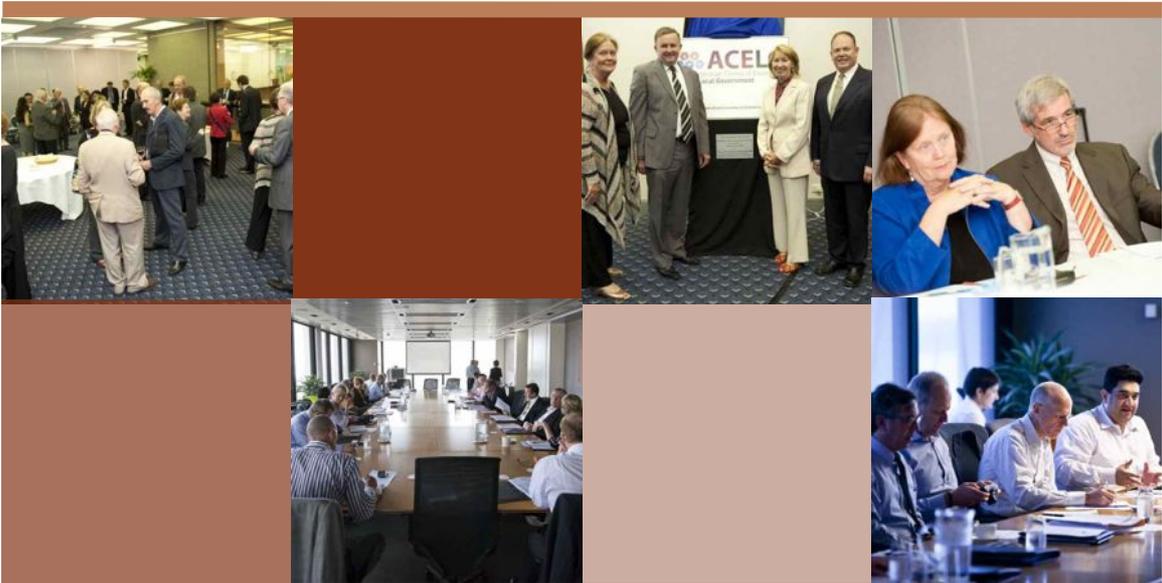


AUSTRALIAN CENTRE OF EXCELLENCE FOR LOCAL GOVERNMENT
ANNUAL REPORT 2009



An Australian Government Initiative

**Australian Centre of Excellence
for Local Government**
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01 CHAIRPERSON'S MESSAGE



It is my great pleasure to present this inaugural report on the activities of the Australian Centre of Excellence for Local Government (ACELG) during 2009.

I was delighted to accept ACELG's invitation to be its inaugural Chairperson. As a former Minister for Local Government, I retain a personal passion and commitment for the role of local government in our federation, and I can see the great potential for a dedicated centre focussed on supporting and improving the way local government serves the community. As I observed at the launch of ACELG in December 2009, the new centre will usher in a new era of co-operation between the three spheres of government in Australia, and I am truly excited to be a part of the new centre in its formative stages.

In its short life of just six months, ACELG has made impressive progress in achieving its vision of *World-*

class local government to meet the emerging challenges of 21st century Australia. Wide-ranging consultation with the local government sector has taken place and the consultation is ongoing through ACELG's various programs. Examples of projects underway include:

- Development of the first ANZSOG Excellence in Local Government Leadership program for senior managers and elected leaders
- A new Graduate Certificate in Local Government Leadership, as part of a national leadership program for middle managers
- The third Local Government Skills Forum
- Guidelines on asset management for small communities
- A national strategy to address the special capacity building needs of small rural-remote and Indigenous local governments
- A national Local Government Innovation and Knowledge Exchange program to showcase outstanding examples of good practice
- A special LGMA Management Challenge to increase women's participation in over 100 councils across Australia
- Assistance for the Australian Local Government Women's Association to implement its gender equity accreditation and awards program
- An upgraded Business Excellence Framework for local government
- A new national research and policy development program, including initial projects on strengthening local democracy and new options for effective service delivery
- Preliminary work on national minimum data sets for key aspects of local government.

