

# Institute for Public Policy and Governance Annual Report 2016



### **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 (UTS:IPPG) was established on 1 January 2016. UTS:IPPG is a leading group of researchers and practitioners in the areas of applied policy, social research, stakeholder engagement and leadership. It is an independent institute within UTS.

The UTS Centre for Local Government is part of the UTS:IPPG, and continues to be a leader in local government research, teaching and advisory. UTS:CLG commenced operation in 1991 to support the advancement of Australian local government. It is now the largest centre of its kind in Australia. CLG hosted the Australian Centre of Excellence for Local Government (ACELG) from 2009 to 2015. Some ACELG funded projects are still being concluded and are summarised in this report.

UTS:IPPG promotes a cooperative approach and maintain close ties with a large number of government associations, professional institutes and academic bodies in Australia, the Asia-Pacific and globally. The Institute also works closely with local, state and federal government organisations.

UTS:IPPG's work includes:

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

# 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 2016 Annual Report for both the UTS Institute for Public Policy and Governance (UTS:IPPG) and the UTS Centre for Local Government (UTS:CLG).**

2016 has been an exciting and successful year for our team. UTS:IPPG was formally established on 1 January 2016, bringing together a dynamic community of researchers and practitioners in the areas of applied policy, social research, stakeholder engagement, governance and leadership. IPPG's work builds on our experience at CLG, working across all levels of government, NGOs and the private sector.

IPPG's first year saw the team work on projects across metropolitan, regional and remote Australia as well as internationally. This annual report provides highlights of some of our projects and reflects the diversity of the work we undertake, and

our commitment to public policy through implementation by advancing knowledge, learning and practice.

We had the privilege to participate in major policy and sector reform across the country. As an applied research institute, we continue to build a wealth of expertise and sector resources that can support reforms across disciplines and sectors.

We have partnered with a number of agencies to assist people with disability and to support their social inclusion. We continue to work with the National Disability Insurance Agency (NDIA) on a number of projects implementing the National Disability Insurance Scheme (NDIS). We are working with New South Wales Government agencies to support social inclusion, and better understand and develop tourism opportunities for people with disability and their carers. Our work in the disability sector, and social inclusion more broadly, is at the forefront of policy reform and we hope to further contribute to this important sector of society and our economy in 2017.

Our local government work through the Centre for Local Government continues to grow. Our two-decade long history of engagement and partnership with the local government sector continues with numerous projects nationally and with a diverse focus. These include: resource sharing and shared services, workforce planning, performance reporting and improvement, strategic and corporate planning, organisation reviews and service delivery, and governance reviews. Our sector positioning research, 'Why Local Government Matters' continues its reach jurisdictionally this year with a

South Australia-specific application of the research.

Our focus on international projects and collaboration strengthened with new appointments in our international team. We delivered extensive work internationally, working with partners in Indonesia, Japan, Korea, Nepal, Pakistan and Vietnam. This continues to be an area of priority for our team.

Our academic team also grew with new appointments, and we maintained significant increases in the number of academic publications, books and conference presentations from previous years.

A key focus for the academic team in 2016 was the development of the new Master of Applied Policy course which will commence in 2017. The course was developed in response to industry demand for policy professionals with applied skills. The course has been designed to provide a balance between applied and theoretical learning, and it will enable students to examine policy from multiple perspectives.

Reflecting on 2016 I want to acknowledge that this was a busy and challenging year for many of our government and sector partners, with reforms, fiscal constraints, restructures, amalgamations and elections taking centre stage.

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

2017 will see us continuing work on many ongoing projects as well as embarking on new ones.

I look forward to collaborating with you throughout 2017!

# 2016 HIGHLIGHTS



138 mentions  
in Australian and  
international  
media



90 industry  
and conference  
presentations



103  
postgraduate  
subject  
enrolments



7 PhD students  
– 1 new in 2016



2 books and  
44 academic  
journal articles  
and book  
chapters



474 attendees  
in 33 short  
courses

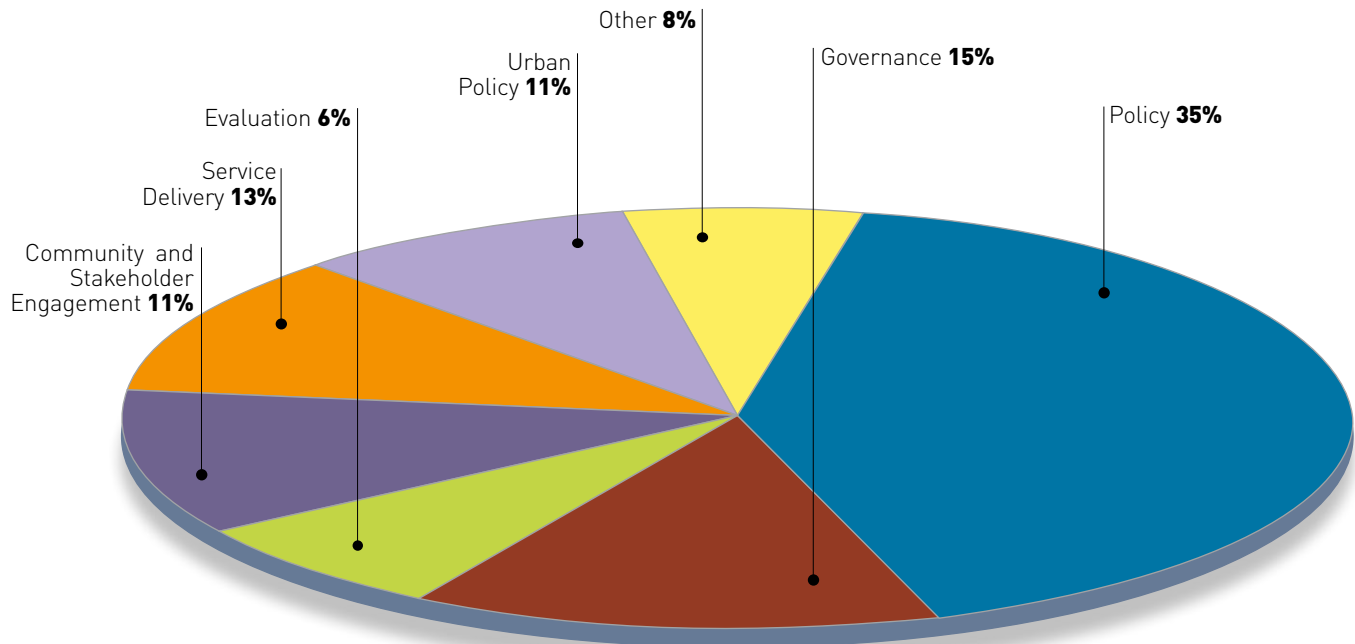


91 new  
external  
research  
projects



Nominated for  
DVC's Medal  
for Research  
Impact and  
VC's Social  
Justice/  
Human Rights  
Award

## PERCENTAGE OF EXTERNAL RESEARCH AND CONSULTANCY PROJECTS IN OUR RESEARCH AREAS



Breakdown by percentage is based on the number of projects in each research area.

