

A quarterly newsletter from the Australian Centre of Excellence for Local Government.
 Is this email not displaying correctly? [View it in your browser](#)



THURSDAY 25 OCTOBER 2012

Welcome to Excellence in Brief



Traveling overseas recently I was struck by parallel themes being pursued in the UK and NZ around council leadership and trends and development on the subject. ACELG is also undertaking specific research on this topic supported by the Commonwealth Secretariat (UK) and the Victoria University of Wellington, New Zealand, with a book planned for release later next year. A discussion paper is now available called Australian Mayors:

What Can and Should They Do? and we were pleased to receive valuable feedback on this work at the ACELG Research Forum and Showcase.

Thus, the theme of leadership figures highly in recent papers released by ACELG. From these studies, it appears that effective local government leadership –

- recognises the strategic organisational value of social media (Connecting with Communities: How Local Government is Using Social Media)
- is open to and explores innovative approaches (from Innovation, Ingenuity and Initiative: The adoption and application of new ideas in Australian local government)
- continually refines key relationships (as per the aforementioned Mayors paper and Chris Aulich and John Martin's Political Management in Australian Local Government)
- positively and creatively works through known gaps for best community outcomes (Community Engagement in Rural-remote and Indigenous Local Government)

This is by no means an exhaustive list of affirmative leadership characteristics but a good starting point in considering the current capacity of local leadership in Australia and the level of support council leaders receive in running complex organisations and advocating for communities.

Allied to this conversation is our re-configured Excellence in Local Government Leadership Program developed and run by ANZSOG. This program will expand on these and other critical leadership issues in March 2013. In response to sector feedback, this program as has been refined so its key material can be delivered in one week. This is a unique program and I recommend it those looking to enhance and refresh aspects of their leadership skills.

We welcome your input to our program work and feedback on our efforts.

In This Issue

[ACELG Sector Events](#)

[New Research and Resources](#)

[ACELG Program Events](#)

[Other Research News](#)

[Staff News and Events](#)

Graham Sansom
Director

ACELG Sector Events

Queensland Research Showcase and Forum



More than 70 local government professionals and stakeholders participated in a research Forum and Showcase in Brisbane on October 11, held in partnership with the Local Government Association of Queensland, the Council of Mayors SEQ and the Queensland University of Technology. A diversity of ACELG research was presented plus two engaging plenary sessions by Greg Hoffman of the LGAQ, and Professor Mark Evans from the University of Canberra's ANZSIG Institute for Governance.

Further detail and presentations [here](#).

Roundtable on Queensland Local Government



Representatives from a range of key local government organisations attended the ACELG Roundtable on Queensland local government at the LGAQ. The Roundtable was chaired by Hon Margaret Reynolds and facilitated by ACELG Director, Graham Sansom.

Organisations represented included the LGAQ, the Office of The Minister for Local Government, the Department of Local Government, LGMA (QLD), Council of Mayors (SEQ), ALGWA (QLD) plus senior representatives from a number of urban and regional councils. The Roundtable generated a thoughtful and collegiate dialogue which will be invaluable for ACELG in refining aspects of its ongoing project plan. Further detail [here](#).

Excellence in Local Government Leadership Program in March



The next ACELG-ANZSOG Excellence in Local Government Leadership Program will run in March 2013 in Canberra. The program has been re-designed to incorporate sector feedback and will run as one module over six days. The program will bring together the cream of Australian and New Zealand Mayors, CEOs and senior executives. With its emphasis on public value, strategic leadership, collaborative governance with citizens, other levels of government and stakeholders, the program will stretch the intellectual boundaries of participants and build the strategic leadership capacity of local governments across Australia and New Zealand.

ANZSOG has secured a number of world-class academics and practitioners from Australia and around the world to work with participants over the six days.

Program dates: Monday, 18 March - Saturday, 23 March 2013. The program is offered once a year only. Applications are now invited [here](#).

[Back to top](#)

New Research and Resources

The following publications were released since the August newsletter:

Community Engagement in Rural-remote and Indigenous Local Government



This discussion paper was launched at the ACELG Research Showcase and Forum, with key findings presented by the author Dr Robyn Morris from Edith Cowan University. The study looked at community engagement systems and practices of rural-remote and Indigenous (RRI) local government and outlines plans to support RRI governments on community engagement initiatives in the future. More information and the paper can be viewed [here](#).

Australian Mayors: What Can and Should They Do?



Looks at the changing role of mayors in Australia and how that role might be strengthened. The paper was written by ACELG Director Professor Graham Sansom as part of broader research on governance improvement undertaken by the UTS-Centre for Local Government for ACELG - [Link](#).

