *50:50 Vision – Councils for Gender Equity* and development of strategies within the pending *Future-Proofing Local Government: National Workforce Strategy 2013-2020*
- Continued activity under the Research Partnerships Scheme and the researchers' network to assist councils to build research capacity and gain support for applied research which meets local government needs
- A National Local Government Workforce Development Forum and a national roundtable on Aboriginal and Torres Strait Islander employment in local government. The latter was opened by the Hon Adam Giles, (then) Northern Territory Minister for Local Government

- Hosting of interstate research showcases to review the current status of local-level research, policy and practice.

I would like to take this opportunity to acknowledge the contribution of local governments, associations, professional organisations and practitioners in supporting ACELG through 2012.

I wish to thank my fellow board members for their commitment, enthusiasm and knowledge whose counsel has ensured that ACELG's programs are effective and responsive to the needs of the sector. The dedication and hard work of members of the ACELG consortium, program co-ordinators and Centre staff throughout the year is also gratefully acknowledged.

I would like to especially mention the outstanding contribution made by the Centre's inaugural director Professor Graham Sansom who stepped down as director at the end of 2012. Graham is greatly respected throughout the sector and ACELG was indeed fortunate to have such an astute and knowledgeable founding director. On behalf of the board I wish Professor Sansom well in his endeavours. We welcome Associate Professor Roberta Ryan as the new Director of ACELG. Associate Professor Ryan brings in-depth local government knowledge and expertise to the role and we all look forward to working closely with her.

Finally, the board recently approved the ACELG project plan for 2013. Please take some time to review the Centre's proposed initiatives and I hope you might contact us about making a contribution.

Hon Margaret Reynolds

CHAIRPERSON

2 About ACELG

Introduction to ACELG

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



ACELG research showcase participants, Perth

The Consortium

Consortium partners are:

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



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

- Charles Darwin University
- Edith Cowan University

Vision, Mission and Guiding Principles

The Centre's vision highlights the pursuit of excellence:

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

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

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
- Workforce development initiatives including education, training and skills development for both staff and elected members
- Leadership development programs for both senior and emerging leaders

- A specialist focus on the particular needs of local government in rural and remote areas, including Indigenous local governance.

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

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

Board of Management

The primary role of the board is to ensure the good governance of the Centre. Board members during 2012 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

Prof Frances Shannon

University of Canberra



Cr Genia McCaffery**

Australian Local Government Association

Mr Paul Di Iulio

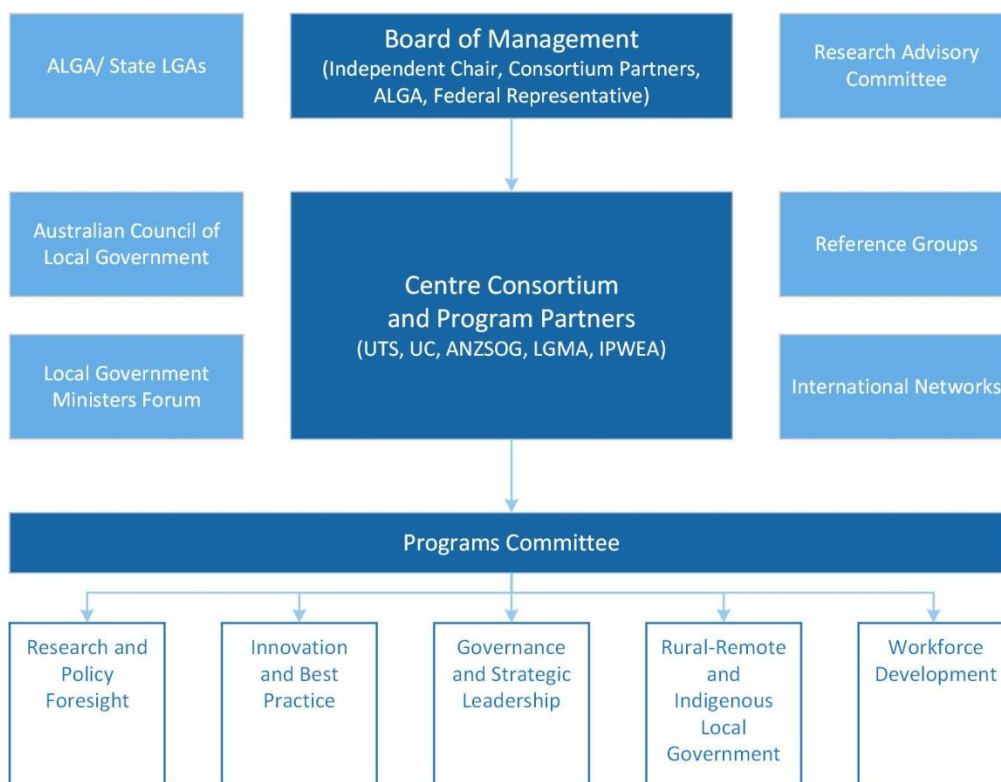
Institute of Public Works Engineering Australia

* until September 2012, thereafter Mr Richard Eccles.

** until November 2012, thereafter Mayor Felicity-anne Lewis

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

Contacts

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

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

Ms Stefanie Pillora
Program Manager, Research
stefanie.pillora@acelg.org.au

Ms Karen Purser
Program Co-ordinator, Women in Local
Government
karen.purser@acelg.org.au

Mr John Lavarack (part time)
Research Officer
john.lavarack@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 2012, ACELG convened five board meetings:

- 30 March at Parliament House, Hobart
- 30 April (Special Meeting) at the University of Technology, Sydney
- 13 July at Edith Cowan University, Perth
- 12 October at the Local Government Association of Queensland, Brisbane
- 17 December at the University of Technology, Sydney.

Project Plan

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

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:

- 17,450 unique visits (9,232 in 2011)
- 32,173 site visits (20,359 in 2011).



Newsletter

The Centre publishes a quarterly e-newsletter called *Excellence In Brief* that is circulated to 2100 contacts and subscribers. This includes individual councils, local government associations, professional associations, local government practitioners, academic institutions, and peak and representative associations. A shorter 'snapshot' newsletter called *Excellence Headlines* was initiated in 2012 to provide information about ACELG and its activities outside of the main newsletter publishing schedule. It is sent to subscribers each month.

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.

Mid-term Review

The funding agreement between the Commonwealth and the ACELG consortium specifies a review of the Centre halfway through its initial five-year term. This mid-term review process began at the end of 2012. It has assessed the operation of the Centre and the extent to which it has achieved its mandate to 'showcase innovation and best practice across local government and encourage the adoption of innovative practices and solutions' in view of operating environments and challenges. The review is being undertaken by the Department of Regional Australia, Local Government, Arts and Sport, and is due to report shortly.

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 2012, ACELG participated in the LGMA National Congress, the ALGA National General Assembly (ALGA generously provided a separate exhibition space for ACELG). ACELG staff and board members also addressed a number of important local government events around Australia.

ACELG conducted four state-based roundtable events in Tasmania, Victoria, Western Australia and Queensland. They were attended by local government ministers, senior policy advisors from state local government departments, representatives of local government associations, professional associations, regional organisations of councils, local governments and other organisations that have a stake in local government issues in each region.

The events were characterised by open, collegiate discussions about particular sector specific issues and allied ACELG initiatives. Stakeholder consultation and forum opportunities such as these provide ACELG the means to build personal relationships, gain new perspectives on key challenges and to inform participants about the Centre's programs.



Hobart Roundtable attended by the Hon. Bryan Green, Deputy Premier and Minister for Local Government

Programs Committee

The Programs Committee prepares and presents a written report on program progress at each board meeting for feedback and approval. The Programs Committee includes senior members of the consortium partners and the ACELG Deputy Director. The Programs Committee was chaired by ACELG Director, Professor Graham Sansom.

Program Co-ordination

ACELG convened 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 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.

