



2010 Annual Report



Front image © City of Sydney



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1. Chairperson's Message

I am delighted to present this report on the activities of the Australian Centre of Excellence for Local Government (ACELG) during the calendar year 2010 – the Centre's first full year of operation.

Program activity increased markedly during the year, building on the solid foundations established during the Centre's first six months of life. Engagement with the local government sector and other stakeholders strengthened during 2010 with local government associations, professional organisations and local government practitioners all contributing to the Centre's programs throughout the year.

The range of activity during 2010 was both impressive and diverse, and has contributed to the delivery of the Centre's mandate to enhance professionalism and skills in local government and facilitate a better-informed policy debate. Some highlights during 2010 include:

- Approval by federal Minister for Local Government, Hon Simon Crean, for an allocation of \$700,000 to enable ACELG to undertake a series of projects as part of the data component of the Local Government Reform Fund, including compilation of national data sets linked to the national local government workforce strategy, an assessment framework for asset and financial management, and guidelines for long term financial planning
- Establishment of a new Research Advisory Committee and the commissioning of a number of priority research projects that will contribute to national policy debates



- Preparation of Guidelines on Asset Management for Small, Rural or Remote Communities
- Development and adoption of a National Capacity Building Strategy for Rural-Remote and Indigenous Local Government
- Release of a "Green Paper" on Indigenous employment in local government

- The third National Local Government Skills Forum held in Canberra in March
- A review of current local government education and development programs to identify gaps and opportunities for local government networking
- Launch of the *Councils for Gender Equity Program* at the Australian Council of Local Government dinner in June, and the awarding of Bronze Awards to 22 councils at the Australian Local Government Women's Association Conference in November
- Federal funding of \$100,000 for data on the participation of women in local government
- Development of the first ANZSOG Excellence in Local Government Leadership program for senior managers and elected leaders (to be held in 2011)
- Accreditation of a new Graduate Certificate in Local Government Leadership for offer in 2011 and the pilot of an Aspiring Leaders program in WA
- A special LGMA Management Challenge to develop strategies for increased participation of women in over 100 councils across Australia.

I have very much enjoyed chairing the meetings of the Centre's Board, and would like to acknowledge the commitment and enthusiasm of my fellow Board members. They are fine ambassadors and supporters of the Centre's activities. I would also like to thank the ACELG consortium and program co-ordinators, and the Centre's director, Professor Graham Sansom, and staff for their support and commitment. The Centre would not be in the position it is today without their contributions.

The Board recently approved the updated Project Plan for 2011, and we have an impressive range of new activities planned for the new year. I look forward to reporting on the successful delivery of these initiatives in my 2011 report.

Margaret Reynolds
CHAIRPERSON

"Program activity increased markedly during the year, building on the solid foundations established during the Centre's first six months of life."

2. About ACELG

Introduction to ACELG

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

The Centre's opening followed the Prime Minister's announcement in June 2009 that a consortium led by the UTS had been selected to establish the Centre following a competitive process. Consortium members are also contributing substantial funds and other resources.

The Consortium

Consortium partners are the UTS Centre for Local Government, University of Canberra, the Australia and New Zealand School of Government, Local Government Managers Australia and the Institute of Public Works Engineering Australia Limited.



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

- The Australian National University
- Charles Darwin University
- Edith Cowan University.

Vision, Mission and Guiding Principles

The Centre's **vision** highlights the pursuit of excellence:

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

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

To achieve this vision, the Centre's **mission** is to provide:

- A national network and framework within which local government organisations, government agencies, academic institutions, training bodies and other key stakeholders can collaborate in areas of mutual interest
- Research and development capacity to support policy formulation, drive innovation and help address the challenges facing local government
- Leadership in promoting informed debate on key policy issues
- A clearing house for the exchange of information and ideas, identifying, showcasing and promoting innovation and best practice in local government
- Inputs to capacity building programs across the local government sector, with an initial emphasis on long term financial sustainability and asset management
- Workforce development initiatives including education, training and skills development for both staff and elected members
- Leadership development programs for both senior and emerging leaders
- A specialist focus on the particular needs of local government in rural and remote areas, including Indigenous local governance.

2. About ACELG (cont.)

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

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

Board of Management

The primary role of the Board is to ensure the good governance of the Centre. Board members during 2010 were:



Hon Margaret Reynolds

Chairperson



Prof Attila Brungs

University of Technology, Sydney



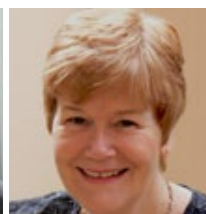
Professor John Howard

University of Canberra



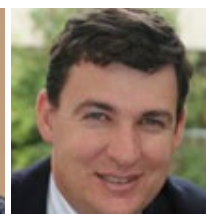
Mr Peter Allen

Australia and New Zealand School of Government



Ms Penny Holloway

Local Government Managers Australia



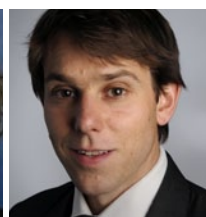
Mr John Truman

Institute of Public Works Engineering Australia



Ms Stephanie Foster

Department of Regional Australia, Regional Development and Local Government



Councillor Geoff Lake

(until Nov 2010) Australian Local Government Association



Councillor Genia McCaffery

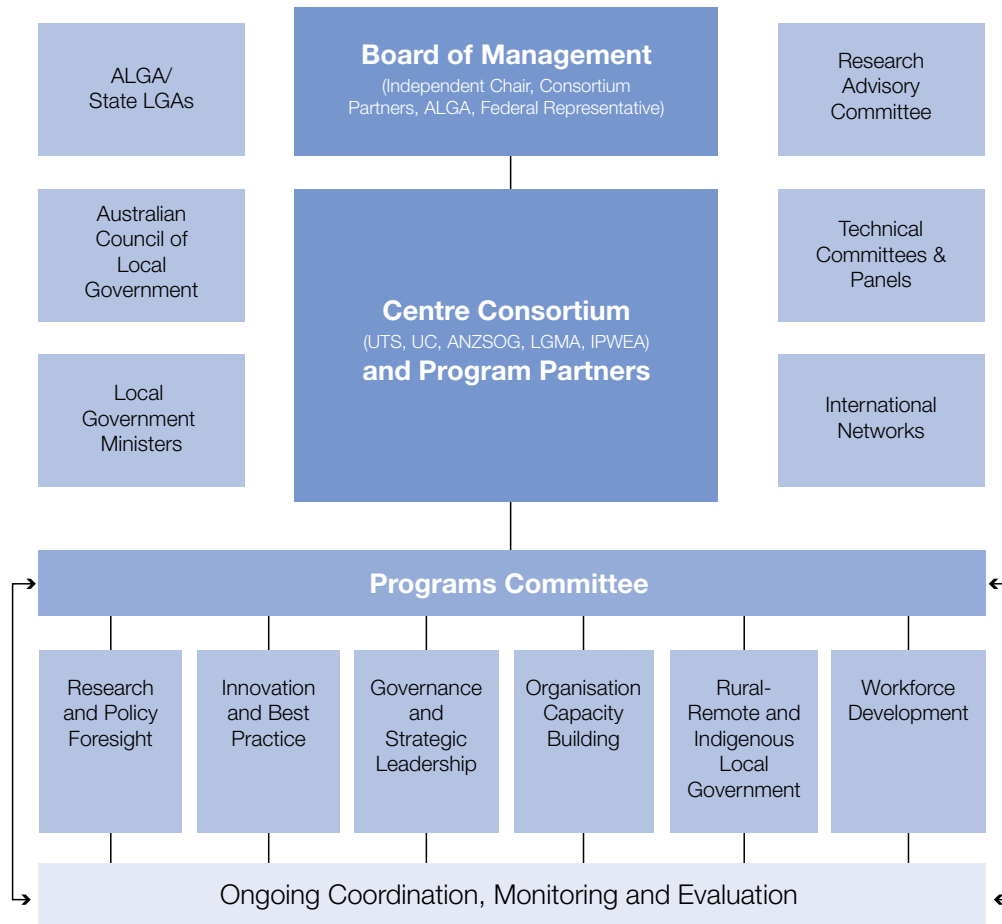
(from Nov 2010) Australian Local Government Association

