# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE SUMMARY</td>
<td>4</td>
</tr>
<tr>
<td>CENTRE PROFILE</td>
<td>7</td>
</tr>
<tr>
<td>Mission</td>
<td>7</td>
</tr>
<tr>
<td>Objectives</td>
<td>7</td>
</tr>
<tr>
<td>Centre Staff and Associates</td>
<td>7</td>
</tr>
<tr>
<td>PROGRAMS</td>
<td>8</td>
</tr>
<tr>
<td>Research</td>
<td>8</td>
</tr>
<tr>
<td>Education and Training</td>
<td>11</td>
</tr>
<tr>
<td>Consultancy Services</td>
<td>18</td>
</tr>
<tr>
<td>CORPORATE GOVERNANCE</td>
<td>19</td>
</tr>
<tr>
<td>Framework</td>
<td>19</td>
</tr>
<tr>
<td>Core Staff</td>
<td>19</td>
</tr>
<tr>
<td>Centre Associates and Consultants</td>
<td>20</td>
</tr>
<tr>
<td>Management Committee</td>
<td>21</td>
</tr>
<tr>
<td>Centre Partnerships and Affiliations</td>
<td>21</td>
</tr>
<tr>
<td>FINANCIAL MANAGEMENT</td>
<td>22</td>
</tr>
<tr>
<td>FUTURE PROSPECTS</td>
<td>23</td>
</tr>
<tr>
<td>Environmental Scan</td>
<td>23</td>
</tr>
<tr>
<td>Risk Assessment</td>
<td>24</td>
</tr>
<tr>
<td>Priority Areas for Future Action</td>
<td>25</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

The UTS: Centre for Local Government (UTS: CLG) was established in 1991 and celebrated its 20th anniversary in 2011. It is a multi-disciplinary and multi-functional unit within the University of Technology, Sydney (UTS), reporting to the Deputy Vice Chancellor (Research), and with links for postgraduate programs to the Faculty of Design, Architecture and Building. The Centre:

- Maintains and expands an integrated package of graduate and Continuing Professional Education (CPE) programs as the lynchpin of the Centre’s activities.
- Complements and strengthens its core education program by collaborating with UTS faculties, other institutions and industry training partners.
- Makes a significant contribution to research into Australian local government, and generates a financial return to UTS from research activities.
- Undertakes specialist consultancy projects and international activities as supporting elements of its operations.

The Centre was selected by the Federal Government in 2009 to establish the Australian Centre of Excellence for Local Government (ACELG). The establishment of ACELG during the period of this report saw some major changes to the operation of the existing Centre, including the appointment of the Director to oversee both Centres, and a dedicated Assistant Director for the Centre.

In 2010 and 2011 the Centre substantially exceeded budget targets, and achieved an operating surplus. The Centre has achieved this positive outcome for most of the last decade. CPE revenue increased substantially as did consultancy income. CPE and seminar programs have the potential to continue to expand in response to current issues and attract students for short-term training and development as well as graduate education. Key areas of success in 2010 and 2011 included:

- Consulting and research partnerships: development and delivery of research papers and consulting projects via the Centre’s active collaboration with professional institutes and government agencies, national networks through the Australian Centre of Excellence for Local Government, plus its international links through the Commonwealth Local Government Forum and the Forum of Federations.
Practice-based learning: the continuing 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.

Local government sector engagement: the provision of a wide range of seminars, professional development programs and round tables by the Centre on a variety of topics of relevance to the local government sector, and in partnership with a number of sector organisations and partners.

Some highlights for the years 2010 and 2011 are as follows:

Celebration of the Centre’s 20th Anniversary - In 2011 the Centre held an anniversary dinner to celebrate twenty years of operations. The dinner was an opportunity to celebrate the success of the Centre, and was attended by over eighty friends and supporters including the Founding Director Kevin Sproats.

Strong financial performance – 2011 marks the eleventh consecutive year that the Centre has returned a surplus to the University. In 2010 the surplus was a significant return to the University of $167,000, and in 2011 the surplus was a more modest return of $6,828.

New national projects - Following the successful bid in 2009 to host the Australian Centre of Excellence for Local Government, this reporting period saw the commencement of several significant national projects for the Centre including research and capacity building in the ACELG program areas of Workforce Development, Governance and Strategic Leadership.

Inter-state Bushfire Planning program - In the wake of the Victorian Bushfires Royal Commission into the disaster of February 2009, the Centre developed a training course on building in bushfire prone areas for the Victorian Building Commission and Country Fire Authority. After its successful launch in Victoria in 2010, the course was also run in both Victoria and Tasmania in 2011.

New national Graduate Certificate in Leadership – The Centre has led the development and rollout of ACELG’s national Advancing Leadership program, resulting in the development of the Graduate Certificate in Local Government Leadership for national delivery. The first pilot of the subject ‘New Perspectives in Local Government Leadership’ took place in Perth in 2010, coordinated by Dr Robert Mellor, leading to Edith Cowan University (ECU) accrediting its own version of the Graduate Certificate model in 2011. In 2011, the Centre launched the program in New South Wales and the Northern Territory, the latter in conjunction with Charles Darwin University. The Darwin launch took place in September 2011 with an impressive list of local government senior staff and councillors in attendance.

