UTS Centre for Local Government

ANNUAL REPORT 2007

April 2008
UTS CENTRE FOR LOCAL GOVERNMENT

ANNUAL REPORT FOR 2007

Date of Report 24 April 2008

Note: Sections C, F, H, J and K of the standard template for annual reports of centres were not applicable to the Centre for Local Government in 2007 and have been omitted from this report.

Centre Director

Name: Associate Professor Graham Sansom
Phone: 9514 2643
Email: Graham.Sansom@uts.edu.au

Signature
Date 24 April 2008

Supervisor and Chair of Management Committee

Name: Professor Sue Rowley
Position: Deputy Vice Chancellor (Research)
Phone: 9514 1257
Email: Susan.Rowley@uts.edu.au

Comments Circulated to members of the Centre Management Committee for their endorsement.

Signature
Date
EXECUTIVE SUMMARY

Introduction

The UTS Centre for Local Government was established in 1991, and is now the largest centre of its type in Australia. It is a multi-disciplinary and multi-functional unit within the University of Technology, Sydney, reporting to the Pro-Vice Chancellor (Research) and with links to the UTS Institute for Sustainable Futures and to the Faculties of Business and Design, Architecture and Building. The Centre operates in accordance with the approved business plan for the period 2004-08 based on the recommendations of a 5-yearly Review conducted in 2003. The business plan reflects relevant goals and strategies of the University’s Strategic Plan 2005-08. It will be reviewed during 2008 and updated for a further 3-5 years.

The Centre’s mission is to support the advancement and improvement of local government in Australia and internationally through leadership in education and research, and by providing specialist consultancy services.

Its objectives are:

- To maintain and expand an integrated package of graduate and CPE programs as the lynchpin of the Centre’s activities.
- To complement and strengthen the Centre’s core education program by collaborating with UTS faculties, other institutions and industry training partners.
- To enhance the Centre's contribution to research into Australian local government, and generate a financial return to UTS from research activities.
- To maintain a substantial consultancy business as a supporting element of the Centre’s operations.
- To expand international activities in education, research and consultancy.
- To strengthen the Centre’s academic and professional capacity and diversify its revenue base.
- To enhance awareness of the Centre’s activities and achievements, both externally and within UTS, and expand community engagement.
- To ensure sound management of the Centre as a self-funding enterprise within UTS.

Highlights

Principal achievements during 2007 included:

- Again substantially exceeding budget targets, with an operating surplus.
- CPE courses attracting a record 450 participants.
- Introduction of a new Graduate Certificate in Development Assessment, and a Certification Short Course for building professionals wishing to become Accredited Certifiers in NSW.
- A high level of research activity (relative to the Centre’s size), including a joint study with the Institute for Sustainable Futures; research partnerships with the Australian Local Government Women’s Association and the Local Government Community Services Association of Australia; two projects in the Pacific in conjunction with the Commonwealth Local Government Forum; a third Pacific project funded by the
Commonwealth Secretariat; and ongoing involvement in the Forum of Federations global project on local government in federal systems.

- Convening a Commonwealth Local Government Research Colloquium in conjunction with the Local Government Centre of the Auckland University of Technology.
- Appointment of the Centre’s Director as editor of a new Commonwealth e-Journal of Local Governance.
- Continued extensive international activity, including the various projects listed above, a training program for Vietnamese officials, visiting academics and practitioners from the UK and Europe, consultations with national, state and local government representatives in Malaysia; and participation in the LOGOTRI (Asia-Pacific network of local government training and research institutes) regional seminar on decentralization.

Staff and Associates

The Centre has a small core staff, supplemented by an extensive network of professional and academic Associates and other contracted consultants. Staffing at the end of 2007 comprised:

- **A/Prof Graham Sansom** MA (Oxon), MTCP (Syd), FPIA Director
- **Mr Robert Mellor** MPS (UNSW) Program Manager
- **Ms Sarah Artist** B App Sci (Newcastle), MPP (UNE) Program Manager
- **Mr Daniel Grafton** BA (UTS), MBEnv (UNSW) Research Officer
- **Ms Nuha Saad** MVArts, Dip Ed (Syd) Administrative Officer
- **Ms Laura Earl** B Mgt (Leisure), BA (Int Studies) (UTS) Administrative Officer

Ms Simone Schwarz completed her secondment from Sutherland Shire Council in June and was replaced later in the year by Ms Sarah Artist.

Management Committee and Advisory Board

Membership of the Management Committee was unchanged:

- Professor Sue Rowley DVC – Research (Chair)
- Professor Rob Lynch Dean of Business
- Professor Desley Luscombe Dean of Design, Architecture and Building
- Professor Stuart White Director, Institute for Sustainable Futures
- A/Professor Graham Sansom Centre Director

The Centre’s Advisory Board remained in abeyance pending finalisation of a new arrangement.

Financial Position

In 2007 the Centre again exceeded budget and business plan targets. Its operating result was more than $170,000 better than the approved budget.

See Table 1 on page 12 for details.
A. Centre Profile

A.1 Mission

The Centre's mission is to support the advancement and improvement of local government in Australia and internationally through leadership in education and research, and by providing specialist consultancy services.

A.2 Objectives

- To maintain and expand an integrated package of graduate and CPE programs as the lynchpin of the Centre's activities.
- To complement and strengthen the Centre's core education program by collaborating with UTS faculties, other institutions and industry training partners.
- To enhance the Centre's contribution to research into Australian local government, and generate a financial return to UTS from research activities.
- To maintain a substantial consultancy business as a supporting element of the Centre’s operations.
- To expand international activities in education, research and consultancy.
- To strengthen the Centre’s academic and professional capacity and diversify its revenue base.
- To enhance awareness of the Centre’s activities and achievements, both externally and within UTS, and expand community engagement.
- To ensure sound management of the Centre as a self-funding enterprise within UTS.