The Centre should be inclusive: it should seek the active involvement of all those with expertise and ideas to contribute

2. About ACELG (cont.)

Governance and Program Framework

To give effect to the Centre's guiding principles, ACELG operates within the following governance framework:



Program Areas

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

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

3. Secretariat Report

Key Contacts

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Board Meetings

In 2010, ACELG convened four board meetings:

- 30 April 2010 at the ANZSOG offices
- 29 July 2010 at the University of Canberra
- 8 October 2010 via teleconference
- 4 December 2010 at UTS.

Project Plan

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

The inaugural Project Plan was launched by the Hon Anthony Albanese in December 2009. It has since been updated and adopted by the Board at its meeting on 8 December 2010.

Programs Committee

The Centre's Programs Committee is chaired by Professor John Howard of the University of Canberra. The Programs Committee also includes senior members of the consortium partners, the Director and Assistant Director. The Programs Committee prepares and presents a written report on program progress to each Board meeting for feedback and approval.

Program Co-ordination

ACELG convenes quarterly meetings of its program co-ordinators to discuss program progress, encourage peer review and support, and identify joint activities and links between the programs. Cross-program working groups are also convened from time to time to ensure consistency and to avoid duplication.

Communications Strategy

In December, the Centre adopted a communications strategy. The strategy includes:

- Information on the Centre's target audience
- Guiding principles
- Communications channels and activities
- Internal and program co-ordination
- A communications protocol to guide program activity and ensure consistency.

3. Secretariat Report (cont.)

Stakeholder Forum

In July 2010, ACELG convened a forum for representatives of key Commonwealth government agencies. The forum provided the opportunity for representatives of agencies to provide input, feedback and suggestions on areas of mutual interest.

ACELG's Chairperson, Margaret Reynolds, chaired the forum, which was also attended by Centre staff and representatives of the consortium. The forum laid the foundations for ongoing contact with key representatives.

'Excellence in Brief' newsletter

In September, ACELG circulated the inaugural edition of its quarterly e-newsletter 'Excellence in Brief'. The newsletter is circulated to around 1300 people from the Centre's database, which includes individual councils, state local government associations, professional associations, local government practitioners, academic institutions, peak bodies and representative associations.

'Excellence in Brief' includes a selection of current program initiatives, and links to find out more about the Centre's activities.



Website

ACELG launched its permanent website in April 2010. The website includes:

- Background to ACELG – its structure and key personnel
- Detailed coverage of activities in each of the six program areas
- A library for ACELG's publications
- Information about and links to program partners
- A news and events section.

From its launch on 29 April until the end of December 2010, the site had almost 9,000 visits.

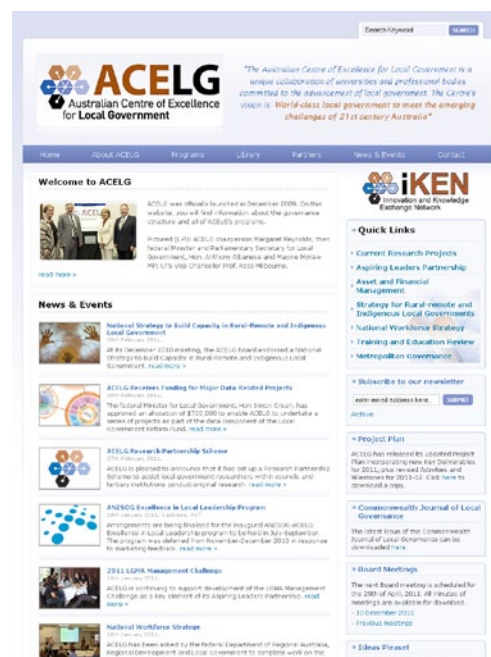
Collaboration Agreement

During 2010, UTS and the consortium partners entered into a Collaboration Agreement to facilitate working relationships between the parties. The agreement formalises the governance framework and financial arrangements, and deals with matters such as intellectual property and dispute resolution. The agreement uses as its basis the funding agreement between the Commonwealth and UTS.

Deed of Standing Offer

UTS, in its capacity as the lead agency of ACELG, has signed a Deed of Standing Offer with the Federal Department for the provision of research, reports, options papers and database development and maintenance.

The deed provides a mechanism for the department to engage ACELG to provide services at agreed rates and conditions, over and above the scope of the main funding agreement for the Centre's operations. The deed is followed up with work orders specifying the services to be provided.



3. Secretariat Report (cont.)

Achievement against 2010 Key Deliverables

Key Deliverable 2010	Achievement
Research and Policy Foresight	
<ul style="list-style-type: none"> A new national research and policy development program, including initial projects on strengthening local democracy and new options for more effective service delivery 	Research coordinator and senior research officer appointed; national forum held in Canberra in March; Research Advisory Committee met twice; Round 1 projects under way; partnerships established with LGASA and LGNZ; 'digest' on LG and climate change completed; roundtable #2 on metro governance held in Brisbane 19-21 August
Innovation and Best Practice	
<ul style="list-style-type: none"> Launch of the Innovation and Knowledge Exchange Network and website to highlight best practice 	Website ready for launch; first round of case studies being identified and other content sourced
Governance and Strategic Leadership	
<ul style="list-style-type: none"> The first ANZSOG Excellence in Local Government Leadership program 	Program development completed; around \$400K in scholarships secured; program deferred to mid-2011 due to insufficient registrations and need for some re-design
<ul style="list-style-type: none"> A new national Aspiring Leaders program for middle managers, including a Graduate Certificate in Local Government Leadership 	Graduate Certificate accredited by UTS for offer in 2011; pilot program launched in WA; discussions under way with other states to establish national framework and partnership
<ul style="list-style-type: none"> An upgraded Business Excellence Framework for local government 	Background research completed; agreement likely with SAI Global on upgrading in 2011
<ul style="list-style-type: none"> A special LGMA Management Challenge to develop strategies for increased women's participation in over 100 councils across Australia 	Challenge held in March (regional) and July (Australasian final); 129 teams; all completed pre-Challenge task on increasing women's participation – summary report issued
<ul style="list-style-type: none"> Assistance for the Australian Local Government Women's Association to implement its gender equity accreditation and awards program 	ACELG contracted to manage \$250K grant; project coordinator appointed and program launched at ACLG Dinner in June; almost 100 councils recruited