Re-accreditation of the Graduate Certificate in Development Assessment - The Graduate Certificate in Development Assessment is a small ‘niche’ program designed to strengthen and recognise the development assessment skills of a range of local government professionals engaged in that area of work. The Graduate Certificate in Development Assessment was re-accredited through the UTS Design, Architecture and Building Faculty in 2011. An Industry Advisory Panel was established to provide input into this process which included representatives from TAFE NSW, Local Government and Shires Association of NSW (LGSA), Department of Planning and Infrastructure, and development assessment professionals. There was strong
support for the programs continuation and ongoing development.

- **Expansion of research** - Over the two years 2010-11 the Centre substantially expanded its research effort and outputs. This reflected both increased allocation of the Centre’s own resources to research, and a significant flow of research funding to the Centre through ACELG. Part of the research offerings include the launch in December 2011 of the new Graduate Paper Series, sharing valuable information and analysis developed by students with the wider audience of local government practitioners, policy makers and researchers.

- **Range of new offerings in Continuing Professional Education** - Nearly all the Centre’s graduate subjects are available for CPE participants, who may choose to complete the assessments and, if successful, subsequently count the subject towards one of the Centre’s graduate qualifications. In 2010-11 the Centre attracted over 660 subject enrolments through this system. New topical seminars including ‘Swimming Pool Assessment Requirements and Safety Awareness’ and ‘Building in Bushfire Prone Areas’ and ‘Infrastructure Contributions’. A new three day course ‘Enhancing Local Government Service Delivery’ was also developed and delivered in 2011.

- **Office and staff expansion in 2010** - The Centre relocated to new and larger premises on the 6th floor of UTS Building 10 in March 2010 due to Professor Graham Sansom’s appointment as Director of ACELG and the establishment of the ACELG secretariat. New Centre staff including Ann O’Loughlin, Nancy Ly, Su Fei Tan, Geraldine O’Connor and Sophi Bruce were all appointed in 2010 and Sarah Artist was appointed as Assistant Director at the beginning of 2011.
CENTRE PROFILE

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.

Objectives
- 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.

Centre Staff and Associates
Staffing during 2011 comprised:

Graham Sansom  Director
Sarah Artist  Assistant Director
Sophi Bruce  Program Specialist: Leadership
Geraldine O’Connor  Senior Research Officer
Su Fei Tan  Research Officer
Gabrielle Watterson  Graduate Programs and Finance Officer
Ann O’Loughlin  Course Administrator
Nancy Ly  Project Assistant

The Centre’s staffing capacity is supplemented by an extensive network of formally appointed Associates and annually contracted consultants. They assist with CPE course development and teaching as well as partnering with the Centre for consulting projects.
Research

Over the two years 2010-11 the Centre substantially expanded its research effort and outputs. This reflected both increased allocation of the Centre’s own resources to research, and a significant flow of research funding to the Centre through ACELG. The Centre’s areas of research focus included the following:

UTS: CLG Graduate Paper Series

Launched in December 2011, the UTS: CLG Graduate Paper Series shares valuable information and analysis developed by students with the wider audience of local government practitioners, policy makers and researchers. UTS: CLG students have extensive and diverse experience in working for or with councils across Australia. This series combines a practical, grounded perspective with sound theoretical underpinnings. Papers released in 2011 were:

- Hopwood, Todd (2007) Attracting and Retaining Young Employees in Local Government: The Sutherland Shire Council Perspective
- Gill, Sam (2008) Sustainable Fleet Management: Campbelltown City Council
- Moss, Philippa (2011) Planning for an Ageing Population: A case study from Queanbeyan City Council

Participatory Governance

The Centre contributed substantially to an ACELG research project on community governance. This linked to the Centre’s previous research undertaken as part of the ‘Just Communities’ project, a national action research project involving around 20 councils over four years. Drawing on this work, a paper titled ‘Emerging from the Chrysalis: Participatory Governance in Australian Local Government’ was published in the 2011 issue of EROPA’s Asian Review of Public Administration. The paper identifies types of citizen participation in
local government in Australia, in particular focusing on the past decades when local government systems have been the focus of intense reform, and considers the extent to which contemporary views of participatory governance have taken root at a local government level. It was prepared by Professor Chris Aulich from ANZSOG Institute for Governance and Centre Assistant Director Sarah Artist.

**Local Government Legislation in the Pacific**

Centre Director Graham Sansom completed his research into principles for effective local government legislation, based on case studies of three Pacific islands countries. The research identified a number of important ‘do’s and don’ts’ when drafting legislation for small, emerging system of local government. It is now being finalised for publication by the Commonwealth Secretariat, which co-sponsored the research together with the Commonwealth Local Government Forum.

**Metropolitan Governance**

The Centre continued its research collaboration with the Forum of Federations on metropolitan governance. A second international roundtable was held in Brisbane in August 2010, attended by delegates from Canada, the USA, Switzerland, India, South Africa and New Zealand. Centre Associate Jeremy Dawkins subsequently contributed to a session at the World Urban Forum in Rio de Janeiro, and Centre Director Graham Sansom presented the Centre’s research into metropolitan governance in Australia at a Forum of Federations seminar in Barcelona in March 2011. Jeremy Dawkins, Graham Sansom and Su Fei Tan have since released a paper on ‘The Australian Model of Metropolitan Governance: Insights from Perth and South East Queensland’.