A.3 Changes during 2007

No changes were made to the Centre’s operations during 2007.
B. Programs

B.1 Research

Research activity continued to expand during 2007 and included:

- **‘Just Communities’**: an action research project with the Local Government Community Services Association of Australia and 15 councils across the country to examine how local councils better handle community engagement and promote effective local democracy. In November 2007 the Centre partnered the La Trobe University Centre for Sustainable Rural Communities in lodging an ARC Linkage application to continue and expand this research for another two years.

- **Commonwealth Local Government Research Colloquium and Seminar**: convening the first ever gathering of local government researchers from across the (global) Commonwealth to identify shared research priorities and discuss research papers – in conjunction with the Local Government Centre of the Auckland University of Technology and the Commonwealth Local Government Forum.

- **Principles for Effective Local Government Legislation in the Pacific**: a study of nine Pacific Islands countries to review existing legislation and identify best practice elements and other key principles for effective and appropriate legislative change in the future – funded by the Commonwealth Secretariat.


- **Active Transport Strategies for Parents and Children at Council Preschools and Childcare Centres**: a study funded under the NSW Healthy Local Government Grants Program (in conjunction with the Institute for Sustainable Futures).


- **Monitoring and evaluation of Pacific Local Government Projects**: research consultancy to design and conduct monitoring and evaluation of the Commonwealth Local Government Forum’s 5-year Pacific Local Government Project and Honiara City Council Capacity Building Project.

- **Social plans**: release of the final report of a joint project with the NSW Department of Local Government to research recent experience with preparation and implementation of social plans by councils.

- **Comparative study of local government in Australia and Canada**: completion of a joint Australia-Canada research study expected to lead to publication of a book in 2008.

- **Creativity, Learning and Local Government**: Robert Mellor’s PhD research.

In addition, Graham Sansom continued as co-supervisor for a PhD student in the Faculty of Business.
Centre staff again contributed to a number of conferences, seminars and publications in Australia and overseas:

- Robert Mellor and Graham Sansom made presentations at the LOGOTRI Asia-Pacific Regional Seminar held in Seoul, Korea in May.
- Graham Sansom presented the Australian case study at the Forum of Federations International Roundtable on local government in federal systems held in Johannesburg in April, and contributed the Australian chapters to the ensuing booklet and book.
- Graham Sansom was a keynote speaker at the National Public Libraries Conference held in Adelaide in August.
- Graham Sansom also made presentations at the South Australian Community Services Managers seminar held in Adelaide in February; the Local Government Finance Conference held in Lorne, Victoria in March; and the Local Government Planners Network conference held in the Blue Mountains in October.

In addition, Graham Sansom was appointed editor of a new Commonwealth e-Journal of Local Governance, to be published jointly by UTS e-Press and the Commonwealth Local Government Forum. The first issue is scheduled for publication in May 2008.

B.2 Graduate Diploma in Local Government Management

The Graduate Diploma program again performed well, with a higher intake of new students than 2006.

B.3 Graduate Certificate in Development Assessment

In 2007 the Centre introduced a new Graduate Certificate in Development Assessment to upgrade the skills and qualifications of local government practitioners. The program builds on the Centre’s established short courses in this field. It is also designed to build on related TAFE diplomas and provides opportunities for holders of those diplomas who have extensive practical experience to demonstrate their skills and obtain a higher qualification.

B.4 Continuing Professional Education

Twenty CPE programs were offered during 2007, a 50% increase on 2006. These comprised:

- 5 offers of a new Certification Short Course for professional wishing to practice as Accredited Certifiers in NSW – in conjunction with the NSW Building Professionals Board
- 1 offer of a new Community Planning and Development course.
- 1 offer of a new Bushfire Protection Extension Course
- 2 offers of Planning for Bushfire Prone Areas (jointly with the Graduate Certificate)
- 2 offers of Building Regulation (jointly with the Graduate Certificate)
- 2 offers of Advanced Building Regulation (jointly with the Graduate Certificate)
- 2 offers of Development Control (jointly with the Graduate Certificate)
- 1 offer of Advanced Development Assessment (jointly with the Graduate Certificate)
- 1 offer of Leadership Skills (jointly with the Graduate Diploma)
- 1 offer of Integrating Sustainability (jointly with the Graduate Diploma)
- 1 offer of Corporate Planning and Management (formerly Strategic and Corporate Planning - jointly with the Graduate Diploma)
- 1 offer of Strategic Planning
There were approximately 450 course participants, a record, and CPE programs greatly exceeded budget targets.

**B.4 Seminars**

Seminars included:

- 3 special offers of the *Working with Local Government* program for NSW public servants, two for NSW Health and one for the Department of Environment and Climate Change
- 3 seminars featuring visiting academics and senior local government practitioners from overseas.
- International seminar speakers were Tony Jackson of the University of Dundee, Scotland; Jeroen van der Heijden of the Research Institute for Housing, Urban and Mobility Studies, Delft, Netherlands; and Jordi Pascual, Convenor of the Working Group on Culture for United Cities and Local Governments, based in Barcelona.

**B.5 Consultancy Services**

Consultancy projects undertaken for Australian clients that were completed or substantially commenced during the year included:

- **Local Government Managers Australia**: facilitation of the annual 'Management Challenge'
- **Local Government Managers Australia**: preparation of a business plan for Australian Local Government International
- **Japan Council of Local Authorities for International Relations**: annual training program for new staff of the Sydney office
- **Office of the National Assembly, Vietnam**: training program for senior officials (funded by UN Development Program)
- **Newcastle City Council**: Review of Advisory Committees
- **Commonwealth Local Government Forum**: consultations with senior national, state and local government representatives in Malaysia.

**B.6 International Activities**

In addition to the research and consultancy projects reported above, international activities included:

- **LOGOTRI (Asia-Pacific network of local government training and research institutes)**: Robert Mellor continued as Vice President until the General Council meeting in Seoul in April.
- **Commonwealth Local Government Forum**: Graham Sansom was re-elected as a Board member and also appointed to the Policy and Resources (Executive) Committee. He attended Board meetings in Auckland in March and Kampala in November.