3. Secretariat Report (cont.)

Key Deliverable 2010	Achievement
Organisation Capacity Building	
<ul style="list-style-type: none"> Guidelines on Asset Management for Small Communities 	Guidelines completed and piloted; ready for release in early 2011
<ul style="list-style-type: none"> A national assessment framework to measure progress in improving asset management and long-term financial planning 	IPWEA has engaged project manager; draft framework completed and already being used in Victoria; awaiting LGRF funding
<ul style="list-style-type: none"> Guidelines for long-term financial planning 	Consultations and scoping complete; draft guidelines in preparation; awaiting LGRF funding
<ul style="list-style-type: none"> National minimum data sets for key programs: asset and financial management, workforce development, women in local government. 	\$100K funding approved for data on women in local government and work under way; preliminary discussions on broader data set but awaiting LGRF funding to progress
Rural-Remote and Indigenous Local Government	
<ul style="list-style-type: none"> A national strategy to address the special capacity-building needs of small rural-remote and Indigenous local governments 	Scoping studies completed and national roundtable held in July; strategy now completed and ready for release early 2011
Workforce Development	
<ul style="list-style-type: none"> Third national Local Government Skills Forum 	Held in Canberra 23-24 March
<ul style="list-style-type: none"> A Local Government Workforce Development Blueprint 	Blueprint in final draft stage and implementation projects being identified; launch deferred pending agreement on integration with LGPMC Workforce Strategy (ACELG may be commissioned to complete, subject to LGRF funding)
<ul style="list-style-type: none"> A 'Green Paper' on Indigenous employment in local government 	Released 29 July; 'White Paper' now in preparation; working links established with DEEWR
<ul style="list-style-type: none"> A review of current local government education and development programs to identify gaps and opportunities for national networking 	First stage inventory complete and information published on ACELG website; 'demand-side' survey under way; implementation projects to be identified early 2011

4. Programs

1. Research and Policy Foresight

Program objective: To support evidence-based policy formulation, promote informed debate on key policy issues and help address major challenges facing local government

A Research Strategy prepared by Professors Mark Evans and Chris Aulich of the University of Canberra in December 2009 provided the framework and rationale for the direction of the ACELG Research Program. Chris Aulich then coordinated initial activities. Key program outputs for the year 2010 are outlined below.

Researchers Forum

A Local Government Researchers Forum held on 22 March 2010 at the University of Canberra was attended by researchers from more than twelve Australian universities together with representatives from local government associations and professional bodies, Commonwealth and local governments and the Australian Services Union.

Research needs were identified and discussed and considerable time was spent in discussing sector research priorities, current research activity, and means of disseminating research findings to the sector.

The forum was historic in the sense that it is probably the first time active researchers from disparate research institutions have met, and certainly the first time they have met with representatives of organisations for whom the research is intended.



Some of the participants at the Researchers Forum

Research Advisory Committee

The Centre has established a Research Advisory Committee to oversee current research projects, advise on future research activity and make recommendations for funding. The Committee, which is chaired by Professor Mark Evans from the University of Canberra, includes a mixture of local government practitioners and researchers. The Committee met in June and December 2010. While supporting research within all ACELG program areas, the primary focus was on developing the 'core' research program.

The Research Advisory Committee members are:

- Mark Evans - *University of Canberra*
- Greg Hoffman - *Local Government Association of Queensland*
- John Martin - *La Trobe University*
- Robyn Morris - *Edith Cowan University*
- Sandy Semmens - *LGA South Australia*
- Ian Thynne - *Australia National University*
- Tim Robinson - *Fairfield Council*
- Erica Bell - *University of Tasmania*
- Marianne Di Giallonardo - *Maroondah City Council*
- Chris Aulich - *University of Canberra*

Australian Local Government and Climate Change



Prepared by Stefanie Pillora
UTS Centre for Local Government
Working Paper No. 1
July 2010



... it is probably the first time active researchers from disparate research institutions have met, and certainly the first time they have met with representatives of organisations for whom the research is intended

4. Programs (cont.)

Working Paper Series Initiated

A working paper series, which reviews the current state of play in particular policy areas, was initiated in 2010. Papers are posted on the ACELG website and disseminated widely throughout the local government sector.

The first paper, Local Government and Climate Change, published in July 2010, provides a snapshot of what is happening in local government in Australia in relation to climate change and outlines challenges facing the sector.

Other working papers which commenced in 2010 are briefly described below:

Local Government Reviews and Inquiries

Too often, local government inquiries have not been acted upon. This research project, led by the University of New England, reviews state and national inquiries and reports into local government reform to determine the common issues, patterns of policy recommendations or recurring unresolved matters with a view to developing strategies to address the 'unfinished business'.

Implications of the Henry Review of Taxation for Local Government

Led by the University of Canberra, this paper will provide a summary of the Henry Tax Review, identifying matters both specific and general that are relevant to local government; discussing the consequences for local government; and identifying those issues which local government might advance in discussions concerning the review of taxation.

Roles and Relationships between Mayors and Chief Executives

This project is a collaboration between the University of Canberra and La Trobe University, and examines the complexities and challenges in the Mayor/CEO relationship. The project will identify different models that are operating in Australia and give insights into how the relationship might be enhanced.

Approaches to Community Engagement

Led by the University of Technology Sydney, this paper reviews current approaches to community engagement, explores the application of community engagement methodologies by Australian councils – including emerging technologies – and highlights questions and challenges for local government.

Client Initiated Research

The following client initiated projects were developed in collaboration between ACELG and other local government bodies and attracted additional funds into the research program.

Options for Consolidation in Local Government: A Fresh Look

This collaborative research project is being prepared in partnership with the Local Government Association of South Australia and in Local Government New Zealand. It addresses the issues involved in considering various forms of consolidation, such as amalgamation, resource sharing, shared service delivery and other means of structural reform.

Evolution in Community Governance: Building on What Works

Led by the Auckland University of Technology Local Government Centre, this paper is designed to provide an overview of current developments in community governance through reviewing local and international literature and conducting 'on ground' case studies in Australian and New Zealand of different approaches to community governance. The research is being funded by ACELG, the Local Government Managers Australia (National) and the Municipal Association of Victoria.

Research-based Policy Support

Policy advice was provided as required to a range of organisations throughout the year. Specific policy input that built on ACELG research was provided to government stakeholders in the form of two ACELG initiated roundtables:

- Rural-remote and Indigenous local government, July 2010 (see separate report on the rural-remote and Indigenous local government program)
- Metropolitan governance roundtable, August 2010

Based on the success of these events, further roundtables which explore the policy implications of ACELG research are planned for 2011.

Program Contact:

Stefanie Pillora

Program Manager Research
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4. Programs (cont.)

2. Innovation and Best Practice

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

Innovation and Knowledge Exchange Network (IKEN)

Staff of the ACELG secretariat made considerable progress during 2010 to establish the Innovation and Knowledge Exchange Network (IKEN) website. An open source content management system has been chosen as the IKEN development platform. On line support contacts have been established for design and technical CMS support.

The IKEN site as been constructed in consultation with ACELG program co-ordinators, and a pilot testing group is being assembled to trial the website and offer real-world feedback before the site is launched in 2011.

Showcasing Successful Models of Better Practice

As manager of the Innovation and Best Practice program, the University of Canberra is preparing a package of research and case study projects for 2011. In preparing the package, the University of Canberra will be seeking the advice from members of the Research Advisory Committee.

