



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

# 2013 Annual Report



An Australian Government Initiative



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# 1 Chairperson's Message



This, the fourth year of the Australian Centre of Excellence for Local Government (ACELG), has been one of consolidation, new connections and new alliances.

We have been proactive in seeking out our

constituencies (I use the plural to acknowledge the great diversity of local government), and I am inspired by the enthusiastic responses we have received over the year. In many cases these have developed into project partnerships and guidance that has enhanced the quality and reach of our work.

There can be no one-size-fits-all approach to fulfilling ACELG's mandate. This is why we engage with the sector on every initiative. We have set in place committees and reference groups to ensure that our research is of the highest quality and of practical use. We have initiated forums. We have engaged relevant networks by attending and presenting at conferences and workshops and by speaking at seminars and meetings. In 2013, we responded to feedback from a national survey about ACELG, as part of its mid-term review process.

What we hear guides our work. Using a consensus approach, ACELG aims to support local government decision-makers about important sector issues.

The extent of collaboration between researchers and practitioners is testament to the way in which ACELG is leading problem solving and innovation for local councils.

In 2013, ACELG focused upon:

**Workforce development**, including the publication of Australia's first local government workforce strategy. The Strategy was complemented in 2013 by other ACELG research such as unique workforce data, and research that identified gaps in education and training related to skills-shortage areas within the sector.

Learning opportunities about contemporary strategic leadership were facilitated through the ACELG/ANZSOG *Excellence in Local Government Leadership Program*, a pilot of the *Executive Certificate for Elected Members*, and through our continued support of the LGMA Australasian Management Challenge.

**Financial sustainability**, how local government revenue can be strengthened for the longer term, with follow-up research on the use of debt by councils.

**Structural reform**, including but not limited to a review of local government reform processes in Australia and New Zealand, and the state of strategic planning in Australian local government.

**Local governance**, including key research on understanding local representation, localism, the role of citizens' committees in community engagement, community wellbeing indicators, and the role of collaborative place-based solutions such as learning partnerships and social enterprises.

**Supporting rural-remote and Indigenous local government** to improve the quality of leadership, and the practices that define and guide good governance such as integrated planning tools and tailored engagement resources.

Work also progressed on supporting improved infrastructure and asset management within councils, enhancing the quality of research within and about local government, provision of local-level guidance on climate change, and other themes detailed in this report under each program.

I was privileged to participate in a number of highly successful national ACELG events in 2013 such as the Local Government Workforce Development Forum, a roundtable on Indigenous Employment in Local Government, and the Local Government Researchers' Forum. These events facilitated dialogue between different sectors and tiers of Australian government that have a stake in local-level research, policy and practice.

The development and delivery of ACELG's work would not be possible without the valued

contributions of our stakeholders. On behalf of the Board, I wish to thank those local governments, associations, professional organisations, practitioners and researchers who supported ACELG throughout 2013, many of whom are now collaborating with us on further initiatives.

The balanced composition of the ACELG Board guarantees that our activities are responsive to current developments within the sector. I thank my fellow Board members for their guidance throughout the year, the ACELG secretariat and ACELG consortium staff for their enthusiasm, commitment and knowledge in bringing the Centre's projects to fruition.

The range and diversity of work undertaken by ACELG aims to benefit councils around the country. I invite you to review the Centre's work in 2013. Your feedback is most welcome and I encourage your involvement with us in strengthening local government in Australia.

**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 officially opened the Centre on 14 December 2009 at the University of Technology, Sydney (UTS).



*Participants at the 2013 Excellence in Local Government Leadership Program, Canberra*

### The Consortium

Consortium partners are:

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



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

- Charles Darwin University
- Edith Cowan University

### Vision, Mission and Guiding Principles

The Centre's vision highlights the pursuit of excellence:

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

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

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.

## Program Areas

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

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

## Board of Management

The primary role of the board is to ensure the good governance of the Centre. Board members during 2013 were:



**Hon Margaret Reynolds**

Chairperson

**Prof Attila Brungs**

University of Technology, Sydney

**Mr Peter Allen**

Australia and New Zealand School of Government



**Richard Eccles\***

Department of Regional Australia, Local Government Arts and Sport†

**Ms Penny Holloway‡**

Local Government Managers Australia

**Prof Frances Shannon**

University of Canberra



**Cr Felicity-anne Lewis**

Australian Local Government Association

**Mr Paul Di Iulio**

Institute of Public Works Engineering Australasia

\* Until October 2013 thereafter a Department nominee

† The Department of Infrastructure and Regional Australia as at October 2013

‡ Final Board meeting 6 December 2013

## 3 Secretariat Report

### Contacts

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\* Until May 2013

† ACELG research consultant from August

‡ From November

### Board Meetings

In 2013, ACELG convened four board meetings:

- 22 March at the offices of the Department of Regional Australia, Local Government, Arts and Sport, Canberra
- 7 June, Adelaide
- 4 October at the offices of Local Government Professionals, Melbourne

- 6 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.

### Strategic Research Communication

In response to sector-wide interest in the work of ACELG, the Secretariat commissioned a number of research summaries and briefing notes that encapsulate and contextualise its work for practitioners and researchers. Briefing notes were prepared and distributed on themes such as financial sustainability, the local government workforce, governance among others. To fully support this initiative a series of summaries called *ACELG Insights* was prepared during 2013 that draws together key ideas from ACELG research to date. This series is scheduled for distribution to the sector in early 2014.

As part of its intention to enhance its corporate communication activities, the ACELG Secretariat in 2013 assumed operational responsibility for two subsidiary websites, one for the Information and Knowledge Exchange Network (IKEN), formerly part of the Innovation and Best Practice Program, and the other for the Local Government Researchers Network, previously part of the Research and Policy Program. More detail can be found in this report under Program 2.1.

## Website

The ACELG website is the principal means by which the Centre communicates information about its activities, and includes:

- Background to ACELG, including its structure and key personnel
- Detailed coverage of activities in each of the six program areas
- A library for ACELG's publications
- Dedicated resource pages containing online research, practical resources, tool-kits and guides
- Information about and links to program partners
- A news and events section.

The website is updated regularly for relevance and ease of use.

In 2013 the Secretariat undertook logistical arrangements to establish a new platform within the ACELG website called *ACELG Community*. This initiative will subsume the Knowledge Exchange Network (IKEN) and the Local Government Researchers Network websites to allow further interaction and access to sector-based resources and links. See Program 2.1 in this report for further detail.

In the reporting year, the ACELG website attracted:

- 17,095 unique visits
- 29,485 site visits.

Top-ranked ACELG website news items (unique page views):

1. Measures of Community Wellbeing
2. Stronger Local Government Revenues
3. Using Demographic Data in Local Government
4. Community Learning and Local Government.

## Social Media

ACELG enhanced its social media presence through the active use of Twitter and Facebook accounts. Most ACELG consortium partner organisations and their senior staff maintain professional social media accounts such as Twitter and LinkedIn and actively use these platforms to promote ACELG news and initiatives.

## Newsletter

The Centre publishes a quarterly e-newsletter called *Excellence In Brief* that is circulated to over 2,000 contacts and subscribers. This includes individual councils, local government associations, professional associations, local government practitioners, academic institutions, peak and representative associations and individuals. A shorter 'snapshot' newsletter called *Excellence Headlines* is occasionally issued when required.

## Media Presence

Approximately 106 stories about ACELG and its research were published in 2013 within sector-specific and general publications. ACELG keeps track of where the Centre and research staff are mentioned, and most items are accessible from the 'ACELG in the News' section of its website.



## Presentations

A number of presentations about ACELG research were made by staff of the Secretariat and researchers. These presentations included:

- National Local Government Researchers' Forum, University of Adelaide, June [various consortium researchers]
- Australian Institute of Urban Studies (NSW), 23 May, 'The Challenges Facing Local Government' by Director, A/Prof Ryan
- LGMA National Congress and Business Expo, Hobart, 'Rebuilding a Great Society: What's Important from the Local Government

Perspective' and 'Indicators of a Great Society' by Deputy Director Melissa Gibbs

- Local Government Association of Tasmania (LGAT) conference, 26 July, Hobart, 'Achieving Efficiencies Through Shared Services', A/Prof Roberta Ryan and Melissa Gibbs
- 'Responding to Climate Change: An Urban Challenge?', 25 July, Sydney, by Stefanie Pillora
- IPWEA 2013 International Public Works Conference, August, Darwin, presentations by Melissa Gibbs on ACELG's shared services research, and Su Fei Tan of UTS:CLG on workforce development in Western Australian local government
- Local Government Managers Australia (NSW) Annual Conference, August, Wollongong, 'Sensemaking in Local Government: Taking a Reality Check in Your Council' by Dr John Martin, ACELG Visiting Professor
- Local Government Benchmarking Conference, August, 'In-house Local Government Research' by Stefanie Pillora
- 'Strategic Planning in Australian Local Government' webinar, November, by Su Fei Tan (UTS:CLG)
- ACELG workforce findings presented by Melissa Gibbs to: General Meeting of the Local Government Association of the Northern Territory (LGANT); the National Local Government Human Resources Conference; the National Indigenous Employment in Local Government Roundtable; the National Indigenous Employment in Local Government Roundtable; NSW Local Government Internal Auditors Network
- LGAT Forum 'Dollars and Sense: Financial Sustainability', November, Launceston, presentation by John Comrie
- Fourth International Conference on Local Government, Surabaya, Indonesia, presentations by A/Prof Roberta Ryan and Melissa Gibbs
- UNDP-Forum of Federations conference 'Participatory Federalism and Decentralization', Islamabad, Pakistan, presentations by A/Prof Roberta Ryan
- RPDI National Conference, 'Citizens' Participation in Local Governance', Islamabad, Pakistan, presentations by A/Prof Roberta Ryan.