**B.7 Other Activities**

Graham Sansom continued as a member of the NSW Local Government and Shires Associations' *Strengthening Local Government* Task Force, established to follow up the findings and recommendations of an independent inquiry into the financial sustainability of NSW local councils. He was also once again a judge of NSW Local Government Management Awards.
D. Corporate Governance

D.1 Framework

The Centre is a separate organisation unit within the University, reporting to the Deputy Vice Chancellor (Research). It is designated as a Centre of Enterprise, Research and Community Service, with the Deputy Vice Chancellor acting in the role of ‘Managing Dean’.

Day-to-day management is the responsibility of a full-time Director, supported by the Centre’s own administrative staff.

The Management Committee includes representatives of interested faculties and the Institute for Sustainable Futures, with which the Centre maintains close liaison. An annual stakeholder forum is to be held commencing 2008.

D.2. Membership of the Centre

The Centre has a dedicated core staff, supplemented by an extensive network of Associates and affiliated consultants.

Core staff at the end of 2006 comprised:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Reports to</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/Prof Graham Sansom MA (Oxon), MTCP (Syd), FRAPI</td>
<td>Director</td>
<td>Managing Dean</td>
<td>Full-time, paid by Centre</td>
</tr>
<tr>
<td>Mr Robert Mellor MPS (UNSW)</td>
<td>Program Manager</td>
<td>Director</td>
<td>Part-time, paid by Centre</td>
</tr>
<tr>
<td>Ms Sarah Artist B App Sci (Newcastle), MPP (UNE)</td>
<td>Program Manager</td>
<td>Director</td>
<td>Part-time, paid by Centre</td>
</tr>
<tr>
<td>Mr Daniel Grafton BA (UTS), MBEnv (UNSW)</td>
<td>Research Officer</td>
<td>Director</td>
<td>Part-time, paid by Centre</td>
</tr>
<tr>
<td>Ms Nuha Saad MVArts, Dip Ed (Syd)</td>
<td>Administrative Officer</td>
<td>Director</td>
<td>Part-time, paid by Centre</td>
</tr>
<tr>
<td>Ms Laura Earl B Mgt (Leisure), BA (Int Studies) (UTS)</td>
<td>Administrative Officer</td>
<td>Director</td>
<td>Part-time, paid by Centre</td>
</tr>
</tbody>
</table>

Ms Simone Schwarz completed her secondment from Sutherland Shire Council in June and was replaced later in the year by Ms Sarah Artist.

Robert Mellor is Course Coordinator for the Graduate Diploma. Laura Earl supports CPE courses, whilst Nuha Saad is responsible for financial and general office administration, as well as the graduate program.

Formally appointed Associates were:

Mr Peter Davies, Sustainability and Catchments Manager, Ku-ring-gai Council.
Mr Grahame Douglas, Manager-Community Hazards Management, NSW Rural Fire Service
Mr Brendan Hartnett, former Strategy Director, NSW Local Government and Shires Associations
Mr Kevin Hough, an engineer and management consultant
Dr. Andrew Kelly, Senior Lecturer in Law, Wollongong University
Mr Paul May, an environmental planner who is currently undertaking a PhD at UTS
Ms Alison McCabe, Director, SGB Planning
Ms Jackie Ohlin, a leading Local Government practitioner in the area of social policy and community services
Mr Greg Vickas, Architect-Planner and Principal, Hoi Polloi Pty Ltd
Ms Simone Schwarz, Manager – Strategic Planning, Sutherland Shire Council
Mr Peter Walsh, a planning and management consultant.
Dr Danny Wiggins, Urban Planner and Principal, Blinkhorn and Wiggins
Mr Michael Wynn-Jones, Building Surveyor and Principal, Michael Wynn-Jones Pty Ltd

In addition, the Centre has a group of annually contracted consultants who assist with CPE course development and teaching, as well as consultancy projects. They are:

Mr Michael Faine, Architect and Lecturer, University of Western Sydney
Ms Michelle Landy, Leadership Consultant and Principal, Beyond Training
Mr Stuart Little, Senior Environmental Officer, Sydney Catchment Authority
Mr Grant Long, Solicitor
Ms Fiona MacColl, Consultant Landscape Architect
Ms Jacinta Reid, Solicitor
Mr Colin Wood, Building Surveyor and Principal, Colin Wood and Associates

D.3 Changes during 2005

Ms Sarah Artist joined the Centre in October to replace Ms Simone Schwarz who returned to Sutherland Shire Council after her one-year secondment.

Robert Mellor worked part-time whilst completing local governance capacity building projects in Vietnam.

D.4 Management Committee and Advisory Board

The Management Committee includes:

Professor Sue Rowley  Deputy Vice Chancellor - Research (Chair)
Professor Rob Lynch  Dean of Business
Professor Desley Luscombe  Dean of Design, Architecture and Building
Professor Stuart White  Director, Institute for Sustainable Futures
A/Professor Graham Sansom  Centre Director

The Centre’s Advisory Board is being re-structured and is expected to be replaced during 2008. In addition, the Centre proposes to hold annual Stakeholder Forums to which can be invited a much broader group of local government and other stakeholders.
E. Financial Management

E.1 2007 Results

Table 1 summarises the Centre’s 2005 results. The Centre is required to be fully self-funding, and all expenses are recorded except for rent, electricity and office cleaning. It makes a net cash payment to the University each year in lieu of these items. All staff are solely employees of the Centre and all salary and on-costs have to be met from Centre revenues. The Centre does not receive any operating grant.

In 2007 the Centre again exceeded budget and business plan forecasts. Its operating result was more than $170,000 better than the approved budget.*

All revenue streams reached or exceeded their budget targets: some income budgeted for Short Courses was entered as Other Fees. The latter was boosted greatly by much higher than expected enrolments in the new Certification Course operated in conjunction with the Building Professionals Board. Costs were tightly controlled and were below forecasts except for consultancy fees, which increased to cover the additional offers of the Certification Course.