Program Contact:

Paul Bateson

Program Co-ordinator, Innovation and Best Practice Program
paul.bateson@canberra.uts.edu.au

The screenshot shows the IKEN website interface. At the top left is the IKEN logo (Innovation and Knowledge Exchange Network). A navigation bar contains links for Home, About IKEN, Communities of Practice, IKEN Community, and Contact. The main content area is titled "Local Government Knowledge Exchange Network" and features a prominent message: "This website is currently being populated with content. it will launch officially in early 2011." Below this is a welcome message: "Welcome to IKEN - the Australian Local Government Innovation and Knowledge Exchange Network. IKEN has been established by the Australian Centre of Excellence for Local Government (ACELG) to provide a forum to exchange information and ideas, showcase and disseminate innovation and better practice in local government. Here, you will be able to interact with your peers through the Practitioners Forum, review better practice case studies commissioned by ACELG from time to time and gain quick and easy access to award winning projects. ACELG encourages all users to make the most of this site by sharing openly and providing comment and feedback when requested by other practitioners. Feedback is, of course, welcome." The left sidebar includes an "IKEN Login" section with fields for Username (kornclou) and Password (*****), a "Remember me" checkbox, and a "Login" button. Below the login section is a "Search IKEN" section with a search box and a "Search" button. At the bottom of the sidebar is a list of topic tags: change, community, workforce, government, award, metropolitan, employment, climate, development, regional, rural/remote, engagement, environment, links, planning, leadership, award, governance, sustainability, indigenous, transport, local, management, collaboration, infrastructure. The right sidebar contains an "ACELG Twitter Feed" with a tweet from Minister Malarndiri McCarthy, a "Recent Forum Activity" section with "No messages to display" and a "More Topics >" link, and a "Subscribe to ACELG Newsletter" form with fields for Name and Email, and a "Subscribe to Newsletter" button.

... a pilot testing group is being assembled to trial the website and offer real-world feedback before the site is launched in 2011.

4. Programs (cont.)

3. Governance and Strategic Leadership

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

3.1 Excellence in Local Government Leadership Program

ANZSOG is responsible for designing and delivering a local government leadership program comparable to the best international programs.

Key Personnel

Professor Mark Evans was appointed as the Academic Director and Monica Pfeffer as the Program Manager in late 2009. Victoria Musgrove became the Excellence in Local Government Leadership Program (ELGLP) Coordinator at the beginning of 2010.

Establishment of Governance Mechanisms

A program steering committee chaired by the ANZSOG's Deputy Dean, Peter Allen, was established at the end of 2009 to guide development of the program. The first meeting took place on 14 December 2009 with three further meetings through 2010.

Quantitative and Qualitative Research

A questionnaire was completed by over 200 CEOs and Directors across Australia and New Zealand local councils to identify the key issues surrounding leadership, vision, management and professional development within the local government sector.

Monica Pfeffer and Mark Evans held face-to-face consultations with agencies, local government representative bodies and leading Mayors and CEOs in every state and territory across Australia and across New Zealand. The purpose of these consultations was to promote the program, validate survey findings and source leading practitioners to teach into the program.

2010 Program Design

After extensive consultations the program was designed for delivery in Melbourne from 22 November - 10 December 2010 for 80 elected and appointed local government leaders from across Australia and New Zealand. Thirty-five half and two full scholarships from the Australian, NZ, Victorian, NSW, WA, Queensland and NT governments were secured for the 2010 program to facilitate attendance of mayors and CEOs.

Deferral of 2010 Program

Despite feedback from previous consultations, marketing of the program in 2010 failed to attract sufficient applicants. In November 2010 both the ANZSOG Board and the ACELG Board agreed to support ANZSOG's continued involvement in a deferred delivery. An ACELG Board sub-committee was established to oversee redevelopment and re-launch of the program.

A questionnaire was designed and distributed to local government officials in Australia and New Zealand to seek advice on preferred options for a revamped delivery option in 2011.

Results identified that the preferred option was two week-long modules delivered in the second half of 2011. Following review of alternative locations and dates for delivery it was agreed that the inaugural program would be delivered at University House, Australian National University, Canberra, with

- Module one: 18-23 July 2011, and
- Module two: 5-10 September 2011

Program Contacts:

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Victoria Musgrove

Program Co-ordinator, Excellence in Local Government Leadership Program
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The purpose of these consultations was to promote the program, validate survey findings and source leading practitioners to teach into the program.

4. Programs (cont.)

3.2 Aspiring Leaders Program

Local Government Management Challenge

In 2010 the UTS Centre for Local Government was commissioned by the LGMA and funded by ACELG to undertake a comprehensive review and update of the Australasian Local Government Management Challenge. The Challenge was themed for the Year of Women in Local Government, and about 130 teams involving over 700 participants from Australia and New Zealand competed in Regional Challenges in March 2010.

Winning teams from each Australian state and New Zealand were invited to compete in the Australasian Challenge in Melbourne, and winners of the pre-challenge task were invited to present at the LGMA National Congress in Brisbane.

Graduate Certificate in Local Government Leadership

Preliminary research commissioned by ACELG indicated absence around the country of accredited academic programs specifically targeting local government leadership. A significant achievement during 2010 was the planning and accreditation by the UTS Academic Board of a new Graduate Certificate in Local Government Leadership, which was finalised in July 2010. The components of the course are intended to collectively provide participants with:

- An overview of up-to-date information and academic perspectives from the literature on local government leadership
- Local government leadership information, resources and initiatives that are available in their working environment

- An opportunity to interact and learn from local government leaders, key public figures, academics, industry leaders and local government colleagues
- An opportunity to identify and enhance their own personal and professional leadership skills and support and enhance the leadership potential in others
- An opportunity to practice their leadership skills in a local community context.

Aspiring Leaders Partnership

The accreditation of the new course has provided an opportunity to invite national collaboration in developing the ACELG Aspiring Leaders Partnership. This partnership will comprise organisations and institutions that have a common interest in developing training and learning programs specifically targeted at aspiring leaders in local government. UTS course materials will be made freely available to members of the partnership.

The Aspiring Leaders Framework

Producing Results

- Planning & Allocating Resources
- Managing People
- Performance Management
- Monitoring & Reporting
- Delivering Public Value

Learning

- Keeping Up To Date
- Making Educated Decisions
- Practical Research
- Learning From Others
- Learning With Others
- Mentoring & Coaching

Thinking

- Different Ways Of Thinking
- Generating Ideas
- Problem-solving & Critical Analysis
- Strategic Thinking & Planning
- Questioning The Status Quo
- Understanding Different Perspectives



Managing Relationships

- Emotional Intelligence
- Understanding Yourself
- Understanding & Leading Others
- Modelling The Way
- Honesty & Leadership
- Humour & Humanity
- Encouraging Passion
- Dealing With Conflict

Understanding The Context

- The Principles Of Public Service
- Local Govt. – Role & Purpose
- Ethics & Good Governance
- Learning From The Past

Communicating

- Creating A Shared Vision
- Leaders As Story-tellers
- Debating Not Arguing
- Inspiring Partnerships
- Selling Ideas
- Reading & Writing

4. Programs (cont.)

Work and discussions continue to explore gaps in content and/or availability of leadership training and new program resources can then be made available to participating training providers around the country. In particular the UTS Centre for Local Government is working collaboratively with LGMA State Divisions and partner universities. The program does not intend to replace or duplicate existing programs, but rather to build upon them and provide additional resources and opportunities.

In September 2010 a background paper was prepared which identified programs and frameworks across Australia which may be included in the partnership. An 'Aspiring Leaders Framework' has been developed which identifies agreed leadership capabilities. This framework informs the development of programs and also allows for a variety of delivery options that are best suited to individual locations and contexts.

Western Australian Pilot Program

In December 2010, 22 participants from across Western Australia were the first to take part in the pilot of this new offer on leadership for local government. The course was developed and delivered by Dr Robert Mellor from the UTS Centre for Local Government. Collaboration and support from LGMA Western Australia and Edith Cowan University were key to the success of this course.

During the week participants studied a range of theoretical approaches and practical aspects of leadership and how to apply these concepts in the local government context. Highlights included breakfast with the Minister for Local Government, the Hon John Castrilli, presentations from local government leaders, and a site visit to learn more about council leadership in the community.