ACELG also co-hosted an international roundtable on metropolitan governance in December 2009. This was a joint project with the Forum of Federations and the Major Cities Unit of Infrastructure Australia. International speakers came from Canada, the USA, India, South Africa and New Zealand. The forum provided an important opportunity for government representatives to come together with leading academics to compare recent experience in metropolitan governance and planning across Australia. Discussions will provide input to the work of the Major Cities Unit, Infrastructure Australia and to ACELG's own research and policy program.

I would like to thank my fellow members of the Board, ACELG consortium and program co-ordinators and the director and staff for their support and commitment to local government excellence. I very much look forward to a busy and productive year ahead.

Hon Margaret Reynolds
CHAIRPERSON

"In its short life of just six months, ACELG has made impressive progress in achieving its vision of World-class local government to meet the emerging challenges of 21st century Australia."

02 ABOUT ACELG

Introduction to ACELG

A local government Centre of Excellence was originally proposed in the 2007 National Skills Shortage Strategy. The Strategy proposed a 'virtual centre' to *showcase, promote and develop best practice in Local Government workplace developments, as well as all aspects of good governance and Local Government management.*

The Prime Minister announced funding support for a Centre of Excellence at the Australian Council of Local Government (ACLG) meeting in November 2008. The Centre would *showcase innovation and best practice across local government and encourage the adoption of innovative practices and solutions.*

The Request for Application document issued by the Department of Infrastructure, Transport, Regional Development and Local Government (DITRDLG) added that the Centre should assist local government to achieve a leading role in policy debates, a nationally co-ordinated approach to training and development and to become an employer of choice.

The consortium

The ACELG consortium includes:



Institute of
Public Works
Engineering
Australia

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

- The Australian National University (ANU)
 - Charles Darwin University (CDU)
 - Edith Cowan University (ECU)
-

Vision, mission and guiding principles

Our **vision** highlights the pursuit of excellence:

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

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

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

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

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



Hon Margaret Reynolds
Chairperson



Ms Penny Holloway
Local Government Managers
Australia



Prof Attila Brungs
University of Technology,
Sydney



Mr John Truman
Institute of Public Works
Engineering Australia



Prof John H Howard
University of Canberra



Ms Stephanie Foster
Department of
Infrastructure, Transport,
Regional Development and
Local Government



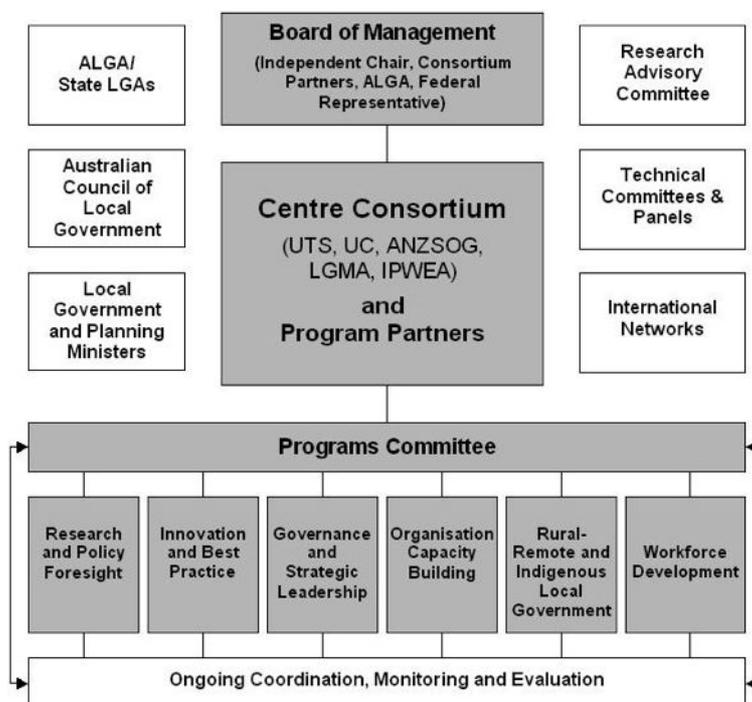
Mr Peter Allen
Australian and New Zealand
School of Government



Cr Geoff Lake
Australian Local Government
Association

Governance and program framework

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



Program areas

As shown in the above figure, the consortium features a framework of 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

03 SECRETARIAT REPORT

Key contacts

Secretariat contacts

Professor Graham Sansom
Director, ACELG
Tel: + 61 2 9514 2643

Ms Melissa Gibbs
A/Assistant Director, ACELG
Tel: + 61 412 647 233

Ms Nuha Saad
Administrative Officer, ACELG
Tel: + 61 2 9514 3855

Program contacts

Key program contacts are contained in section 4 of this report.