E.1 Prospects for 2008

Prospects for 2008 are very promising:

- Nearly all the projected research and consultancy income has already been secured
- Demand for the new Certification Short Course is extremely strong and seven offers have been programmed.
- Interest in the Centre’s other short courses appears to remain high.
- Inquiries for enrolment in the Graduate Diploma have increased.

Table 1: Financial Summary 2007

<table>
<thead>
<tr>
<th>Income</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Postgraduate Fees</td>
<td>$ 81,270</td>
<td>$ 81,270</td>
</tr>
<tr>
<td>Short Course Fees</td>
<td>543,850</td>
<td>508,427</td>
</tr>
<tr>
<td>Other Fees</td>
<td>20,000</td>
<td>211,743</td>
</tr>
<tr>
<td>Research</td>
<td>94,000</td>
<td>98,581</td>
</tr>
<tr>
<td>Consulting</td>
<td>45,000</td>
<td>67,797</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$ 784,120</strong></td>
<td><strong>$ 967,819</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Oncosts</td>
<td>$ 472,689</td>
<td>$ 463,954</td>
</tr>
<tr>
<td>Consulting Fees</td>
<td>210,000</td>
<td>258,199</td>
</tr>
<tr>
<td>Other Operating Costs</td>
<td>202,760</td>
<td>174,584</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>$ 885,449</strong></td>
<td><strong>$ 896,729</strong></td>
</tr>
<tr>
<td><strong>Net Result</strong></td>
<td><strong>$(101,329)</strong></td>
<td><strong>$ 71,090</strong></td>
</tr>
</tbody>
</table>

* Note, however, that it appears some items of expenditure that should have been charged in 2007 were carried forward to 2008. These items could amount to around $20,000 and will affect the 2008 results.
### Table 2: Approved 2008 Budget

<table>
<thead>
<tr>
<th>Income</th>
<th>2008 Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grad Dip/Masters Fees</td>
<td>65s/s $103,350</td>
<td>All subjects charged at $1590</td>
</tr>
<tr>
<td>Grad Certificate Fees</td>
<td>20s/s $31,800</td>
<td>All subjects $1590</td>
</tr>
<tr>
<td>CPE Fees: General</td>
<td>290s/s $458,200</td>
<td>Average fee rises to $1580</td>
</tr>
<tr>
<td>CPE Fees: Acc Certifier</td>
<td>100s/s $142,000*</td>
<td>Average fee rises to $1420</td>
</tr>
<tr>
<td>Research (‘Other’)</td>
<td>85,000</td>
<td>Secured $136K</td>
</tr>
<tr>
<td>Consulting (net)#</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>Other Income: Seminars</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td><strong>Gross Income</strong></td>
<td><strong>$900,350</strong></td>
<td></td>
</tr>
<tr>
<td>Award Course Charge</td>
<td>$67,575</td>
<td>50%</td>
</tr>
<tr>
<td>Research Charge</td>
<td>$6,300</td>
<td>6% on gross (estimate $105K)</td>
</tr>
<tr>
<td>Consultancy Charge</td>
<td>$6,000</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total UTS Charges</strong></td>
<td><strong>$79,875</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>$820,475</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Oncosts</td>
<td>$490,000</td>
<td>RM f-t (or equiv), others no change</td>
</tr>
<tr>
<td>Additional Leave/LSL</td>
<td>$15,000</td>
<td>Funded from Acc Earnings balance</td>
</tr>
<tr>
<td>Occupancy, Depreciation</td>
<td>$7,000</td>
<td></td>
</tr>
<tr>
<td>Course Costs (Grad Dip)</td>
<td>$25,000</td>
<td>P&amp;P, LS, CP&amp;M, IS</td>
</tr>
<tr>
<td>Course Costs (Grad Cert)</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Course Costs (CPE)</td>
<td>$170,000</td>
<td>Presenters fee rises to $1250/day</td>
</tr>
<tr>
<td>Course Costs (Acc Certifier)</td>
<td>$60,000*</td>
<td>4 offers</td>
</tr>
<tr>
<td>Research Costs</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>Course Development</td>
<td>$30,000</td>
<td>Funded from Course Dev balance</td>
</tr>
<tr>
<td>Seminar Costs</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>LOGOTRI^ Support</td>
<td>$10,000</td>
<td>Funded from LOGOTRI balance</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$34,000</td>
<td></td>
</tr>
<tr>
<td><strong>Gross Expenditure</strong></td>
<td><strong>$901,000</strong></td>
<td></td>
</tr>
<tr>
<td><strong>FSU Budget Result</strong></td>
<td><strong>(80,525)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Drawdown on Balances</strong></td>
<td>$55,000</td>
<td></td>
</tr>
<tr>
<td><strong>Net Surplus (Deficit)</strong></td>
<td><strong>$(25,475)</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Balances at 31 December 2008</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Earnings</td>
<td>$177,974</td>
<td>Funds ‘additional’ leave/LSL entitlements</td>
</tr>
<tr>
<td>Course Development</td>
<td>$83,771</td>
<td>Funds new/updated CPE/award courses</td>
</tr>
<tr>
<td>LOGOTRI</td>
<td>$12,977</td>
<td>Funds international obligations</td>
</tr>
<tr>
<td><strong>Total Balances</strong></td>
<td><strong>$274,722</strong></td>
<td></td>
</tr>
</tbody>
</table>

* This estimate pre-dates the decision to offer the course 7 times rather than 4
# Associated costs cannot be predicted, but will be covered by gross income.
^ Asia-Pacific local government training and research network and related international commitments: funds set aside for ongoing activities
## G. Performance against Business Plan

The following table reviews the Centre’s performance during 2007 against business plan strategies and targets. It also shows the 2008 work plan.