*ACELG Director A/Prof Roberta Ryan at the 'Participatory Federalism and Decentralization' conference, Islamabad, Pakistan*

## Collaboration Agreement

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

## Stakeholder Consultation and Forums

ACELG staff, consortium members and program partners are keen to engage widely with the local government sector generally and individual council practitioners in particular. During 2013, 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 co-hosted an inter-jurisdiction forum in Victoria with Local Government Victoria. The forum was attended by senior local government officials from state and territory local government departments from Victoria, South Australia, Tasmania, New South Wales, Western Australia, Queensland and the Northern Territory.

Stakeholder consultation and forum opportunities such as these provide ACELG the means to build personal relationships, gain new

perspectives on key challenges and inform participants about the Centre's programs.

The ACELG Chairperson, Director and Deputy Director attended other high-level meetings during 2013 with representatives from all tiers of government. Further detail can be found in ACELG Board Minutes from the Centre's website.

## Enhanced International Linkages and Research

In 2013 ACELG embarked on new initiatives to support greater linkages between research and practice within local government in Australia and internationally.

In 2013 senior ACELG staff participated in a number of international conferences whose themes support the aims of the Centre (see 'Presentations' section above). With one of its consortium partners, the LGMA, the Centre co-hosted delegations of local government leaders from South Korea, Indonesia and Thailand. With another of its consortium partners, UTS: CLG, it co-hosted the Japanese Local Government Centre (CLAIR) Forum.



*A delegation of Thai local government professionals visit ACELG and UTS*

To maximise the value of these opportunities and the Centre's increasing international links, ACELG is developing an international strategy to guide its international activities, and is undertaking research with ALGA about the potential of local government international engagement activities and alliances.

## Strengthening ACELG Research

Under this initiative, the Centre appointed Professor John Martin of La Trobe University as ACELG's inaugural Visiting Professor. The Centre also appointed in adjunct roles Dr Tim Robinson, of Fairfield City Council (NSW), and Dr Bligh Grant of the University of New England. These respected researcher-practitioners actively represented ACELG at industry events, forums and workshops during 2013. The Centre and staff have also greatly benefited from their expertise.

## Programs Committee

The Programs Committee meets prior to each Board meeting 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. The 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 is chaired by ACELG Director, Associate Professor Roberta Ryan.

## 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.

#### Research Advisory Committee

The ACELG Research Advisory Committee (RAC) continues to play a valuable role in overseeing and reviewing commissioned research projects and in advising ACELG on national research priorities, reviewing draft outputs, helping to organise research forums, and reviewing research partnership proposals. In 2013 the RAC met in March in Canberra and in Sydney in September.

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

#### Current members:

- Prof Lawrence Pratchett - University of Canberra, Committee Chair
- Prof Mark Evans - Australia and New Zealand School of Government
- Greg Hoffman - Local Government Association of Queensland (LGAQ)
- Prof John Martin - La Trobe University
- Dr Robyn Morris - Edith Cowan University
- Shane Sody - Local Government Association of South Australia (LGASA)
- Prof Ian Thynne - Australian National University
- Dr Tim Robinson - Fairfield City Council (NSW)
- A/Prof Erica Bell - University of Tasmania
- Marianne Di Giallonardo - Maroondah City Council (VIC)
- Rolf Fenner – ALGA.

In 2013 Professor Lawrence Pratchett took over as Chair, Shane Sody replaced Sandy Semmens representing the LGASA and Rolf Fenner joined to represent ALGA.

#### Working Paper Series

In 2013 ACELG continued to fill research gaps identified through consultations with the sector by working on the priority topics covered in the papers listed below. Roundtables and workshops were held around the country to discuss the implications of the papers for policy and practice.

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

Written by John Comrie, this paper instils recent findings and presents fresh thinking and sound evidence about how stronger local government revenues might be achieved to meet the ongoing and emerging needs of local communities.

#### *Review of Current Local Government Reform Processes in Australia and New Zealand*



This paper provides a snapshot of local government review and reform processes in Australia and New Zealand between February and March 2013. It was co-published with the LGA of South Australia.

#### *Australian Local Government Financial Reform – A Federal Perspective*

This briefing paper looks at efforts by federal government agencies to increase long term financial sustainability in local government. It complements the earlier paper *In Our Hands, Strengthening Local Government Revenues for the 21st Century* released in February 2013.

#### *Strategic Planning in Australian Local Government: A Comparative Analysis of State Frameworks*

This paper compares the various approaches in each Australian jurisdiction toward implementing local government reforms, with a particular look at requirements for strategic and corporate planning and reporting. It includes a history of local government strategic and corporate planning, and an examination of various legislative reforms and provisions which set out

requirements for local government strategic planning from a national perspective.

### ***Looking Ahead: A Guide for Local Government Practitioners' Use of Demographic Data***

This report is designed to empower evidence-based decision-making in Australian local government, and increase the capacity of councils to collate and utilise data in strategic planning and broader areas of council operations.

### ***Knowledge City: The Difference an In-house Research Team Made to a Council and its Community***

This paper outlines the strategic benefits that the City of Melbourne council and the city have gained from a dedicated research initiative, and also includes key literature on the topic to cater for the broader interests of the sector.

The above working papers are available for download from the ACELG website.

### **Research Partnership Scheme**

The ACELG Research Partnership Scheme was established to support local government researchers in councils and tertiary institutions to conduct research of benefit to local government nationally, and to build research capacity within the sector. The following projects were completed in 2013 from the Scheme:

***Social Enterprise and Local Government: A Scoping Study.*** Partners: Institute of Regional Development and the University of Tasmania

***Learning as a Driver for Change in Local Government.*** Partners: RMIT, Hume City Council, Gwydir Shire Council and the Australian Learning Communities Network

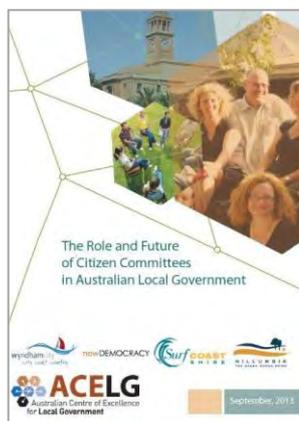
***Community Wellbeing Indicators: Measures for Local Government.*** Partner: LGAQ

***Local Representation in Australia: A Review of the Legislation and Literature.***

Partner: Victorian Local Governance Association

***The Role and Future of Citizens' Committees for Australian Local Government.***

Partners: Australian National University, Wyndham City



Council, Surf Coast Shire Council, Nillumbik Shire Council and the newDemocracy Foundation

All reports and the associated tools resulting from the ACELG Partnerships Scheme are available for download from the ACELG website.

The following research partnerships were in progress in 2013 and will report in 2014:

***Food Safety Compliance Strategy – Maximising Impact by Understanding the Food Business Context.*** Partners: Queensland University of Technology, Environmental Health Australia (QLD), and Logan, Redland, Sunshine Coast and Ipswich City Councils

***Leadership in Local Government: Factors Affecting the Appointment of CEOs.*** Partners: University of Western Australia and Edith Cowan University in consultation with Western Australia Local Government Association (WALGA) and LGMA (WA)

***Embedding Climate Change Adaptation in Local Council Business.*** Partners: City of Canada Bay, the City of Randwick and Pittwater Council (NSW), City of Geelong and the City of Port Phillip (VIC), the City of Onkaparinga (SA), the City of Clarence (TAS), and the City of Greater Geraldton (WA)

***Local Government Leading the Development of Regional Australia.*** Partner: Regional Capitals Australia

***Understanding and Measuring Public Value within a Local Government Context.*** Partner: Local Government Business Excellence Network  
***Further detail about current research under the Partnership Scheme can be found at the ACELG website.***

### **Local Government Practitioner Research**

An important focus of the research program is upon strengthening practitioner research capacity and encouraging local government professionals to share their knowledge and insights about practice and contribute to a permanent knowledge base. In this context the term 'research' incorporates a variety of activities and outputs and is not limited to traditional research methodologies and peer reviewed academic writing. The following research activities were undertaken during 2013 to support ACELG's commitment to this initiative:

## ***Make Your Knowledge Matter: A Guide to Developing and Documenting Research***

This resource offers instruction on the production of research outputs, introduces the sort of *thinking* required in constructing academic work, and offers a number of relevant research examples that are likely to build the technical skills of practitioners seeking to enhance their own research capacities. The research program provides other ACELG resources to assist local government practitioners interested in writing papers and in publishing their work.

A workshop for practitioners, 'Producing research – improving practice: Can practitioners do both?' was held on 21 November 2013 in Sydney. Experienced researchers from local government and academia provided advice to local government practitioners on various aspects of producing and publishing research.



*Workshop: 'Producing research – improving practice: Can practitioners do both?'*

## **National Local Government Researchers' Forum**

*'Thanks for an excellent conference in Adelaide last week. I can see this becoming my go-to place for research and innovation in the LG sector!'*

*'It would be great to see more local government practitioners attending and hearing about all the great research occurring within the sector.'*

*'I really enjoyed the researchers' forum, well done.'*

These responses from participants in the 2013 Local Government Researchers' Forum on 6-7 June 2013 at the University of Adelaide are

indicators of the value of this annual event for local government researchers and practitioners.