Course participants said:

"A great program that has provided me with the opportunity to truly reflect on my potential to be a future leader."

"Leadership tailored to local government is a great concept."

"A good start, there is a need for leadership in our industry. The quality of the speakers was very good and was key to the success of the course."

Following from the success of the pilot, Edith Cowan University has accredited a variant of the UTS program format and will continue to offer the unit to local government aspiring leaders in Western Australia. ACELG's Aspiring Leaders Partnership continues to progress with other training and educator providers around the country.

Program Contact:

Sophi Bruce

Program Specialist, UTS Centre for Local Government
sophi.bruce@uts.edu.au



4. Programs (cont.)

3.3 Review of Business Excellence Frameworks

Local government uses a number of tools to promote excellence and continuous improvement. ACELG has commissioned the UTS Centre for Local Government to undertake various exploratory studies to inform the development of an upgraded excellence framework. This includes an evaluation of the tools which currently facilitate excellence in local government, and possible further support and development of those tools.

Around 70 councils in Australia have adopted the Australian Business Excellence Framework (ABEF) to drive their continuous improvement programs. Other products and tools are also available and in use by councils to drive excellence in a range of ways.

Local Government Business Excellence Network

ACELG was approached by the Local Government Business Excellence Network (LGBEN) in September 2009 for assistance in promoting and improving the use of the ABEF in Australian local government. The network is a group of around 30 councils from four states that meet every three months to share their information and experiences. In January 2010, eighteen of the councils responded to a detailed questionnaire which aimed to canvass

issues relating to the implementation of the ABEF in local government. In July, the group participated in a workshop in Melbourne which focused on generating ideas and possibilities for building better support for the local government sector in implementing excellence frameworks. The group has enthusiastically embraced ACELG principles and programs and extended a standing invitation to ACELG to provide an update of programs at each of their meetings which are attended by CEOs and excellence practitioners.

Excellence Frameworks in Australian Local Government

Explorations were conducted throughout the year aimed at gaining a broader picture of the opinions, experiences and practices of other councils in the use of frameworks and tools which promote excellence. In May, surveys on this topic were sent to every local government CEO in Australia, and 155 responses were received. A report summarising the survey responses was published which described different approaches to excellence and continuous improvement, including the use of commercial tools and approaches, as well as future support needs.



4. Programs (cont.)

In November another report was published which selected fourteen other frameworks currently in use in local government which also aim to promote excellence and continuous improvement. The report described a number of features of each framework including the assessment processes, availability of organisation support and written material, and whether each had been tailored to the local government context.

Partnership with SAI Global

In July, the ACELG Board resolved to explore a partnership with SAI Global, the owner of the Australian Business Excellence Framework and provider of support services to around 70 councils in implementing the framework. The partnership includes the following parameters:

- Provision of funding by SAI Global for ACELG to work with the local government sector to update and upgrade the ABEF, including additional material to make it more applicable to local government (but not at the expense of broader benchmarking opportunities)
- Making a basic package of ABEF material freely available to all councils (except perhaps for 'publication' costs)
- Endorsement of the upgraded ABEF (provided it meets ACELG's standards), but on a non-exclusive basis, ensuring that ACELG remains free to endorse other frameworks and work with other providers
- An opportunity for ACELG to share in anticipated increased revenue from future expanded training activities associated with a more widely used ABEF.

A Memorandum of Understanding has been drafted between the organisations which includes shared projects and funding arrangements along these lines. ACELG has been invited to participate in the Australian review committee of the ABEF in 2011, and SAI Global will also provide funding for ACELG to prepare an implementation manual for local government on the revised framework.

Program Contact:

Sarah Artist

Assistant Director, UTS Centre for Local Government
sarah.artist@uts.edu.au

4. Programs (cont.)

3.4 50:50 Vision – Councils for Gender Equity Awards and Accreditation Program

Program Objective: The objective of the program is to bring about cultural and organisational change in councils – increasing the numbers of women as elected representatives in senior management roles.

Background

The 50:50 Vision – Councils for Gender Equity Awards and Accreditation program was developed by the Australian Local Government Women's Association (ALGWA) with assistance from the UTS Centre for Local Government and funded by the Australian Government Office for Women, Women's Leadership and Development Program and the Department of Regional Australia, Regional Development and Local Government.

ACELG coordinates the program, which has three levels - Bronze, Silver and Gold.



Program Launch

The 50:50 Vision – Councils for Gender Equity program was launched in June 2010 at the Australian Council of Local Government Dinner at Parliament House by the then Minister for Women, Tanya Plibersek and Parliamentary Secretary Maxine McKew.

ALGWA President, Cr Darriea Turley, at the launch of the 50:50 Vision – Councils for Gender Equity Program in June 2010

Steering Committee

A national steering committee has been convened, consisting of representatives from each state and territory government, as well as delegates from all key associations and the Australian Services Union (ASU). The steering committee has oversight of the program and meets monthly by teleconference.

Bronze Awards

Applications for the Bronze Award opened in June 2010 and 100 councils had registered for the program by December 2010. Councils register and apply for the award online via a website developed by ACELG and sponsored by Bang the Table. Twenty-six councils had met the requirements for the Bronze Award by December 2010.

Award Ceremony

In November, 22 Councils were awarded certificates at a gala dinner function at the National ALGWA Conference hosted by Ryde Council.

Secretary of the Department of Regional Australia, Regional Development and Local Government, Glenys Beauchamp presented the awards. In presenting the awards, Ms Beauchamp emphasised the commitment of her department to gender equity in local government, and reminded dinner guests that local government could not hope to represent the community it serves, or meet future staffing challenges without greater diversity.

Ms Beauchamp congratulated each of the winning councils and noted that they would serve as fine examples for councils not already enrolled in the program.

Councils came from as far away as Tiwi Islands in the north, Devonport in the south and Augusta-Margaret River in the west.

In November, 22 Council were awarded certificates at a gala dinner function at the National ALGWA Conference hosted by Ryde Council.

4. Programs (cont.)

Silver Awards

Design of the Silver Awards has now been finalised and elements of the design piloted with selected councils. To achieve the Silver Award councils must achieve accreditation in three out of four areas:

- Commitment and Leadership
- Nomination and Recruitment
- Remuneration, Recognition and Training
- Work and Family Balance

Councils must complete one staff/elected representative climate survey to validate the action taken in these areas. Applications for the Silver Award open in early 2011.

Program Contact:

Karen Purser

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



4. Programs (cont.)

4. Organisation Capacity Building

Program objective: To build local government capacity in key areas of planning, management and service delivery

The priority focus for the capacity building program is to develop nationally consistent approaches to infrastructure asset management and financial planning. This has developed during the year with progress in the activities detailed below.

National Assessment Framework for Improved Asset and Financial Management

During 2010, IPWEA and the Municipal Association of Victoria collaborated in the development of a draft National Assessment Framework to assess 'core' and 'advanced' maturity. The IPWEA commenced drafting of a discussion paper and further work, including the development of an online portal, will begin in 2011

Guidelines for Asset Management for Small, Rural or Remote Communities (AM4SRRC).

AM4SRRC was developed as a draft practice note and successfully piloted with a group of seven small, rural councils in Western Australia in October 2010. A second pilot was conducted in South Australia with eight small, rural councils. The feedback from these pilots was very encouraging. The councils were enthusiastic about the potential that this project has provided and the platform it creates for the development of council asset management plans.

The scope of the project has been enhanced to ensure that asset management plans produced with the aid of this tool can fully satisfy the requirements of National Frameworks adopted by Local Government Ministers: This will help to ensure a nationally consistent approach to asset management planning.