|------------|--------------------|----------------|-------------|----------------|
| **1. Core Education Programs**  
*Objective:* To maintain and expand an integrated package of graduate and CPE programs as the lynchpin of the Centre’s activities. | | | | |
| Maintain a strong commitment to flexible, practice oriented learning with the study options geared to professional and industry needs | Introduce distance learning options by 2007 | Explore options to incorporate distance subjects already offered by UTS Faculties into Graduate Diploma and Certificate | Range of subjects identified and promoted for both Graduate Diploma and Graduate Certificate in Development Assessment | No further action at this stage |
| Consolidate recent growth in Graduate Diploma enrolments | 75 student/subjects pa by 2007 | 75 student/subjects in Grad Dip plus 30 in new Grad Cert  
Continue discussions re Master’s degree | 63 in Grad Dip and 12 in Grad Cert (delays in TAFE/Building Professional Board arrangements)  
Discussions with DAB identified obstacles to Masters | 65 Grad Dip  
20 Grad Cert  
Review options for Master’s program  
Undertake re-accreditation of Graduate Diploma |
| Expand CPE enrolments | 340 per annum by 2008 | 310 enrolments (exc Accredited Certifier)  
60 enrolments in Accredited Certifier | Approx 320 CPE enrolments  
Approx 130 enrolments in Accredited Certifier | 290 CPE enrolments (likely 300+)  
100 Accredited Certifier (likely 160+) |
| Introduce additional CPE courses | 3 new CPE courses by 2008 | Consolidate new courses | New course in Community Planning and Development  
Special programs for NSW Health and Dept of Environment | Review further options |
| Regularly update all courses to address changing knowledge and needs and reflect research findings | Each course reviewed and updated as necessary every two years | Update at least 4-5 subjects in conjunction with new Grad Cert | Updates completed | Update at least 3-4 subjects |
2. Education and Training Partnerships

**Objective:** To complement and strengthen the Centre’s core education program by collaborating with UTS faculties, other institutions and industry training partners.

<table>
<thead>
<tr>
<th>Work with FOB to introduce a Local Government sub-major in the MBA program</th>
<th>Sub-major introduced in 2005</th>
<th>No action required at this stage</th>
<th>No action</th>
<th>Review options for Master’s program with DAB</th>
</tr>
</thead>
</table>
| Work with DAB to offer new courses in development assessment and building | Proposals developed during 2005 | Consolidate Grad Cert in Development Assessment | Grad Cert introduced | Consolidate Grad Cert
Preliminary discussions with DAB re joint activities | Explore options for other joint activities with DAB |
| Maintain and expand professional development partnerships with local government professional institutes | Partnerships progressively widened and produce tangible benefits | Facilitate LGMA Management Challenge
Identify further options for 2008 and beyond | Achieved
Discussions under way | Facilitate LGMA Management Challenge
Continue discussions on other options, eg ‘strategic leadership’ program |
| Explore opportunities to offer CLG courses in partnership with other universities, TAFE or industry training providers | Two partnerships achieved by 2008 | Consolidate cooperation with TAFE on Grad Cert in Development Assessment | Achieved – but delay in implementation by TAFE | Consolidate Grad Cert
Explore trans-Tasman program in economic development with AUT |

3. Research

**Objective:** To enhance the Centre’s contribution to research into Australian local government, and generate a financial return to UTS from research activities.

| Update the Centre's research plan with a focus on outcomes-oriented, inter-disciplinary research offering real benefits to society | Plan updated in 2005 | Update plan | Plan completed
First UTS Local Government Paper released
Presented at 4 major conferences | Further update plan as required
Publication of further UTS Local Government Papers |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain a FTE research position</td>
<td>Position filled in 2005</td>
<td>Maintain current arrangement</td>
<td>Achieved</td>
<td>Increase resources for research – see below re Linkage application</td>
</tr>
<tr>
<td>Identify research components of consultancy projects to be counted towards the University's research output</td>
<td>Eligible research activity not less than $80K per annum from 2005</td>
<td>Income approx $100K – two items deferred to 2008</td>
<td>Income approx $90K</td>
<td>Research income approx $90K</td>
</tr>
</tbody>
</table>
| Identify and pursue opportunities to apply for research grants | At least one application lodged each year | Re-submit UTS Partnership application
Finalise discussions with Commonwealth Secretariat and commence research
Complete Forum of Federations | UTS application lodged but unsuccessful
Funding from Commonwealth Secretariat for Pacific local government research
Funding from Australian Local | Dependent on outcome of ARC application
Explore other options
Secure extension of Pacific project |
<table>
<thead>
<tr>
<th>Activity</th>
<th>Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• project on local government in federal systems</td>
<td>• Government women’s Assocn for research on women in local government</td>
<td>• Forum of Federations research completed</td>
</tr>
<tr>
<td>• Seek LGMA funding for joint research with Massey Univ</td>
<td>• LGMA application deferred due to lack of funds</td>
<td>• ARC Linkage application for ‘Just Communities’ lodged jointly with La Trobe Centre for Sustainable Rural Communities</td>
</tr>
<tr>
<td>Ensure that CLG academic staff are able to set aside adequate time each year for research, including PEP</td>
<td>GS to take 10-12 weeks PEP</td>
<td>Not taken due to heavy work commitments</td>
</tr>
<tr>
<td>Increase the Centre's output of refereed articles and conference papers</td>
<td>Average of two refereed articles/papers each year</td>
<td>• Complete Chapter for Australia-Canada comparative research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Write chapter for Forum of Federations book</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Submit 2 research papers for publication</td>
</tr>
<tr>
<td>4. Consultancy</td>
<td></td>
<td>• Australia-Canada chapter finalized for publication</td>
</tr>
<tr>
<td>Objective: Maintain a substantial consultancy business as a supporting element of the Centre’s operations.</td>
<td>• Forum of Federations chapter drafted</td>
<td>• Papers delayed due to other commitments</td>
</tr>
<tr>
<td>Maintain the level of activity at around that projected for 2003, excluding applied research</td>
<td>Net revenue target of $90-100K per annum</td>
<td>• Appointed editor of new Commonwealth e-journal on local governance</td>
</tr>
<tr>
<td></td>
<td>Net revenue approx $50K</td>
<td>• Finalise Forum of Federations chapter for publication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Submit 2 research papers for publication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Initiate book on future of local government in Australia and NZ with AUT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Edit two issues of e-journal</td>
</tr>
<tr>
<td>Ensure a high degree of client satisfaction</td>
<td>50% of clients to provide repeat business over 5 years</td>
<td>Very positive feedback and indications of repeat business</td>
</tr>
<tr>
<td>Prepare a revised consultancy capability statement</td>
<td>Statement prepared in 2005</td>
<td>Monitor progress and ensure high quality of work is maintained</td>
</tr>
<tr>
<td></td>
<td>Keep website page up-to-date</td>
<td>Monitor progress and ensure high quality of work is maintained</td>
</tr>
<tr>
<td>5. International Activities</td>
<td>Objective: Expand international activities in education, research and consultancy.</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Pursue international consultancy and training projects funded through AusAID, other aid donors, UN agencies etc</td>
<td>(included in consultancy and research revenue targets)</td>
<td></td>
</tr>
</tbody>
</table>
| Continue Pacific and Honiara projects | • Projects continuing strongly  
• Training program for Vietnamese group |
| Maintain the Centre's position as a leading member of LOGOTRI (Asia-Pacific Network of Local Government Training and Research Institutes) | Attend at least two LOGOTRI activities each year (subject to funding) |
| Attend or facilitate at least two activities and contribute to research projects as required | Present at regional seminar in Seoul |
| Maintain the Centre's position as a leading member of LOGOTRI (Asia-Pacific Network of Local Government Training and Research Institutes) | Attend at least two LOGOTRI activities each year (subject to funding) |
| Attend or facilitate at least two activities and contribute to research projects as required | Present at regional seminar in Seoul |
| Foster direct partnerships with related centres in other countries | Establish two more formal partnerships by 2008 |
| Maintain AUT partnership  
• Pursue funding for joint research with Massey  
• Explore other potential links | Maintain AUT partnership  
• Pursue funding for joint research with Massey  
• Explore other potential links |
| Maintain the Centre's position as a leading member of LOGOTRI (Asia-Pacific Network of Local Government Training and Research Institutes) | Attend at least two LOGOTRI activities each year (subject to funding) |
| Attend or facilitate at least two activities and contribute to research projects as required | Present at regional seminar in Seoul |
| Pursue other opportunities for new initiatives through CLG’s membership of international networks | All available opportunities pursued |
| Convene research colloquium at biennial Commonwealth LG Conference  
• Convene Australian Roundtable on local government in federal systems for Forum of Federations  
• Participate in Global Dialogue in South Africa in April | Highly successful colloquium  
• GS appointed convener of CLGF Research Advisory Group and editor of new Commonwealth e-journal on local government  
• Australian Roundtable and Global Dialogue successful – booklet published and book chapter in press |
| Common Wealth Local Government Forum | Maintain roles with CLGF and strengthen networks through Research Advisory Group – convene meeting in London and teleconferences  
• Launch e-journal in April-May |
| Promote visits to UTS by overseas local government experts | Average one visit per annum  
Host at least two visits plus seminars  
Achieved – visitors from UK (2) and Spain  
3-4 visits and seminars |
| Explore appointment of Visiting Professor |