The forum was run with the support of the LGASA, ACELG consortium partners and the ACELG Research Advisory Committee.



*ALGA President and ACELG Board Member Mayor Felicity-anne Lewis opens the Forum*

Over 40 presenters spoke about current research designed to meet local government challenges. Session topics included local government finance and revenue, political and executive leadership, the future workforce, local level innovation, climate change, planning and community wellbeing, and local demographics.

An important objective of these sessions was to discuss the implications of the research presented for policy and practice, and opportunities for further research. Another priority was to involve council staff (particularly those with a role in policy development), and early career researchers with an interest in local government.

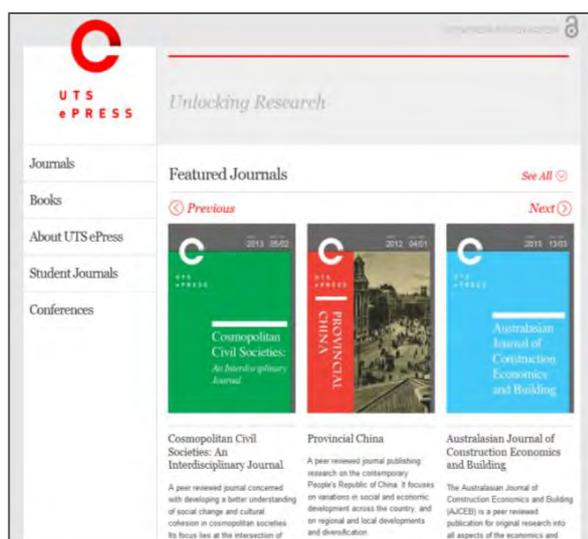
Forum organisers are pleased to report that there were even numbers of participants from councils and tertiary institutions as well as some master's students from the host university. Other valued features of the forum were:

- Research projects funded by the LGASA Research and Development Scheme
- 'A City I Know' poster display from Masters of Planning students at the University of Adelaide
- Workshops on research development, publishing and impact measurement led by

ACELG Research Advisory Committee members.

In addition to contributing to the lively debate on local government reform, the Hon Margaret Reynolds, Chair of ACELG's Board, concluded the forum by highlighting the energy and ideas that had characterised the event. She spoke of the importance of ACELG being uniquely placed to bring together academics and practitioners around shared research interests.

Proceedings from the forum were published through UTS ePress in November 2013 and are freely available at <http://epress.lib.uts.edu.au>.



The project will provide the basis for ongoing benchmarking of, community attitudes towards local government. This investigation will form the foundation for some of the policy research activities that are underway as part of the sectoral reform agenda (in areas of study which include workforce, finance and capacity building). The research will report in 2014.

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## Community Research about Local Government in Australia

In 2013 a major social research project commenced to investigate the social context and connections between Australian communities and their local governments. The research will explore:

- community understanding of local government in Australia
- community values and attitudes towards local government
- community interactions with local government.

The research is being undertaken by UTS:CLG for ACELG and seeks to be the basis for the strategic re-positioning of local government in Australia as a significant sphere of government that is valued by communities and which significantly contributes to community wellbeing.

## Program 2: Innovation and Best Practice Program

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

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.

In 2013 this program was re-organised with the ACELG Secretariat assuming responsibility for the knowledge exchange network, and consortium partner the University of Canberra's ANZSOG Institute for Governance leading the research aspects of the program.

### Program 2.1 Innovation and Knowledge Exchange Network

Following a review of the Innovation and Knowledge Exchange Network (IKEN) undertaken in 2012, in mid-2013 the Secretariat developed a strategy to redefine the scope and objectives of the IKEN platform, and to guide internal processes and decision-making around the network during the next phase of activity.

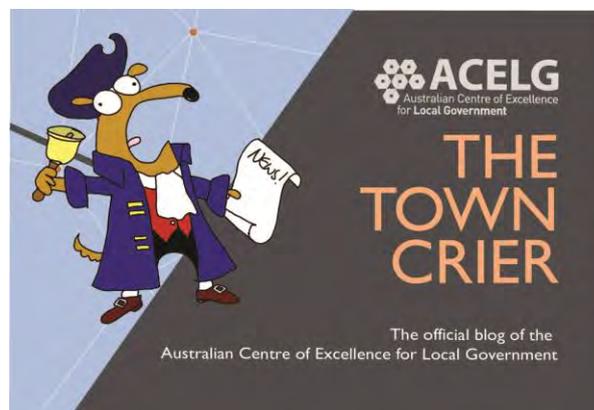
One of the most salient recommendations of the strategy was to integrate all ACELG sites, including IKEN and the *Igresearch* network into the flagship ACELG website. This would centralise all ACELG-related web traffic on a single domain and provide greater opportunities for integrating ACELG program and social network activities.

A new site was developed during the latter half of 2013.

The development of the new ACELG site focused on enhanced social network functionality, and

was finalised in late 2013. This new social network facility within the ACELG website is called 'ACELG Community' and has three features. The first is a knowledge exchange portal in which practitioners can upload learning resources for review and comment by other users. The second is an open submission blog called 'the Town Crier' which will encourage local government practitioners to develop, share and critique ideas on the latest issues facing the sector. The third is a facility for groups of users to create closed forums for private discussion, thereby facilitating the establishment of communities of practice.

Trials of the redeveloped IKEN concept as *ACELG Community* have gone well, with 15 blog articles prepared for the launch in early 2014.



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## Program 2.2 Research

The following ACELG research was completed in 2013 by the University of Canberra and researchers located within the ANZSOG Institute for Governance (ANZSIG).

### Australian Local Government Financial Reform – A Federal Perspective

This briefing paper offers a first person account of federal interventions to increase local government's long term financial sustainability, it was prepared by Mervyn Carter, a former federal policy officer and associate of ACELG, and covers such areas as the Local Government and Planning Ministers' Council, Nationally Consistent Frameworks, Financial Assistance Grants (FAGs), and the findings and implications of various studies on local government financing.

### Public Participation in an Era of Governance: Lessons from Europe for Australian Local Government



Written by Professor Mark Evans (with Richard Reid), this report provides an academically informed and practical insight into leading European practice in public participation. The research assesses the implications for citizen-centric local government in Australia of embarking on processes of problem-solving in response to social change, and includes attachments about public participation methods and their utility.

### Localism Research

Research on localism in Australia was published in a special edition of the international journal

*Public Studies*. The key article for Part 1 of the edition (Issue 4), titled 'Understanding Localism', was co-authored by program leader Professor Mark Evans (with David Marsh and Gerry Stoker). Articles by Paul Porteous (ANZSIG), entitled 'Localism: from adaptive to social leadership', and Lain Dare (ANZSIG) 'Localism in practice: Insights from two Tasmanian case studies', were also published in the same issue. A fourth article titled 'The Localism Gap – the CLEAR failings of official consultation in the Murray Darling Basin' has been published in Part 2 of the same journal (Issue 5-6). It was written by Professors Mark Evans and Lawrence Pratchett. This research will be published as a book in 2014 by Routledge.



### Local Government Innovation

Chris Lewis, Visiting Fellow at ANZSIG, prepared a number of case studies about workforce, infrastructure and local economic development within Australian local government. Extracts from this research related to tourism have been published as 'Innovation Roundup: Local Government and Tourism' on the ACELG blog website. Further outputs from this project will progressively be available from the ACELG website in 2014.

The following research has been prepared for ACELG and will be published in 2014:

***Arm's Length Entities and Local Government***, Chris Aulich

***Implementation Planning at the Local Scale***, Bill Burmester and Mark Evans

***Partnerships in Local Economic Development: The Case of Australian Sea Change Communities***, Richard Hu, Ed Blakely, Shaun Allen, Lucas Carmody and Mark Evans

***Social Media and Australian Local Government: Connecting Citizens and Governments Online Through Twitter***, Mike Jensen

***Preparedness for the Implementation of the Murray-Darling Basin Plan: A Local Government Perspective***, Lain Dare, Mark Evans and Leonie Pearson

***Understanding Competitiveness in the Asian Century: The Case of Australian Cities***, Richard Hu, Shaun Allen, and Lucas Carmody

***Migration and its Implications for Localism: The Case of the Sydney Region***, Richard Hu, Shaun Allen, Lucas Carmody and Mark Evans.

### **Further ACELG Policy Impact**

The following commissioned outputs from ANZSIG in the reporting year are indicative of the impact of ACELG's research on policy development in Australia and internationally:

#### **Local Democracy and Citizenship**

- Professor Evans was engaged from 2012–13 as Senior International Policy Advisor to the Office of the Presidency in Brazil and the European Union to develop a new federal policy on social participation
- Action learning evaluation of the 'Home to Work' project for (then) Department of Education, Employment and Workplace Relations. The findings have been used to inform the development of new interventions using co-design methods with citizens in the ACT
- An action learning evaluation for the ACT government of the 'Improving Services with Families' project

#### **Public Sector Design and Innovation**

- Co-authorship of the ACT Government Advisory Group's *Better Practice, Better Service Review* (2012) report that focuses on a citizen-centric governance approach to local service delivery in the ACT

#### **Sustainable Development in Urban Policy**

- Design of a new triple-bottom line assessment tool for submissions to the ACT Cabinet processes and a quadruple-bottom line assessment tool for evaluating projects submissions to Strathfield City Council.