**CLG supports CLGF’s Pacific**

The Centre also continued to build on its collaboration with the Commonwealth Local Government Forum (CLGF) in the Pacific. CLGF works with the Pacific Capital Cities Forum, an organisation made up of the local governments of six cities in the Pacific. The Forum’s objectives are:

1) to provide leadership for the effective co-ordination and representation of the special interests of Capital Cities and urban local governments in the Pacific region
2) to strengthen the capacity of Pacific Capital Cities and urban local governments to manage urban growth
3) to advance the economic base of each Capital City and promote sustainable and inclusive local economic development
4) to achieve tangible acknowledgment from both national and regional leaders of the special role and financial disabilities experienced by Capital Cities.

CLGF Pacific is developing a program to improve Forum members’ ability to meet their objectives and better govern their cities. Together with CLGF the UTS:CLG worked on the design and development of a concept note to secure funds for a program of capacity building and support for capital city governments in the Pacific.
Australian Local Government and Climate Change

This working paper provides a snapshot of what is happening in local government in Australia in relation to climate change. The paper explores the resources available to councils which explain the science and potential impacts at the local government level; current national, state and local initiatives relevant to local government decision makers; actions that the local government sector is taking in response to climate change; and the gaps, needs and challenges related to these actions. This paper was released in September 2010 as the first of the ACELG working paper series.

Review of Excellence and Improvement Frameworks

ACELG and UTS: CLG were approached by the Local Government Business Excellence Network (LGBEN) to undertake investigations into the use of the Australian Business Excellence Framework (ABEF) and other tools to promote excellence and continuous improvement in Australian local government. The Centre undertook various pieces of research in 2010 and 2011 in collaboration with LGBEN including the following:

1. Overview of Fourteen Excellence Frameworks
   A working paper published in 2010 provided an overview of fourteen excellence frameworks which are available and currently in use in local government. The paper reported on a number of features which enhance the usefulness of these frameworks in a local government context.

2. Implementing the ABEF in Australian Local Government
   LGBEN councils were invited to participate in a preliminary exploration of issues and options in implementing the ABEF in local government in Australia. A report was published on the ACELG website which provides a summary of the survey responses returned by eighteen LGBEN councils.

3. Promoting Excellence and Continuous Improvement - CEO Survey
   A total of 155 Australian Local Government CEOs responded to a survey canvassing opinions and experiences in promoting excellence and continuous improvement. This summary reports on issues such as the use of external and commercial tools, resourcing issues, levels of satisfaction and future support needs.

4. Implementing the Australian Business Excellence Framework: Eight Local Government Case Studies
   In consultation with SAI Global and LGBEN, eight Australian councils who had been successful in their approach to continuous improvement participated in the development and publication of a series of case studies. These councils represented a cross section of local governments in terms of size, geographic and demographic profiles.
Learning in Local Government Project

The focus of this project which began in 2010 is to explore the gaps in content and availability of education and professional development. UTS: CLG and ACELG are advocating an integrated national approach to education and training for the local government workforce that:

- is forward looking and reflects the changing environment and role of local government;
- addresses sector needs for essential skills now and into the future;
- focuses equally on people working in the sector and meets their personal needs to enhance their skills and develop their careers; and
- offers seamless pathways between vocational and higher education and ongoing professional development.

The project identifies and connects existing and successful initiatives, as well as offering a framework for future collaborative program development. Priorities were agreed through sector consultation and will be the focus of further work. These include:

- Leadership and management development programs;
- Education and professional development for elected members;
- Programs and initiatives which focus on improving the capacity of councils for workforce planning and development;
- E-learning programs for local government; and
- Facilitating better pathways between VET programs and the tertiary sector in identified skills shortage areas.

Evolving Role of Mayors

Centre Director Graham Sansom, assisted by Su Fei Tan, commenced a research project on the evolving role of mayors, looking in particular at recent trends in Australia, New Zealand and the UK. The research was prompted by moves to strengthen the authority and responsibilities of mayors in Queensland, and by the general lack of analysis of the workings of the political arm of local government in Australia compared to the UK, USA and some other countries. A paper will be released in 2012.

Commonwealth Journal of Local Governance

During 2010 the Centre published two further issues of the Commonwealth e-Journal of Local Governance, edited by Graham Sansom, which it produced on behalf of the Commonwealth Secretariat and Commonwealth Local Government Forum. However, in early 2011 this function was transferred to the University of Cardiff, Wales.

Education and Training

Graduate Programs

Graduate Diploma in Local Government Management

The Graduate Diploma in Local Government Management has been delivered for the past decade. During the reporting period the Diploma subjects were reviewed and new content added: Principles and Practice 1&2 were combined into one 6 day subject and an additional elective added: ‘New Perspectives in Local Government Leadership’. Subjects which ran as part of this program include:

- Local Government Management Principles and Practice
- Corporate Management and Organisational Change
- Vocational Competencies
- Local Government Leadership: Personal and Professional Skills
- Local Environmental Management
- Integrated Strategic Planning
- Social Planning and Development
- New Perspectives in Local Government Leadership
- Capstone (‘Managing Local Enterprise’)
Students are also able to select from a number of other elective options including subjects offered by other universities or recognised training bodies.

The Capstone is the report prepared for the final subject of the Graduate Diploma. Some of the outstanding Capstone Papers over the last few years were launched as a Graduate Paper Series in December 2011 at the UTS: CLG 20th Anniversary dinner. This series will continue to capture and publish high quality work.