Board meetings

Since its formation in mid 2009, ACELG held two board meetings on 1 October and 14 December.

Inaugural board meeting – 1 October 2009

The inaugural meeting of the ACELG Board was held at the University of Technology, Sydney on Thursday 1 October. The federal Parliamentary Secretary for Local Government, Hon Maxine McKew, opened the meeting, hailing the Centre as a key driver to promote best practice, innovation and professionalism in local government. Ms McKew also welcomed the appointment of former Senator and Local Government Minister, Hon Margaret Reynolds, as Chairperson of the Board.

The Board meeting endorsed the appointment of Professor Graham Sansom, the current Director of the UTS Centre for Local Government, as the Director of ACELG. The Board also authorised an extensive consultation process to finalise the Centre's Project Plan for the next three to five years.



Second board meeting and official launch – 14 December 2009

ACELG was officially launched on 14 December by the Hon Anthony Albanese, Minister for Infrastructure, Transport, Regional Development and Local Government. The Minister also released the first ACELG Project Plan and opened the International Roundtable on Metropolitan Governance. The launch was hosted by the University of Technology, Sydney, and attended by around 70 invited guests

Mr Albanese said that the Centre of Excellence is the first of its kind in Australia and is part of the Rudd Government's historic partnership with local government to improve the way both levels of government serve local communities.



Project plan

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

Consultation

An important area of activity across ACELG programs in 2009 involved consultation with the local government sector and key stakeholders on issues and priorities for the Centre to address. ACELG staff held meetings in every state and territory with representatives of:

- Local government associations
- State and territory government departments of local government
- Local government professional associations
- Employee groups.

In addition, a roundtable discussion was held in Darwin at the October meeting of the Australian Council of Local Government, and the Director briefed the Local Government and Planning Ministers Council. Consultation is ongoing through each of the ACELG programs.

Website

ACELG has a temporary website. The address is www.acelg.org.au. Work is well underway to develop a permanent website to provide:

- Background about ACELG – its structure and key personnel
- ACELG news and events
- Detailed coverage of each program area
- A library
- Information about and links to program partners.

Program co-ordination

The challenges of managing a diverse work program being undertaken by a range of partners across the nation are recognised by the board and secretariat. In order to ensure seamless program co-ordination and consistency, the first of what will be quarterly program co-ordination workshops was convened by the ACELG secretariat on 8 December 2009.

The workshop:

- Provided an opportunity for everyone working on an ACELG program to meet together to learn about the various activities being conducted under the ACELG umbrella
- Facilitated peer support, feedback and input to program design
- Identified opportunities for cross-project collaboration and co-ordination.

04 ACELG 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

ACELG is currently developing its research program. It will involve a number of different kinds of applied research, conducted either as stand alone projects or as part of other ACELG programs. These will include:

- **Research digests** – providing a summary of recent research and policy developments across a variety of local government topics.
- **Innovation and best practice research** – the focus in this area will be on providing cutting edge thinking on critical issues in local governance drawing on domestic and international experience. For example, best practice research on financial sustainability, environmental management, alternative delivery systems or community-driven development.
- **Program-based research** – this will be funded largely through each of the ACELG programs. Projects would be undertaken by individual program managers with assistance from the Research Program staff and would be closely tied to the priorities and activities of each program group.
- **National research projects** – this will include substantial research projects of significance to the whole sector and involve the national network of researchers. The focus will be on providing action-based research on policy implementation; identifying implementation gaps; and reviewing problem-solving strategies with key practitioners across Australia.
- **Innovation case study program** – a case study program on ‘problems and innovation in Australian local government’ will be launched to facilitate cross-sectoral learning and support professional development programs.
- **Client-initiated research** – the final type of research projects would be geared to the needs of particular clients able to contribute additional funds into the Research Program. For example, it might involve collaborative research with funding bodies at government and university levels, or with larger local councils, regional organisations or local government associations.

These different forms of research will draw on the expertise of researchers across the ACELG network.

The Research Program will be supported by staff responsible for:

- Co-ordinating seminar and workshop activities with research partners and users
- Running an annual conference from Year Two
- Producing regular bulletins on research developments
- Co-ordinating a research paper series, best practice guidelines and case studies; and managing a Knowledge Exchange Network.