There has been a keen response from the States and Northern Territory in anticipation of the completion and release of this project, due to the large number of suitable candidate councils in all jurisdictions that have limited resources for asset management planning.



Presentation of the AM4SRRC pilot to nine small rural remote SA councils in Adelaide

Program objective: To build local government capacity in key areas of planning, management and service delivery

4. Programs (cont.)

The Practice Note for AM4SRRC is nearing completion with a few minor enhancements as a result of the pilot studies. Asset Management for Small Rural or Remote Councils will perform an important part in the roll out of the Local Government Reform Fund in several states during 2011.

Long-Term Financial Planning (LTFP) Tools and Guidelines

A Reference Group has been established consisting of representatives from the states and the NT, state and NT local government associations, representatives of finance professionals, and other professional groups.

An options paper for the LTFP practice note was completed in September 2010 and circulated to the Reference Group for comment. Funding approval to develop and complete the Practice Note was received in December 2010 under the Local Government Reform Fund. The LTFP practice note will be supported by a training program.

Impacts of Climate Change on Council Assets

ACELG was represented at the "Learning to Adapt: The Climate of the Future" seminar conducted by the National Climate Change Adaptation Research Facility (NCCARF) and the Environment Institute of Australia and New Zealand (EIANZ) held at University of New South Wales in April 2010. Funding sources to continue this important work and to develop resources for local government are being identified. IPWEA presented to the NCCARF project for the Local Government

Association of South Australia and University of South Australia in December 2010. This presentation was on the detail of how their project can effectively develop practical climate change tools and resources for local government.

Frameworks for Collaboration

The Project Manager, Leon Patterson was appointed in April 2010. Industry networking and consultation is rapidly developing and is ongoing through IPWEA's AssetMates Forum, Infrastructure Financial Management, LGRF and Climate Change programs. The development of further practice notes has been investigated with a proposed practice note covering levels of service.

Collection and Assembly of National Baseline Datasets

Funding for the data requirements project was secured in December 2010 and the project will commence in 2011.

Implementation of the Local Government Reform Fund (LGRF)

The IPWEA has been working extensively with LGRF steering committees established in New South Wales, South Australia, Queensland and Northern Territory to facilitate nationally consistent approaches. The IPWEA has also been liaising with Western Australia and Tasmania to assist with their LGRF projects.

Program contacts:

Chris Champion

CEO, IPWEA
cchampion@ipwea.org.au

Leon Patterson

National Director Infrastructure Management, IPWEA
lpatterson@ipwea.org.au



4. Programs (cont.)

5. Rural-Remote and Indigenous Local Government

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

Scoping Studies

In 2010, ACELG commissioned three scoping studies to identify the key issues impacting on small rural-remote and Indigenous councils, and to develop a range of initiatives that could better equip these councils to provide sustainable local governance for their communities.

ACELG commissioned program partners Edith Cowan University in WA and Charles Darwin University in the Northern Territory to undertake studies in those two jurisdictions. The Local Government Association of Queensland had already completed a scoping study

into the capacity building needs of non-amalgamated councils in Queensland. ACELG separately commissioned Dr Michael Limerick to undertake a scoping study into the capacity building needs of Indigenous councils in Queensland to round out the picture.

Although the scoping studies employed varied methodologies, a high degree of commonality emerged across the different jurisdictions. All the studies highlighted the simple fact that small rural-remote and Indigenous councils are overwhelmingly resource-poor and highly grant dependent, and experience extreme difficulties in attracting sufficient staff with the skills and aptitude required to work in complex and challenging environments.

National Roundtable

Following the completion of the scoping studies, ACELG convened a national roundtable in Canberra on 29 – 30 July 2010. Recognising that local governments play a vital role in shaping and positively influencing rural, remote and Indigenous local communities, an important aim of the roundtable was to further explore this role and to identify actions that would help these councils deal with the special challenges they face.

Participants included representatives of federal and state government departments, local government associations, professional institutes, local government practitioners, academics and ACELG consortium and program partners.

The authors of the four scoping studies presented their findings to the roundtable. Participants discussed at length the priority needs identified and considered the actions that might be incorporated into a national capacity building strategy. From this process, a set of common themes emerged, which led to the development and circulation of a framework and priority components for a national strategy for comment and feedback.



Victoria Daly Shire

All the studies highlighted the simple fact that small rural-remote and Indigenous councils are overwhelmingly resource-poor and highly grant dependent ...

4. Programs (cont.)

A Capacity Building Strategy for Rural-Remote and Indigenous Local Government

A synthesis of the scoping studies, outcomes of the national roundtable and subsequent input from participants, jurisdictions and other key stakeholders led to the development of 'A Capacity Building Strategy for Rural-Remote and Indigenous Local Government'. This was prepared by Dr Robyn Morris of Edith Cowan University. Strategy components include:

1. Role and Expectations of Rural-Remote and Indigenous Local Government
2. Local Government Service Delivery to Remote Indigenous Communities
3. Financial and Asset Management
4. Statutory and Administrative Compliance
5. Governance Development and Community Engagement
6. Senior Management Capacity and Support
7. Workforce Development
8. Regional Collaboration and Resource Sharing
9. Appropriate Operational Systems
10. External Engagement and Relationship Building
11. Implementation.

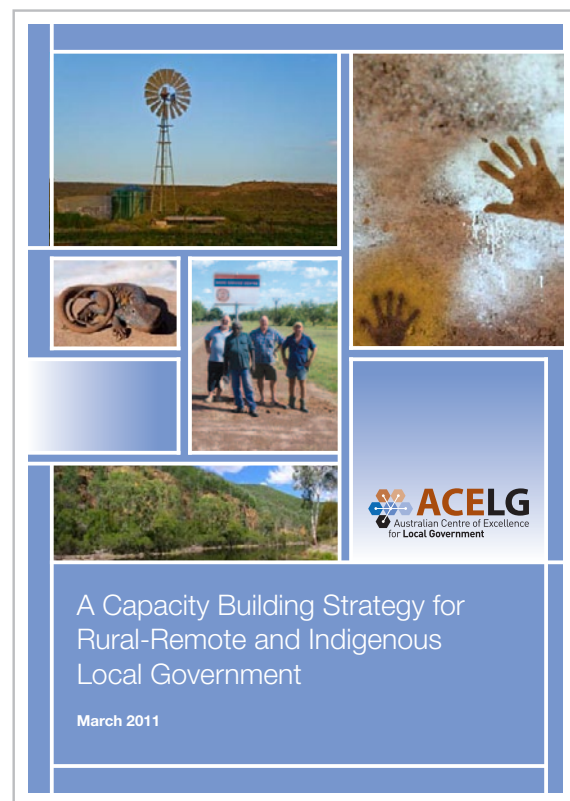
Although ACELG has identified a number of actions from the strategy and allocated a budget for implementation during 2011 and 2012, implementation relies largely on the ongoing engagement of federal and state/territory governments, rural-remote and Indigenous local government themselves, their associations and professional bodies, and other key stakeholders. ACELG's role is that of a catalyst, convening meetings and roundtables to canvass key issues, undertaking follow-up research in agreed priority areas, and offering policy advice based on that research and its related program activities.

Accordingly, ACELG has established a National Reference Group to oversee activities of the Rural-Remote and Indigenous Local Government Program, better engage partners and collaborate on strategy implementation.

Program Contact:

Melissa Gibbs

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4. Programs (cont.)