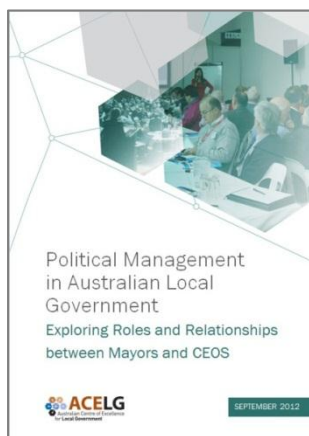
Key Program Outputs for 2012

A core feature of this research program is a working paper series which reviews the current state of play in particular policy areas, provides background on those policy issue and identifies examples of effective responses to those issues.

ACELG has continued to fill research gaps identified through consultations with the sector in working on the following priority topics in 2012. In addition to the papers that were published on these topics, roundtables and workshops were also held to discuss their implications for policy and practice. These are also detailed below.

Leadership in Local Government

Political Management in Australian Local Government: Exploring Roles and Relationships between Mayors and CEOs



This discussion paper examines a number of models which define the mayor-CEO relationship and considers whether this relationship is influenced by structural issues such as the method of election of the mayor. The research suggests ways the individuals

in these leadership roles can be supported in establishing successful and effective working relationships. The paper includes an appendix of relevant state and territory legislation.

The research complements another 2012 ACELG discussion paper from the Governance Improvement Program entitled *Australian*

Mayors: What Can and Should They Do? The paper was written by Professor Graham Sansom and addresses the changing role of mayors and how that role might be strengthened. Both papers were presented at various forums in 2012, including the Local Government Research Showcase and Forum held in Brisbane.

Local Government Finance and Revenue

In Our Hands: Strengthening Local Government Revenue for the 21st Century

This working paper builds on the 2011 ACELG working paper *Unfinished Business, A Decade of Inquiries into Australian Local Government*. It suggests how local government might independently improve revenue streams in the medium to long term to meet the ongoing and emerging needs of local communities. It is aimed at councils and the sector as a whole and covers a wide range of issues concerning property tax and other sources of revenue.

Consultations with experts in the field were held to develop the paper, including:

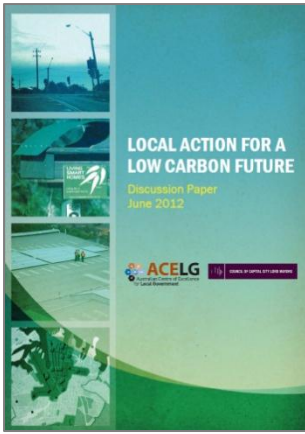
- Search Conference, 10 August 2012, Melbourne (based on a background paper 'Strengthening Local Government Revenue')
- Academic Reviewer's Meeting, 14 December 2012, Sydney.

Leadership in Climate Change

ACELG convened a local government reference group to explore how the role of local government in reducing carbon emissions could be recognised and strengthened. This builds on previous initiatives including the ACELG Local Government Climate Change Roundtable in 2011 and contributes to a strong national policy context and agenda on climate change.

Local Action for a Low Carbon Future

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



The paper was launched and presented at the Low Carbon Futures Seminar held 14 June 2012 at UTS, which was attended by 60 people and formed the basis of discussions with local, state and federal government representatives.

Local Government Data for Planning and Reporting

ACELG is involved in a number of projects aimed at assisting local government with their planning and reporting requirements and associated data needs. These cover workforce, infrastructure planning and the development of indicators to inform community strategic plans.

The Australian Bureau of Statistics (ABS) approached ACELG about co-hosting a workshop to develop an understanding of the data needs of local government in relation to the census and other ABS data sources and how these data sources could be used more effectively. The subsequent Local Government Data Roundtable was held on 7 August at UTS and proceedings are available on the ACELG website.

Local Government Practitioner Research

An important aspect of the research program is to strengthen practitioner research capacity and encourage those working in the local government sector to share their knowledge and insights about practice in a way that contributes to building a permanent knowledge base. To give a specific emphasis to this commitment, ACELG is developing a practitioner research initiative. In this context, the term 'research' is intended to incorporate a wide variety of activities and outputs and is not limited to traditional research methodologies and peer-reviewed academic writing.

A 'think piece' called *Creating a Legacy - The Knowledge Challenge of Practitioner Research* by Dr. Tim Robinson, Fairfield City Council and the ACELG Research Advisory Committee, was published on the ACELG Researchers' Network

website in 2012. The following also commenced in the year as part of the initiative and will be published through 2013:

- Framework for approaching practitioner research by John Lavarack, ACELG
- ***Make Your Knowledge Matter: A Guide to Developing and Documenting Research***, a practitioner research guide prepared by Sally Asker, InSIGHT Sustainability, and Stefanie Pillora, ACELG
- ***Knowledge City: The Difference an In-House Research Team made to a Council and its Community***, a paper on the work and impact of the City of Melbourne research team by Austin Ley, Manager City Research at the City of Melbourne. The paper includes an article for wider publication about research within the council called 'Taking the Pulse of the City' prepared by Caroline Baum.

Research Partnerships Scheme

The research partnerships scheme was established 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 commenced as part of the scheme in 2011 were published and disseminated:

- ***Evolution in Community Governance: Building on What Works*** (Vols 1 and 2). Jointly funded by the Municipal Association of Victoria, LGMA National and Bendigo Bank
- ***A Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia***. Research partnership with the Northern Sydney Regional Organisation of Councils
- ***Options for a Local Government Framework for Measuring Liveability***. Research partnership with Penrith City Council
- ***Collaborative Governance and Metropolitan Planning in South East Queensland - 1990 to 2010: From a Voluntary to a Statutory Model***. Research partnership with the Council of Mayors (SEQ) and the Queensland Government

- **Legal and Governance Models for Shared Services in Local Government.** Developed in support with the Wellington, Blayney, Cabonne Strategic Alliance.

The following partnership scheme projects commenced in 2012:

- **The Role and Future of Citizens' Committees for Australian Local Government** - Partners: Australia National University, Wyndham City Council, Surf Coast Shire Council, Nillumbik Shire Council and the newDemocracy Foundation
- **Learning as a Driver for Change in Local Government** - Partners: Royal Melbourne Institute of Technology, Hume City Council, Gwydir Shire Council and the Australian Learning Communities Network
- **Social Enterprise and Local Government: A Scoping Study** - Partner: Institute of Regional Development, University of Tasmania
- **Food Safety Compliance Strategy – Maximising Impact by Understanding the Food Business Context** - Partners: Queensland University of Technology (QUT), Environmental Health Australia (QLD) and Logan, Redland, Sunshine Coast and Ipswich City Councils
- **Community Wellbeing Indicators: Measures for Local Government** - Partner: Local Government Association of Queensland (LGAQ)
- **Discussion Paper: Policy Tools that help Local Governments Integrate Economic, Environment and Social Goals** - Partner: ICLEI - Local Governments for Sustainability (Oceania), to be prepared for the Thriving Neighbourhoods Conference, November 2013.

Summaries of these research projects are available on the ACELG website.

Local Government Researchers' Forums

Based on recommendations arising from the Local Government Researchers' Forum held at UTS in December 2011, ACELG agreed to

complement the biennial national forum with state-based forums. Forums were organised in Western Australia and Queensland in 2012:

- **Perth Research Showcase**, 12th July in partnership with Edith Cowan University, was attended by 60 people
- **Brisbane Research Showcase and Forum**, 11 October, in partnership with QUT, LGAQ and Council of Mayors (SEQ) was attended by 80 people.

In addition to showcasing completed ACELG research, the forums provided a platform for other academic and local government based researchers in those states to discuss recently completed research. Papers presented at both forums are available on the ACELG website.

A report on the 2011 Researchers' Forum was also published in early 2012.