The priorities for the program will be established by a Research Committee including academics, governance stakeholders and local government practitioners.

Program contact:

Dr Chris Aulich
Research Co-ordinator
Tel: + 61 2 6201 5700

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

The first six months of operation saw a range of background and environmental scanning work undertaken within the Innovation and Best Practice (I&BP) program.

The University of Canberra appointed a program manager with expertise in innovation policy and experience in dealing with local governments in a regional development context.

A desk top review of other, similar, international models of local government excellence programs has been undertaken and ongoing discussions have ensued with the UK Improvement and Development Agency (part of the Local Government Association). Further interactions are planned to learn from the experience of IDEA and to adopt, with local environment modifications, a range of the activities successfully undertaken across the UK local government sector.

The program has also engaged with the federal Department of Infrastructure, Transport, Regional Development and Local Government (DITRD LG) with the aim of linking the current National Local Government Awards Program closely with ACELG's own activities. It would be extremely beneficial to be able to case study and highlight areas of best practice from across the award winners from recent years.

There has also been ongoing interaction with several other (non-ACELG) programs and organisations that have Web (2.0) based initiatives currently in place and operational – in order to determine how best to work together, without duplication, so as to build on the existing framework of information already available and services delivered.

The Program Manager has worked with UTS in framing the development of the web-based service offering. Web (2.0) services, including social networks, groups, blogs, forums, POD and VOD casts, will be increasingly important in operating the planned Information and Knowledge Exchange Network, and for disseminating best practice information. This is most relevant in the Australian context where the great distances between population centres and the wide array of small rural and regional local governments would be disadvantaged by a primarily face-to-face service delivery model.

An online shared space has also been created in order to facilitate interaction between ACELG delivery partners across the various organisations and state-based locations.

Program contact:

Mr Robert Van Aalst
Innovation and Best Practice Program Manager
Tel: + 61 2 6201 2855

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, consulting on and delivering an international standard, prestigious local government leadership program, modelled on its existing Executive Fellows Program but cognisant of the distinctiveness and diversity of local government in Australia and New Zealand. Achievements during July-December 2009 were as follows:

- **Appointment of key personnel** – Prof Mark Evans, Director ANZSOG Institute for Governance at the University of Canberra, has been appointed Academic Director of the Program. Ms Monica Pfeffer, Director Strategic Projects for ANZSOG, has been appointed Program Manager.
- **Date, location and venue for the inaugural program delivery** – the inaugural program will take place in Melbourne, at the Melbourne Business School in Carlton, in November – December 2010.
- **Establishment of governance mechanisms** – a program steering committee chaired by the Deputy Dean of ANZSOG was established to promote input and engagement from program stakeholders. The first steering committee meeting took place on 14 December 2009 (three further meetings are scheduled in 2010).
- **Quantitative research findings to support program design** – an electronic questionnaire was designed and distributed to a representative sample of local government authorities across Australia. The questionnaire results are providing valuable information about leadership and vision, current levels of professional development, and management and innovation in the local government sector.
- **Qualitative focus groups and discussions with opinion leaders and sectoral stakeholders** – face to face or telephone consultations were held with all relevant government departments at Commonwealth and State/Territory level. A targeted consultative program with Mayors and CEOs across Australia has commenced, largely utilising ALGA and LGMA affiliates.

Program contacts:

Professor Mark Evans
Excellence in Local Government Leadership
Academic Director
Tel: + 61 2 6206 8622

Ms Monica Pfeffer
Program Manager
Tel: + 61 3 8344 1989

3.2 Emerging Leaders Program

Initial scoping discussions were held with a number of individuals and organisations:

- LGMA National and state/territory divisions
- Personnel from the UTS Centre for Local Government
- University of Canberra
- ANZSOG.

Early on, it became evident that it would be important to articulate to the local government sector, the difference between the ANZSOG 'Excellence in Local Government Leadership' program and the 'Emerging Leaders' program. Differences primarily relate to the level of seniority within councils of the target participants, and the planned style and scope of program delivery.

A broad working definition of 'leadership training' was developed which then allowed for a preliminary desk review of existing programs. Organisations reviewed included:

- LGMA state divisions
- Local government associations
- Local government professional associations
- Public sector training organisations (eg. IPAA, AIM)
- Universities and TAFE colleges.