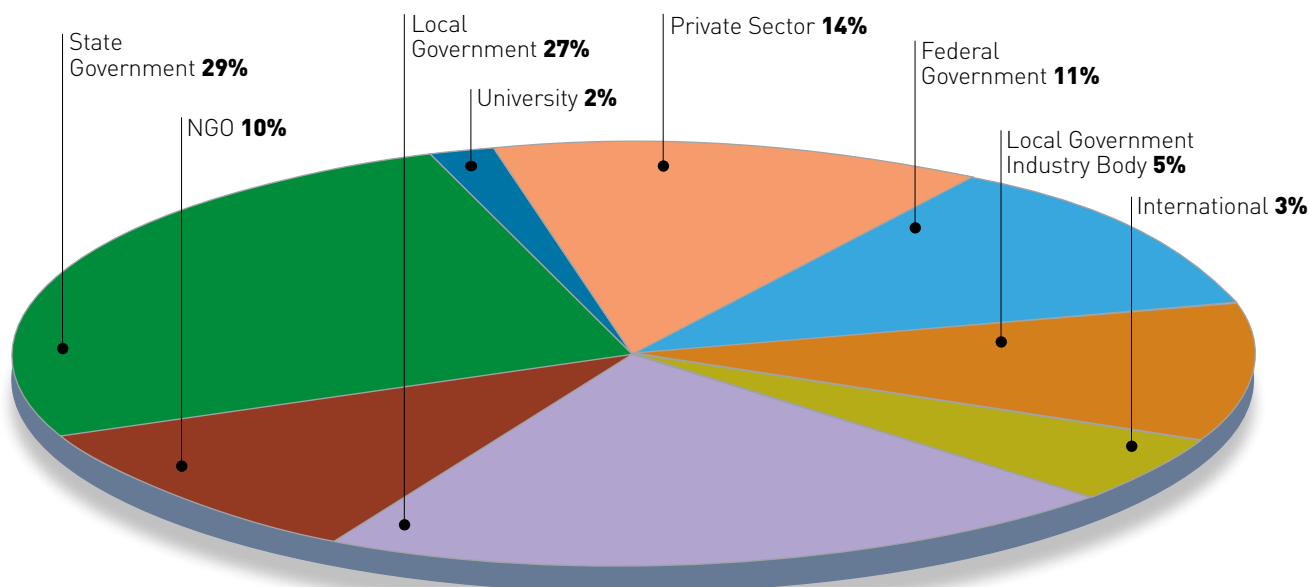
# EXTERNAL RESEARCH AND CLIENT OVERVIEW

In 2016 we partnered with all levels of government both in Australia and internationally; peak bodies; 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 2016 included:

- > 56 local government councils across Australia
- > Australian Academy of Science
- > Arts New South Wales
- > Asian Development Bank
- > City Recital Hall
- > Civica International
- > Department of Environment and Energy
- > Forum of Federations
- > Local Government Managers Australia
- > Ministry of Home Affairs Vietnam
- > National Disability Insurance Agency
- > 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 Office of Environment and Heritage
- > Office of the New South Wales Small Business Commissioner
- > Tasmanian Department of State Growth
- > The Mckell Institute
- > Victorian Department of Environment, Land, Water and Planning
- > Vietnamese Central Commission
- > Western Australia Department of Local Government

## A BREAKDOWN OF OUR 2016 EXTERNAL RESEARCH AND CONSULTANCY WORK



Breakdown by percentage is based on the number of projects.

# 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 2016, including research reports, practitioner resources and sector information.

One of our landmark research projects, *Why Local Government Matters*, has been continued with both the national research and 2016 South Australia-specific report sparking significant attention in the sector.

Our research into council amalgamations was frequently quoted by the media, as was Dr Alan Morris's book *The Australian Dream* on housing affordability for older Australians. A number of other key projects, reports and resources were also featured in the sector and media.

## MEDIA

Media interest in IPPG and CLG was significant in 2016, our work being featured over 130 times in Australian and international media.

### 55 print news stories in outlets including:

- > Sydney Morning Herald
- > The Mandarin
- > The Daily Telegraph
- > The Age
- > The Australian

### 33 radio and TV interviews including:

- > 702 ABC
- > 2SER
- > 3AW
- > 2UE
- > 938live Singapore
- > CCTV News

### Articles written for media outlets include:

- > 3 for The Conversation
- > 1 for the Mandarin

## PUBLICATIONS

In 2016 IPPG researchers authored a total of 77 publications. This included two books, 44 academic journal articles and book chapters, and 22 research reports.

- > 44 academic journal articles and book chapters
- > 22 published reports
- > 2 books

## PRESENTATIONS

Our researchers presented at over 90 academic and industry conferences in 2016:

- > 50 academic conference presentations
- > 40 industry presentations
- > 1 published proceeding
- > 1 sector symposia

## DIGITAL

### Social media

The IPPG social channels, Twitter and Facebook, generated over 27,000 impressions and views.

### Newsletter

Three editions of our newsletter 'Excellence In Brief' were sent to our 2,000 subscribers in 2016.

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).

**Neighbours no longer  
make good friends**

**Best of 2016: Planning under NSW forced  
council mergers, confusion reigns**

**Landmark social research builds water  
pricing insight**

**Leadership, innovation & digitisation in  
the public & private sectors**

**Why secure and affordable housing is an  
increasing worry for age pensioners**

**Miller's Point residents deserve more compassion**

**Roads will crumble but services improve under  
mega councils**

**Why local government matters**

**Visiting student wellbeing investment  
in our future**

# OUR POSTGRADUATE DEGREES

**IPPG is the only university institute in Australia that designs and develops courses that are tailor-made to the education, training and development needs of professionals and elected representatives in local government. We offer a range of postgraduate programs including Masters, Graduate Diploma and Graduate Certificate coursework degrees as well as a PhD program.**

To expand our postgraduate course offering and in response to a need in the industry for boundary-spanning policy practitioners with applied skills, IPPG developed a new Master of Applied Policy course in 2016. Launching in 2017, the new course has been designed by leading thinkers and practitioners with the aim of supporting the next generation of policymakers. The course translates IPPG's cutting edge policy-related projects into the classroom to create real alignment between students' studies and professional practice in government and non-government organisations.