### **ACELG Work Applied in ANZSIG Research**

The following funded research undertaken by ANZSIG in 2013 has drawn upon research and policy work developed by ACELG:

- *Citizen-centric Governance* (UC Postdoctoral Award (Akram))
- *Strategic Cross-sectoral Data Committee Review* (for the ABS)
- *Review of the Election Commitments Costing Act 2012 and Supporting Guidelines* (for the ACT Government)
- *Improving Services with Families Project* (funded by an ACT CSD internal grant)
- *Innovative Service Delivery to Vulnerable Families* (for the Council for the Humanities, Arts and Social Sciences)
- *Citizen Contribution to Local Public Services: Field Experiments in Institutions Incorporating Social Information* (the Economic and Social Research Council, UK).

### **Research Events**

A number of events were organised during 2013 to support the research undertaken for ACELG by the ANZSOG Institute for Governance at the University of Canberra. These events also raised the profile of local government research and innovation. They include:

#### **Workshops, seminars or programs with academics and practitioners**

- ANZSOG-ACELG Excellence in Local Government Leadership Program – 'Leading the Local State', 18-23 March 2013, convened by Professor Mark Evans, Australian National University (see Program 3.1 under Governance and Strategic Leadership for more detail)
- 'Localism and Collaborative Problem Solving in Communities Experiencing Stress', by Professor Mark Evans, PRDU Symposium University of York, UK, 27 March
- 'Understanding Localism', by Professor Mark Evans, University of Adelaide, 16 April
- 'Key Challenges Facing the Sustainability of Rural Communities: A Policy Review', presenter(s) Professors Anthony Hogan and Mark Evans, Murray Darling Basin Futures Collaborative Research Network with ANZSIG and ACELG, 24 June

- 'Centenary Canberra: Past, Present and Future', convened by Professors Mark Evans and Gerry Stoker with 10 presenters and 12–15 panel members. Conference hosted by ANZSIG, ACELG and ACT CMD&T, 20–21 August
- 'Opportunities for Localism in the Murray-Darling Basin: A Critical Reflection by Professor Mark Evans and Dr Lain Dare, Murray Darling Basin Futures Collaborative Research Network with ANZSIG and ACELG, 19 September.

#### Conference presentations

- 'Governance of Recovery and the Recovery of Governance in the Murray-Darling Basin' and 'Understanding Localism' by Professor Mark Evans at the 2013 UK Political Studies Association, Cardiff UK, 25–26 March
- Multi-level Governance and Institutional Layering: The Case of National Water Governance', presented by Professor Mark Evans with Lain Dare, 2013 International Conference on Public Policy, Grenoble France, 28 June
- 'How do Australians Imagine Their Democracy', presented by Professor Mark Evans with Gerry Stoker; 'Multi-level Governance and Institutional Layering: The Case of National Water Governance' presented by Professor Mark Evans with Lain Dare at the 2013 Australian Political Studies Association Conference, Perth 30 September - 2 October.

#### Public Lectures and Roundtables

'Murray Darling Rivers: Can Indigenous Stories Reshape 21st Century Policy?' Presenters were Virginia Haussegger, Ms Cheryl Buchanan, Professor Mark Evans, Professor Barry Hart AM, Mr Bradley Moggridge, Mr Ben Pederick and Uncle Major Sumner. Organised by ANZSIG with the Murray Darling Basin Futures Collaborative Research Network at the National Press Club, 28 November and televised as ABC 'River Stories', Australia Day, 7.30pm.



*Prof Mark Evans (second from left) and panellists at the event 'Murray Darling Rivers: Can Indigenous Stories Reshape 21st Century Policy?' Photo: University of Canberra*

#### Program Contact:

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## 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 leadership program tailored to local government and comparable to the best international programs on offer.



*The 2013 ELGLP in session*

#### Key Personnel

Professor Mark Evans continued in his role as Academic Director of the program. The ANZSOG programs team, managed by Samantha Johnsson, was responsible for supporting the redesign phase and the delivery of the six-day program in consultation with Roberta Ryan and Melissa Gibbs of ACELG.

#### 2013 Program Delivery

The program was delivered in Canberra at the Australian National University from 18–23 March, 2013 with 44 participants. Financial support for attendees was secured via scholarships provided by ACELG, the Western Australian Department of

Local Government and the Victorian Department of Planning and Community Development.

Presenters included both academics and practitioners. Highlights were the contributions from Professor Gerry Stoker (University of Southampton, UK), Paul Porteous (Kennedy School of Government/University of Canberra), Jude Munro (former CEO of Brisbane Council) and Stephen Yarwood (Lord Mayor of Adelaide).

The overall theme for the 2013 delivery was 'leading the local state' under which the following five topics were explored:

1. Understanding policy contexts and building strong working relationships with other governments, stakeholders and citizens
2. Creating and delivering public value
3. Leading and managing change
4. Solving critical problems in local governance
5. Understanding localism in an era of governance.

Participant feedback concluded that the program met its aims in terms of supporting broad networks between valued peers, inspiring and reinvigorating local government members and addressing contemporary and emerging local government issues.

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



*CEO of the City of Melville (WA) Shayne Silcox (centre) receives his certificate from ACELG Chairperson Hon Margaret Reynolds and ANZSOG Deputy Dean Peter Allen*

## Comments from 2013 Participants

*'Thank you for the experience. This program was so important to me both professionally and personally as a CEO in a remote location that is somewhat isolated. The interaction of the other professionals and the academic stimulation was a great breather for me and a recharge of where I sit as a professional in local government.'*

*'I am very grateful for having the experience of this week. Course material did challenge my current thinking; presenters as a whole did inspire me. I do believe I am setting home with more tools in my toolkit and the participants' company has put a spring in my step to return home and be the very best community leader I can be.'*

*'It was an honour to be selected for the ANZSOG course from New Zealand. The ability to take time out from my work to think through how I can become a more effective leader in my council was invaluable. Excellent course, faculty and a fun course environment.'*

## Program Contacts:

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*The 2013 ELGLP cohort*

## 3.2 Advancing Leadership Program

### LGMA Australasian Management Challenge

ACELG continued its collaboration with the LGMA on the delivery of the 2013 LGMA Management Challenge which saw 106 council teams (comprising over 630 local government professionals from across Australia and New Zealand) participating in this annual development program. The theme for the challenge was Great Society, and consortium partner UTS:CLG provided participants with nine different tasks designed to improve the capacity for management and leadership in a local government context.

The design of the pre-challenge task 'Shaping Communities' was informed by ACELG and UTS:CLG research including:

- *Connecting with Communities – How Local Government is using Social Media to Engage with Communities (ACELG, 2012)*
- *Evolution in Community Governance – Building on What Works (ACELG, 2011)*
- *Just Communities: A Review of Practice (UTS CLG 2012)*
- *Just Communities: A National Network of Councils Promoting Community Wellbeing through Local Democracy (UTS CLG 2011).*



*The MacDonnell Shire Council team 'The Majestic Crew' at the LGMA Management Challenge in the Northern Territory*

At the event, teams were challenged on their skills in planning and brainstorming, presenting and writing. The UTS:CLG facilitation team was particularly impressed by the level of strategic thinking, creativity and enthusiasm displayed by all teams during the Challenge days.

UTS:CLG developed the facilitator manual and presentation materials for each of the lead facilitators across the participating regions.

### Advancing Leadership

The wrap up report on the first two years of activity of the Advancing Leadership program was completed and presented to the ACELG Board. The Advancing Leadership initiative and framework was presented at the ACELG Researchers' Forum in Adelaide in June.

Randwick City Council's in-house leadership program was aligned with the Advancing Leadership framework and the Graduate Certificate in Local Government Leadership as part of their memorandum of understanding with ACELG. The first cohort of students from Randwick City Council under this partnership agreement completed leadership subjects in May and September 2013.

Terms of reference for a research study investigating council approaches to in-house leadership development was scoped and agreed with ACELG for completion by UTS:CLG in 2014.

### Program Contact:

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Program Specialist

UTS Centre for Local Government

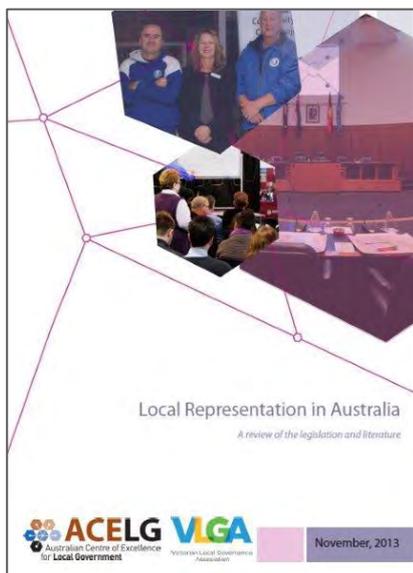
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### 3.3 Governance Improvement

#### Local Representation in Australia

*Local Representation in Australia: A Review of the Legislation and the Literature*

*Local Representation in Australia: A View from Victoria (companion report)*



Across Australia state and territory legislation has recently been amended as part of local government reforms which have swept the nation. The aims of these reforms are to ensure the future financial sustainability of the sector and to encourage local governments and their elected representatives to take a more strategic and leadership role in their communities. A question that arises from such reforms is: do councillors have the same understanding of the objectives of local government reform and of their role within the system?

This study was carried out in partnership with the Victorian Local Governance Association (VLGA). The purpose was to strengthen local governments' capacity to take a more considered view of local representation and better determine whether the arrangements they have in place are the most appropriate for the context and for achieving their objectives.

The project was organised around a set of themes which together address the broad topic of local representation. These themes were: representative structure (number of councillors, whether or not there are wards), voting, the role

of the mayor and deputy mayor and, finally the role and remuneration of councillors.