ACELG research showcase attendees in Queensland

ACELG Research in Policy Development and for Learning

The findings of research papers and the implications for state policy agendas were canvassed at ACELG sector roundtables held in Melbourne, Hobart, Brisbane and Perth during 2012. ACELG also wrote to approximately 80 organisations, including most universities and all local government associations, advising them of the scope of ACELG research thus far and the opportunities for its use in training, course and resource development.

A number of ACELG research papers were used in significant local government reform initiatives and processes in New South Wales and Western Australia underway through 2012.

Local Government Researchers' Network

The Research and Policy Foresight Program continues to build the network of local government researchers in a variety of ways. A key initiative is the ACELG Researchers' Network, an online network for the sector to locate the latest papers and articles on local government related subjects. The aim of the network is to build knowledge about the range of research being carried out in different areas of local government and to enable connections between researchers and practitioners. ACELG promotes its commissioned papers on the site, and the initiative also provides a platform for the work of other local government researchers. The network can be accessed from the ACELG website or lgresearch.net.au.

Research Advisory Committee

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

The committee, which includes a mixture of local government practitioners and local government researchers from universities, met in March and October 2012.

2012 RAC Committee Members:

- Professor Mark Evans – Chair (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)

Program Contact:

Stefanie Pillora

Program Manager Research

ACELG

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

2012 Program Overview

The purpose of ACELG's Innovation and Better Practice Program is to conduct high quality interdisciplinary applied research to advance and share knowledge that improves local government practice both in Australia and internationally.

With this aim in mind, ACELG's work in this area is organised around three main areas of activity:

- Applied research
- Thought leadership
- The provision of an interactive knowledge exchange network for local government professionals to help germinate innovative ideas and better practices across the sector.

2012 was a productive year for the Innovation and Best Practice program. A number of high quality reports on different aspects of local government innovation were published and high profile thought leadership events were organised to raise the profile of local government innovation at the commonwealth level. The headline activities from the program are reported here.

Innovation Research

Two major reports on innovation in Australian local government were published in 2012:

Innovation in Local Government: Defining the Challenge, Making the Change

Professor Mark Evans distils the findings from focus groups held with local government CEOs in every state and territory of Australia and New Zealand to identify perceived barriers to innovation, and strategies for overcoming those barriers and maintaining a culture of innovation at the local level. A case study supplement is provided including high quality examples of innovation selected through a rigorous criteria developed by local government CEOs.

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



Prepared by Dr John Howard, this report identifies areas where local government has embraced the adoption and application of new ideas and where it has sought to transform the way the business of local government is undertaken.

Social Media Research

ACELG sought to provide the sector with new insights into the potential of new social media for enhancing local government practices. Two reports were produced to support this initiative.

Connecting with Communities: How Local Government is Using Social Media to Engage with Citizens



Prepared by Anne Howard, this research reveals that councils that take a strategic approach to social media can achieve effective outcomes in engaging with communities and in service delivery.

However, leadership, investment and experimentation are all critical to take advantage of these new communications channels.

Using Social Media in Local Government: 2011 Survey Report

The survey explored the benefits, risks and barriers to councils in using social media, and identifies those areas where social media might best serve the sector.

Program Research Events

Several successful thought leadership events were hosted or co-hosted on each research project and other areas of local government innovation. The aim was to present the research findings and recommendations for better practice, and to facilitate a sector-wide dialogue. Events included:

- A Strategic Innovation National Roundtable
- Problem-solving workshops with colleagues from state and commonwealth government on innovation in local government, using social media in local government, and understanding localism and citizen-centric governance
- Convening problem-solving workshops (five) with the Department of Regional Australia, Local Government, Arts and Sport, and the Murray Darling Basin Authority on the role of localism in regional policy and the governance of recovery.

Innovation and Knowledge Exchange Network

The Innovation and Knowledge Exchange Network (IKEN) is an online network for practitioners and other local government professionals to exchange information and ideas, showcase and encourage innovation and better practice, and provide useful links to resources, research opportunities, collaboration and support.



Through 2012 further resources were added to IKEN's eight 'communities of practice' covering themes 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. The better practice examples on IKEN are drawn from councils across the spectrum of capacity, from rural-remote communities to larger urban Centres.

IKEN can be accessed at iken.net.au

Program Contact:

Professor Mark Evans
mark.evans@canberra.edu.au

Program 3: Governance and Strategic Leadership

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

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 the Excellence in Local Government Leadership Program (ELGLP), a local government leadership program comparable to the best international programs on offer.

The inaugural program was delivered in 2011. During 2012 the program underwent a full analysis and market testing ahead of the offer of a revised one module, six day delivery scheduled for March 2013. An improved marketing and recruitment approach was also completed which secured a cohort of more than 40 students for ELGLP13.

Program Contacts:

Professor Mark Evans
Academic Director
mark.evans@canberra.edu.au

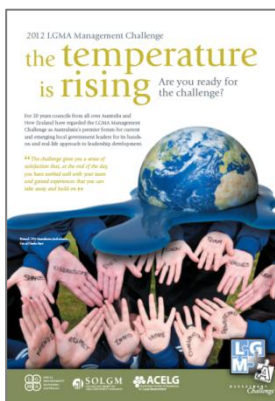
Jane Durlacher
Program Coordinator
ANZSOG
j.durlacher@anzsog.edu.au



Some of the participants of the 2011 program

3.2 Advancing Leadership Program

LGMA Management Challenge



An upgraded LGMA Management Challenge with the theme 'The Temperature is Rising' was designed and delivered in 2012, including regional and Australasian finals. The challenge was delivered to 111 council teams comprising over 650 participants across Australia and New Zealand.

Teams were presented with a range of tasks designed to improve their capacity for management and leadership in a local government context. Two ACELG reports were utilised in challenge tasks: *Local Government and Climate Change* and *Innovation in Local Government*.

Advancing Leadership Partnership

- The Advancing Leadership Partnership is a national network of academic institutions, local government bodies and learning practitioners that collaborate in different areas and locations to progress the objectives of the Advancing Leadership initiative.
- A key element in 2012 was the development of the *Graduate Certificate in Local Government Leadership* (the Graduate Certificate) which applies the Advancing Leadership Framework, a university-level postgraduate qualification developed by the UTS Centre for Local Government (UTS:CLG), Sydney.
- The Graduate Certificate can be used as a model and 'localised' by universities. Program materials for leadership subjects have so far been made available to Advancing Leadership partners.

Advancing Leadership Highlights 2012

Design and Delivery of New Subjects

- The Team Building and Leadership subject was designed and delivered to a cohort of 15 students (participants of the 2012 LGMA Management Challenge). Student feedback

was positive with comments such as "diverse and comprehensive", "very relevant to work" and "a greater understanding of the importance of team leadership and reflection".

- The Community Leadership subject was designed and delivered in Alice Springs with participants from Darwin, Adelaide River, Tennant Creek and Alice Springs; and in NSW to participants from Narrabri Council. Five students from Narrabri Council became the first NSW cohort to complete all four subjects of the Graduate Certificate.
- New Perspectives in Local Government Leadership delivered in NSW to cohort of 17 students with input from guest speakers from the sector.

First Graduates

- The first cohort of 10 students from the Northern Territory graduated with a *Graduate Certificate in Local Government Leadership*. Students were acknowledged at the Local Government Association of the Northern Territory (LGANT) Conference in November 2012. The LGANT President and Mayor of Alice Springs Town Council Damien Ryan (and course participant), recommended the course to elected members saying that 'the focus of the course [was] specifically on the skills needed for local government office'.

Partnership Initiatives

- Memorandum of Understanding signed with Randwick City Council offering staff completing internal learning and development programs credit towards the Graduate Certificate - an Australian first.