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 teaching staff enables research and theory to be taught alongside case studies, and practical tools and content that can be individualised to suit the particular needs of our students.

## **Our 2016 figures:**

- > 103 postgraduate subject enrolments
- > Seven PhD students

## **Our postgraduate degrees:**

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

## **New degrees developed in 2016, to launch in 2017:**

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

"My experience through the Master's Program has been really rewarding as it provided an opportunity for me to expand my learning of all things local government. Learning alongside fellow students that come from all levels of local government, and learning from expert lecturers and guest speakers all from the local government sector made this a worthwhile experience. I appreciated that the workload in this program was challenging however very achievable. I found the program very respectful to the fact that we are all working full time and lead busy lives. I would certainly recommend the Masters in Local Government program for professionals seeking a well-rounded qualification."

## **PAUL TRACEY**

Wollongong City Council - Master of Local Government, Graduate Diploma in Local Government Management



“In terms of self-discovery there have been great opportunities, both from inward contemplation and also through interaction with the other participants in the course. In terms of networking I have connected with a number of people who have been a pleasure to learn with and who will be of benefit to my future journey in local government. The calibre of the presenters and guest speakers has been extremely high, many giving great insight into the local government environment and the challenges we face, often on a daily basis. The course load has been more than manageable given that the local government workload can often be quite demanding. The journey I have taken while studying this Certificate has been a fruitful and rewarding experience, which I could recommend to anyone considering undertaking study to further their career in local government.”

**JENNY CAMPBELL**

Narrabri Shire Council - Graduate Certificate in Local Government Leadership

“My experience so far with the course has been fantastic. The course has been very specific to the local government environment and the teaching has been a great mix of theory and first-hand knowledge from leaders within local government. The course has given me knowledge and tools that I have brought back to workplace and directly applied. I have used the course as a cornerstone of my professional development and I hope to continue to develop my skills as I continue my studies.”

**DANIEL DENFORD**

City of Sydney - Graduate Certificate in Local Government Leadership



# SHORT COURSES AND TRAINING PROGRAMS

In addition to our postgraduate degree programs, IPPG and CLG deliver an extensive program of short courses and training programs. Courses are offered both at the UTS campus in Sydney as well as externally at 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.

In 2016 we delivered 33 short courses and training programs with 474 attendees. Our short courses are offered in these main areas:

- > Management and Planning
- > Leadership
- > Building Regulation and Certification
- > Planning for Bushfires
- > Development Assessment and Control
- > Policy and Evaluation
- > Finance, Economics and Performance

Some of the bespoke short courses we delivered externally in 2016 included:

## **Climate Change Fund Delivery Pathway Workshops, Office of Environment and Heritage**

The Institute was engaged to co-design and deliver a two-day workshop with senior executives to scope delivery pathways for the \$1.4billion Climate Change Fund (CCF). The workshop was participant-directed and designed to build understanding of the CCF policy intent and framework and pathways to CCF program delivery excellence. The workshop described what successful delivery would look like, mapped alignment between existing and new program areas, and user experience scenarios under the new CCF policy. The workshop developed a roadmap for transition, stakeholder engagement and implementation of the CCF policy, action plans, and implementation plans.

## **Service Delivery Training Courses, Government of Victoria Department of Environment, Land, Water and Planning**

Following courses held in 2015, the Centre continued work with the Victoria Government in 2016 to deliver the 'Enhancing Local Government Service Delivery' course in two regional Victorian locations (Warragul and Wedderburn). The courses have a specific focus on long term asset management on service delivery models associated with climate change impacts.

## **Service Delivery Review Training, Government of Western Australia Department of Local Government and Communities**

The Centre worked with the Government of Western Australia Department of Local Government and Communities to deliver a series of service delivery review training workshops for country local governments in both regional and metropolitan locations across Western Australia in 2016. Further courses workshops are to be delivered in 2017.

## **Inner West Council Evaluation Training, Inner West Council**

Working with program managers, this evaluation training assists them to articulate the benefits of what they do while aligning their activities to the organisation's strategic priorities. It is an applied program that assists with program coordination and planning.



# 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 50 academic conferences throughout 2016.

## HIGHLIGHTS IN 2016

### Events hosted at IPPG

- > The Government to Governance Seminar: 'Political Discontinuity? The Impasse in Australian Politics.'
- > Book Launch event: The Australian Dream – Housing Experiences of Older Australians by Dr Alan Morris
- > UTS:IPPG Associates Breakfast provided an opportunity for our Associates to network.

### National conference highlights

- > Prof Roberta Ryan, Senior Lecturer Dr Bligh Grant and Research Fellow Dr Joseph Drew presented papers at the 'A People's Federation for the 21st Century, the Fourth Annual Sir Samuel Conference' in Brisbane, Queensland.
- > Prof Roberta Ryan, Senior Lecturer Dr Bligh Grant, Research Fellow Dr Joseph Drew, Research Officer Alex Lawrie and PhD Candidate Helen Christensen presented papers at the 'The Politics of Justice and Rights: Challenges and Future Directions. The Political Studies Association Conference 2016' in Sydney, New South Wales.
- > Senior Lecturer Dr Bligh Grant and Research Fellow Dr Joseph Drew presented a paper at the '40th Annual Australia New Zealand Regional Science

Association International Conference' in Melbourne, Victoria.

- > Dr Yvette Selim, Senior Research Associate presented at the '2016 Conference of the Law & Society Association of Australia and New Zealand - Disruption, Temporality, Law: The Future of Law & Society Scholarship' in Brisbane, Queensland.
- > Dr Yvette Selim, Senior Research Associate presented at the 'Australian Political Studies Association Conference' in Sydney, New South Wales.
- > Prof Lee Pugalis and Lecturer Su Fei Tan presented at the 'Australia New Zealand Regional Science Association International Conference 2016 - Towards the Future: Emerging Priorities in Regional Policy and Practice in Melbourne, Victoria.
- > Prof Lee Pugalis presented at the 'Planning Education and Research for Planning and Planners of Tomorrow - Australia New Zealand Association of Planning Schools Conference 2016 in Sydney, New South Wales.
- > Prof Alan Morris presented at the 'Australian Sociological Association Conference' in Melbourne, Victoria.

### International conference highlights

- > Prof Roberta Ryan, Senior Lecturer Dr Bligh Grant and Research Officer Alex Lawrie presented papers at the '46th Conference: Social Justice in the Global City? Contested Views on Social Control, Borders, and Equity' in San Diego, United States of America.