In particular, the existing 'Emerging Leaders' program developed and delivered by LGPro (LGMA's state division in Victoria) was examined as a potential model. This program is also offered in a slightly modified format in South Australia. Early discussions reassured current providers that ACELG intended to take a 'framework' approach and build on existing programs, not supersede them.

A national schedule of meetings was developed to cover all the LGMA state divisions, local government associations (including VLGA in Victoria), some other professional associations (eg. IPWEA in Queensland) and other key stakeholders delivering leadership programs of various kinds.

Program contact:

Dr Robert Mellor
Program Manager
Tel: + 61 2 9514 2595

3.3 Review of Business Excellence Frameworks

This project commenced in October 2009, after an approach from the Local Government Business Excellence Network (LGBEN). Around 70 councils in Australia are currently using the Australian Business Excellence Framework (ABEF) in a strategic capacity, and the project focuses on the suitability of the ABEF framework for the local government environment, identifying its strengths and weaknesses in that context. Other models will also be reviewed, in order to frame any content or process modifications to the ABEF which may be considered, or possibly the development of an alternative framework. Future options will be explored in relation to possible alliances or initiatives between ACELG, the LGBEN, SAI Global (the company which owns and manages ABEF) and other potential partners.

During 2009, preliminary meetings were held with LGBEN and SAI Global. Also, a questionnaire was distributed in early December to Chief Executive Officers of 27 LGBEN member councils, to explore benefits and issues associated with their implementation of the ABEF. In addition, alternative frameworks were identified for further comparative research. These include the European Framework or Quality Management, the Baldrige Model, the Singapore Excellence Framework, and various private sector organisation assessment tools.

Program contact:

Ms Sarah Artist
Program Manager
Tel: + 61 2 9514 4896

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 first stage of the capacity building program is to develop nationally consistent approaches in infrastructure asset management and financial planning.

Planned outcomes include national tools, guidelines and models available in key areas in asset management and financial planning. A further outcome is to improve skills development of staff in these areas.

A program manager will be engaged, initially on a two year contract, to develop and facilitate national projects and programs.

Projects already commenced include providing tools and guidelines for asset management in small councils, and for long term financial planning. A reference group on financial management is being formed by inviting the National Local Government Finance Managers Forum to nominate agency representatives. The project will also provide guidance on strategies that local government might use in response to integrated asset management and financial planning.

A further project includes working with the Municipal Association of Victoria on a National Assessment Model. This aims to provide the foundation for determining local government's progress in implementing the Local Government and Planning Ministers Council national frameworks for asset management and financial planning.

Program contact:

Mr Chris Champion
CEO, IPWEA
Tel: + 61 2 9639 3650

5. Rural-remote and Indigenous local government

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

In order to identify how best to frame the rural-remote and Indigenous local government program, ACELG commissioned two of its program partners, Edith Cowan University and Charles Darwin University, to undertake scoping studies in Western Australia and the Northern Territory. In essence, the scoping studies are designed to identify:

- The institutional, policy and service delivery systems of local governments with reference to structural, functional and operational arrangements
- The education and training needs of local governments with reference to financial and asset management, people management and development, service delivery strategies and approaches
- Specific capacity building needs of rural-remote and Indigenous local governments, plus critical gaps in current policies and programs and identification of successful practice
- How ACELG could assist directly – by designing and/or delivering programs, disseminating best practice, facilitating information exchange, carrying out further research – or indirectly by highlighting action needed by agencies that ACELG might promote through its policy development role.

ACELG will undertake similar studies in Queensland in 2010.

ACELG will convene a roundtable to consider the findings of the scoping studies in these jurisdictions, and national implications. The roundtable will include researchers and practitioners from all states and territories and will be held in late July 2010. It will lead to the formulation of a national strategy for discussion with governments and other key stakeholders.