#### Councils Learning From Each Other

This research project examines the current practice and future potential of councils learning from each other. This kind of learning is variously called policy transfer, policy diffusion, peer learning, inter-organisational learning, benchmarking and even imitation and tailoring. The premise is that this learning is important and beneficial for councils and should be further built into cross-sector capacity-building programs. As the local government context changes, councils look to each other for solutions to commonly arising problems and challenges.

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

In 2013 outputs from this project included: a scoping of the literature exploring the concepts and methods that have been used to achieve knowledge transfer between local governments; and a review of the case study methodology to inform the research approach for this project. Key stakeholder interviews, the development of case study materials and the analysis of data will take place in early 2014 with project completion expected in June 2014.

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## 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 focus for the capacity building program is to develop nationally consistent approaches to infrastructure asset management and financial planning. Progress was achieved during the year in the following activities which were managed by ACELG founding consortium partner IPWEA.

#### Support Implementation of Federal Reform Fund Projects

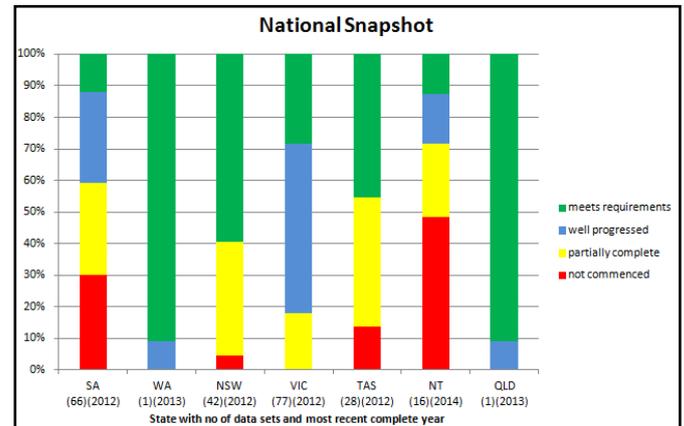
Many of the state and territory Local Government Reform Fund (LGRF) programs concluded during the previous year. The IPWEA has continued to work with LGRF steering committees established in New South Wales, South Australia, Tasmania, West Australia and Northern Territory on possible phase 2 projects to facilitate nationally consistent approaches to asset management, financial planning and sustainable communities. The programs have significantly enhanced asset management capabilities in local government around the nation. There is ongoing development by councils of their infrastructure asset management and financial planning as well as interest in seminars in asset and financial planning seminars for elected members.

#### National Assessment Framework for Improved Asset and Financial Management

A National Assessment Framework for Local Government Asset Management and Financial Planning (NAF) has been developed to evaluate progress against implementation of the Local Government Financial Sustainability Frameworks. These frameworks were initiated by the Local Government and Planning Ministers' Council (LGPMC) and adopted in 2007.

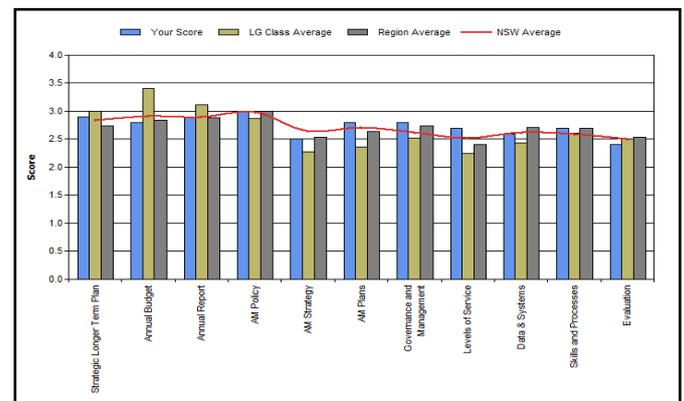
An online NAF portal is now available. Via log-on and password, each council in Australia will have access to individual pages to undertake the

assessment. Bulk data for their respective local government councils has been uploaded by Tasmania, the Northern Territory, Victoria and South Australia.



Summary Graph of data sets currently submitted on the NAF Portal

In one of the range of graphs available on the portal, councils will be able to see a histogram which compares their level to the levels in their local government class across Australia, councils in their RDA region, and the state average. The histogram will be similar to the graph below:



Example of comparative histogram for a NSW Council from 2012

A briefing on the NAF has been included in the IPWEA asset management planning workshops over the last three years. An item has been posted on the ACELG website blog <http://www.acelg.org.au/asset-management-what-next>

By completing the assessment and then repeating the process each year, a local government council will be able to assess its current level and improvement trend. The questions and statements in the assessment tool will assist councils to target improvement efforts.

## Develop Long-Term Financial Planning Tools and Guidelines

The Long-Term Financial Planning Practice Note was launched in February 2012. IPWEA followed up the practice note with a series of workshops around Australia in 2012 and again in 2013.

There has been good demand for these workshops. The practice note has been offered as a free PDF download from the ACELG and IPWEA websites. A simple-to-use Excel spreadsheet model has also been developed by the IPWEA. To December 2013 there have been over 7,000 downloads of the practice note and spreadsheet model from the IPWEA website.

## Impacts of Climate Change on Council Assets

Workshops for the National Climate Change Adaptation Research Facility (NCCARF) project for LGASA and the University of South Australia were conducted in May and June 2013 in Melbourne, Adelaide and Perth. There were 20 attendees at the Adelaide workshop, 25 in Perth and 48 in Melbourne.



*Impacts of climate change on council assets workshop*

The project developed a model to predict changes to the useful life of roads in southern Australia from projected changes in average rainfall and temperature due to climate change. IPWEA has been advising the project and is incorporating the model in the next version of its NAMS.PLUS3 asset management package in order to facilitate widespread use of the model.

## Level of Service Practice Note

Levels of service provide the platform for all subsequent decisions on infrastructure management. Before developing detailed asset

management strategies, infrastructure owners need to agree on their levels of service with their communities.

A *Level of Service Practice Note* (PN) was developed in draft form and reviewed by a reference group during 2013. The PN explores the issues relating to defining, measuring and reporting levels of service associated with providing services from infrastructure and methods of consulting/engaging with the community on selecting the appropriate level of service to meet community needs at an affordable cost.

This PN will be another addition to the range of tools and resources developed by ACELG and IPWEA. Levels of Service are an important part of the IPWEA asset management planning workshop series. There is strong demand and this PN is eagerly awaited in the public infrastructure sector.

Final consultation is complete and the practice note will be published in the first quarter of 2014. The end output will be distribution of one copy to all Australian local governments.

## Working Paper on Reliance and Management on Debt by Local Government

IPWEA and ACELG commissioned leading local government economist John Comrie to research a discussion paper titled 'Debt is not a Dirty Word – The Role and Use of Debt in Local Government'.

A final paper has been completed and will be published in March 2014.

The paper concludes that, on average, many councils have more money in the bank than they have debt. Local government has extraordinarily low levels of debt relative to the security and the level of its income base and the nature of its responsibilities. The conclusions in the discussion paper are necessarily general and some of the findings and proposals may be less relevant (or irrelevant) to councils depending on their particular circumstances.

Local government service provision is asset-intensive and infrastructure assets have on average long useful lives. In such circumstances, it is considered impossible over time to finance the acquisition of new assets, while at the same

time financing warranted asset renewal, without significant reliance on debt.

Current local government debt-related attitudes and practices are often encouraged in guidelines and in the requirements of state or territories. These instructions reflect approaches that were commonly advocated in the old cash accounting era.

As a first step, it is proposed that state and territory local government associations, local government regulatory agencies, and national peak bodies, meet to explore the merits of reforms to promote better use of debt by local governments.

### Street Lighting Practice Note



Work began on the preparation of a practice note on Street Lighting, due to be published in May 2014 to coincide with expected release of the revised AS/NSZ 1158 Street Lighting standard. Rapid developments in solid state lighting and control systems are

prompting local governments nationwide to reconsider not just street lighting technology but also how best to manage street lighting in the future. It is a time of both extraordinary opportunity and challenges for all those involved in lighting.

Key objectives of the practice note are to:

- provide independent, authoritative and impartial information, laying out the options for councils
- help accelerate the widespread adoption of more energy efficient street lighting to reduce costs, and to improve service levels and environmental outcomes
- highlight the potential safety, security, amenity, energy, environmental and financial benefits of improved lighting
- outline the current position and the key impediments that need to be overcome to secure the potential benefits.

The practice note is intended to be a policy reference document and is written primarily for senior local council officers, elected councillors, local government peak bodies, MPs and their advisers. IPWEA, with the support of ACELG, will disseminate a final copy to all 565 local councils in Australia.

### Sustainability Rating Tool for Road Maintenance Programs

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

A series of workshops were conducted with staff of two pilot councils to apply the rating tool. It was found that the original rating tool – which had been designed to cover all types of infrastructure and life cycle stages – was not suitable for rating council roads management. As a result, extensive changes to the rating tool were drafted to make it appropriate for operational use.

Assessment workshops were also held at two other councils in order to test the usefulness and practicality of the customised rating tool. The customised rating tool performed satisfactorily, with the overall rating scores obtained being similar to those obtained at the two pilot councils.

A key finding was that more energy efficient street lighting would provide significant sustainability benefits to council roads management – by reducing energy usage and greenhouse gas emissions, and by achieving substantial cost savings. A paper on the project was presented at the IPWEA's international conference in Darwin in August.

Of particular significance was the finding that use of the customised rating tool is handicapped by the current lack of data on resource use (i.e. water, energy, materials, waste) and specific sustainability-enabling processes (e.g. accountability, policies, reporting, procurement) at most local councils.