- > Prof Roberta Ryan, Prof Lee Pugalis, Senior Lecturer Dr Bligh Grant and Research Officer Alex Lawrie presented papers at the '20th Annual International Research Society for Public Management Conference' in Hong Kong, China.
- > Prof Roberta Ryan presented a paper at the 'Enhancing Quality of Scientific Research and Capacity Building Conference' in Hai Phong, Vietnam.
- > Prof Roberta Ryan presented 'Governing the Far West of New South Wales: the role of Indigenous communities in regional governance in Australia' and participated on the Organisation for Economic Co-operation and Development 'Leveraging Public Governance to Achieve the Sustainable Development Goals' panel at the International Institute of Administrative Sciences and the International Association of Schools and Institutes of Administration Joint Congress in Chengdu, China
- > Prof Lee Pugalis presented at the 'European Regional Conference of the International Telecommunications Society' Cambridge, United Kingdom.
- > Prof Lee Pugalis presented at the 'Building Bridges: Cities and Regions in a Transnational World, Regional Studies Association Annual Conference in Graz, Austria.
- > Prof Alan Morris presented at the 'Third International Sociological Association Forum of Sociology' in Vienna, Austria.



# EXTERNAL RESEARCH AND CONSULTANCY

**IPPG and CLG 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 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. The IPPG and CLG team is experienced at leading and managing policy 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, promoting good research outcomes and learnings across sectors.

Our areas of expertise include:

- > Asset and Infrastructure Management
- > Community Engagement
- > Community and Corporate Strategic Planning
- > Environmental Management
- > Evaluation
- > Governance and Leadership
- > International Alliances
- > Public Policy Advisory
- > Rural-remote and Indigenous Local Government
- > Service Delivery
- > Service Delivery Reviews
- > Social Planning
- > Social Research
- > Urban Policy
- > Workforce Development

Over the next pages we highlight some of our consultancy work and projects completed in 2016.

To view and download research reports and manuals from IPPG and CLG, please visit [ippg.uts.edu.au](http://ippg.uts.edu.au)



Councils involved were:

Waratah Wynyard	Circular Head
Latrobe	Kentish

### Resource sharing success stories in TAS

**CONTEXT**  
Councils are increasingly expected to do more with less. Not only do they provide their communities with roads, rates and rubbish but they also play an important role in economic development and community wellbeing. In regional and rural Australia, councils are often the main employer and through their policies and strategies attract businesses to the area to keep people living and working locally.

Over the past decade, like other organisations, councils have been under pressure to drive efficiencies and economies, often with constrained income levels and with higher expectations from the community about the services and levels of service they deliver, enable or advocate for.

**INNOVATION IN TASMANIA**  
State government policies across Australia have focused on council amalgamations as the panacea for improved community outcomes but two sets of councils in North West Tasmania have been able to demonstrate efficiencies of scope, scale and increased strategic capacity from resource sharing, one form of shared services.

These councils, in response to the current amalgamation agenda at state government level, have quietly been providing improved levels of service to their communities whilst retaining local representation. Although not without room for improvement, these councils will vitally contribute to the evidence base for shared services as a viable, long-term alternative to amalgamation.

**THIS PROJECT**  
The two sets of councils in North West Tasmania that are resource sharing engaged the Australian Centre of Excellence for Local Government (from the University of Technology Sydney Centre for Local Government) to review their resource sharing arrangements. This project is particularly relevant to the current Tasmanian local government context because of the current policy focus on voluntary council amalgamations and strategic resource sharing.

- Kentish and Latrobe Councils share staff, plant and equipment
- Circular Head and Waratah-Wynyard Councils share staff, projects and procurement.

The project aims to:

- Determine the current state of resource sharing
- Review the current arrangements
- Identify opportunities for improvement
- Develop a framework for resource sharing
- Provide a list of recommendations
- All for small capital cost

**Meeting community needs with resource sharing**

The Local Government context

do more with less

economic development and local employer

create local jobs

drive efficiencies and economies

higher expectations from the community

deliver, enable and advocate for higher levels of service

retain local representation

### Workforce Planning Guidelines for Local Government in Tasmania



## The intrinsic value of libraries as public spaces

# LOCAL GOVERNMENT

**As the leading university-based centre in Australia focused on local government, the Centre for Local Government (CLG), part of IPPG, conducts trans-disciplinary and comparative research about local government and local governance. We offer specialist consultancy services for councils, government agencies and associated industry and professional bodies. Some of our 2016 key projects for local government included service delivery reviews, workforce development and resource sharing projects.**

## **Local Government Growing Tasmania through Better Workforce Planning, Government of Tasmania Department of State Growth**

This partnership project brought together CLG, Australian Centre of Excellence for Local Government (ACELG), the Local Government Association of Tasmania, Burnie, Circular Head and Waratah Wynyard Councils. The project aimed to improve sector understanding of the benefits of workforce planning, develop workforce planning guidelines for local government in Tasmania and pilot a workforce planning capacity building program. The project outputs included a workforce planning 'How-to' guide for local governments in Tasmania, together with a two-day capacity building program for senior staff on the benefits of workforce planning and how to develop and implement these plans. The goal of this project was to ensure a more sustainable local government sector, which is better able to support employment and economic growth in local communities. This will be

achieved either through local government's role as a direct employment or by an increased ability to create favourable conditions for business and industry within their local government areas – with workforce planning being the tool to achieve such aims.

The resource is available online at [uts.edu.au/research-and-teaching/our-research/public-policy-and-governance/news/workforce-planning-guidelines](http://uts.edu.au/research-and-teaching/our-research/public-policy-and-governance/news/workforce-planning-guidelines).

## **Co-operative Regulatory Reform for Outdoor Fitness, Office of the New South Wales Small Business Commissioner**

CLG was engaged by the New South Wales Office of the Small Business Commissioner to streamline and harmonise Randwick, Waverley and Woollahra Council's outdoor fitness policy and supporting guidelines by developing common rules and principles that can be consistently interpreted and applied across all three LGAs. The aim of this project was to reduce red tape and enable fitness operators to more easily adhere to their legal requirements. CLG delivered a Final Draft Policy to councils as well as paper outlining recommendations as well as the process of cooperative regulatory reform.

## **Dubbo Regional Council Service Delivery Project, Dubbo Regional Council**

CLG was engaged to develop a service review framework for Dubbo Regional Council as part of the amalgamation of Dubbo City and Wellington Councils. The methodology included a series of interviews with staff, a half-day Excellence in Service Delivery workshop with 60 staff

and several executive staff workshops. The framework included aims for the service review, guiding principles, identification of risks, governance processes and resourcing. It also included mapping of all services and subservices against the community strategic plans and completion of service statements. The end result provided council with a clear set of priority services to review.