Graduate Certificate in Development Assessment
The Graduate Certificate in Development Assessment is a small ‘niche’ program designed to strengthen and recognise the development assessment skills of a range of local government professionals engaged in that area of work. Subjects offered as part of this program include:

- Development Control
- Advanced Development Assessment
- Planning for Bushfire Prone Areas
- Building Regulation
- Advanced Building Regulation

The Graduate Certificate in Development Assessment was re-accredited in 2011. An Industry Advisory Panel was established to provide input into this process. This Panel included representatives from TAFE NSW, Local Government and Shires Association of NSW (LGSA), Department of Planning and Infrastructure, and development assessment professionals. There was strong support for the programs continuation and ongoing development.

Graduate Certificate in Local Government Leadership
The Centre has led the development and rollout of ACELG’s national Advancing Leadership program. It highlights existing leadership training that is being undertaken nationally across local government and aims to promote consistency in national leadership training. This work resulted in the development of the Graduate Certificate in Local Government Leadership for national delivery. The first pilot of the subject ‘New Perspectives in Local Government Leadership’ took place in Perth in 2010, coordinated by Dr Robert Mellor, leading to Edith Cowan University (ECU) accrediting its own version of the Graduate Certificate model in 2011.

In 2011, the Centre launched the program in NSW and the Northern Territory, the latter in conjunction with Charles Darwin University. The Darwin launch took place in September with an impressive list of local government senior staff and councillors in attendance.
Continuing Professional Education
Nearly all the Centre’s graduate subjects are available for CPE participants, who may choose to complete the assessments and, if successful, subsequently count the subject towards one of the Centre’s graduate qualifications. In 2010-11 the Centre attracted over 660 subject enrolments through this system.

During 2010-11 the Centre also offered a wide range of other CPE programs and seminars. These included continuation of the highly successful Certification Short Course developed and offered in collaboration with the NSW Building Professionals Board to respond to the need for increased numbers of Accredited Certifiers to undertake building and development assessment, and to provide certification training for council staff.

The Centre’s Development Contributions seminar was not offered in 2010 due to uncertainty surrounding changes to Section 94 of the Environmental Planning and Assessment Act. However, it ran very successfully in 2011, with a broader focus on local infrastructure planning.

The Centre undertakes ongoing reviews of existing courses and possible new offerings to reflect legislative changes and meet sector needs. This has resulted in the development of new topical seminars including ‘Swimming Pool Assessment Requirements and Safety Awareness’ and ‘Building in Bushfire Prone Areas’. A new three day course ‘Enhancing Local Government Service Delivery’ was also developed and delivered in 2011.

The Centre also delivers programs onsite at individual councils and workplaces. In 2010-11 onsite delivery included:

- Building in Bushfire Prone Areas Seminar – Armidale Council and Environmental Development and Allied Professionals (Western Group)
- Local Government Leadership - Newcastle Council
- Advanced Building Regulation - NSW Fire and Rescue
- Development Control for Counter Staff – Ryde Council
- Development and Building in Bushfire Prone Areas (3 days) – Victorian Metropolitan Fire and Emergency Services Board.

Interstate Program Delivery
A significant development in 2010-11 was the expansion of the Centre’s education and training programs inter-state.

In the wake of the Victorian Bushfires Royal Commission into the disaster of February 2009, the Centre developed a training course on building in bushfire prone areas for the Victorian Building Commission and Country Fire Authority. Launched on 25 October 2010 in Melbourne, Development and Building in Bushfire Prone Areas is a five-day program to enhance skills for assessing bushfire attack levels and controlling development and building in regions where the risk is ever present. After its successful launch in Victoria in 2010, the course was also run in both Victoria and Tasmania in 2011.

As noted previously, in December 2010 the Centre launched the ‘New Perspectives in Local Government Leadership’ course in Western Australia, and in September 2011 the Graduate Certificate in Local Government Leadership was launched in Darwin.

Seminars and Events
Throughout 2010-11 the Centre held and arranged a variety of special seminars and events. These included:

2010 and 2011 LGMA Management Challenge
The Centre was engaged in both 2010 and 2011 by Local Government Managers Australia (LGMA) to design and deliver the LGMA Management Challenge in NSW and nationally. The tasks were designed to engage the teams in considering ways to improve the relevance, capacity and credibility of their councils - all the while fostering friendly competition, skill development and
team-building. In both years, over 110 teams enrolled for the challenge and over 700 participants completed these tasks across Australia and New Zealand.

Launch of the Governing Sydney Project
In April 2011 the Centre launched its Governing Sydney project led by Jeremy Dawkins, Centre Associate and former Sydney Harbour Manager and Chairperson of the Western Australian Planning Commission. The launch took the form of a seminar at UTS featuring a presentation on recent Canadian experience by Dr Enid Slack, Director of the Institute on Municipal Finance and Governance, University of Toronto. This was followed by a roundtable discussion with over 30 senior academics, planning and governance practitioners, and business and local government leaders.

UK Local Government Leaders Study Tour
Participants from UK’s Centre for Local Government’s ‘Aspiring Chief Executives’ program spent a leadership study tour week in Sydney at the beginning of March 2011. The participants engaged in a range of activities arranged by UTS: CLG’s Sophi Bruce including visits to councils, meetings with General Managers, leadership and academic thinking and peer exchange forums. Included in the program was an international exchange day hosted by the Centre and focusing on key themes of local government leadership. This brought together the UK participants with students undertaking the Centre’s Graduate Diploma, as well as other representatives from local government in NSW.