It has been concluded that a simple self-assessment sustainability tool, based on learnings

from the pilot application project, would be a useful instrument to encourage and enable local councils to start on the journey towards more sustainable roads management. A new tool, Priority Actions for Sustainability Selector (PASS), is proposed to be developed in 2014 to help councils identify the top 5 or top 10 highest priority actions they can take to progress towards more sustainable roads management.

### Dissemination of Information

An important activity is to also write and present papers on topical infrastructure and sustainability issues at conferences. Abstracts for papers on the outcomes of the pilot application of the rating tool to council roads management and the proposed new PASS sustainability tool have also been submitted for the proposed IPWEA Sustainability in Public Works conference in July 2014. The proposed conference is being supported by ACELG.



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## 4.2 Workforce data



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

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

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

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

Local governments provide quality employment opportunities in regional and remote areas, contributing significantly to the economic and social wellbeing of these areas. Moreover, they support diversity and Indigenous employment more actively than other spheres of the public sector.

As a national workforce sector, local government needs continued support to plan for its workforce needs and to continue to invest in training and development. An opportunity exists to invest in, educate, and strengthen the local government workforce. This will contribute to every community in Australia.

In preparation for release of the full data report, LGMA and ACELG will:

- Prepare a series of workforce snapshots and focus pieces highlighting key issues arising from the survey and other key data sources
- Provide a series of briefings and presentations to key stakeholders and the wider sector on workforce survey outcomes
- Use findings from the survey process to inform further data collection that can contribute to local government workforce planning and development.

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## Program 5: Rural-remote and Indigenous Local Government

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



### National Reference Group

ACELG has established a National Reference Group for the Rural-Remote and Indigenous Local Government program. The role of the reference group is to:

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

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

The reference group met twice during 2013 and continues to make an important contribution by providing advice to ACELG on national priorities and by providing feedback on program activities.

### Priority Projects in 2013

*ACELG's Capacity Building Strategy for Rural-Remote and Indigenous Local Government*

identified a number of key priorities for attention in 2012. These are described below.

### **Community Engagement Toolkit**

Effective community engagement has been identified as a key priority in the national strategy. During 2012, ACELG reviewed the availability of community engagement toolkits, guides, manuals, templates and training courses available to local government. A database has been compiled to collate general information about this range of current resources, with an assessment of each resource's potential utility for rural-remote and Indigenous (RRI) local governments. The database nominated the top 10 community engagement resources that are most suited to the needs of RRI local governments.

Feedback from RRI local governments suggests that many currently available resources are not suitable for the needs and circumstances of RRI councils. Further research was undertaken during 2013 to identify the gaps and the specific needs in terms of resources that will be of practical assistance to RRI local governments. This involved targeted interviews and discussions with practitioners from RRI councils. The outcome of the research is a toolkit which addresses current gaps. The toolkit will be openly available on ACELG's website. It includes:

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

The toolkit will be launched in early 2014.

### **Senior Management Capacity and Support**

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

The guide has been prepared based on research undertaken into best practice in the local government sector and in other industries endeavouring to attract staff to remote areas. More importantly, extensive consultation has been undertaken with a number of council CEOs in RRI councils in Western Australia, the Northern Territory, Queensland, South Australia and New South Wales. Consultation has also been undertaken with peak local agencies such as state-based local government associations, some state local government departments, and Local Government Managers Australia.

The guide will be launched in early 2014.

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

ACELG is nearing completion of a package to provide practical assistance to RRI 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 small remote and Indigenous councils to prepare integrated planning documents and templates for the development of the following:

- community plans
- council/corporate plans
- workforce plans
- community engagement plans.

The tools have been piloted with a number of RRI councils and will be launched in 2014.

**Program Contact:**

**Melissa Gibbs**

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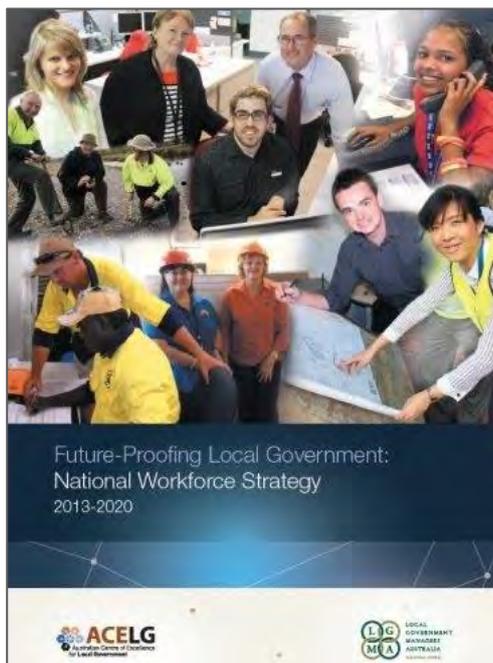
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## Program 6: Workforce Development

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

### 6.1 Local Government Practice Unit

#### Local Government National Workforce Strategy



The *Future-Proofing Local Government: National Workforce Strategy 2013–2020* was launched by then Minister for Regional Australia, Local Government and Territories, the Hon Catherine King. In launching the Strategy, Minister King said:

*‘[the Strategy] will build on and reinforce existing good practices in workforce planning and development, and facilitate improvements throughout the sector. Local governments are local employers with national reach. This gives them an appealing place in the employment market and allows them to use this unique profile to attract and retain a diverse workforce. Everyone stands to benefit from a stronger local government workforce with improved capability to deliver essential social and community services.’*

The challenge now is to ensure that the eight strategies within the document are implemented. Since the launch, the Strategy has been available for download on both the LGMA and ACELG websites, and has been downloaded over 2,000 times.

#### Sixth Local Government Workforce Development National Forum

As part of the implementation process of the Strategy, the annual Workforce Development Forum was held in April at ANU in Canberra. The forum focused on the Strategy and its jurisdictional implementation plans. Delegates and presenters also discussed preliminary findings of the Australian Local Government Workforce and Employment (ALGWE) Census and its impact, and looked at other workforce development initiatives and funding opportunities. The forum attracted approximately 40 delegates and featured presentations from government, government agencies and practitioner representatives. Some of the presentations are available on the ACELG website. The forum marked the first step in the Strategy implementation process.



*Workforce forum participants*

#### Local Government Workforce Development Reference Group

The Local Government Workforce Development Reference Group met in 2013, with many of its members participating in the Workforce Development Forum where they discussed pertinent issues relating to the Strategy. Informal contact with members continued for the remainder of the year related to specific events and issues. Several issues of concern to the Reference Group relate to the Strategy and its

implementation, as well as other projects that stem from it. All strategy elements are underway.



*Members of the 2013 Local Government Workforce Development Reference Group*

### **Local Government Researchers' Forum**

In June, Angela Zivkovic and Alex Kats gave presentations at the ACELG Local Government Researchers' Forum in Adelaide about the two-year consultation, engagement and writing process that led to the completion and eventual launch of the Strategy. A summary of the presentation, included below, explains the background to the Strategy and how it evolved.

#### **A National Workforce Strategy for Australian Local Government**

The idea behind the Strategy had its origins in 2006, and led to the publication of the National Skills Shortage Strategy for Local Government in 2007 by the National Local Government Skills Shortage Committee run by LGMA. This proposed both the creation of ACELG and the establishment of a National Minimum Data Set (which later became the ALGWE Census). In 2009 LGMA, together with the newly established ACELG, was tasked by the then Local Government Planning Ministers' Council (LGPMC) to write a Workforce Strategy. With support from the Local Government Workforce Development Reference Group and others, and with funding from the Local Government Reform Fund (LGRF), a draft Workforce Strategy was written and circulated to key local government stakeholders in 2011. This received in-principle support but it took a further two years of rewrites and consultations to complete the Strategy to the satisfaction of all key stakeholders. See the ACELG website for more background on this important initiative.

Participation at the ACELG Practitioner Research Workshop in Sydney in November led to an idea for further research stemming from the Strategy. This work will be conducted in the first quarter of 2014 and will be presented at the Local Government Research Forum in Melbourne in April 2014.

### **LLN Local Government National Strategy Proposal Development**

One of the eight strategies in the National Workforce Strategy is 'Investing in Skills'. The field of language, literacy and numeracy (LLN), or foundation skills, is an important area of focus within this strategy area.

Many people in workplaces all over Australia, including in local government, experience LLN difficulties. A proposal is currently in place to develop demonstration projects for local government authorities (LGAs) to use and to inform a strategy to help the local government sector nationally. The goal is to improve the sector's skills in this field, in order to enhance workforce and sector capacity and capability. Improvement of LLN skills may also lead to attainment of further qualifications, which would have additional flow-on benefits. It is hoped that a series of exploratory meetings with key stakeholders and industry groups will lead to the proposal becoming a reality in 2014.

### **VET Webinars**

From the second half of 2013, the Local Government Practice Unit (LGPU) began participating in webinars relating to developments in the changing landscape in the field of Vocational Education and Training (VET). These webinars took on a new emphasis after the federal election because the new government announced it would undertake reforms of the industry. This is of particular relevance to local government and specifically to its workforce as these changes will affect a range of issues including funding. Moreover, with several projects and proposals relating to the VET sector currently in the LGPU pipeline, it is important to know what the changes will be and where the sector is heading.