## **Richmond Tweed Regional Library Governance Model, Lismore City Council**

CLG was engaged by Lismore City Council to develop a new governance model for Richmond Tweed Regional Library (RTRL). The aim of the project was to understand the current and future issues and opportunities of each of the four member councils and explore potential governance models for the RTRL moving forward. The four member councils include; Lismore City Council, Tweed Shire Council, Byron Shire Council, and Ballina Shire Council. The governance model was being developed in collaboration with senior council staff, General Managers and Councillors through key interviews and two large charrette processes. A new library agreement will now be developed which reflects agreed, aims, principles and functions of the RTRL and is supported by each member council.



## Evaluation of the Living in Harmony Festival, City of Sydney

CLG was engaged by the City of Sydney to evaluate the 'Living in Harmony Festival'. For the past twelve years, the City of Sydney has been hosting the Festival to celebrate the City's vibrant cultural diversity. The Festival has grown over the years from one small event run by the City to 27 events delivered in partnership with over 40 community organisations and groups and 520 volunteers. This evaluation was designed to capture the relevance, effectiveness and the impact of the Festival in achieving its intended outcomes to date, both for the community as a whole and for participating organisations. The evaluation identified how local government initiatives can best promote and support social inclusion and community connectedness in diverse neighbourhoods and recommended a future program model that involves ongoing programming to achieve social inclusion objectives across the whole City.



# PUBLIC PARTICIPATION AND INNOVATIVE CITIZEN ENGAGEMENT

IPPG is one of Australia's pre-eminent research, teaching and consultancy institutes for innovative public participation. Our projects have made significant contributions to major planning, setting service levels and visioning processes across all levels of government. This is because we understand the vital role of engagement in developing broadly informed visions, goals and objectives with strong community and stakeholder input and support. We work closely with our clients to embed principles of public participation as part of organisational culture, as well as building capacity in new ways of engaging with communities and stakeholders. In 2016 we worked on several projects focused on public participation and citizen engagement, some of which are highlighted below.

## **Local Government Services Deliberative Panel, Inverell Shire Council**

CLG was engaged to design a community engagement process for Inverell Shire Council. This included workshops with council executive and elected representatives, a community telephone survey, deliberative panel workshop and post-panel survey to gauge community views on council's financial sustainability, local services and infrastructure. The surveys tested community views about the importance of different local services and infrastructure and satisfaction with these, as well as willingness and mechanisms to pay for improvements in services and infrastructure. The deliberative panel brought together 20 randomly selected community members over two days to consider council's revenue and costs in detail and to provide advice to council on

decisions around budgeting and rates. The process achieved significant attitudinal change. For example, after the process community views increased from 9% support for a rate rise to 58% support after the process. The findings were used by council to shape decisions on their long-term financial planning, service delivery and infrastructure management, own source revenue and rates, and informed council's 2017 Special Rate Variation application to the New South Wales Independent Pricing and Regulatory Tribunal.

## **Community Engagement and Local Government Services, Gwydir Shire Council**

In light of the Fit for the Future Local Government Reform package, Gwydir Shire Council is committed to engaging the community around the role and future of local government, financial sustainability, service levels, infrastructure provision, and meeting the changing needs of the community. Council engaged CLG to conduct a deliberative panel workshop with a representative group of randomly selected community members, and workshops with council staff and elected members. The aim of these engagement and facilitation activities was to explore the future of Gwydir local area, service levels and reviewing levels of service, opportunities for shared services and strategic partnerships, asset and financial management, and decisions around budgeting and own source revenue.

The report is available for download at: <https://opus.lib.uts.edu.au/handle/10453/72280>



# POLICY ADVISORY

IPPG provides policy advisory services for all levels of government, NGOs and the private sector. We work with our clients to thoroughly understand the evaluation context and desired policy and program outcomes. We draw on the best of contemporary practice and thinking to develop evaluation approaches guided by practical frameworks build the capacity of our clients. Our approach includes formative methodologies, emphasising capacity-building and leading change through learning, reflection, and improvement from the perspective of program beneficiaries and internal and external stakeholders. Some of our 2016 projects are highlighted below.

## **Volunteering and Community Development, New South Wales Department of Family and Community Services (FACS)**

Volunteering is widely recognised as beneficial to individuals in building skills and capabilities and supporting not-for-profit organisations who service vulnerable populations and FACS has invested significant resources, time and effort into facilitating volunteering in New South Wales. In this context, FACS commissioned IPPG to undertake exploratory research, examining the role volunteering can and does play in community development from a range of perspectives, and assessing the impact of volunteering on community development outcomes in New South Wales. The research included a desktop review of New South Wales government volunteering policies and strategies and two half-day workshops attended by volunteer managers and community development practitioners from metro and regional areas. Both workshops utilised world café formats and were designed and facilitated by IPPG staff.

The project collected first hand insights from a range of organisations and individuals working at the volunteering 'coalface' to increase FACS' understanding of how volunteering builds social capital and inclusion and positively influences community development. Using information and data collected through the workshops IPPG were able to demonstrate the different perspectives on volunteering processes, enablers and outcomes in New South Wales.

The overall key findings from this research were that volunteering can enhance and support community development by:

- > Connecting community members and breaking down barriers between different social, cultural and economic groups
- > Reducing social isolation and supporting skills development
- > Increasing the capacity of local community organisations to deliver services and activities.

Information gathered from workshops also informed the development of a series of considerations for how FACS can best enable and utilise volunteering to support community development.

## **Illawarra Youth Employment Strategy, New South Wales Department of Premier and Cabinet and Illawarra Pilot Joint Organisation**

IPPG were engaged by the New South Wales Department of Premier and Cabinet and the Illawarra Pilot Joint Organisation to develop the Illawarra Youth Employment Strategy (YES) for the Illawarra Shoalhaven region.

The Strategy includes an action plan aimed at responding to high rates of youth unemployment by connecting young people with the skills, qualifications and experience needed to attain jobs in key industries across the region.

The Strategy was developed in close cooperation with governments, employment services, and industry across the region.

Co-design is a key component underpinning the Strategy. IPPG facilitated an 80-person industry forum to negotiate the individual actions each industry would lead to support regional implementation. IPPG also undertook extensive brokerage and negotiation activities with individual regional industry leads to ensure the action plan was realistic, reflected employer and industry commitments, and had tangible outcomes.

In December 2016, the IPPG project team completed an early outcomes report identifying enabling and restrictive factors to success. The report noted 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.