Commonwealth Local Government Research Colloquium
The third Commonwealth colloquium on local government research was held in Cardiff, Wales on 13-15 March 2011, hosted by the University of Cardiff in the grand surroundings of the former Glamorgan County Hall. Centre Director Professor Graham Sansom was one of the conveners. The colloquium was attended by 40 participants from all regions of the Commonwealth, and 20 research papers were presented.

Local Government’s Role in Metropolitan Planning and Governance: A Swiss Perspective
Professor Daniel Kübler, University of Zurich presented a Swiss perspective on metropolitan planning and governance to an interested audience at UTS on 30 August 2011. Focusing on the cities of Zurich and Geneva, Professor Kübler’s talk offered some interesting comparisons and contrasts with the Australian experience.
Seoul Metropolitan Government Officials: Study Tour
The Centre was pleased to welcome 22 officials from Seoul Metropolitan Government in June 2011. Middle and senior level government managers undertook a two-day educational program facilitated by Centre Associate, Dr Robert Mellor. The program included presentations and site visits at various locations such as the City of Sydney and Waverley Council. The officials were particularly interested in learning about the Department of Human Services' integration of welfare services as well as tourism policies and strategies that promote Sydney as a desirable holiday destination.

Business Excellence in Local Government - Debating Future Directions Forum
A forum was hosted jointly in Melbourne in August 2011 by ACELG and SAI Global to discuss the future development of the Australian Business Excellence Framework (BEF) in local government. Chief Executive Officers and council managers with a reputation for taking a lead in promoting excellence and continuous improvement within their councils were invited to debate the issues.

20th Anniversary Dinner
On 15 December 2011 the Centre held a 20th Anniversary dinner to celebrate two decades of achievement. The Centre has built on the work of its founders to play a leading role across Australia and internationally. The dinner was an opportunity to celebrate this success and honour those who made it happen, and was attended by over eighty supporters and friends of the Centre. Key speakers at the dinner included the UTS Deputy Vice Chancellor (Research) Attila Brungs, and Centre Founding Director Kevin Sproats. The program also featured a ‘Walk down Memory Lane’ in which Centre Associate Danny Wiggins asked a number of friends of the Centre to reflect on their experiences in previous years. The Centre’s Graduate Paper Series was launched at the dinner, and a presentation of images and projects from the Centre’s twenty year history was shown during the evening.
Conferences and Presentations

2010 CLAIR Forum – Local Government Reform, Perth
On 10 March 2010 the Centre’s Japanese partner CLAIR (Council of Local Authorities for International Relations) held its annual Forum in Perth, in conjunction with the WA Local Government Association and the City of Stirling. The theme was Local Government Reform, currently an important issue in Western Australia. Visiting speakers from Japan included Prof Sachio Konishi, former chair of the Advisory Committee on Municipal Amalgamation, and Mr Osamu Niitsu, former Deputy Secretary General of the Hokuto City Amalgamation Transitional Committee. Centre Director Graham Sansom presented an overview of recent reform initiatives across Australia.

Pacific Local Government Symposium
On 11-15 October 2010 the Commonwealth Local Government Forum (CLGF) held a Pacific regional symposium in Port Vila, Vanuatu. Centre Director Graham Sansom attended and made a presentation on research into local government legislation in Pacific Islands countries. The symposium was attended by around 100 delegates from local, provincial and central governments, donor partners, regional universities and international agencies. It was opened by the Prime Minister of Vanuatu, Hon Edward Natapei, and attended also by a number of local government ministers and the Secretary General of Commonwealth Local Government Forum, Mr Carl Wright.

Barcelona Seminar of Metropolitan Governance
As noted previously, Graham Sansom presented a summary of the Centre’s research into metropolitan governance in Australia at the Forum of Federations seminar held in Barcelona in March 2011. Other speakers came from Brazil, Germany, Spain, Switzerland, the USA, South Africa, Canada and India.

National Local Government Workforce Development Forum
The 4th National Workforce Development Forum, co-convened by ACELG and Government Skills Australia, was held on 7-8 April 2011 and opened by Professor Graham Sansom. The forum was attended by key local government stakeholders from the federal Department of Regional Australia, Regional Development and Local Government, State and Territory local government organisations and departments of local government, and the Australian Services Union. The Centre’s Assistant Director, Sarah Artist presented the results of the Learning in Local Government project.

2011 LGMA National Congress
The Centre’s Director and Assistant Director both presented to the LGMA National Congress in Cairns in May 2011. Professor Graham Sansom opened the Congress with a keynote address which included an overview of recently completed ACELG research entitled
‘Consolidation in Local Government - A Fresh Look’. Assistant Director Sarah Artist presented an overview of the LGMA Management Pre-Challenge Task, in which over 100 councils across Australia and New Zealand developed comprehensive locally-tailored staff retention strategies.

2011 CLAIR Forum - Ageing Society and Local Government, Sydney

The Centre was pleased to build on its longstanding relationship with the Japan Local Government Centre (CLAIR) Sydney by co-hosting the annual CLAIR Forum held in November 2011 at the Japan Foundation in Chifley Square. Assistant Director Sarah Artist facilitated the event and Director Graham Sansom took part in the panel discussion and contributed a summary.