Program contacts:

Ms Melissa Gibbs
A/Assistant Director, ACELG
Tel: + 61 412 647 233

Professor Ian Thynne
Charles Darwin University
Tel: + 61 8 8946 7243

Ms Michelle Noble
Edith Cowan University
Tel: + 61 8 6304 5352

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

Key program activities during 2009 included:

- **Establishment of the Local Government Practice Unit**
ACELG established the Local Government Practice Unit in 2009 to provide an interface between ACELG and the sector in the area of workforce development. The Unit is based at LGMA National's Melbourne office, and works with the national Local Government Workforce Development Steering Committee.
- **National Skills Strategy Blueprint**
This involved co-ordination and facilitation of several meetings of the Steering Committee to gather feedback and refine the 2007 *National Skills Shortage Strategy* into the *Blueprint for a Local Government Workforce – New Decade and Beyond*. This will be discussed at the 2010 Local Government Workforce Development Forum to be held in conjunction with Government Skills Australia in Canberra in March 2010.

Program contact:

Ms Angela Zivkovic
Project Manager, Local Government Practice Unit
Tel: 61 3 9696 6077

6.2 Graduate Certificate in Local Government Leadership

The UTS Centre for Local Government was designated as the leader for this ACELG program initiative and hence the early activities were related to progressing the degree concept through the UTS planning and academic approval processes. A preliminary concept proposal was developed which positioned the Graduate Certificate as a four-subject, 24 credit point course that could be offered flexibly in a range of settings. The draft titles for the 4 subjects are:

- Issues and ideas in local government leadership
- Personal and professional leadership skills
- Building and managing your team
- Community leadership project.

There will also be a choice of electives that could replace either of the last two subjects.

Program contact:

Dr Robert Mellor
Program Manager
Tel: + 61 2 9514 2595

6.3 Local Government Training Inventory and Gap Analysis

This project is handled by the UTS Centre for Local Government. Its purpose is to ensure that educational and professional development programs are developed over the life of ACELG that are targeted and designed to address the unique and complex needs of Australian local government. A number of identified training gaps will be scoped and quantified through research and industry consultation.

In November-December, UTS:CLG prepared an inventory of currently available training in the previously identified skills gaps areas of civil engineering, planning, building surveying and environmental health. A database of existing courses was developed which included:

	Bachelor	Associate Degree	Advanced Diploma	Diploma	Other
Civil Engineering	85	9	14	18	3
Town Planning	49	0	18	18	0
Building Surveying	31	3	16	65	0
Environmental Health	6	0	0	3	0

The following university-level courses specific to local government were also identified:

Australian National University	Grad Certificate Public Policy (Local Government)
Australian National University	Master of Public Policy (Local Government)
Local Government Training Institute (Hunter Councils NSW)	Graduate Certificate of Local Government Management
Macquarie University	Master of Environmental and Local Government Law
Macquarie University	Postgraduate Certificate in Environmental and Local Government Law
Macquarie University	Postgraduate Diploma in Environmental and Local Government Law
Monash University - Clayton	Graduate Diploma in Local Government Law
University of Technology Sydney	Master of Engineering (Local Government Engineering)
University of Technology Sydney	Graduate Certificate in Engineering (Local Government Engineering)
University of Technology Sydney	Master of Engineering Studies (Local Government Engineering)
University of Technology Sydney	Master of Engineering Studies (Local Government Engineering Environmental Engineering)
University of Technology Sydney	Graduate Certificate in Development Assessment
University of Technology Sydney	Graduate Diploma in Local Government Management

Program contact:

Ms Sarah Artist
Program Manager
Tel: + 61 2 9514 4896

05 EVENTS

International roundtable on metropolitan governance

On 14-15 December, ACELG hosted an international roundtable on metropolitan governance. This was a joint project with the Canada-based Forum of Federations and the Major Cities Unit of Infrastructure Australia.

The Roundtable formed part of preparations for next year's World Urban Forum in Brazil. The Forum of Federations is working with the Brazilian organisers to arrange a session on the governance of fragmented metropolitan regions, in particular institutions and processes for intergovernmental co-ordination and delivery of services. Australia was approached to assist by bringing together local and international experts to identify key issues.

International speakers came from Canada, the USA, India, South Africa and New Zealand. Australian participants included senior federal, state/territory and local government representatives, together with other leading practitioners and academics. The program and presentations are available to download from ACELG's website: www.acelg.org.au.

The Roundtable offered an opportunity to compare recent experience in metropolitan governance and planning across Australia, and with international developments. Discussions also provided valuable input to the work of the Major Cities Unit, Infrastructure Australia, in formulating a national cities strategy, and ACELG's own research program.