#### **Far West Initiative, New South Wales Department of Premier and Cabinet**

The Far West Initiative is a joint Department of Premier and Cabinet and Office of Local Government (OLG) project. The Initiative is bringing together local government, non-government organisations and key New South Wales and Australian government agencies to develop innovative solutions for the unique challenges faced by communities in Far West New South Wales. The communities face isolation, social and economic disadvantage, complex land management issues and challenges around the planning and delivery of services. The New South Wales Government established the Initiative in response to the Independent Local Review Panel, and it is part of the Fit for the Future

local government reform package. IPPG was asked to review the case for change for the Far West and identify possible governance approaches that could support more sustainable and liveable communities in the Far West.

#### **Information Linkages and Capacity Building, National Disability Insurance Agency**

IPPG was awarded grant funding under the Community Inclusion and Capacity Development Grants Program by the National Disability Insurance Agency (NDIA) in 2016. The funding supports a project which considers the role that the local government sector plays in supporting the social and economic inclusion of people with disability across the country. The project researches 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 future opportunities to improve outcomes for people with disabilities within local government areas.

The NDIA wishes to understand how local governments currently support the social and economic participation of people with disability in order to build sector capacity and leverage existing sector knowledge. The outcome of the project will be a resource for local government which includes steps to building participation within the context of their own community, jurisdiction and locality.



# INTERNATIONAL ENGAGEMENT

**IPPG 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 key 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 2016, some of which are highlighted below.**

## **Local Governance Project, Pakistan**

In collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, as part of its Local Governance Program, IPPG is implementing a coordinate development planning pilot trial in Khyber Pakhtunkhwa, across two districts Nowshera and Haripur. The Institute is working with the Provincial finance department, Planning and Development department, Tehsil Municipal Administration, Local Government Department and District Administration. The objective of this program is strengthening inter and intra institutional coordination in Khyber Pakhtunkhwa, Pakistan.

## **Vietnam**

The Institute worked extensively with colleagues from the Vietnam Ministry of Home Affairs, Institute for Labour Sciences and Social Affairs Training (ILSAT), Ministry of Labour, Invalids and Social Affairs (MOLISA) in 2016. We hosted a five day delegation of senior officials in August 2016 from these agencies with a training program focussed on strengthening public governance, policy development and formulation and strategies for building public sector capacity. The Institute was then invited for a study tour in Hanoi, and presented at numerous seminars and conferences including Professor Ryan giving the key note presentation on 'Australian Experiences in Public Sector Leadership Training and Social Science Research' at the 'Enhancing Quality of Scientific Research and Capacity Building Conference' organised by the ILSAT and the MOLISA.

## **Consolidating Democratic Transition in Nepal**

As part of the team implementing the 'Consolidating Democratic Transition in Nepal' program, led by the Forum of Federations for Global Affairs Canada, IPPG provided technical expertise in Nepal for the duration of the project which took place from April 2015 to March 2016. The program focused on three target outputs enhancing the capacity of members of the 2nd Constituent Assembly to design a new constitution for Nepal. The target outputs include strengthening the ability of key stakeholders outside the 2nd Constituent Assembly to effectively engage in political

discussions on Nepal's state structure; and increasing capacity of citizens, including women and youth, to exercise their political rights and to articulate their political preferences. Program activities focussed on providing support in the design of a new constitution to members of Nepal's 2nd Constitutional Assembly and other activities engaging political discussions, 'Citizens Forum's' and 'Leaders Forums' in relation to state structure across all of Nepal, these included political party leaders and citizens. The program delivered a total of six training workshops for members of the Constituent Assembly (CA), reaching a total of 144 CA members, some of which only had a rudimentary knowledge of multilevel governance and federal systems. Themes covered in trainings included comparative examples in federal design and intergovernmental relations, approaches to inclusive government and policy coordination; federal judicial systems and constitutional dynamics; building capacity at the provincial and local levels of government. In total all program activities reached over 2,500 Nepalese.

## **Punjab Intermediate Cities Improvement Investment Program, Pakistan**

IPPG was engaged by the Asian Development Bank to work on the Punjab Intermediate Cities Improvement Investment Program for elected members and officials in the Punjab local government. As part of the project, IPPG developed an institutional design and capacity development framework and program for Punjab Local Government

Academy (PLGA), and conducted high level officials training need assessment in selected cities of Punjab for local government staff and elected cities representatives. The project also involved designing capacity development training programs on governance, management, finance, community engagement and other urban subjects for elected political leaders and senior government officials. IPPG prepared recommendations on phasing of capacity development program and certification arrangement nationally and internationally to transform PLGA as a center of excellence.

### International Delegations

IPPG hosted several international delegations including delegates from China, Indonesia, Japan, Korea, Nepal and Vietnam in 2016:

- > Japan Council of Local Authorities for International Relations: IPPG hosted and participated in study tours in Australia and Japan, and co-hosted an annual seminar.
- > Korea Local Government Centre, Korea Ministry of Foreign Affairs: Study tours of Korean government delegates and regular information exchange.
- > Delegation from Nepal's Information Commission – Access to information in Australia (Practitioner perspectives and experience sharing)
- > Delegation from the Indonesian State Accountability Revitalization program, Indonesia

- > Delegation from Vietnamese Ministry of Home Affairs, Vietnam
- > Delegation from Office of Central Committee, Vietnam
- > Delegation from Tianjin Binhai Hi-tech Industrial Area Delegation, China
- > Delegation from Xianning City People's Congress Standing Committee, Huebi Province, China
- > Delegation from Shandong Province, China Provincial Government
- > Delegation from Sichuan Administration Institute, Sichuan Province, China
- > Delegation from Putian University, Fujian Province, China
- > Delegation from Ningxia Hui Autonomous Region, China
- > Delegation from Ningbo City Government, Zhejiang Province, China

### International Associations and Memberships

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



# AUSTRALIAN CENTRE OF EXCELLENCE FOR LOCAL GOVERNMENT

The Australian Centre of Excellence for Local Government (ACELG), which was hosted by CLG from 2009, formally concluded operations at the end of 2015. A unique consortium of universities and professional bodies, ACELG had a strong commitment to the advancement of local government. The consortium included CLG, the University of Canberra (UC), the Australia and New Zealand School of Government (ANZSOG), Local Government Professionals Australia (LGProAus), and the Institute of Public Works Engineering Australasia (IPWEA). Even though ACELG operations formally concluded in 2015, some projects continued after the formal conclusion. The following summarises ACELG-funded projects concluded by CLG in 2016.