The forum enabled the sharing of experiences from both Japan and Australia. Speakers from both countries addressed the topic ‘Ageing Society and Local Government - Opportunity or Challenge?’ Hon Marie Ficarra MLC opened the forum on behalf of the Premier of NSW, outlining the government’s upcoming Ageing Strategy and its plans to consult with local government. Dr Yoko Kimura, Chairperson of CLAIR, presented the keynote speech which described the rapid demographic shifts occurring in Japan as well as the new long-term care insurance levy which is both raised and administered by local governments. The Deputy Mayor and Manager of Community Services from Sutherland Shire Council also presented their Ageing Strategy, which combines a strategic and operational approach to meet the challenges of their own ageing community.

ACELG Community Engagement Consultation

ACELG staff held a consultation in November 2011 on new community engagement research. The aim of the workshop was to discuss research findings with local government practitioners and seek their feedback on the implications for practice. Hosted by the City of Melbourne, the workshop was attended by 30 people from a range of councils and from the local government organisations, Municipal Association of Victoria (MAV), Victorian Local Governance Association (VLGA) and Local Government Association of Tasmania (LGAT). Centre Assistant Director Sarah Artist presented a summary of the findings of the Just Communities project with a focus on integrating community engagement into management and governance frameworks.

ACELG Local Government Researchers Forum

Centre staff facilitated various sessions at the second ACELG Local Government Researchers Forum held in December 2011 at UTS. Sarah Artist presented an overview of progress and findings of the Learning in Local Government project.
Consultancy Services

Cancer Council Local Government Engagement Strategy
The Centre prepared a series of publications which described a menu of key cancer control issues relevant to local government, and provided an overview of strategies which local government can undertake to address these issues. In addition, the Centre worked with Associate Hazel Storey to prepare a training program for the Cancer Council workforce to equip them with the knowledge, skills, confidence and tools to maximise relationships with the local government sector.

Integrated Planning and Reporting: Capacity-Building Program
Under its Integrated Planning Capacity Building Program, delivered by Associate Martin Bass, the Centre has worked extensively with councils throughout NSW, providing them with assistance, guidance and external review processes to support their work in meeting the requirements of the Integrated Planning and Reporting legislation. Councils supported through this program during the reporting period include Richmond Valley, Yass Valley, Snowy River Shire, Warrumbungle Shire, Queanbeyan, Kiama, Willoughby, Dungog and Palerang.

CLG Associate Consultants: Projects
Associates of the Centre conducted several consultancy projects during 2010 and 2011:

- Tweed Shire Council – A Review of Economic Development and Tourism
- Byron Council – A Cost-Benefit Review of Community Infrastructure, Water and Recycling and Building Certification Services Divisions
- Strathfield Council – A Community Engagement Strategy for the Community Strategic Plan
- Rous Water – Strategic Planning and Service Review
- Roads and Traffic Authority – Engaging Local Government in NSW
CORPORATE GOVERNANCE

Framework
The Centre is a separate organisation unit within the University, reporting to the Deputy Vice Chancellor (Research). All graduate programs within the Centre are accredited through the Faculty of Design, Architecture and Building Faculty.

With Professor Graham Sansom’s appointment as Director of ACELG, Sarah Artist was appointed as Assistant Director. Day-to-day management is the responsibility of the Assistant Director, supported by the Centre’s own administrative staff.

The Centre is also a consortium partner of ACELG, and is represented on the Board of ACELG by the Deputy Vice Chancellor (Research). The Director and Assistant Director and also represented on the ACELG Programs Committee.

Core Staff
Establishing the ACELG secretariat and appointing new staff to conduct additional ACELG projects and research saw major changes to Centre staff during this period. The ACELG secretariat established itself in the Centre’s former offices and the Centre relocated to new and larger premises on the 6th floor of UTS Building 10 in March 2010.

Centre staff at the beginning of 2010 comprised:

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<tr>
<th>Name</th>
<th>Role</th>
<th>Reports to</th>
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<tr>
<td>Prof Graham Sansom MA (Oxon), MTCP (Syd), FRAPI</td>
<td>Director</td>
<td>DVC (Research)</td>
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<tr>
<td>Mr Robert Mellor MPS (UNSW)</td>
<td>Program Manager</td>
<td>Director</td>
</tr>
<tr>
<td>Ms Sarah Artist B App Sci (Newcastle), MPP (UNE)</td>
<td>Program Manager</td>
<td>Director</td>
</tr>
<tr>
<td>Mr Daniel Grafton BA (UTS), MBEnv (UNSW)</td>
<td>Research Officer</td>
<td>Director</td>
</tr>
<tr>
<td>Ms Gabrielle Watterson</td>
<td>Administrative Officer</td>
<td>Director</td>
</tr>
<tr>
<td>Ms Nuha Saad BA (UNSW) MA (USyd)</td>
<td>Administrative Officer</td>
<td>Director</td>
</tr>
<tr>
<td>Mr Chris Watterson BSc (Newcastle)</td>
<td>Short Courses Officer</td>
<td>Director</td>
</tr>
<tr>
<td>Ms Anna Vo</td>
<td>Publications Assistant</td>
<td>Research Officer</td>
</tr>
</tbody>
</table>
During the period of 2010-2011, the following changes occurred:

- Stefanie Pillora was appointed to the Centre early in 2010 but later transferred to the ACELG secretariat;
- Daniel Grafton, Nuha Saad and Chris Watterson also transferred to ACELG;
- Ann O’Loughlin replaced Chris Watterson;
- Anna Vo resigned and was replaced by Nancy Ly;
- Geraldine O’Connor, Sophi Bruce and Su Fei Tan were engaged in late 2010;
- Sarah Artist was appointed to the role of Assistant Director at the beginning of 2011; and
- Rob Mellor took long-service leave in the first six months of 2011 and resigned in June 2011 after 18 years with the Centre.