06 FINANCIAL STATEMENTS

ACELG's financial statements are presented on the following pages. A certificate has been prepared by the Chief Financial Officer of the University of Technology Sydney, leader of the ACELG consortium, in accordance with the funding agreement between UTS and the Commonwealth of Australia, as represented by the Department of Infrastructure, Transport, Regional Development and Local Government. Acquittals of funds received by each of the consortium partners are also included. At this stage we cannot provide audited statements, as the UTS audit has yet to be finalised.

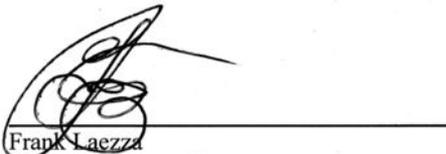
Funding agreement between Commonwealth of Australia and University of Technology Sydney, in relation to funding for the Australian Centre of Excellence for Local Government (ACELG).

Certificate of Compliance -Paragraph 9.2(e)

This statement certifies that the following funds were expended for the purpose of the Activity (ACELG) in accordance with all relevant clauses of the funding agreement between the Commonwealth of Australia and University of Technology Sydney.



Graham Sansom
Professor and Director
Australian Centre of Excellence for Local Government
University of Technology, Sydney



Frank Laezza
Chief Financial Officer
Financial Services Unit
University of Technology, Sydney

Acquittal Report (UTS)

**Australian Centre of Excellence for Local Government (ACELG)
PO Box 123
Broadway NSW 2007**

ACELG - INCOME AND EXPENDITURE STATEMENT
Reporting Period 1st July - 31 December 2009
Income

Item	Budget	Actual Income
ACELG Funds Carried Forward		
ACELG Quarterly Payments		
Other ACELG Payments		
Investment Income/Interest	\$160,000	\$165,731
Grants	\$8,000,000	\$8,000,000
Donations and Contributions *		\$160,000
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$8,160,000	\$8,325,731

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits	\$145,000	\$79,263
Salaries (Annual Leave**)	\$145,000	\$63,395
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		\$15,868
Other Goods and Services	\$445,000	\$451,958
Consultancy Fees	\$30,000	\$40,033
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)	\$5,000	\$4,306
Events and Seminars	\$2,000	\$1,795
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		
Other - Expenses	\$8,000	\$5,825
Payments to ACELG Partners	\$400,000	\$400,000 ***
TOTAL	\$590,000	\$531,221
Surplus/Deficit Carried Forward to next year	\$7,570,000	\$7,794,510

* To be carried forward to 2010

** Annual leave to be taken during the current budget year.

*** \$37.5k of the \$400k expense reported was recorded in Feb 2010 due to timing of the accounting entry. This statement has been adjusted to include this within the 2009 expenditure.

I hereby certify that the above Funds have been expended in accordance with the Funding Agreement between the Commonwealth Government and UTS.

UTS - ACELG

Organisation

GRAHAM JANSON

Program Co-ordinator

[Signature]

Signature

8/4/10

Date

FRANK LAZZA

Chief Financial Officer/CEO

[Signature]

Signature

31/3/10

Date

Acquittal Report
Australian Centre of Excellence for Local Government (ACELG)
PO Box 123
Broadway NSW 2007

ACELG - Seed Funding Distribution

INCOME AND EXPENDITURE STATEMENT

Reporting Period 1st July - 31 December 2009

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward	\$0	\$0
ACELG Quarterly Payments	\$100,000	\$100,000
Other ACELG Payments	\$0	\$0
Investment Income/Interest	\$0	\$0
Grants	\$0	\$0
Donations and Contributions	\$0	\$0
Sales of Goods/Publications	\$0	\$0
Other (please specify)	\$0	\$0
TOTAL	\$100,000	\$100,000

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries (Annual Leave*)	\$25,000	\$20,538
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)	\$5,750	\$4,724
Other Goods and Services		
Consultancy Fees	\$40,000	\$27,197
Travel - International (Accomm., airfares, expenses etc.)	\$0	\$0
Travel - Domestic (Accomm., airfares, expenses etc.)	\$2,000	\$1,140
Events and Seminars	\$10,000	\$0
ACELG Website Expenses	\$10,000	\$0
Promotion/Publicity (Leaflets etc)	\$5,000	\$0
Other (please specify)	\$0	\$0
TOTAL	\$97,750	\$53,599
Surplus/Deficit Carried Forward to next year	\$2,250	\$46,401

* Annual leave to be taken during the current budget year.