6. Workforce Development

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

6.1 Local Government Practice Unit

National Local Government Workforce Development Reference Group

Both the Local Government Practice Unit and National Local Government Workforce Development Reference Group were set up and operational from the start of 2010. ACELG appointed an independent chair for the reference group – Professor John Martin, Director of the Centre for Sustainable Regional Communities at La Trobe University, Victoria.

The reference group draws on the knowledge, interests, skills and expertise of representatives of local government associations, peak bodies and government agencies aligned with local government, who have specialisations in skills shortages, workforce planning and development, and training and education.

The representative nature of the group across national, state and territory jurisdictions and the breadth and depth of their collective LG expertise is proving to be important in improving communication and co-ordination in the sector. This was an issue highlighted in previous national skills shortage forums and was one of the priorities in the draft National Workforce Blueprint.

Three face-to-face meetings were held in 2010, in Adelaide, Melbourne and Brisbane. The city rotation will continue in 2011.

National Local Government Workforce Development Forum – The Local Government Workforce in the New Decade

On 23-24 March 2010 ACELG and Government Skills Australia (GSA) co-convened the third National Local Government Workforce Development Forum, which will now become an annual event.

A targeted group of 50-60 key national stakeholders attended the forum by invitation, including representatives from state and territory local government associations, the Australian Services Union, the three spheres of government, peak employer and employee organisations, government agencies and educational institutions.

Key points from the forum included:

- The importance of developing more demand side solutions in the sector, such as sharing resources among groups of councils, unpacking skills in demand occupations, developing para-professional roles, and opening up the sector to include underutilised sections of the population to grow its own workforce
- The importance of urgently implementing practical solutions to ensure the sector's survival in the renewed war for talent. This will require a greater commitment to workforce planning, alternative human resource practices, improved flexibility, talent management, and a significant shift in the Local Government mindset and workplace culture.

These and other key discussion points and conclusions from the forum will feed into the National Local Government Workforce Strategy.

A targeted group of 50-60 key national stakeholders attended the forum by invitation

4. Programs (cont.)

National Workforce Strategy and Blueprint

In 2010 a decision was made to align the draft National Local Government Ministers' Workforce Blueprint previously prepared by the reference group to the completion of the National Workforce Strategy in 2011, and to commence its implementation.

During the course of the year, implementation began on priorities from the Blueprint as part of the work of the Practice Unit.

National Workforce Data Set

Initial scoping of the sector regarding data collection has been completed and will contribute to informing a background paper on the establishment of a National Local Government Workforce Data Set. Work on the data set is being supported through the Local Government Reform Fund.

Local Government ATSI Employment Program

The 'Local Government Indigenous Employment Program Green Paper – Closing the Gap through Place-based Employment' was finalised mid year and distributed to key stakeholders involved with successful and sustainable Indigenous employment programs. A wide range of responses have been received and captured.

The feedback will inform the direction of the program. The next phase of program development will involve three elements informing each other's development, with consultation being a key element.

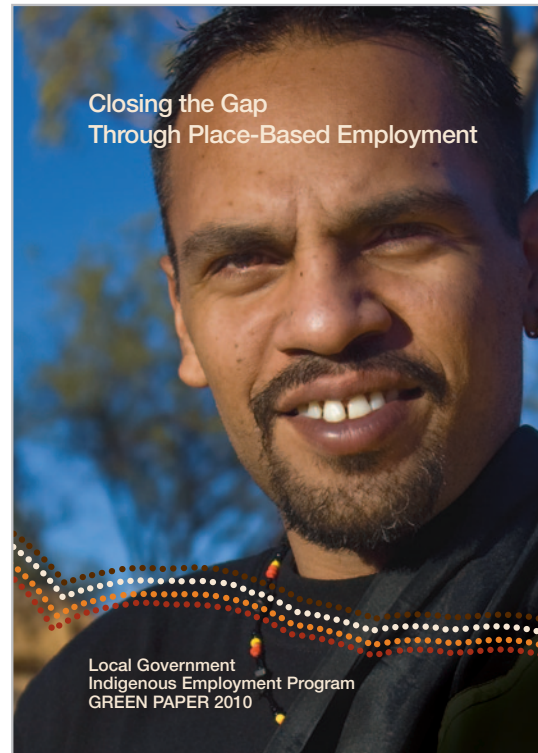
- Local Government Aboriginal and Torres Strait Islander Employment Program Roundtable to be held mid-year 2011
- Sustainable and replicable demonstration projects
- 'White Paper'.

Due to a number of requests in the feedback received, from now on references to 'Indigenous' will be replaced by 'Aboriginal and Torres Strait Islander'.

Program Contact:

Angela Zivkovic

Project Manager – Local Government Practice Unit
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4. Programs (cont.)

6.2 Learning in Local Government

The Learning in Local Government Project is an exploratory review of the unique and complex needs of education and professional development in Australian local government, and it aims to inform and facilitate programs to be developed over the life of ACELG. The Centre for Local Government at UTS is conducting a National Training Review of behalf of ACELG, as a platform for scoping issues, and promoting discussion, debate and participation across the Australian local government sector.

In September 2010 a preliminary inventory and gap analysis of education and professional development was published and distributed both in document form and also as an online interactive resource.

Local government associations and training providers were invited to review the inventory of training programs, discuss training delivery challenges in the local government sector, comment on identified training gaps, and discuss medium-term opportunities for the development of new programs. A presentation was given to the Workforce Development Group of the State Associations, and also to the National Workforce Development Reference Group. Organisations were also invited to distribute the on-line survey to their members and networks to canvass further training needs, and to develop their organisation's response to issues raised within the paper. The survey closed at the end of 2010 with almost 900 respondents.

Preliminary findings indicate that respondents are extremely interested in training which provides detailed information about other councils' work and innovations, particularly in individual professional areas. Respondents are also interested in learning about strategy and vision, as well as exploring alternate service delivery options. Time constraints due to work pressures and access to funding were common barriers to participating further in education and professional development.

Respondents reported that the most commonly utilised form of training is full day seminars both within and outside of their own councils, and information in written form is most commonly accessed through professional publications. Membership of professional associations was variable across different professions, with an overall membership of respondents at less than half.

A full analysis of the findings is underway, with a draft report being prepared for the National Workforce Development Forum to be held in April 2011.

Program Contact:

Sarah Artist

Assistant Director, UTS Centre for Local Government
sarah.artist@uts.edu.au



Preliminary findings indicate that respondents are extremely interested in future training ...

5. Publications

Following is a list of publications released by ACELG during 2010. Copies are available from the Library on ACELG's website at: www.acelg.org.au

Date	Publication
April 2010	ACELG Research Program
	A proposal for ACELG to develop an action-based research program that will be of direct value to the local government sector, assisting it to make more informed policy choices.
May 2010	Excellence in Local Government Leadership Questionnaire Results
	The results of an electronic questionnaire of CEOs and Mayors for the Excellence in Local Government Leadership program.
May 2010	Research and Policy Foresight Program Overview
	The overview and principles underpinning ACELG's approach to funding, supporting and undertaking research for the local government sector.
May 2010	Australian Business Excellence Framework in Local Government
	A summary of survey responses from 18 Councils in the Local Government Business Excellence Network.
July 2010	Australian Local Government and Climate Change – Working Paper
	This working paper provides a snapshot of what is happening in local government in Australia in relation to climate change.
July 2010	Closing the Gap Through Place-Based Employment – Local Government Indigenous Employment Program Green Paper
	This paper explores untapped labour pools and investment in the recruitment and development of Australian Indigenous workers.
August 2010	Roundtable Communique
	The Communique from the National Roundtable on Rural-remote and Indigenous Local Government held in Canberra on 29 and 30 July 2010
August 2010	Queensland Indigenous Councils Scoping Study
	A scoping study on the capacity building needs of Indigenous councils in Queensland.
August 2010	Northern Territory Scoping Study
	A scoping study on the capacity building needs of rural-remote councils in the Northern Territory.
August 2010	Western Australia Scoping Study
	A scoping study on the capacity building needs of rural-remote councils in Western Australia.
September 2010	Proposal for a National Aspiring Leaders Partnership – Background Paper
	A proposal to establish a National Local Government Aspiring Leaders Partnership to showcase and network the best available leadership programs targeting aspiring local government leaders.
September 2010	Learning in Local Government
	An exploratory review of the needs of education and professional development in Australian local government.
November 2010	Overview of Fourteen Excellence Frameworks
	An overview of fourteen excellence frameworks currently in use in local government.
November 2010	Promoting Excellence and Continuous Improvement
	A report on responses to a survey canvassing opinions and experiences in promoting excellence and continuous improvement.