As a result of these changes, staffing throughout 2011 comprised:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Reports to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof Graham Sansom MA (Oxon), MTCP (Syd), FRAPI</td>
<td>Director</td>
<td>DVC (Research)</td>
</tr>
<tr>
<td>Ms Sarah Artist B App Sci (Newcastle), BA Hons (MCMASTER), MPP (UNE)</td>
<td>Assistant Director</td>
<td>Director</td>
</tr>
<tr>
<td>Ms Sophi Bruce BA First Class Hons (DMU) MSc (LSE)</td>
<td>Program Specialist (Leadership)</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Ms Geraldine O’Connor BTP (UNSW)</td>
<td>Senior Research Officer</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Ms Su Fei Tan MA (UEA)</td>
<td>Research Officer</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Ms Gabrielle Watterson</td>
<td>Graduate Programs and Finance Officer</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Ms Ann O’Laughlin BSc (Newc) MPS (UNSW)</td>
<td>Course Administrator</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Ms Nancy Ly BDesign First Class Hons (UTS)</td>
<td>Project Assistant</td>
<td>Assistant Director</td>
</tr>
</tbody>
</table>

Centre Associates and Consultants

The Centre has a loyal group of formally appointed Associates and annually contracted consultants who assist with course development and teaching and partner with UTS: CLG on consultancy work. The formally appointed Associates are:

- Mr Martin Bass, Management and Communications Consultant
- Dr Peter Davies, Sydney Catchment Management Authority
- Mr Jeremy Dawkins, Vice-President, ISOCARP
- Mr Grahame Douglas, Manager-Community Hazards Management, NSW Rural Fire Service
- Ms Melissa Gibbs, Assistant Director, Australian Centre of Excellence for Local government
- Mr Kevin Hough, Engineering and Management Consultant
- Dr. Andrew Kelly, Senior Lecturer in Law, Wollongong University
- Ms Alison McCabe, Director, SGB Planning
- Mr Peter McKinlay, Executive Director, McKinlay Douglas Ltd
- Mr Robert Mellor, Leadership and Capacity-Building Consultant
- Ms Jackie Ohlin, Consultant in Social Policy and Planning
- Ms Simone Schwarz, Director-Community Services, Marrickville Council
- Ms Hazel Storey, Director The Storey Agency
- Mr Glen Walker, Managing Director, SmartGov
- Mr Peter Walsh, Planning and Management Consultant
- Dr Danny Wiggins, Urban Planning and Education consultant
- Mr Michael Wynn-Jones, Building Surveyor and Principal, Michael Wynn-Jones Pty Ltd
Annually contracted consultants to support course delivery include:

- **Mr Michael Faine**, Architect and former Lecturer, University of Western Sydney
- **Ms Michelle Landy**, Leadership Consultant and Principal, Beyond Training
- **Mr Stuart Little**, Senior Environmental Officer, Sydney Catchment Authority
- **Mr Craig Hardy**, Accredited Certifier and Consultant with The Local Group
- **Mr Robert Marnelli**, Accredited Certifier and Director, Philip Chun
- **Mr Steve Watson**, Accredited Certifier Director, Steve Watson and Partners
- **Ms Jane Hewitt**, Solicitor and Partner HWL Edsworth
- **Ms Fiona MacColl**, Consultant Landscape Architect, Rockdale Council
- **Ms Jacinta Reid**, Solicitor, Wilshire Webb Staunton and Beattie
- **Mr Colin Wood**, Building Surveyor and Principal, Colin Wood and Associates
- **Mr Jonathon Knapp**, Urban Designer SGB Planning

### Management Committee

The Centre’s work is overseen by a Management Committee and an Advisory Board. Composition of the Management Committee was unchanged and comprises:

- **Professor Attila Brungs**, Deputy Vice Chancellor - Research (Chair)
- **Professor Roy Green**, Dean of Business
- **Professor Desley Luscombe**, Dean of Design, Architecture and Building
- **Professor Stuart White**, Director, Institute for Sustainable Futures
- **Professor Graham Sansom**, Centre Director

The Advisory Board will be re-instated in 2012.