Innovation, Ingenuity and Initiative: The adoption and application of new ideas in Australian local government



This paper discusses different approaches to innovation for local government and uses case studies to explore the issues and ideas raised. The research aims to identify areas where local government has embraced the adoption and application of new ideas and sought to transform the way the business of local government is undertaken. A number of challenges and agenda issues for developing innovation strategies and programs in local government are proposed. Includes an attachment of examples where councils are achieving innovation outcomes. The paper was written by Dr John Howard - [Link](#).

Political Management in Australian Local Government: Exploring Roles and Relationships between Mayors and CEOs



This discussion paper by examines a number of models which define the mayor and CEO relationship and considers whether it is influenced by structural issues such as the method of election of the mayor, at large or by the council itself. The research suggests how individuals in these leadership roles can be supported in establishing successful and effective working relationships. Includes an appendix of relevant state and territory legislation - [Link](#).

Strengthening Local Government Revenues



A conference background paper written by John Comrie that outlines key resources and research about Australian local government revenues and capacity. Themes discussed include long term fiscal outlooks, tax reform (the Henry Review), own-source revenue streams, rating systems, revenue sharing across the sector. Part of broader research due to report in December 2012 - [Link](#).

ACELG Publications

This publication provides a summary of all significant works published to date by ACELG since its inception, organised by Program. This document can be found as the first item in the Publications section of the ACELG website - [Link](#).

In case you missed our last newsletter, these are some further recently published resources:

- *Using Social Media in Local Government: 2011 Survey Report*
- *Local Action for a Low Carbon Future*
- *Workforce Planning and Development: Capacity Building Opportunities*
- *The Australian Model of Metropolitan Governance: Insights from Perth and South East Queensland*
- *Rural-Remote and Indigenous Local Government Program: Capacity Building Survey Findings*
- *Legal and Governance Models for Shared Services in Local Government*
- *Local Government Service Delivery to Remote Indigenous Communities*
- *Innovation in Local Government: Defining the Challenge, Making the Change*
- *Scoping Study: Impact of Fly-In Fly-Out/ Drive-In Drive-Out Work Practices on Local Government.*

These and other resources are available from the [ACELG Publications page](#).

[Back to top](#)

ACELG Program Events

The following events were conducted since the August edition and support the work of ACELG Programs:

Workforce Planning in Western Australia

ACELG recently participated in a Workforce Planning Capacity Building forum in Perth with the Minister for Local Government Hon John Castrilli. The WA Department of Local Government is working with ACELG, the UTS Centre for Local Government (UTS-CLG) and Local Government Managers Australia WA to deliver a number of two-day Workforce Planning Capacity Building workshops for council staff across Western Australia

in September and October. More information [here](#).

Local Government Leadership in the Northern Territory

Further subjects from the UTS-CLG Graduate Certificate in Local Government Leadership program were conducted in the Northern Territory recently. In July, students attended a workshop in Darwin on Public Governance, facilitated by Professor Ian Thynne from Charles Darwin University. Students reconvened in Alice Springs in September for the Community Leadership Project, the final subject of the Graduate Certificate. This Graduate program is supported by ACELG's Advancing Leadership initiative - [Link](#).

Strengthening Local Government Revenues

ACELG hosted a search conference on local government revenue and capacity in Melbourne on Friday 10th August. The conference was the start of a consultation and research process that will culminate in the release of working paper in November. More information and a background paper by John Comrie is available [here](#).

ACELG-ABS Local Government Data Sets Roundtable

ACELG held a roundtable in August at the University of Technology, Sydney in conjunction with the Australian Bureau of Statistics (ABS) in which data needs in local government was discussed and how the sector might work together with the ABS to achieve better outcomes. More information [here](#).

Reviewing and Enhancing Local Government Service Delivery

This UTS-CLG short course was run in Sydney 17-19 September and incorporated findings from the ACELG paper Service Delivery Reviews. View the paper [here](#).

ACELG-CLAIR-OSIPP Forum on Local Government

The Japan Local Government Centre (CLAIR), in collaboration with ACELG, UTS:CLG and the Osaka School of International Public Policy, Osaka University, held the 2012 CLAIR Forum at UTS on Friday 17th of August. The forum aimed to share recent experiences in both Japan and Australia on the topic, 'Improving local government efficiency and performance' and featured speakers from both countries. The session was facilitated by Graham Sansom. More information [here](#).