6. Financial Statements

Acquittal Report UTS

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



Reporting Period 1 January–31 December 2010

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$7,570,000.00	\$7,832,010.00
Investment Income/Interest	\$340,000.00	\$345,095.00
Grants (please specify)	\$50,000.00	
Women in Local Government Program		\$150,000.00
ANZSOG Program Scholarships		\$50,000.00
LG Consolidation Review		\$40,000.00
Donations and Contributions*	\$460,000.00	\$300,000.00
Other (reimbursement of expenses)	\$0.00	\$600.00
Other; reimbursement events		\$10,400.00
TOTAL	\$8,420,000.00	\$8,717,705.00

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries - Secretariat		\$264,799.64
On-Costs - Secretariat		\$58,764.40
Salaries - Women In LG		\$51,870.74
On-Costs - Women in LG		\$7,879.53
Programs	\$1,550,000.00	\$1,465,335.23
Program Costs (Consultancy, travel and office expenses etc.)		\$602,835.23
Secretariat Support (Aulich and Gibbs)		\$185,859.38
Course Development	\$100,000.00	\$100,000.00
Aspiring Leaders Program	\$75,000.00	\$50,000.00
Governance Improvement	\$50,000.00	\$50,000.00
Rural Remote & Indigenous LG	\$150,000.00	\$74,220.66
Innovation and Best Practice		\$22,229.98
Women in Local Government		\$19,100.51
Research and Policy Foresight	\$200,000.00	\$101,424.70
Payments to Program Partners**	\$875,000.00	\$862,500.00
Secretariat - Other Expenses	\$75,000.00	\$73,567.16
Travel - International		\$4,502.21
Travel - Domestic		\$18,683.96
Website/ Promotion etc.		\$15,787.00
Office Expenses General (printing, equip etc.)		\$34,593.99
TOTAL	\$2,175,000.00	\$1,922,216.70
Surplus/Deficit Carried Forward to next year	\$6,245,000.00	\$6,795,488.30

* The 2010 contributions of \$160,000 from consortium partners were credited to ACELG Secretariat in Dec 2009.

** Includes \$37,500 delayed payment for final quarter 2009, but excludes \$50,000 deferred from final quarter 2010 to 2011

6. Financial Statements (cont.)

Acquittal Report University of Canberra

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



Reporting Period 1 January–31 December 2010

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$46,401	\$46,401
ACELG Quarterly Payments	\$200,000	\$150,000
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other; reimbursement costs		
TOTAL	\$246,401	\$196,401

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$110,000	\$52,794
On-Costs	\$25,000	\$13,200
Other Goods and Services		
Consultancy Fee	\$36,000	
Travel - International	\$8,000	\$18,180
Travel - Domestic	\$20,000	\$4,728
Events and Seminars	\$20,000	\$1,100
ACELG Website Expenses	\$10,000	
Promotion/Publicity	\$5,000	
Recruitment Expenses		\$8,253
Other (please specify)		\$1,509
TOTAL	\$234,300	\$99,764
Surplus/Deficit Carried Forward to next year	\$12,101	\$96,637

6. Financial Statements (cont.)

Acquittal Report ANZSOG

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



Reporting Period 1 January–31 December 2010

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$49,060.00	\$49,060.00
ACELG Quarterly Payments		
Other ACELG Payments	\$225,000.00	\$225,000.00
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other; reimbursement costs		\$1,001.00
Other; reimbursement events		\$10,400.00
TOTAL	\$274,060.00	\$285,461.00

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$100,000.00	\$78,134.00
On-Costs	\$15,000.00	\$20,825.00
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$30,000.00	
Travel - International (Accomm., airfares, expenses etc.)	\$5,000.00	\$2,784.00
Travel - Domestic (Accomm., airfares, expenses etc.)	\$20,000.00	\$25,224.00
Events and Seminars	\$20,000.00	\$29,416.00
Promotion/Publicity (Leaflets etc)	\$30,000.00	\$15,131.00
Other (bank charges, phone, legal fees, sponsorship of events)		\$4,625.00
Deferral costs (non-refundable deposits)		\$15,620.00
TOTAL	\$220,000.00	\$191,759.00
Surplus/Deficit Carried Forward to next year	\$54,060.00	\$93,702.00

6. Financial Statements (cont.)

Acquittal Report LGMA - Workforce Development

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



Reporting Period 1 January–31 December 2010

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$22,000.00	\$22,000.00
ACELG Quarterly Payments		
Other ACELG Payments	\$200,000.00	\$200,000.00
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify) Workforce Development Forum		\$6,736.00
TOTAL	\$222,000.00	\$228,736.00

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$69,932.00	\$87,351.00
On-Costs	\$7,538.00	\$8,220.00
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$91,530.00	\$3,600.00
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$13,000.00	\$10,845.00
Events and Seminars	\$22,000.00	\$11,855.00
ACELG Website Expenses	\$5,000.00	–
Promotion/Publicity (Leaflets etc)	\$6,000.00	\$3,509.00
Other (please specify)	\$7,000.00	\$1,705.00
TOTAL	\$222,000.00	\$127,085.00
Surplus/Deficit Carried Forward to next year		\$101,651.00

6. Financial Statements (cont.)

Acquittal Report Institute of Public Works Engineering Australia Limited

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



Institute of
Public Works
Engineering
Australia

Reporting Period 1 January–31 December 2010

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$124,679.00	\$124,679.00
ACELG Quarterly Payments	\$250,000.00	\$250,000.00
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$374,679.00	\$374,679.00

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries	\$75,000.00	\$66,054.74
On-Costs	\$13,000.00	\$10,771.89
Other Goods and Services		
Consultancy Fees (Pls specify to whom & services provided below)	\$132,000.00	
- IPWEA: Development of Asset Management for Small and Remote Communities Practice Note		\$92,000
- Jeff Roorda and Associates Pty Ltd: Development of National Assessment Framework		\$56,242.16
- Jac Comrie Pty Ltd: Development of Long Term Financial Planning Practice Note		\$17,062.50
Travel - International (Accomm., airfares, expenses etc.)		\$3,300
Travel - Domestic (Accomm., airfares, expenses etc.)	\$20,000.00	\$17,446.47
Events and Seminars	\$5,000.00	\$0.00
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		\$360.00
Other (please specify)		
- Postage		\$173.69
- Printing Charges		\$277.18
TOTAL	\$245,000.00	\$263,688.63
Surplus/Deficit Carried Forward to next year	\$129,679.00	\$110,990.37



An Australian Government Initiative

Australian Centre of Excellence for Local Government (ACELG)

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