## Performance Monitoring Project

As part of a working group with Local Government New South Wales and Lake Macquarie City Council, IPPG conducted a pilot Performance Monitoring Project with 17 councils, two Local Government Associations and the Office of Local Government in New South Wales. Funded by ACELG, the objectives of the project pilot were to discuss the principles of good performance monitoring design and provide participating pilot councils and other key stakeholders with a thorough review of performance metrics used in Australia and internationally. The project looked at performance dimensions such as resilience, liquidity, debt, infrastructure renewals, budget accuracy, governance, demographic risk and equity. As part of the project, IPPG developed recommendations

for the best metrics which might be used by councils. IPPG also produced individual summary reports for participating councils, and provided recommendations for future staging and lessons learned. Moving forward, IPPG is looking at extending the pilot state-wide in New South Wales and include additional features such as a data collection tool on an online platform as part of the project, collect data over a number of years and conduct empirically robust cluster analysis to identify comparable peer groups.

## Local Economic Development

CLG has been conducting ACELG-funded research on local and regional economic development in Australia. Promoting economic growth is a ubiquitous concern, and economic development is a priority for all levels of government in Australia and abroad. Local government in Australia has many different roles with regard to local economic development, and there are no fixed roles as the legislative and policy remit of local government continues to evolve. The central aim of this project is to understand the role of local government in the organisation and promotion of local and regional economic development in Australia. The project involves interviews with stakeholders to identify data sources and key informants who will be contacted and interviewed. The data gathered is used to develop a series of outputs. To be completed in 2017, these resources will be made available for local government, local government associations and other relevant bodies to consult and use.

## Why Local Government Matters in South Australia

*Why Local Government Matters in South Australia* is a major piece of social research on South Australian community attitudes to local government, funded by the Research and Development Scheme of the Local Government Association of South Australia and ACELG. The research was undertaken by CLG. Key findings from the research demonstrate the growing role of local government and its value to South Australians in more than local service delivery. Local government matters because of its role as a place-shaper and its importance in meeting the needs that drive people's emotional connections and satisfaction with the areas in which they live. Based on a survey of 1,002 South Australians, four focus groups and data from the national *Why Local Government Matters* online survey, the South Australian project reinforces the findings from the 2014/2015 national research project *Why Local Government Matters* by CLG.

The report is available to download at: [ippg.uts.edu.au](http://ippg.uts.edu.au) (Reports and manuals)



## Resource Sharing Success Stories in Tasmania

The councils of Kentish, Latrobe, Circular Head and Waratah-Wynyard in Tasmania engaged the ACELG and CLG to review their resource sharing arrangements. The review considered governance and decision-making arrangements, the current State Government reform agenda, strategic capacity of the councils and a financial analysis of savings from resource sharing arrangements. As part of their resource sharing, the four councils have been able to achieve tangible and ongoing savings which are increasing annually; with Kentish and Latrobe Councils saving over \$750,000 and Circular Head and Waratah-Wynyard Councils saving close to \$1million last year. Other achievements include standardised policies, frameworks and planning; cross collaboration across the councils; stronger career paths and improved service quality.

The report is available to download at: <https://opus.lib.uts.edu.au/handle/10453/72296>



# ASSISTIVE TECHNOLOGY INNOVATION HUB

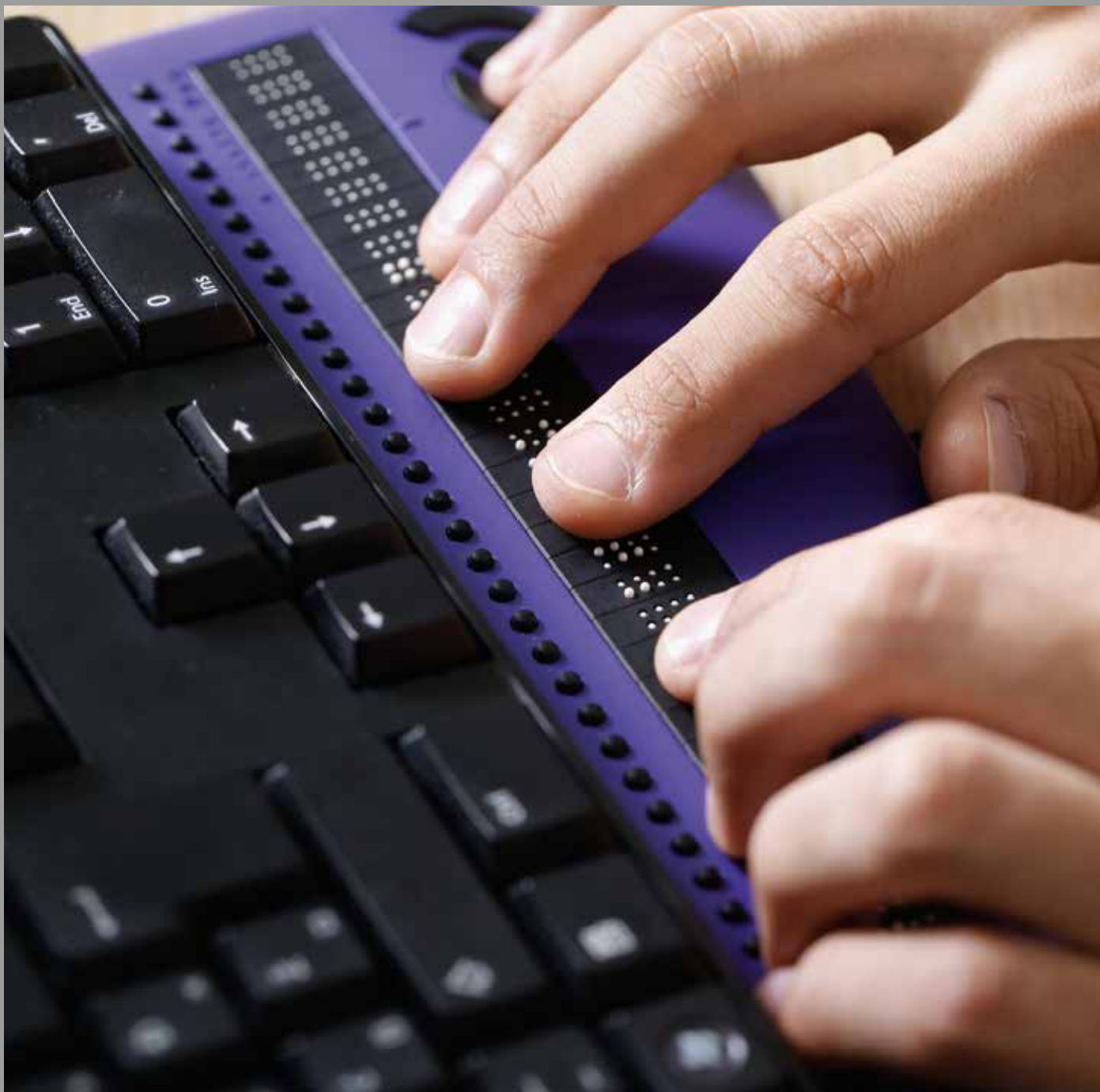
## NATIONAL DISABILITY INSURANCE AGENCY

The National Disability Insurance Agency (NDIA) contracted UTS to scope, develop options, test feasibility and provide recommendations for the design of an Assistive Technology (AT) innovation hub in Australia. The innovation hub's intention is to stimulate innovation in AT product, service and system design to benefit people with disability.