I confirm that the Funds have been expended in accordance with the Funding Agreement between the Commonwealth Government and UTS.

University of Canberra

Organisation

Robert van Aalst

Program Co-ordinator

Signature

31-Mar-10

Date

Prof John H Howard

Pro Vice-Chancellor Development

Signature

31-Mar-10

Date



Governance and Strategic Leadership Program (Component 3.1)

Australia and New Zealand School of Government (ANZSOG)

PO Box 4023, Parkville VIC 3052

ACELG - Seed Funding Distribution

INCOME AND EXPENDITURE STATEMENT

Reporting Period 1st July - 31 December 2009

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward		
ACELG Quarterly Payments	\$75,000	\$75,000
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL	\$75,000	\$75,000

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits	\$15,907	\$15,907
Salaries (Annual Leave)		
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		
Other Goods and Services	\$5000*	\$4,047
	* Pro rata provision for consultation, steering committee and travel	
Consultancy Fees		
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)		
Events and Seminars		
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		
Other		\$5,986
In kind contributions		
TOTAL	\$20,907	\$25,940
Surplus/Deficit Carried Forward to next year	\$54,093	\$49,060

I confirm that expenditure has been made in accordance with the Program Action Plan submitted by ANZSOG to ACELG

THE AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT

Organisation

VICTORIA MUSGROVE

Program Co-ordinator

[Signature]

Signature

15/03/2010

Date

GAYLE GOODES

Chief Financial Officer/CEO

[Signature]

Signature

15-03-10

Date

Acquittal Report
Australian Centre of Excellence for Local Government (ACELG)
PO Box 123
Broadway NSW 2007

ACELG - Seed Funding Distribution

INCOME AND EXPENDITURE STATEMENT

Reporting Period 1st July - 31 December 2009

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward		
ACELG Quarterly Payments		\$125,000
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL		\$125,000

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries (Annual Leave*)		
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		
Other Goods and Services		
Consultancy Fees		
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)		\$321.00
Events and Seminars		
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		
Other (please specify)		
TOTAL		\$321.00
Surplus/Deficit Carried Forward to next year		\$124,679.00

* Annual leave to be taken during the current budget year.

I confirm that the Funds have been expended in accordance with the Funding Agreement between the Commonwealth Government and UTS.

Institute of Public Works Engineering Australia

Organisation

Chris Champion

Program Co-ordinator



Signature

17-Mar-10

Date

Chris Champion

Chief Financial Officer/CEO



Signature

17-Mar-10

Date

Acquittal Report

Australian Centre of Excellence for Local Government (ACELG)
PO Box 123
Broadway NSW 2007

ACELG - Seed Funding Distribution

INCOME AND EXPENDITURE STATEMENT

Reporting Period 1st July - 31 December 2009

Income

Item	Budget	Actual Income
ACELG Funds Carried Forward		
ACELG Quarterly Payments		\$100,000
Other ACELG Payments		
Investment Income/Interest		
Grants		
Donations and Contributions		
Sales of Goods/Publications		
Other (please specify)		
TOTAL		

Expenditure

Item	Budget	Actual Expenditure
Employee Benefits		
Salaries (Annual Leave*)		\$55,272.29
On-Costs (Include W/Comp, Payroll Tax, Superannuation, Parental Leave, L/Service Leave)		
Other Goods and Services		
Consultancy Fees		
Travel - International (Accomm., airfares, expenses etc.)		
Travel - Domestic (Accomm., airfares, expenses etc.)		\$7,257.31
Events and Seminars		
ACELG Website Expenses		
Promotion/Publicity (Leaflets etc)		
Other - Teleconferences		\$429.02
Other - Reimbursement for accommodation, telephone, fax, printing, computer support, stationery, postage		\$15,041.38
ACELG Contribution		
TOTAL		\$78,000.00
Surplus/Deficit Carried Forward to next year		\$22,000.00

* Annual leave to be taken during the current budget year.

I confirm that the Funds have been expended in accordance with the Funding Agreement between the Commonwealth Government and UTS.

LOCAL GOVERNMENT MANAGERS AUSTRALIA
Organisation

ANGELA Zivkovic
Program Co-ordinator

ANGELA Zivkovic
Signature

JOHN RAVHIC
Chief Financial Officer/CEO

JOHN RAVHIC
Signature

15 March 2010

15 March 2010