ACELG Board Member Penny Holloway with Ray Brownlee, Randwick City Council General Manager

- Discussions with LGMA (SA) and the Local Government Association of South Australia (LGASA) on agreement to recognise LGMA SA's Emerging Leaders Program for the Graduate Certificate, and for LGASA to collaborate with UTS:CLG to deliver its 'New Perspectives on Local Government Leadership' subject in South Australia.
- Ongoing discussions with: the University of Tasmania (UTAS) as a partner university and LGMA (TAS) on prospective local government leadership subjects to incorporate; the University of Adelaide (UOA) has been identified as a partner university with agreement to recognise the UTS degree in the UOA Graduate Diploma and MBA programs; agreement from Edith Cowan University (ECU) to offer UTS subjects within their Graduate Certificate of Management (and Graduate Certificate of Business); and in principle agreement from ECU and UTAS to recognise the subject Team Building and Leadership within their Graduate Certificate variants.

Sector Engagement

- Along with a number of presentations to peak groups, the inaugural Advancing Leadership Roundtable was held in Melbourne and attended by 25 representatives from local councils, associations and universities. Presenters included UK local government leadership expert Jill Barrow and Professors Graham Sansom and John Martin. Outcomes from the roundtable proposing possible areas for research were prepared and distributed to partners.

Program Contact:

Sarah Artist

Deputy Director

UTS Centre for Local Government

sarah.artist@uts.edu.au

3.3 Governance Improvement

This program undertakes specific projects in the field of governance such as scoping a range of models for enhanced strategic leadership and local governance, and other targeted research.

The Role of Australian Mayors

Australian Mayors: What Can and Should They Do?

This discussion paper examines the changing role of mayors in Australia and how that role might be strengthened. Written by Professor Graham Sansom, the paper aimed to fill a gap in the research and discussion about political governance in Australian local government. Research for this paper involved reviews of literature and interviews with mayors, chief executives, government officials and other stakeholders from Australia, New Zealand and the UK.

The research complements another 2012 ACELG paper from the Research and Policy Foresight Program, *Political Management in Australian Local Government: Exploring Roles and Relationships between Mayors and CEOs* by Chris Aulich and John Martin, and research led by UTS:CLG that covers different dimensions of political governance.

Metropolitan Governance

An Australian Model of Metropolitan Governance: Insights from Perth and South East Queensland.

Written by Graham Sansom, Jeremy Dawkins and Su Fei Tan, this discussion paper studied two regions for insights into how metropolitan growth and change might be more effectively managed into the future and within the context of Australia's federal system. The paper informed a roundtable in June about strengthening metropolitan governance with a focus on Sydney. UTS:CLG and SGS Economics and Planning co-hosted the event attended by more than 50 representatives from federal, state and local governments, business and universities.



ACELG Director Professor Graham Sansom facilitates at the Strengthening Metropolitan Governance roundtable

Political Governance

On behalf of ACELG, UTS:CLG commenced work on a comparative study of political governance with the Victorian Local Government Association. The research will enable local governments to analyse and determine if the political governance arrangements they have in place are the most appropriate. The research will encompass all Australian states and territories plus international examples. A literature review has been finalised and was presented to an industry forum. The project will continue into 2013.

Program Contact:

Sarah Artist

Deputy Director

UTS Centre for Local Government

sarah.artist@uts.edu.au

3. 4 Women in Local Government

Although ACELG's contractual responsibility for the *50:50 Vision – Councils for Gender Equity* program ended during the year, ACELG continued to support the Australian Local Government Women's Association (ALGWA) interim coordinator until December.

2012 Achievements

- Twenty four councils registered for the program
- Ten councils achieved the bronze award
- Ryde, Kogarah, Broken Hill and Central Highlands councils achieved silver awards, with several other councils well progressed towards this level
- Independent climate surveys were conducted with all staff of councils applying for the silver award. The survey assists councils to identify underlying gender equity issues to ensure that family-friendly policies are promoted to all staff
- Gold award entry protocol and peer review process developed and approved
- Presentations to: LGMA Women in Local Government Conference; workshops for women thinking of running for councils; LGMA
- National Congress; ALGWA SA Forum presentation and workshop; LGMA Women's Network (NSW); LGMA Breakfast – Presentation and Panel Discussion (NSW)
- Bi-monthly electronic newsletters sent to all councils registered for the program, as well as to ACELG'S broader local government mailing list, covering over 600 people per issue. The program website was regularly updated with progress reports and on-line references: 5050vision.com.au
- A project hand-over package was developed for the ALGWA interim coordinator.

Program Contact:

Melissa Gibbs
Deputy Director
ACELG
melissa.gibbs@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 managed by ACELG founding consortium partner IPWEA.

Implementation of Reform Fund Projects

Many of the individual state Local Government Reform Fund Projects (LGRF) concluded during the year. IPWEA has been working closely with the LGRF steering committees established in New South Wales, South Australia, Tasmania and the Northern Territory to facilitate nationally consistent approaches to asset management, financial planning and sustainable communities.

The program has significantly enhanced asset management capabilities in local government around the nation. This year has been focused in some states on infrastructure financial management and long-term financial planning. There is ongoing interest in asset and financial planning seminars for elected members.



Presentation to the Northern Territory Good Governance Conference, May 2012

Improving Asset and Financial Management

The IPWEA has developed a National Assessment Framework for Local Government Asset Management and Financial Planning (NAF), another LGRF funded ACELG project.

The framework will assist local government to evaluate progress of the implementation of the Local Government Financial Sustainability Nationally Consistent Frameworks as initiated by the Local Government and Planning Ministers' Council (LGPMC) in 2007 and adopted by the sector.

The frameworks provide nationally consistent elements for local government to manage its community infrastructure more sustainably through effective asset management and financial planning. An implementation paper was produced entitled *National Assessment Frameworks for Local Government Asset Management and Financial Planning*, and an online NAF portal is now available following pilot testing by 10 councils across Australia during the period September to December 2012.

Asset Management Guidelines



ACELG and IPWEA developed *Asset Management for Small, Rural or Remote Communities - Practice Note 4 (AM4SRRC)*. The AM4SRRC practice note is comprehensive and provides on-line access and detailed instructions to enable small councils to produce a first cut infrastructure asset management plan. To further support this, IPWEA developed, designed and produced a series of training workshops to enable councils to make the best use of the AM4SRRC's tools, templates and on-line modelling to write their own asset management plans.

To December 2012, over 100 councils have participated in IPWEA training workshops, many supported by the Local Government Reform Fund.

Based on figures from the NSW Division of Local Government, 80% of small councils in NSW now

have achieved core asset management plans, with many using the AM4SRRC tools.

Long-Term Financial Planning Tools and Guidelines

The *Long-Term Financial Planning Practice Note* was launched in February 2012 followed up with a series of well-attended workshops around Australia. The practice note is offered as a free PDF download from the ACELG and IPWEA websites, along with a simple-to-use excel spreadsheet model also developed by IPWEA. There have been over 5,000 downloads of the practice note and spreadsheet model from the IPWEA website (to December 2012).

Climate Change and Sustainability

IPWEA advised on a project by the National Climate Change Adaptation Research Facility for the Local Government Association of South Australia and University of South Australia. IPWEA is now developing practical climate change tools and resources for local government to apply probability projections for infrastructure asset lifecycles and costs.

IPWEA is also working with the Australian Green Infrastructure Council to develop an Infrastructure Sustainability (IS) rating tool for road maintenance. The tool is being piloted by two councils. The aim is to provide practical assessments on sustainable initiatives in road maintenance activities and improve the knowledge base across the industry.

In 2012 IPWEA appointed Dr Stephen Lees as its National Director - Sustainability. This is an important statement of intent by IPWEA to actively work in assisting public works professionals to address issues of sustainability. The appointment is supported by ACELG. An online *Sustainability Community of Practice* industry networking and consultation service has been established to support the initiative and to complement IPWEA's other theme-based online communities.