<table>
<thead>
<tr>
<th>6. Professional Capacity and Revenue Base</th>
<th>Objective: To strengthen the Centre's academic and professional capacity and diversify its revenue base.</th>
</tr>
</thead>
</table>
| Appoint additional Centre Associates who will contribute regularly to CPE and/or award courses, as well as to the Centre’s consultancy capability | 3 additional Associates by 2008  
2-3 further appointments | Achieved  
Explore appointment of Visiting Professor |
| With the assistance of Associates, continue to offer seminars and training programs on specific topical issues, | Generate net revenue of around $40-50K per annum  
Offer Accredited Certifier and ‘Working with Local Government’ programs  
• Both programs offered  
• New Accredited Certifier program highly successful | Offer Accredited Certifier and ‘Working with Local Government’ programs |
### 7. Enhanced Recognition

**Objective:** To enhance awareness of the Centre’s activities, and recognition of its achievements and potential, both externally and within UTS.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target/Action</th>
<th>Status/Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use available conferences and media to publicise Centre’s activities and achievements</td>
<td>Regular conference papers, facilitation etc, media appearances and articles</td>
<td>At least 3–4 conference papers/presentations</td>
<td>Achieved - At least 3–4 conference papers</td>
</tr>
<tr>
<td>Increase awareness amongst UTS faculties, centres and institutes of CLG’s capacity to facilitate contacts with local government and add value to programs aimed at that market</td>
<td>Convene annual local government forum, commencing 2006</td>
<td>See below</td>
<td>Discussions with DAB on expanding cooperation</td>
</tr>
<tr>
<td>Capitalise on the networking potential of the Centre's Advisory Board to enhance recognition across local government</td>
<td>Board members demonstrably engaged in promoting the Centre</td>
<td>Hold first stakeholder forum and review need for new Board</td>
<td>Hold first stakeholder forum and re-establish Advisory Board if required</td>
</tr>
<tr>
<td>Use networks such as LOGOTRI, CLGF and UCLG (IULA) to promote the Centre internationally</td>
<td>Acknowledged contributions to networks</td>
<td>Support Robert Mellor’s role as Vice President of LOGOTRI</td>
<td>Hold high level involvement with CLGF</td>
</tr>
<tr>
<td>Maintain a high quality website as a key information dissemination and marketing tool</td>
<td>Website provides comprehensive information, updated every three months</td>
<td>Strong support, but RM resigned due to work pressures</td>
<td>Maintain high level involvement with CLGF</td>
</tr>
</tbody>
</table>