### Mature Talent Management Project

Another project that came out of the Strategy has been the Mature Talent Management initiative. An initial series of surveys was carried out in 2006–07 to measure the intent and interest amongst mature age workers in local government regarding their retirement or what they intended to do beyond the perceived working age. Validation surveys have been carried out to ensure that the results of the initial surveys were still current, and to collect additional data to complete a report. The report has now been written, along with practice and procedure notes. These resources will be peer reviewed before being published and released in early 2014.

### Community Chef Case Study

Community Chef is a unique collaboration of 21 councils in Victoria. They joined together to create a state-of-the-art Meals on Wheels preparation centre for their many elderly and other incapacitated constituents who require nourishing and healthy home delivered meals. The collaboration came about as a result of necessity and a realisation that working together would achieve greater results. While the outcome of the collaboration is quite specific – an innovative commercial kitchen – the collaborative shared services model for local government is replicable and the learnings are transferable. With this in mind, a case study was written and a documentary-style video was produced. Both of these resources are in the final stages of approval and will be made public at a launch event in early 2014. It is hoped this collaboration can be an inspiration that others can learn from.

### Indigenous Employment in Local Government Demonstration Projects

The Indigenous Employment in Local Government Demonstration Projects initiative evolved during the development of the ACELG Green Paper *Closing the Gap through Place-Based Employment* prepared by the LGPU in 2010. Six projects which underpin the *Closing the Gap* model were designed and developed, and they have since been reworked and streamlined. They are now more integrated and stand an improved chance of being funded, of having productive outcomes, and of being sustainable beyond the funding cycle.

Towards the end of 2013, meetings were held with relevant government departments regarding funding. In late December a submission was also made to the Indigenous Jobs and Training Review chaired by Andrew Forrest. The review is due for completion by April 2014.

The LGPU also attended a number of Indigenous functions in Melbourne, including the Long Walk Melbourne Women's Luncheon and the Northern Indigenous Employment initiative. Further meetings and representations will be sought in 2014 to progress the project. Funding submissions will resume after the results of the Indigenous Jobs and Training Review are made public in April.

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

The third ACELG-LGMA Aboriginal and Torres Strait Islander Employment in Local Government National Roundtable was convened in Cairns in December 2013. More than 60 delegates from across Australia participated, with a good mix of practitioners from councils and participants from government departments, the private sector and academia.



*The Hon David Crisafulli MP, Queensland Minister for Local Government, Community Recovery and Resilience at the Roundtable, with ACELG Chairperson Hon Margaret Reynolds*

Many of the delegates were inspired by the presentations, and the Roundtable discussions gave them confidence in what they were doing, knowing others were dealing with similar challenges.

The Roundtable built on the success of the previous two Roundtables, and used the ACELG *Indigenous Employment in Local Government National Position Paper* prepared by LGPU (and launched at the 2012 Roundtable) as a blueprint for the program. The 2013 Roundtable focused on issues such as the importance of engagement with and commitment to Indigenous communities for place-based employment to succeed.

In addition to presentations by two Queensland government ministers, there were presentations on Indigenous employment case studies, and discussions and presentations about the need for sustainable employment, mentoring, youth suicide prevention, culture and language, and attraction and retention strategies.

The Roundtable *Communique* released after the event highlighted these issues and themes. Most of the presentations and case studies are available for download from the LGMA website. Many of the delegates also had the opportunity to visit the Tjapukai Aboriginal Cultural Park and to learn about authentic Indigenous cultural practices. The success of the Roundtable means that a fourth event will take place in Perth during NAIDOC week in July 2014.

**Program Contact:**

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Local Government Practice Unit

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*ACELG Chairperson the Hon Margaret Reynolds (back row, second from left) with Roundtable participants and performers*

## 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).

### Elected Members Program

ACELG supported the development of an Elected Members Program based on the VET National Elected Members' skill set released in July 2013. Local Government NSW (LGNSW) facilitated the development of this program in partnership with UTS:CLG and TAFE NSW. The five-day program was designed to be delivered in two blocks one month apart. One block is to be delivered by TAFE and the other by UTS:CLG. At the completion of the required training and assessment, participants will be awarded a 'Statement of Attainment' from TAFE and an 'Executive Certificate' from UTS.

The program has been designed to provide a pathway to TAFE NSW courses and UTS postgraduate courses for suitable students. Two pilot programs were planned to test the content and delivery of this training with the first pilot held in Sydney. The first part was held from Friday 1st to Sunday 3rd November and the second from Friday 5th to Saturday 6th December 2013.

A participant commented: *"As a new councillor, I feel the executive certificate is a great idea, not only for training but councillors actually get something out of it plus can link it to other courses."*

The Elected Members program will be evaluated, with format and content adjusted to provide a finalised program. The program will be considered for national rollout following the completion of the second pilot in Coffs Harbour in March 2014.

### National Education and Professional Development Forum

ACELG's Learning in Local Government (LLG) Project has been underway since 2010. Along the way many of stakeholders have participated in workshops and conversations that have helped to shape the work that has been undertaken.

ACELG held a National Education and Professional Development Forum in November 2013 to review the project outcomes to date, hear from the sector about current local government training provision and future needs, and to help shape the future direction of the project. The Forum also explored the strategies contained in the ACELG strategy *Future-Proofing Local Government: National Workforce Strategy 2013–2020* relating to training and education. The outcomes from the Forum and the future direction of the project are being considered for determination in 2014.

### Program Contact

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## 5 Publications

Following is a list of ACELG research outputs for 2012. Copies are available from the Publications section of the ACELG website: [www.ancelg.org.au](http://www.ancelg.org.au)

Month 2013	Publication
January	<b>A National Review of Education and Training in Local Government Skills Shortage Areas</b> Prepared in consultation with key sector organisations, and documents a national review of education and training in local government skills shortage areas.
February	<b>Make Your Knowledge Matter: Guide to Developing and Documenting Research</b> Designed to facilitate a greater role for practitioners in local government research by encouraging authors and researchers to develop ideas, document good practice, and share their work with a wider audience.
February	<b>In Our Hands: Strengthening Local Government Revenue for the 21st Century</b> Distils recent findings on the topic and presents fresh thinking and sound evidence about how stronger local government revenues might be achieved to meet the ongoing and emerging needs of local communities.
February	<b>Online Community Engagement Resources</b> ACELG has reviewed and assembled a database of various community engagement toolkits, guides, manuals, templates and training courses available to local government in general, and for staff of rural-remote and Indigenous local governments in particular.
March	<b>Social Enterprises and Local Government: A Scoping Study</b> Explores the relationship between social enterprises and local governments with a particular focus on the Australian experience. The paper outlines current knowledge about local governments in Australia and overseas working with social enterprises to achieve collaborative place-based solutions to current challenges facing communities.
April	<b>Knowledge City: The Difference an In-House Research Team Made to a Council and its Community</b> A discussion paper about the research capacity of the City of Melbourne.
May	<b>Community Wellbeing Indicators: Measures for Local Government</b> Outlines key research and initiatives around community wellbeing indicators, and includes a 'community wellbeing indicators survey template' that can be adapted for use by local governments nationally to measure, analyse and assess the progress of community wellbeing.
May	<b>Local Government Researchers' Forum Booklet</b> A compiled volume outlining the forum and the presentations for the ACELG national Local Government Researchers' Forum held in June
May	<b>Briefing Note: Strengthening Local Government Revenues and Availability and Use of Debt by Local Governments</b>
May	<b>Briefing Note: Importance of the Local Government Workforce</b>
June	<b>Learning as a Driver for Change</b> Explores how learning partnerships between councils, their communities and learning organisations can help improve social outcomes, build community capability and strengthen community governance.
June	<b>Learning Communities Framework</b> Accompanying resource to the Learning as a Driver for Change research report.
June	<b>Review of Current Local Government Reform Processes in Australia and New Zealand</b> Provides a snapshot of local government review and reform processes in Australia and in New Zealand between February and March 2013. Co-published with the Local Government Association of South Australia.
July	<b>ACELG Project Plan (2013)</b> The Project Plan is reviewed annually by the ACELG Board to address changing circumstances, needs and priorities. This 2013 update reflects commitments made by the consortium in its proposal for Commonwealth funding, feedback from ongoing consultations, and the experience of the Centre's

Month 2013	Publication
	first three years of operations.
August	<b>Future-Proofing Local Government: National Workforce Strategy 2013–2020</b> Designed to address retention, development and attraction at a time when Australia is experiencing higher demand for skilled workers, and local government is taking on increasing responsibilities for service delivery at the local level.
August	<b>Looking Ahead: A Guide for Local Government Practitioners' Use of Demographic Data</b> Intended to empower evidence-based decision-making in Australian local government, and increase the capacity of councils to collate and utilise data in strategic planning and broader areas of council operations.
August	<b>Strategic Planning in Australian Local Government: A Comparative Analysis of State Frameworks</b> Compares the various approaches in each Australian jurisdiction in implementing local government reforms with a particular look at requirements for strategic and corporate planning and reporting.
September	<b>ACELG 2012 Annual Report</b> Outlines key achievements and research between January and December 2012, and includes a complete list of publications and financial statements for the year.
September	<b>The Role and Future of Citizen Committees in Australian Local Government</b> Explores the role and future of citizen committees as vehicles for sustained community engagement and local governance, and how their function might be strengthened in view of Australian and international research.
October	<b>Australian Local Government Financial Reform – A Federal Perspective</b> This briefing paper offers a first person account of federal interventions to increase local government's long term financial sustainability.
October	<b>Understanding Localism</b> Journal article in <i>Policy Studies</i> , Volume 34, Issue 4. Draws upon ACELG research and resources used to develop the ANZSOG-ACELG Excellence in Local Government Leadership Program.
November	<b>Profile of the Local Government Workforce</b> A summary of the local government workforce at the end of 2013 based on data compiled by ACELG.
November	<b>Proceedings of the Third ACELG National Local Government Researchers' Forum</b> An online volume comprising thirteen full-text papers on various local government policy issues from the June ACELG Forum. All papers are available from the University of Technology, Sydney's ePress site: <a href="http://epress.lib.uts.edu.au/conferences">http://epress.lib.uts.edu.au/conferences</a>
December	<b>Local Representation in Australia: A Review of the Legislation and Literature</b> A legislative and literature review of the frameworks for local representative governance as set out in state legislation and relevant guidelines issued by the local government associations and state agencies.
December	<b>Local Representation in Australia: A View from Victoria</b> Outlines the outcomes of interviews with councillors and senior staff about the governance framework in the <i>Victorian Local Government Act 1989</i> . A companion volume to <i>Local Representation in Australia: A Review of the Legislation and Literature</i> .
December	<b>Public Participation in an Era of Governance: Lessons From Europe for Australian Local Government</b> A resource for local governments embarking on processes of problem-solving in response to social change. Includes attachments about the OECD's principles for open and inclusive policy-making, and public participation methods and their utility.