Level of Service Practice Note

A draft discussion paper for a level of service practice note has been developed and will be reviewed by a reference group in early 2013. The discussion paper explores the issues relating to defining, measuring and reporting levels of service

associated with providing services from infrastructure and methods of consulting and engaging the community on the appropriate level of service to meet community needs at an affordable cost. This practice note will be another addition to the range of tools and resources developed by ACELG and IPWEA.

Program Contacts:

Chris Champion

Chief Executive Officer

IPWEA

chris.champion@ipwea.org

Leon Patterson

National Director Infrastructure Management

IPWEA

leon.patterson@ipwea.org

4.2 Workforce Data Project

Background

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

The Dataset

Data was collected from 167 councils over December 2012 and January 2013 following extensive consultation and testing with the sector. Councils from all states and the Northern Territory are represented in the NMDS as follows: NSW (46), WA (43), VIC (41), NT (7), QLD (7), TAS (2) and SA (18).

The project had considerable support from local government and professional associations across the country.

2012 Project Benchmarks

The following milestones were achieved in establishing the data collection tool and the final NMDS:

- Data collection tool refined with further consultation with key stakeholders and demonstrated to representatives of local government associations, jurisdictions and the Australian Services Union
- Collection phase of project re-badged as Australian Local Government Workforce and Employment Census (ALGWECensus) and website established. During the data collection phase the website attracted 3,908 views in three months (and 209 views on the busiest day)
- Detailed face-to-face pilots on the data collection tool with eight councils in five jurisdictions. Feedback was used to finalise the data collection tool and the accompanying Census Guide
- Communications strategy designed and delivered to support data collection, including media releases, a website, information sheets, invitations to all councils in Australia to complete the survey (sent electronically),

departmental memos and a social media campaign.

Proposed Outputs

ACELG is analysing the NMDS to develop a number of reports in 2013 including a national overview of local government employment and gender in management in local government.

Program Contact:

Melissa Gibbs

Deputy Director

ACELG

melissa.gibbs@acelg.org.au



4.3 Other Capacity Building 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 a council's activities. Led by UTS:CLG, this ACELG initiative seeks to understand the processes used and the outcomes achieved, and to explore the potential for further national application.

Research Study on Service Delivery

Service Delivery Reviews in Australian Local Government



Released in July 2012, this study assesses the level of maturity of formal service review processes undertaken in 11 councils across Australia. The paper reviews the outcomes achieved and makes recommendations on how such processes can be supported and enhanced in the future.

The study revealed that many local governments have employed a formal system for reviewing the services they provide to their communities, and such processes had achieved tangible outcomes and community benefits. The study also suggests that such reviews can identify opportunities for service and activity improvements, cost savings, service level adjustments, alternative modes of service delivery and improved resource usage.

Professional Development

In September UTS:CLG hosted a short course called 'Reviewing and Enhancing Local Government Service Delivery' that incorporated the findings and case studies from *Service Delivery Reviews in Australian Local Government*. The attendees (22) represented four jurisdictions being NSW, South Australia, Western Australia and the Northern Territory. UTS:CLG also developed a course called 'Enhancing Local

Government Service Delivery' which could be offered as an ACELG Capacity Building Program in other states and by other providers.

Program Contact:

Sarah Artist

Deputy 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

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

- Provide advice to ACELG on the implementation of the Centre's *Capacity Building Strategy for Rural-Remote and Indigenous Local Government*
- Assist in determining national priorities
- 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 the state and NT governments and local government associations, academics, LGMA branches, local government practitioners and ACELG associates.

The reference group met twice during 2012 and continues to make an important contribution by providing advice to ACELG on national priorities and providing feedback on program activities.

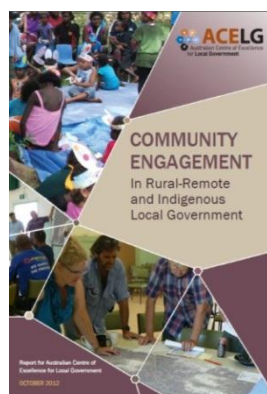
Priority Projects in 2012

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

Community Engagement Study

Community Engagement in Rural-Remote and Indigenous Local Government

Effective community engagement has been identified as a key priority in the national strategy. On behalf of ACELG, program partner Edith Cowan University completed a review of the challenges of community engagement and good practice methodologies in rural-remote and Indigenous councils. The review explores options for



improving community engagement, including the potential offered by integrated planning and reporting in small remote communities.

The report was informed by a survey of Australia's 105 rural-remote and Indigenous councils (published by ACELG and

the LGMA in 2012 as the *Capacity Building Survey*), structured interviews with stakeholders and case studies of good practice drawn from around the country. Priority support options that emerged from the study included:

- Training staff in community engagement
- Improving councillors' awareness and capacity in community engagement
- Educating the community about their role in community engagement
- Developing a material resource guide on how to integrate community engagement outcomes in council planning and decision-making
- Improving cultural awareness training for councillors and staff to better engage with Indigenous communities and other cultural groups.

The report was distributed to RRI councils and stakeholders, and presentations were made to the ACELG Research Forum (Perth) and the RRI CEO Search Conference. To date, there have been almost 400 downloads of the report from the ACELG website.

Database of Community Engagement Resources for Rural-Remote and Indigenous Councils

In response to the findings of the community engagement study, ACELG has reviewed the availability of community engagement toolkits, guides, manuals, templates and training courses available to local government. Local government departments, peak bodies and associations were consulted in relevant jurisdictions to gather information about other available resources and the current usage of these by RRI local governments. A database has been compiled to



collate general information about this range of current resources, with an assessment of each resource’s potential utility for rural-remote and Indigenous local governments.

Advice about the database’s availability on the IKEN website was sent directly to 105 RRI councils, and to all associations and jurisdictions.

Many of the currently available resources are not suitable for the needs and circumstances of rural-remote and Indigenous local governments. The next stage of the project will be to identify the gaps and the specific needs in terms of resources that will be of practical assistance to local governments. This will involve an analysis of the currently available resources and targeted discussions with practitioners from rural-remote and Indigenous councils. This may lead to the development of new resources where there is a clear gap at present, implementation strategies to improve councils’ access to existing resources or training programs, and enhancing or tailoring existing resources to better meet the needs of rural-remote and Indigenous local governments.

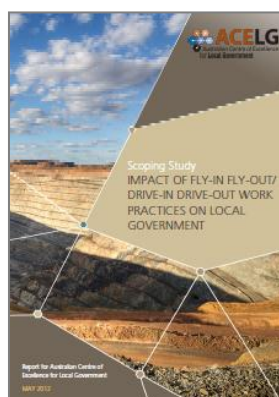
Senior Management Capacity and Support

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.

In 2012, ACELG partnered with LGMA branches, the state and NT 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.

The Search Conference of 25 CEOs was convened in Cairns in July, which will lead to the development of programs to support CEOs and senior managers in their roles. A roundtable for key stakeholders was held the day before the search conference. It was attended by representatives from the jurisdictions, program partners and associations and also informed the initiative. A report on the outcomes of the CEO Search Conference was published and circulated.

Impact of Fly-In Fly-Out/Drive-In Drive-Out Work Practices on Local Government



This scoping study identifies potential gaps in the literature, provides a greater understanding of the impacts of fly-in fly-out/drive-in drive-out work practices within the local government context, and suggests areas to focus upon for future research. The

study draws upon sector expertise, key literature and submissions to the inquiry by the House of Representatives’ Standing Committee on Regional Australia into the use of fly-in, fly-out and drive-in, drive-out workforce practices in regional Australia.

The report was sent directly to 105 RRI councils, and presentations were made to the Local Government Association of Queensland’s annual conference. To date, there have been 501 over 500 downloads of the research from the ACELG website.