[Back to top](#)

Other Research News

ACELG 2012 Research Partnerships

A number of research initiatives are underway through the ACELG Research Partnership Scheme:

- Research on Representative Local Democracy, with the Victorian Local Governance Association
- The future of citizen committees in Australia, with the newDemocracy Foundation, Wyndham City Council, Nillumbik Shire Council, Surf Coast Shire Council, the Municipal Association of Victoria and the Victorian Local Governance Association
- Learning as a Driver for Change in Communities, with RMIT University, Hume City Council and Gwydir Shire Council
- Social Enterprises and Local Government: A Scoping Study, with the Institute for Regional Development at the University of Tasmania
- Food safety compliance strategy – maximising impact by understanding the food business context, with the Queensland University of Technology (QUT) Environmental Health Australia (Qld) and Logan, Redland, Sunshine Coast and Ipswich City Council
- Survey Template for Local Government Community Wellbeing Indicators, with the Local Government Association of Queensland.

Detailed information about each project, and the ACELG Partnership Scheme, can be found [here](#).

Women in Local Government Program

ACELG continues to support the aim of gender equity in local government with a number of new projects:

- Women in Local Government Dataset
- Gender Inclusive Job Evaluation and Grading Local Government Practice Note
- Development of a National CEO Recruitment Guide
- National Roundtable - Gender Equity in Senior Management.

This work will support the aims of the national 50:50 Vision – Councils for Gender Equity program co-ordinated by ACELG on behalf of the Australian Local Government Women's Association. More information [here](#).

[Back to top](#)

Staff News and Events

Director news

ACELG Director Graham Sansom has been on annual leave and working on the NSW Local Government Review Panel. While in the UK he conducted meetings in London in late August and early October with the Commonwealth Secretariat (on the pending book, 'New Century Local Government'); the UK Cabinet Office, Department of Communities and Local Government, SOLACE (Society of Local Authority Chief Executives) and Lambeth Council (for research on role of mayors and political/community governance); Local Government Association (re improvement and innovation programs).

Visitors

The Secretariat hosted a delegation of senior representatives of the Ministry of Special Affairs of South Korea, at the request of the Consulate General of the Republic of Korea in Sydney, on 26 September. The delegation was interested in innovative approaches by Australian local government to governance, structure and administrative processes. Along with ACELG staff, Chris Champion of the IPWEA also made a presentation on asset and financial management.

Staff Presentations

Presentations by the Assistant Director included to:

- a policy roundtable convened by Regional Capitals Australia, September
- the service delivery short course run by the UTS Centre for Local Government, September
- a combined senior staff meeting of Gosford and Wyong Councils on the establishment a shared service authority by the two councils, August
- the Benchmarking Best Practice conference, 18 July Melbourne
- students of UTS's Principles and Practice subject of the Local Government Leadership Certificate, July 10.

Presentation by the Research Program Manager to students of UTS's Principles and Practice subject of the Local Government Leadership Certificate in September.

Upcoming

Hon. Margaret Reynolds, ACELG Chair, "Gender Equity – State of the Nation" at ALGWA National Conference, Ipswich, Queensland, 8- 10 November. Conference link [here](#).

Assistant Director Melissa Gibbs invited to be a guest panellist at the Third International Conference on Local Government, November 15- 16 at Khon Kaen University, Thailand. The session will be on "Local Government-University Collaboration" which will examine the structures of local government in individual countries and how their universities work with local government. Conference link [here](#).

Stefanie Pillora, Program Manager, Research will participate in ICLEI's 'Thriving Neighbourhoods' conference on the 13th November. The discussion will outline research underway with the VLGA about policy tools and planning approaches that integrate economic, environment and social goals for communities. Visit the conference website [here](#).

Events



Auckland Two Years On - A Metropolitan Centre Emerges

Institute of Public Administration New Zealand, 10 December, Auckland

This event will reflect on two years since the emergence of Auckland as a



metropolitan centre highlighting relevant issues. Key presentations include Dr Daniel Kübler, "The Auckland experience in an international perspective: Issues of multi-level governance", and David Maré "City Networks: Know your place" – the growing importance of connections within cities and also of connections between cities.

This relates to ACELG's work on metropolitan governance: [Metropolitan Governance in Perth and South East Queensland \(paper\)](#), and papers from recent Roundtables in [2010](#) and [2009](#).

For further information click [here](#).

[Back to top](#)

Find Out About ACELG's Work

ACELG 'In the News'

Subscribe to **ACELG newsletters**

Receive alerts about new reports or news via **Twitter**, **Facebook** or **RSS Feed**.

Visit **Website**

Unsubscribe: Click [here](#) to unsubscribe from this mailing list.

Send to a friend: [Send this email](#) to someone you think may be interested.

Australian Centre of Excellence for Local Government

PO BOX 123 Broadway NSW 2007

Tel: +61 2 9514 3855 Fax: +61 2 9514 4705

acelg@acelg.org.au | www.acelg.org.au



An Australian Government Initiative