Working alongside the UTS Business School and UTS's disability services industry partner Northcott, IPPG conducted a three-stage study to identify what the hub could do to stimulate supply and promote uptake of AT innovations. After the Stage 1 desktop analysis of innovation in the AT sector, Stage 2 engaged over 150 stakeholders through interviews, workshops and observation of an AT innovation challenge. Stakeholders included people with disability; disability service providers; AT innovation developers and industry suppliers; and academics and government representatives with expertise and interest in AT and innovation.

Stage 3 of the study developed strategies and initiatives for the hub to implement to stimulate supply and promote uptake of AT innovations. These were then tested and refined with stakeholders. Overall, there was strong stakeholder support for the strategies and initiatives, although some related to AT market design were identified as higher priorities. These stakeholders identified priorities, alongside feasibility testing, formed the basis for recommendations made to the NDIA by UTS.

The hub has the potential to make a real difference to the daily lives of people with a disability and the Australian economy. The hub will drive uptake of AT innovations and support a participant-centric philosophy in the design and creation of innovative AT products, services and systems. Ultimately, the hub aims to enhance economic and social participation of people living with disabilities, ease pressure on provision of physical supports and help the secure long term financial sustainability of the NDIS.



# THE INTRINSIC VALUE OF LIBRARIES AS PUBLIC SPACES

## CIVICA LIBRARY SOLUTIONS

IPPG was engaged by Civica Libraries to undertake research about the value of libraries as public spaces. The research informed Civica Libraries' report, 'The Intrinsic Value of Libraries as Public Spaces', which was launched by IPPG Director Professor Roberta Ryan at the Civica Expo in 2016.

The research included a tailored survey that was completed by library and council staff across Australia and New Zealand, a focus group with council and library representatives, and data analysis from the Institute's Regional Library Management Models and Why Local Government Matters research. The findings have provided unique views and perspectives on the value of libraries as public spaces.

The report looks at how libraries are changing, and key issues that need addressing to ensure libraries remain relevant and a central part of community life. The future vision of a library is seen as a one-stop-shop providing community support from unemployment assistance to health advice and to community learning and business development.

The report is available to download at [www.civica.co.uk/international/downloads](http://www.civica.co.uk/international/downloads).



# STORMWATER CHARGING

## SYDNEY WATER

UTS first partnered with Sydney Water in 2015 to trial new ways of putting customers at the heart of organisational decision-making. This partnership saw IPPG develop an innovative choice modelling and willingness to pay study that provided customers with choice and voice in deciding their preferred water tariff structure. The study's findings informed Sydney Water's proposal to the New South Wales Independent Pricing and Regulatory Tribunal to lower retail water prices for a typical residential household across Greater Sydney by around \$100 per year.

Sydney Water again engaged IPPG in 2016 to undertake research to understand customer values and views toward a range of stormwater infrastructure and service charging scenarios. The aim of the research was to understand what Sydney Water customers are willing to pay for stormwater infrastructure and services. The research also sought to understand customer preferences for different ways of charging for stormwater infrastructure and services, whether stormwater infrastructure and service investment should be increased in the future, and how this should be paid for.

The method involved focus groups and an online panel that enabled respondents to compare what they pay for stormwater infrastructure and services to other people across metropolitan Sydney. The research used complex socio-demographic profiling and modelling to understand how willingness to pay and charging mechanism preferences differ depending on customer type, demographics, environmental values and attitudes, and spatial attributes.

The online panel findings were tested through a deliberative panel that recommended a measured increase in stormwater infrastructure and service investment to move closer towards integrated water cycle management over the longer term, and a more equitable charging system across Greater Sydney to pay for this investment.



# WELLBEING OF INTERNATIONAL STUDENTS IN THE CITY OF SYDNEY

## CITY OF SYDNEY

The City of Sydney recognises the important contribution of the international student community to the diversity of the City with the wellbeing of international students being identified as a key priority area both culturally and economically. The City of Sydney engaged IPPG to undertake explorative research into the wellbeing of international students living and studying within the local government area. The central aim of this research was to investigate how international students living and/or studying in the City area perceive their wellbeing and what does and does not contribute towards their wellbeing.

A review of key literature identified the following key focus areas that contributed to the wellbeing of international students.

- > Housing and housing exploitation
- > Safety and security
- > Financial resources and exploitation in the work-place
- > Discrimination
- > Social integration.

A further related aim was the exploration of whether international students perceive that the City of Sydney is enhancing their wellbeing and what further initiatives they think the City of Sydney should be pursuing.

The research report provides an evidence-based understanding of the wellbeing of international students in the City of Sydney through a review of key literature and analysis of engagement methods including

interviews, an online survey that reached over 600 international students and focus groups undertaken with stakeholders and international students.

The research identified the following findings:

- > The research shows that the demographic profile of international students can impact on their challenges and needs. Demographic characteristics were shown to differ between students that lived within the City and those that lived in surrounding LGAs.
- > Satisfaction with housing and accommodation was dependent on a number of factors including the demographic profile of international students, the access of information, duration of time living in Sydney, type of education provider and accommodation. These findings could assist the City in future strategies regarding the distribution of information on housing and a different accommodation types.
- > Large proportions of students depend on part-time work to support accommodation and living costs and therefore could be at risk of exploitation. Our research shows the relationship between different international student profiles and their work place experiences and satisfaction. Research has shown that this is a significant factor on students' wellbeing and negative experiences correlate with low levels of physical and emotional health.

- > The safety of a city is a key consideration for students that seek to study overseas. Students consider Sydney a safe city. Student's inexperience of Sydney and their foreign status makes them potentially vulnerable targets. The research indicates that the longer students are studying in Sydney the more likely they are to report feeling unsafe.
- > International students face a number of wellbeing and health challenges in the early stages of arriving in Sydney. Finding adequate accommodation and an area to settle in and integrating and connecting with other international and local students were seen as positive contributors to increased physical and emotional health.

The report is available to download at: <https://opus.lib.uts.edu.au/handle/10453/72289>



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UTS CRICOS PROVIDER CODE: 00099F

UTS:MCU / JOB 20691 / JULY 2017

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