Local Government Service Delivery to Remote Indigenous Communities

This report presents the findings from the first phase of research through 2011 and 2012 about models for the funding and delivery of local government services in remote Indigenous

communities in Australia. The study was

undertaken in partnership with the Western Australian Department of Local Government. The research reviewed and analysed

models and approaches in various jurisdictions across Australia and elsewhere to identify key principles and success factors underpinning leading practices and innovative solutions to current challenges in service delivery.

Findings were presented to an inter-jurisdictional working group of chief officers convened by the Department of Regional Australia, Local Government, Arts and Sport, with jurisdictions agreeing to support the principles outlined in the report and work towards a consistent approach and robust model. To date there have been 195 downloads of the research from the ACELG website.

Development of Integrated Planning Tools for Rural-Remote and Indigenous Local Government

ACELG is nearing completion of a package to provide practical assistance to rural-remote and Indigenous councils in the development and implementation of their integrated long term planning processes and documents. Along with an outline of the various integrated planning frameworks in the jurisdictions, the package provides practical resources to assist rural-remote and Indigenous councils to develop integrated planning documents and templates for the development of:

- A community plan
- A council/corporate plan
- A workforce plan
- A community engagement plan.

The tools will be piloted by groups of councils in early 2013.

Program Contact:

Melissa Gibbs

Deputy Director

ACELG

melissa.gibbs@acelg.org.au

Program 6: Workforce Development

Program objective: To address specific skills shortages and gaps in the professional workforce, as well as broader requirements for enhanced expertise, and to establish local government as an 'employer of choice'

6.1 Local Government Practice Unit

National Local Government Workforce Strategy

The Local Government Practice Unit (LGPU) of the LGMA has been working on completing *Future-Proofing Local Government: National Workforce Strategy 2013-2020* on behalf of ACELG. After extensive consultation with all key local government stakeholders including local government associations, industry bodies, the Australian Services Union, and federal and state government agencies, the strategy has now been finalised incorporating feedback and will be publicly released in 2013. The strategy was commissioned by the Local Government and Planning Ministers' Council with funding from the Department of Regional Australia, Arts and Sport.

National Local Government Workforce Development Forum

In April, the LGPU convened the 5th annual Workforce Development Forum at the Australian National University in Canberra.

It was attended by 68 key local government stakeholders representing state and federal government departments and agencies, national Indigenous employment, training and business organisations, state and territory local government associations, union representatives and local government related peak bodies. Many



Attendees of the 5th Workforce Development Forum, Canberra

diverse issues were discussed including workshopping stakeholder feedback on the workforce strategy project which has informed

its subsequent development. Forum presentations are available from the ACELG website.

Local Government Workforce Development Reference Group

Professor John Martin continued to chair the reference group through 2012 which draws on the experience and expertise of representatives from local government associations, the Australian Services Union, peak bodies and related government agencies. The group convened four times through 2012, focusing upon the development of the national minimum datasets and workforce strategy projects.

National Aboriginal and Torres Strait Islander Employment in Local Government Roundtable

A second national ATSI roundtable was convened in Alice Springs in early December, following the success of the 2011 event. Ninety two delegates from across Australia attended, including a good mix of practitioners from councils, and state and federal officials from government departments, as well as representatives from the private sector and academia.

The first day presented a series of best practice case studies and journeys, including councils' sharing learning regarding development of their Indigenous employment plans and strategies. The second day was a discussion on key issues, with presentations from national agencies, reconciliation groups, and federal and state government departments from across the country, all of whom presented their ideas and suggestions regarding Indigenous recruitment and retention. The roundtable finished with practical suggestions and ideas for delegates to take back to their communities and key messages.

Many of the delegates said the roundtable inspired them and gave them confidence in what they were doing, knowing others were dealing with similar challenges. They recognised the need for simplicity and flexibility with program design, noting that it's a learning and iterative process. Some of the identified learnings and key outcomes focussed on mentoring, Reconciliation Action Plans, peer-to-peer twinning, and sharing and networking.

Indigenous Employment Position Paper

Closing the Gap Through Place-Based Employment: National Local Government Indigenous Employment Position Paper

This paper was launched at the National Aboriginal and Torres Strait Islander Employment in Local Government Roundtable by ACELG Chairperson Margaret Reynolds and the Hon Adam Giles, (then) Northern Territory Minister for Local Government. Both said they looked forward to seeing the paper being used by councils to implement policies and processes that support the employment of Indigenous people, and their retention and development as valued employees.

The paper provides a framework for increasing the employment of Indigenous people in local government as a secure and sustainable place-based employer of choice with national reach and diverse employment options. The position paper will be further promoted to councils in 2013.



The Hon. Adam Giles launches the report

Indigenous Employment in Local Government: Demonstration Projects

Six demonstration projects have been designed to underpin proposals and ideas in *Closing the Gap Through Place-Based Employment*. They focus on:

- Developing a local Indigenous employment strategy
- Indigenous local government leadership and management
- Local government skills in demand projects
- Indigenous owned and operated services
- Reconciliation Action Planning
- Support for Indigenous language and culture.

Mature Talent Management

A project to produce recommendations and practical tools to improve retention and attraction of mature talent in local government began in late 2011. In 2012, a series of validation surveys were carried out to match earlier results from 2006/7, and a report based on these findings was initiated. The report and accompanying practice notes are due for release in 2013.

Community Chef Case Study

The Community Chef case study is the first in a series of 'New Ways of Working' local government case studies. The series aims to capture successful and innovative ways of working, maximise available skills and technological developments, build capacity, and encourage and promote replication in the sector.

Community Chef is a collaboration between 21 Victorian councils. They joined forces to build and operate a world class kitchen to produce high quality Meals on Wheels for their diverse communities. The initiative is a model of shared services that involves local, state and federal governments and offers a variety of benefits, including local employment opportunities. ACELG will promote the case study and the accompanying documentary-style video in 2013.

Program Contact:

Angela Zivokvic

Project Manager

Local Government Practice Unit

angela.zivokvic@acelg.org.au

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 and is being conducted by the UTS Centre for Local Government (UTS:CLG).

Local Government eLearning Exchange

The eLearning portal and website was relaunched in November 2012 as the Local Government eLearning Exchange. This is an online platform for local government training providers, council staff and practitioners to share their ideas, experiences and resources on eLearning.



This interactive website provides a number of resources, including:

- An overview of tools, techniques, design considerations and challenges for eLearning initiatives
- A regularly updated list of local government e-learning programs and initiatives
- Links to useful resources.

Site visitors can join discussions via the site forum, suggest examples of good or new programs, initiatives and technologies, and share information on resources and upcoming events.

View the site here:

clg.uts.edu.au/elearningexchange

Workforce Planning Workshops in Western Australia

In late 2012, the Department for Local Government in Western Australia (DLG WA) hosted a series of training workshops to enable local governments to meet the requirements of

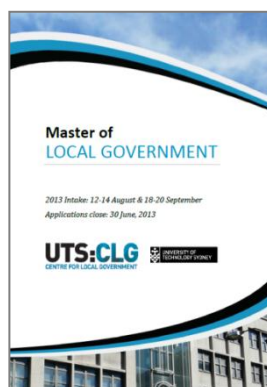
the department's new Integrated Planning Framework. To support this initiative, UTS:CLG in partnership with DLG WA and ACELG designed a two day workshop to strengthen the ability of local governments to carry out workforce planning. The workshop design utilised *Issues Paper 4 - Workforce Planning and Development: Capacity Building Opportunities (2012)*, which was also produced through this program.

The DLG WA training initiative was launched at a forum in Perth in August 2012, and (then) Minister for Local Government in Western Australia, the Hon John Castrilli MLA encouraged the 120 senior local government forum attendees to participate.

The UTS:CLG training set out the national context for workforce planning and was designed to enable participants to use the Workforce Planning Toolkit published by the DLG WA. The toolkit enables councils to assess their current workforce, identify gaps, future needs and priorities, and develop a plan that capitalises on workforce opportunities and addresses challenges.