### 8. Sound Business Management

**Objective:** To ensure sound management of the Centre as a self-funding enterprise within UTS.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target/Action</th>
<th>Status/Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operate in line with financial projections over the 5-year planning period</td>
<td>Aggregate targets achieved or exceeded</td>
<td>Achieve budget targets</td>
<td>Targets exceeded by approx $40K</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Provide a significant financial return to UTS in addition to enhanced recognition and other benefits</th>
<th>Net return of at least $500K over the period 2004-08</th>
<th>Achieve budget targets</th>
<th>Achieved</th>
<th>Achieve budget targets</th>
</tr>
</thead>
</table>
| Manage the Centre in accordance with the business plan and relevant university corporate goals, objectives, policies | High level of achievement to satisfaction of Management Committee | Report regularly to Committee and implement agreed actions linked to UTS strategies | Committee did not meet in person, but reports provided | • Prepare new business plan for 2009-11  
• Report regularly to Committee and implement agreed actions linked to UTS strategies |
| Ensure effective staff supervision and development, including effective performance review and work planning | University policies applied and staff satisfied with quality of supervision and development programs | • Ensure necessary training and that staff are satisfied with their development  
• Continue to implement UTS policies as required | • Requested training provided  
• Policies implemented as required | • Ensure necessary training and that staff are satisfied with their development  
• Continue to implement UTS policies as required |
| Maintain effective working relationships with the Centre’s Management Committee, Advisory Board, participating faculties and other key stakeholders. | Continuing improvements in relationships | See above re Committee, Board, and annual forums | See above | See above |
| Maintain and improve standards of quality assurance | High level of achievement to satisfaction of Management Committee | Continue to implement policies and programs as required | Policies implemented as required | Continue to implement policies and programs as required |
I. International Research Linkages

I.1 Current international research linkages

<table>
<thead>
<tr>
<th>Name of international partner</th>
<th>Principal City and Country of Partner</th>
<th>Purpose of the Linkage</th>
<th>Enabling agreement</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Local Government Forum</td>
<td>London, UK</td>
<td>Monitoring and evaluation of Pacific Local Government Project and Honiara City Council Capacity Building project</td>
<td>Contract</td>
<td>Project value further increased to approx AUD $80,000. Completion extended to 2009</td>
</tr>
<tr>
<td>Commonwealth Secretariat</td>
<td>London, UK</td>
<td>Study into Principles for Effective Local Government Legislation in the Pacific</td>
<td>Grant agreement</td>
<td>$55,000 grant</td>
</tr>
<tr>
<td>Forum of Federations</td>
<td>Ottawa, Canada</td>
<td>Joint research into local government in federal systems</td>
<td>Contract</td>
<td>Project value approx $10,000</td>
</tr>
<tr>
<td>LOGOTRI (Asia-Pacific Local Government Training and Research network)</td>
<td>Pokhara, Nepal (LOGOTRI secretariat)</td>
<td>Ongoing cooperative research on regional issues.</td>
<td>Membership of the network</td>
<td>Small projects from time to time. Largely pro bono activity.</td>
</tr>
</tbody>
</table>

1.2 International Recognition

Centre Director, Graham Sansom, continued as a member of the Board of the Commonwealth Local Government Forum and was elected to the positions of convenor of the Research Advisory Group and member of the Policy and Resources (Executive) Committee. He was also appointed editor of the Forum’s new Commonwealth e-Journal of Local Governance.

The Centre’s Program Manager, Robert Mellor, continued until April as Vice President of the Asia-Pacific network of Local Government Training and Research Institutes (LOGOTRI).

Robert Mellor was again asked by the Japan Council of Local Authorities for International Relations to carry out a training program for staff newly appointed to the Sydney Japan Local Government Centre.

Graham Sansom was an invited speaker at the 2007 Commonwealth Local Government Conference held in Auckland in March.
L. Future Prospects

L.1 Environmental Scan

A fuller analysis of relevant trends is contained in the Centre’s business plan 2004-08.

<table>
<thead>
<tr>
<th>Key internal and external trends of relevance to the Centre</th>
<th>How these were identified/sources and evidence used</th>
<th>Implications for Centre’s mission, forward plan and key objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth in demand for professional development programs in local government, mainly focused on CPE but also including some demand for postgraduate award courses. This is consistent with UTS goal to promote practice-oriented learning.</td>
<td>Consultations with Advisory Board, stakeholders. UTS Strategic Plan.</td>
<td>Plan for significant further expansion in this area, particularly CPE, including introduction of new courses – subject to availability of resources for new course development</td>
</tr>
<tr>
<td>Potential decline in demand for Accredited Certifier program (Certification Short Course) once legislative changes are “bedded down” - but peak in the short term as changes are introduced</td>
<td>Consultations with relevant government agency and professional institutes</td>
<td>Need to reduce reliance on this revenue stream in the medium term (beyond 2010)</td>
</tr>
<tr>
<td>Increased opportunities for international consultancy and research – subject to funding support from AusAID and other donor agencies in the Asia-Pacific</td>
<td>Consultations with international partners and donor agencies</td>
<td>Scope for some expansion, but considerable marketing and project development required – joint venture projects preferred to spread this burden</td>
</tr>
<tr>
<td>UTS goal to expand research output. Continuing reluctance across Australian local government to fund ‘research’ per se, but steady flow of consultancy opportunities incorporating applied research</td>
<td>Consultations with Advisory Board, stakeholders. UTS Strategic Plan.</td>
<td>Applied research stream can be expanded provided projects are structured appropriately, leading to generation of research quantum</td>
</tr>
</tbody>
</table>

L.2 Risk Assessment

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>✓</td>
<td></td>
<td></td>
<td>Current arrangements provide sound administrative framework. Need to strengthen stakeholder input.</td>
</tr>
<tr>
<td>Financial</td>
<td></td>
<td>✓</td>
<td></td>
<td>Centre is required to be self-funding and this requires consistently good results across a number of revenue streams. Changes in UTS policies and accounting procedures can have significant impact on apparent financial viability.</td>
</tr>
<tr>
<td>Strategic</td>
<td>✓</td>
<td></td>
<td></td>
<td>Overall direction is clear and agreed following 5-year Review</td>
</tr>
<tr>
<td>Compliance &amp; legal</td>
<td>✓</td>
<td></td>
<td></td>
<td>No problems have ever been experienced in this area</td>
</tr>
<tr>
<td>Resource &amp; capability</td>
<td>✓</td>
<td></td>
<td></td>
<td>Centre operates with a small core staff and may be vulnerable to loss of experienced contracted consultants and course presenters – but no problems to date</td>
</tr>
</tbody>
</table>
L.3  Key Areas of Successful Practice

These included in particular:

- **Practice-based learning:** the continuing strong performance of the Centre’s professional development courses and practice-oriented Graduate Diploma and Graduate Certificate programs. The latter offer a unique blend of opportunities to incorporate workplace projects and CPE programs – whether offered by UTS or other providers – subject to satisfactory assessment.