## 6 Publicity

During 2013 there were approximately 106 mentions of ACELG and its research across a range of publications and media including:

### General Media

*The Sydney Morning Herald*

*Brisbane Times*

*Canberra Times*

*Daily Liberal*

*Mudgee Guardian*

### Local Government Associations

*ALGA News* – Australian Local Government Association

*VLGA eNews* – Victorian Local Government Association

*LGA SA News* – Local Government Association of South Australia

*MAV Bulletin* – Municipal Association of Victoria

*LGAT News* – Local Government Association of South Australia

*LGANT Newsletter* – Local Government Association of the Northern Territory

*LGAQ Council Courier* and *LGAQ Newsletter* – Local Government Association of Queensland

### Professional Local Government Associations

*Public Works Professional* – IPWEA

*LG Manager* – LGMA

Newsletter – LGMA (South Australia)

LGMA National – website news

### Independent Local Government or Government Focused Publications

*Government Career*

*LG News*

*Government News*

*GovLink*

### Academic and Other

*Australian Policy Online*

*UTS Newsroom* – University of Technology, Sydney

NSW Parliamentary Research Service

Australian Services Union – website news

*Urban Affairs Bulletin*

Newsletter – Commonwealth Local Government Forum (UK)

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 2013



### Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	<b>\$4,604,540.59</b>	<b>\$4,604,540.59</b>
Investment Income/Interest	\$155,000.00	\$37,836.00
Research and Policy Foresight	\$150,000.00	\$49,690.13
ANZSOG Program Scholarship	\$100,000.00	\$100,000.00
Advancing Leadership	\$40,000.00	\$40,000.00
Donations and Contributions	\$460,000.00	\$760,000.00
Other (reimbursement of expenses)		\$14,716.12
<b>TOTAL</b>	<b>\$5,509,540.59</b>	<b>\$5,606,782.84</b>

### Expenditure

Item	Budget	Actual Expenditure
<b>EMPLOYEE BENEFITS</b>		
Salaries - Secretariat	\$640,000.00	\$697,402.46
<b>PROGRAMS</b>		
<b>Program Costs (Consultancy, travel and office expenses etc.)</b>		
Research and Policy Foresight	\$250,000.00	\$254,423.19
Innovation and Exchange Network	\$110,000.00	\$88,134.72
Advancing Leadership	\$75,000.00	\$50,000.00
Governance Improvement	\$150,000.00	\$70,000.00
Capacity Building	\$150,000.00	\$40,000.00
Rural-Remote and Indigenous Local Government	\$150,000.00	\$47,003.15
Learning in Local Government	\$150,000.00	\$5,000.00
Payments to Program Partners	\$465,000.00	\$527,500.00
OTHER – ALGA State of the Roads Project	\$16,000.00	\$16,000.00
<b>SECRETARIAT - OTHER EXPENSES</b>		
Secretariat Expenses	\$90,000.00	\$120,094.28
Prior Year Adjustments		\$1,457.92
<b>TOTAL</b>	<b>\$2,246,000.00</b>	<b>\$1,917,015.72</b>
<b>Surplus/Deficit Carried Forward to Next Year</b>	<b>\$3,263,540.59</b>	<b>\$3,689,767.12</b>

## 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 2013



### Income

Item	Budget	Actual Income
ACELG Funds Carried Forward		\$65,461.00
ACELG Quarterly Payments	\$90,000.00	\$90,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other		
<b>TOTAL</b>	<b>\$90,000.00</b>	<b>\$155,461.00</b>

### Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries (Including Annual Leave*)	\$161,000.00	\$124,138.02
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		\$45,370.03
<b>Other Goods and Services</b>		
Consultancy Fees		
Chris Lewis		\$6,500.00
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)		\$2,400.72
Events and Seminars (Meeting with funders)		\$2,747.19
ACELG Website Expenses		\$753.55
Promotion/Publicity (Leaflets etc)		\$68.18
Other		
Books & Publications		\$67.77
Prior Year Expenses adjustments**		-\$8,544.22
<b>TOTAL</b>	<b>\$161,000.00</b>	<b>\$173,501.94</b>
Surplus/Deficit Carried Forward to Next Year	<b>\$71,000.00</b>	<b>\$18,040.94</b>

# 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 2013



## Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$115,067.17	\$94,453.57
ACELG Quarterly Payments	\$50,000.00	\$50,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other		
<b>TOTAL</b>	<b>\$165,067.17</b>	<b>\$144,453.57</b>

## Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries (Annual Leave*)	\$25,067.17	\$23,744.38
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		
<b>Other Goods and Services</b>		
Consultancy Fees (Paul Porteous, Peter Thomson, Martin & Jude Munro)	\$20,000.00	\$17,780.00
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)		\$5,746.33
Events and Seminars		
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)	\$20,000.00	\$1,054.50
Other – Academic Support	\$25,000.00	\$25,000.00
Other – Scholarships - 23 Partial Scholarship at 2,500.00 & 3 Full Scholarships at 4,990.00	\$75,000.00	\$72,470.00
<b>TOTAL</b>	<b>\$165,067.17</b>	<b>\$145,795.21</b>
Surplus/Deficit Carried Forward to Next Year		-\$1,341.64

# 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 2013



## Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	<b>\$108,613.00</b>	<b>\$108,613.79</b>
ACELG Quarterly Payments	\$150,000.00	\$150,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other – Roundtable Income – To Cover Costs		\$13,224.55
<b>TOTAL</b>	<b>\$258,613.00</b>	<b>\$271,838.34</b>

## Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries (Annual Leave*)	\$123,365.00	\$132,580.97
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$13,455.00	\$25,642.72
<b>Other Goods and Services</b>		
Consultancy Fees (Pls specify to whom & services provided below)	\$138,000.00	\$18,000.00
Innov Case Studies – MachII + Wind & Sky Prods (Com Chef)		
LLN Prop Dev – Escalier McLean Consulting		
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$15,000.00	\$12,146.60
Events and Seminars	\$22,000.00	\$27,039.95
ACELG Website Expenses	\$5,000.00	\$2,975.00
Promotion/Publicity (Leaflets etc)	\$5,000.00	\$5,957.25
Other – Stationery, Postage, Cabs, Signage	\$2,000.00	\$1,183.20
<b>TOTAL</b>	<b>\$323,820.00</b>	<b>\$225,525.69</b>
Surplus/Deficit Carried Forward to Next Year		<b>\$46,312.65</b>

# 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 2013



## Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$255,190.00	\$255,265.00
ACELG Quarterly Payments	\$175,000.00	\$175,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
<b>TOTAL</b>	<b>\$430,190.00</b>	<b>\$430,265.00</b>

## Expenditure

Item	Budget	Actual Expenditure
<b>Employee Benefits</b>		
Salaries (Annual Leave*)	\$125,000.00	\$108,400.00
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$25,000.00	\$33,462.50
<b>Other Goods and Services</b>		
Consultancy Fees (Pls specify to whom & services provided below)		
- NAF	\$47,000.00	\$47,000.00
- Sustainability	\$55,000.00	\$71,947.14
- Sustainability – Rating Tool	\$15,000.00	\$1,096.78
- Paper – Debt Management	\$15,000.00	\$15,000.00
- Practice Note – Levels of Service	\$65,000.00	\$0.00
- Practice Note – Street Lighting	\$50,000.00	\$0.00
- Practice Note – Climate Change Factors NAMS.PLUS3	\$5,000.00	\$5,000.00
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$15,000.00	\$3,802.20
Events and Seminars		\$759.09
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		
Other (please specify)	\$10,000.00	
Telephone/Fax/Internet		\$3,482.55
Venue Hire - Meetings		\$19.64
Misc.		\$71.84
<b>TOTAL</b>	<b>\$427,000.00</b>	<b>\$290,041.74</b>
Surplus/Deficit Carried Forward to Next Year	<b>\$3,190.00</b>	<b>\$140,223.26</b>



# TOWN CRIER

The official blog of the  
Australian Centre of Excellence  
for Local Government

The Town Crier is the official blog of the Australian Centre of Excellence for Local Government (ACELG), publishing original commentary, interviews and analysis for an audience of Australian local government practitioners, researchers, organisations and peak bodies. The blog is designed to promote the exchange of knowledge and ideas relating to local government in Australia and internationally.



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An Australian Government Initiative