The workshops were run in the municipalities of Melville, Geraldton, Gosnells, Cambridge, Katanning, Bunbury, Freemantle, Kalgoorlie and Meriden. Participants represented over 90 councils across Western Australia.

UTS Master of Local Government



The Academic Board of the University of Technology, Sydney (UTS) approved the accreditation of a Master of Local Government to be delivered on behalf of ACELG by UTS:CLG. This initiative is part of the UTS contribution to ACELG.

The master's program provides graduates with an evidence-based learning approach to build a high level of influence and leadership in their local government workplace. It is the peak subject within the UTS:CLG suite of courses in local government, and builds on the success of the existing offerings:

- Graduate Diploma in Local Government Management
- Graduate Certificate in Local Government Leadership
- Graduate Certificate in Development Assessment.

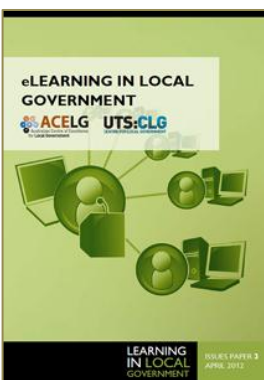
Some highlights of the Masters program:

- Enables students who complete the UTS:CLG Graduate Diploma to extend their studies
- Allows students with relevant academic qualifications to undertake the program
- Offers an alternate academic pathway for senior local government practitioners seeking a higher level qualification and who may have considered a Master in Business Administration or a Master in Public Administration
- Provides graduates with an evidence-based learning approach
- Provides an interdisciplinary program with teaching, learning, research and development activities ranging across and beyond the Centre
- Is informed by the research and capacity building activities of UTS:CLG and ACELG.

Learning in Local Government Issues Papers

The following issues papers were developed through 2012 and discussed at the 5th ACELG-LGMA National Workforce Development Forum:

Issues Paper 3 - eLearning in Local Government



This paper suggests some benefits and barriers of eLearning for the consideration of training providers, councils and individual learners. It looks at how technology offers potential benefits for education and professional development in local government, and how the tyranny of

distance or the isolation of professionals within their organisations and across localities can be

addressed through online learning solutions.

Issues Paper 4 - Workforce Planning and Development: Capacity Building Opportunities

This paper presents an initial overview of local government workforce planning in Australia. It discusses state-level activities on the theme and provides an analysis of key challenges and next steps. This research underpinned the development of a two-day training module on workforce planning in Western Australia and the UTS:CLG subject Corporate Management and Organisational Change.

Issues Paper 5 - A National Review of Training and Development for Local Government Councillors

This national review found that there is a range of high quality, relevant training and professional development available for local government councillors. Some gaps were identified, with significant differences from state to state. The paper suggests some benefits and barriers of eLearning for the consideration of training providers, councils and individual learners.

Issues paper 6 - A National Review of Education and Training in Local Government Skills Shortage Areas

At the heart of each of the skilled professions is a need for education and training that provides practical knowledge and work-ready graduates. This report explores opportunities and gaps in education and training in four areas of skills shortage within local government and draws some broader lessons.

The research found that courses are generally more easily accessed in urban areas, and that challenges exist in delivering training to rural and remote areas and to smaller cohorts that can render course development and delivery unviable.

Other factors identified that impact upon the uptake of available courses included:

- University retention rates
- The capacity of TAFE courses
- The level of university support for TAFE students
- Funding for VET sector resource development

- Attracting students to professions where skill shortages exist.

Program Contact:

Sarah Artist

Deputy Director

UTS Centre for Local Government

sarah.artist@uts.edu.au

5 Publications

Following is a list of ACELG research outputs for 2012. Copies are available from the Publications section of the ACELG website: www.acelg.org.au

Month 2012	Publication
January	A Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia Outlines the variety of ROCs (or council alliances) in NSW and Western Australia and suggests some future directions. With the Northern Sydney Regional Organisation of Councils.
January	Australian Local Government Fact Sheets 3 and 4 Information on local roads, buildings and land (3), and local government employment and earnings (4).
February	Options for a Local Government Framework for Measuring Liveability A partnership project with Penrith City Council to map current research and thinking on the state of community liveability indicator development across Australia.
February	Evolution in Community Governance: Building on What Works An overview of emerging trends in community governance and ideas for new approaches to local decision making. With partners Local Government Managers Australia, the Municipal Association of Victoria and Bendigo Bank.
February	Role and Expectations of Rural-Remote and Indigenous Local Government Outlines current federal, state and community expectations on the theme, and identifies areas for further research. The report includes a profile of rural-remote councils.
February	Long Term Financial Planning Practice Note Designed to improve the financial performance of local government by assisting local councils to prepare better long-term plans. Developed by IPWEA and funded by the Federal Government's Local Government Reform Fund.
March	Collaborative Governance and Metropolitan Planning in South East Queensland - 1990 to 2010: From a Voluntary to a Statutory Model Explores the collaboration of state and local governments in planning for SEQ regional planning, and implications for ongoing governance and planning for the region and in other multi-level metropolitan regions. With the Council of Mayors (SEQ) and the (then) Queensland Government.
March	Local Government Researchers Forum Report Documents the processes, outcomes and recommendations of the ACELG Local Government Researchers Forum held in December 2011.
May	Impact of Fly-In Fly Out/Drive-In Drive-Out Work Practices on Local Government Identifies potential gaps in the literature and provides a greater understanding of the theme and impact of such work practices within the local government context, with suggestions for future research.
May	Innovation in Local Government: Defining the Challenge, Making the Change Intended for elected members, chief executives and senior managers concerning innovation and change in Australian local government. Volume 2 includes 12 council case studies.

Month 2012	Publication
May	<p>Local Government Service Delivery to Remote Indigenous Communities</p> <p>Identifies key principles and success factors underpinning leading practices and innovative solutions to current challenges in service delivery in remote Indigenous communities in Australia. Undertaken with the Western Australian Department of Local Government.</p>
May	<p>Legal and Governance Models for Shared Services in Local Government</p> <p>Investigates models of shared services delivery across Australia and provides a summary of legal options illustrated by five case studies.</p>
May	<p>Rural-Remote and Indigenous Local Government Program: Capacity Building Survey</p> <p>A summary of responses from CEOs of remote councils in the Northern Territory, Queensland and Western Australia about capacity building in rural-remote and Indigenous councils, analysed by theme.</p>
June	<p>Local Action for a Low Carbon Future</p> <p>Outlines the strengths of local government in helping to create a low carbon future, drawing on case studies from urban and regional councils. Completed with the Council of Capital City Lord Mayors.</p>
June	<p>National Assessment Frameworks for Local Government Asset Management and Financial Planning: Implementation Proposal Paper</p> <p>Provides background and details about the implementation of the local government financial sustainability nationally consistent frameworks assessment on-line portal.</p>
June	<p>Using Social Media in Local Government: 2011 Survey Report</p> <p>Explores the benefits, risks and barriers to councils in using social media, and identifies those areas where social media might best serve the sector.</p>
July	<p>Service Delivery Reviews in Australian Local Government</p> <p>Assesses the level of maturity of formal service review processes used in a variety of councils and the outcomes achieved, with recommendations on how such processes can be supported and enhanced.</p>
August	<p>Strengthening Local Government Revenue - Conference Background Paper</p> <p>Outlines key resources and research about Australian local government revenues and capacity. Part of broader ACELG reported research on the topic.</p>
August	<p>Connecting with Communities: How Local Government is Using Social Media to Engage with Citizens</p> <p>Focuses upon the strategic application of social media in engaging with communities and the role of leadership in view of potential barriers, concerns and implementation issues. Includes council case studies and summaries of key literature.</p>
September	<p>Political Management in Australian Local Government: Exploring Roles and Relationships</p> <p>Examines a number of models which define the mayor and CEO relationship and considers the influence of structural issues such as the method of election of the mayor, at large or by the council itself. Includes an appendix of relevant state and territory legislation.</p>