- **Learning and research partnerships:** including the Centre’s active collaboration with professional institutes and government agencies in the development and delivery of CPE programs and seminars, plus its international links through the LOGOTRI network of training and research institutes in the Asia-Pacific, the Commonwealth Local Government Forum, and the Forum of Federations.

L.4  Priority Areas for Future Action

These were set out in the report of the 5-year Review and have been adopted as the basis for the Centre’s 2004-08 business plan. They are as follows:

- Establishing a substantial research profile, consistent with available resources and financial viability
- Consolidating the Graduate Diploma, including additional distance education options (subject to available funding)
- Expanding CPE programs
- Maintaining and strengthening working partnerships with local government stakeholders
- Further development of interstate and international activities, based on established networks such as the ATN, LOGOTRI and CLGF*.

L.5  Key Objectives for 2008

The following are based on the Centre’s 2004-08 business plan.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Targets/Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core Education Programs Objective:</strong> To maintain and expand an integrated package of graduate and CPE programs as the lynchpin of the Centre’s activities.</td>
<td></td>
</tr>
<tr>
<td>Consolidate recent growth in Graduate Diploma and Graduate Certificate enrolments</td>
<td>85 student/subjects in 2008</td>
</tr>
<tr>
<td>Expand CPE enrolments</td>
<td>390 in 2008, including Certification Short Course</td>
</tr>
<tr>
<td>Regularly update all courses/seminar to address changing knowledge and needs and reflect research findings</td>
<td>Each course/seminar reviewed and updated as necessary every two years</td>
</tr>
<tr>
<td><strong>Education and Training Partnerships Objective:</strong> To complement and strengthen the Centre’s core education program by collaborating with UTS faculties, other institutions and industry training partners.</td>
<td></td>
</tr>
<tr>
<td>Work with DAB to offer new courses in development assessment and building</td>
<td>Identify opportunities to share more subjects in the Graduate Diploma and Graduate Certificate programs</td>
</tr>
</tbody>
</table>

* Australian Technology Network, Asia-Pacific Network of Local Government Training and Research Institutes, Commonwealth Local Government Forum
### Research Objective:
*To enhance the Centre's contribution to research into Australian local government, and generate a financial return to UTS from research activities.*

<table>
<thead>
<tr>
<th>Update the Centre's research plan with a focus on outcomes-oriented, inter-disciplinary research offering real benefits to society</th>
<th>Plan updated in 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain at least one FTE research position</td>
<td>Position filled</td>
</tr>
<tr>
<td>Identify research components of consultancy projects to be counted towards the University's research output</td>
<td>Eligible research activity not less than $85K per annum in 2008</td>
</tr>
<tr>
<td>Ensure that CLG academic staff are able to set aside adequate time each year for research, including PEP leave</td>
<td>No more than 80% of total available working days to be required for revenue-generating work</td>
</tr>
</tbody>
</table>

### Consultancy Objective:
*To maintain a substantial consultancy business as a supporting element of the Centre’s operations.*

<table>
<thead>
<tr>
<th>Maintain the level of activity at around that projected for 2003, excluding applied research</th>
<th>Net revenue target of $60K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare a revised consultancy capability statement</td>
<td>Information on website regularly updated</td>
</tr>
</tbody>
</table>

### International Activities Objective:
*To expand international activities in education, research and consultancy.*

<table>
<thead>
<tr>
<th>Pursue international research, consultancy and training projects funded through AusAID, other aid donors, UN etc</th>
<th>(included in consultancy and research revenue targets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster direct partnerships with related centres in other countries</td>
<td>Expand partnership with local government centre at Auckland University of Technology, and consolidate links with Community Law Centre of University of Western Cape</td>
</tr>
</tbody>
</table>

### Professional Capacity and Revenue Base Objective:
*To strengthen the Centre’s academic and professional capacity and diversify its revenue base.*

<table>
<thead>
<tr>
<th>Appoint additional Centre Associates who will contribute regularly to CPE and/or award courses, as well as to the Centre’s consultancy capability</th>
<th>Additional Associates as required in 2008, plus appointment of Visiting/Adjunct Professors</th>
</tr>
</thead>
<tbody>
<tr>
<td>With the assistance of Associates, continue to offer seminars and training programs on specific topical issues, legislative changes etc on a fully commercial basis</td>
<td>Generate net revenue of approx $20K</td>
</tr>
</tbody>
</table>

### Enhanced Recognition and Community Engagement Objective:
*To enhance awareness of the Centre’s activities and achievements, both externally and within UTS, and expand community engagement.*

| Use available conferences and media to publicise the Centre's activities and achievements | Regular conference papers, facilitation etc, media appearances and articles |
| Use networks such as LOGOTRI and CLGF to promote the Centre internationally | Acknowledged contributions to networks |
| Maintain a high quality website as a key information dissemination and marketing tool | Website provides comprehensive information, updated at least every three months |

### Sound Business Management Objective:
*To ensure sound management of the Centre as a self-funding enterprise within UTS.*

<table>
<thead>
<tr>
<th>Operate in line with financial projections over the 5-year planning period</th>
<th>2008 budget targets met</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure effective staff supervision and development, including effective performance review and work planning</td>
<td>University policies applied and staff satisfied with quality of supervision and development programs</td>
</tr>
<tr>
<td>Maintain effective working relationships with the Centre’s Management Committee, Advisory Board, participating faculties and other key stakeholders.</td>
<td>Continuing improvements in relationships</td>
</tr>
</tbody>
</table>