### Centre Partnerships and Affiliations

The Centre has established working partnerships with a number of professional and local government sector organisations. During the period of 2010 and 2011, the Centre delivered joint programs under formal contractual arrangements with the following:

- Australian Centre of Excellence for Local Government (ACELG)
- Local Government Management Australia (LGMA) - National and NSW
- Commonwealth Local Government Forum (CLGF)
- Japan Local Government Centre (CLAIR)
- Edith Cowan University (ECU) – Western Australia
- Charles Darwin University (CDU) – Northern Territory
- NSW Building Professionals Board
- Victorian Building Commission
Table 1: Financial Summary 2010

<table>
<thead>
<tr>
<th>Income</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Postgraduate Fees</td>
<td>78,408</td>
<td>78,408</td>
</tr>
<tr>
<td>Short Courses and Seminars</td>
<td>567,000</td>
<td>638,629</td>
</tr>
<tr>
<td>Research</td>
<td>120,000</td>
<td>34,400</td>
</tr>
<tr>
<td>Consulting</td>
<td>60,000</td>
<td>260,345</td>
</tr>
<tr>
<td>Total Income</td>
<td>825,408</td>
<td>1,011,782</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>463,848</td>
<td>539,404</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>365,469</td>
<td>271,713</td>
</tr>
<tr>
<td>Other</td>
<td>43,000</td>
<td>33,252</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>872,317</td>
<td>844,369</td>
</tr>
<tr>
<td>Net Result</td>
<td>-46,909</td>
<td>167,413</td>
</tr>
</tbody>
</table>

Tables 1 and 2 summarise the Centre’s 2010-2011 results. The Centre is required to be self-funding, and all expenses are recorded through the UTS Financial Services Unit except for rent, electricity and office cleaning. 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 an operating grant from UTS, and any operating surpluses are returned to UTS at the end of each financial year.

In 2010 and 2011 the Centre again exceeded budget forecasts. Its actual income exceeded approved budgets and increased in both years, with an operating surplus of $167,000 in 2010 and $6,828 in 2011. In 2011 the Centre returned an operating surplus to the University for the twelfth consecutive year.

Revenue substantially exceeded budget targets in both years, whilst costs were contained apart from additional outlays on expenses associated with greatly increased activity in short courses, seminars and consultancy work in 2011.

Table 2: Financial Summary 2011

<table>
<thead>
<tr>
<th>Income</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Postgraduate Fees</td>
<td>90,360</td>
<td>90,361</td>
</tr>
<tr>
<td>Short Courses and Seminars</td>
<td>490,000</td>
<td>799,632</td>
</tr>
<tr>
<td>Research</td>
<td>175,000</td>
<td>10,297</td>
</tr>
<tr>
<td>Consulting</td>
<td>170,000</td>
<td>246,668</td>
</tr>
<tr>
<td>Total Income</td>
<td>925,360</td>
<td>1,146,959</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>597,047</td>
<td>615,937</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>339,349</td>
<td>494,068</td>
</tr>
<tr>
<td>Other</td>
<td>33,429</td>
<td>30,126</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>969,825</td>
<td>1,240,131</td>
</tr>
<tr>
<td>Net Result</td>
<td>-44,465</td>
<td>6,828</td>
</tr>
</tbody>
</table>
### Environmental Scan

<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>Ongoing operations of the Australian Centre of Excellence for Local Government (ACELG), based at UTS – potential reduction in work and income in coming years.</td>
<td>Formal and working partnerships strongly established</td>
<td>ACELG activities show strong sector support with potential to benefit ongoing UTS:CLG programs. May need to seek other funding sources to offset possible decline in ACELG program activities.</td>
</tr>
<tr>
<td>Possible short-term downturn and slower growth in demand for professional development programs in local government, due to financial difficulties facing many councils.</td>
<td>Consultations with stakeholders.</td>
<td>Need to review programs and carefully tailor courses to areas of highest priority and where UTS has a comparative advantage. Opportunities to market some Centre programs to a national audience through ACELG.</td>
</tr>
<tr>
<td>Ongoing local government reforms in NSW as well as in other jurisdictions.</td>
<td>Consultation with stakeholders</td>
<td>Work with NSW Building Professionals Board and professional associations (such as Australian Institute of Building Surveyors (AIBS), Association of Accredited Certification Bodies (AACB) and Planning Institute of Australia (PIA)) to develop tailored programs in key skills shortage areas.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New arrangements in all jurisdictions provide opportunities for capacity-building and research. Ongoing liaison with government required to ensuring relevance of Centre’s activities and identify program development opportunities.</td>
</tr>
</tbody>
</table>
Increased opportunities for international consultancy and research – subject to funding support from AusAID and other donor agencies in the Asia-Pacific

Consultations with international partners and donor agencies

Scope for some expansion, but considerable marketing and project development required – joint venture projects preferred to spread this burden.

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

Consultations stakeholders. UTS Strategic Plan.

Applied research stream can be expanded provided projects are structured appropriately, leading to generation of research quantum.

### Risk Assessment

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Low</th>
<th>Med</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.</td>
</tr>
<tr>
<td>Strategic</td>
<td>✓</td>
<td></td>
<td></td>
<td>Overall direction is clear but needs to be kept under 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</td>
</tr>
</tbody>
</table>
Priority Areas for Future Action

The following will be actively pursued by the Centre in accordance with the above objectives, strategies and targets:

- Further strengthening the research profile of the Centre in collaboration with ACELG and consistent with available resources and financial viability;
- Developing a Masters program based on existing Graduate programs, and incorporating additional options with and for partner universities and associations in other states;
- Maintaining short course and seminar offerings in a difficult financial environment for local government;
- Continuing to contribute to the program outputs and ongoing success of the Australian Centre of Excellence for Local Government;
- Consolidating working partnerships with local government stakeholders;
- Further development of interstate and international activities, both through the evolution of ACELG and established networks such as the ATN, Commonwealth Local Government Forum (CLGF) and Forum of Federations; and
- Promoting a collaborative and supportive approach to working across the sector - facilitating co-operative approaches, reducing duplication, and harnessing and directing energy for better local government.