Month 2012	Publication
September	<p>Innovation, Ingenuity and Initiative: The Adoption and Application of New Ideas in Australian Local Government</p> <p>Discusses different approaches to innovation for local government, using case studies to exemplify where local government has embraced the adoption and application of new ideas and sought to transform the way the business of local government is undertaken.</p>
October	<p>Australian Mayors: What Can and Should They Do?</p> <p>Reviews relevant literature and recent developments in Australia, New Zealand and the UK, and sets out a suggested framework of mayoral functions and associated legislative provisions to support an enhanced role.</p>
October	<p>Community Engagement in Rural-Remote and Indigenous Local Governments</p> <p>Considers whether such governments have developed robust community engagement processes.</p>
December	<p>Advancing Leadership Discussion Paper</p> <p>Discussion paper for the ACELG Advancing Leadership initiative.</p>
December	<p>National Local Government Indigenous Employment Position Paper - Closing the Gap Through Place-based Employment</p> <p>Aims to encourage and facilitate increased Indigenous workforce participation in local government, and is a response to anticipated future workforce challenges in the sector.</p>

6 Publicity

Approximately 93 stories about ACELG and its research were published during 2012 in various publications and media including:

General Media

- ABC News website
- *The Weekend Australian*
- *The Sydney Morning Herald*

Local Government Associations

- ALGA News - Australian Local Government Association
- VLGA eNews - Victorian Local Government Association
- LGA SA News - Local Government Association of South Australia
- MAV Bulletin - Municipal Association of Victoria

Professional Local Government Associations

- Public Works Professional - IPWEA
- LG Manager - LGMA

Independent Local Government Publications

- Government Career
- LG Focus
- LG News
- Government News

Academic and Commonwealth

- Australian Policy Online
- Newsroom - University of Technology, Sydney
- From the VC's Desk - University of Technology, Sydney
- MyRegion website - Department of Regional Australia, Local Government, Arts and Sport.

Most items are accessible from the ACELG in the News webpage.



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 2012

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$5,836,242.81	\$5,836,242.81
Investment Income/Interest	\$260,000.00	\$147,945.89
Research and Policy Foresight	\$150,000.00	\$155,351.05
Advancing Leadership	\$40,000.00	\$40,000.00
Women in Local Government Program	\$10,000.00	\$10,000.00
Asset and Financial Management		\$23,000.00
Capacity Building (inc. Datasets)		\$90,000.00
Rural-Remote and Indigenous Local Government	\$50,000.00	\$50,000.00
Donations and Contributions	\$460,000.00	\$460,000.00
Other (reimbursement of expenses)		\$0.00
TOTAL	\$6,806,242.81	\$6,812,539.75

Expenditure

Item	Budget	Actual Expenditure
EMPLOYEE BENEFITS	\$682,000.00	\$763,615.81
Salaries - Secretariat	\$650,000.00	\$658,317.76
Salaries - Women In Local Government	\$32,000.00	\$105,298.05
PROGRAMS	\$1,658,000.00	\$1,372,832.89
Program Costs (Consultancy, travel and office expenses etc.)		
Research and Policy Foresight	\$250,000.00	\$251,677.46
Advancing Leadership	\$100,000.00	\$75,000.00
Governance Improvement	\$100,000.00	\$20,000.00
Women in Local Government	\$10,000.00	\$5,902.60
Asset and Financial Management	\$23,000.00	\$40,000.00
Capacity Building (inc. Datasets)		\$124,099.70
Capacity Building	\$150,000.00	\$30,000.00
Rural-Remote and Indigenous Local Government	\$150,000.00	\$173,653.13
Learning in Local Government	\$150,000.00	\$40,000.00
Payments to Program Partners	\$725,000.00	\$612,500.00
SECRETARIAT - OTHER EXPENSES	\$85,000.00	\$71,550.46
Secretariat Support	\$0.00	\$0.00
Secretariat Expenses	\$85,000.00	\$71,550.46
TOTAL	\$2,425,000.00	\$2,207,999.16
Surplus/Deficit Carried Forward to Next Year	\$4,381,242.81	\$4,604,540.59

Acquittal Report: University of Canberra

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

Reporting Period 1 January-31 December 2012



**UNIVERSITY OF
CANBERRA**

AUSTRALIA'S CAPITAL UNIVERSITY

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$73,620.00	\$73,620.00
ACELG Quarterly Payments	\$250,000.00	\$250,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$323,620.00	\$323,620.00

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$126,000.00	\$155,155.00
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$31,500.00	\$39,956.00
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$25,000.00	\$15,860.00
ANZSIG research	\$75,000.00	\$10,000.00
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$12,500.00	\$18,091.00
Events and Seminars	\$20,000.00	\$6,200.00
ACELG Website Expenses	\$12,000.00	\$9,545.00
Promotion/Publicity (Leaflets etc)	\$4,000.00	\$3,352.00
Other (please specify)		
TOTAL	\$306,000.00	\$258,159.00
Surplus/Deficit Carried Forward to Next Year	\$17,620.00	\$65,461.00

Acquittal Report: The Australia and New Zealand School of Government

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

Reporting Period 1 January-31 December 2012



Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$115,067.17	\$115,067.17
ACELG Quarterly Payments	\$50,000.00	
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$165,067.17	\$115,067.17

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries		
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		
Program Support Costs	\$25,067.17	\$14,151.58
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$20,000.00	
Program Support		
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)		\$2,303.80
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)	\$20,000.00	\$4,158.22
Other: Scholarships	\$100,000.00	
TOTAL	\$165,067.17	\$20,613.60
Surplus/Deficit Carried Forward to Next Year	\$0.00	\$94,453.57

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 2012



Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$101,651.00	\$101,651.00
ACELG Quarterly Payments	\$200,000.00	\$200,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify) - Unexpended Funds from 2011		\$45,467.00
TOTAL	\$301,651.00	\$347,118.00

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$95,000.00	\$121,605.00
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$13,000.00	\$11,883.00
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$135,000.00	\$69,720.00
Escaller-McLean (Indigenous Empl Paper and demo projects)		
Julie Morgan (Mature Talent), Machll & Wind & Sky (Comm Chef Case Study)		
Travel - International (Accomm., airfares, expenses etc.)	-	-
Travel - Domestic (Accomm., airfares, expenses etc.)	\$13,000.00	\$12,972.00
Events and Seminars	\$22,000.00	\$17,968.00
ACELG Website Expenses	\$5,000.00	
Promotion/Publicity (Leaflets etc)	\$5,000.00	\$3,462.00
Other (please specify)	\$2,000.00	\$895.00
TOTAL	\$290,000.00	\$238,505.00
Surplus/Deficit Carried Forward to Next Year	\$11,651.00	\$108,613.00

Acquittal Report: Institute of Public Works Engineering Australia

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



Reporting Period 1 January-31 December 2012

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$254,223.93.00	\$254,223.93
ACELG Quarterly Payments	\$225,000.00	\$225,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants	\$23,000.00	\$40,000.00
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$502,223.93	\$519,223.93

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$120000.000	\$90,490.76
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$20,000	\$47,198.46
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$273,000.00	
- NAFM		\$42,446.36
- LTFP		\$22,000.00
- Sustainability		\$45,585.43
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$21,190.00	\$11,405.79
Events and Seminars	\$5,000.00	\$500.00
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)	\$3,000.00	
Other (please specify)		
Telephone/Fax/Internet		\$2,852.97
Venue Hire - Meetings		\$1,451.07
Misc.		\$27.24
TOTAL	\$442,190.00	\$263,958.08
Surplus/Deficit Carried Forward to Next Year	\$60,033.93	\$255,265.85





 **ACELG**
Australian Centre of Excellence
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Level 8, 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
www.acelg.org.au



An Australian Government Initiative