



Local  
Government  
Managers  
Australia  
SA Division

## LGMA (SA) 2013 Leadership Excellence Awards

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### Compendium of Finalists

*Special thanks to our Corporate Partners and Event Sponsors:*



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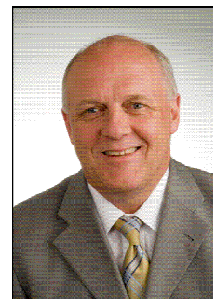
## About this Guide

# Introduction and Thanks

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### ***A Word from the President***

As you read this Awards Compendium please reflect on the incredible level of commitment and capacity of our people, our sector. We have sought to put the spotlight on some of our people who exemplify what is great about local government. Behind these people are more great people, organisations and communities. Our aim is to highlight and encourage collaboration, sharing leading practice and our deep commitment, as a sector, to make a significant and positive difference with and for our communities. We know that our heartfelt appreciation of the contribution, success and achievements of others is one of the best ways to support and nurture our pursuit of excellence. We know that the pursuit of excellence delivers increasing levels of public value. In your very busy life, I ask that you take a moment to reflect, acknowledge and celebrate. We make a difference!



A handwritten signature in blue ink, appearing to read 'Mark Searle'.

Mark Searle  
President, LGMA (SA)

### ***About This Compendium***

As the aim of the LGMA (SA) Leadership Excellence Awards is to both celebrate and promote excellence in local government, this compendium has been designed to include detailed information about all finalists including contact details should you wish to get in touch and learn more about their projects and initiatives.

### ***About LGMA (SA) and the Leadership Excellence Awards***

Local Government Managers Australia SA Division (LGMA (SA)) is the leading professional association representing managers and aspiring managers in local government in South Australia. Our purpose is to promote excellence through the advancement of local government management. The Leadership Excellence Awards program is an annual program which recognises outstanding achievement and innovation in local government.

## About this Guide

### ***Overview of the Judging Process***

The independent judging panel consisted of: John Coombe, former Local Government CEO, Jane Gascoigne, Grants Commissioner, Ray Pincombe, former Local Government CEO. In addition, the following people joined the panel for the Award which they sponsor: Allison Ashby, A.M.E. Recruitment, Justin Lang, Zero Waste SA, Adrian Rose, Solo Resource Recovery, Katrine Hildyard, ASU, Darren Wunderer, Statewide Super, Rod Ellis, Tonkin Consulting, Mick Petrovski, Office for State / Local Government Relations, Melissa Centofani, Office for the Ageing, Amanda Underwood, Office for Women and Robyn Daly, Local Government Risk Services.

All submissions were written.

All nominations were considered by the judging panel and a shortlist of 30 entries across the twelve categories was arrived at. All shortlisted candidates then had a phone interview with the judges, addressing a series of questions provided to them in advance. The panel then met again to make the final decision in each category.

The judges remarked that this year saw an extremely high calibre of nominations across all 71 nominations received.

The winner of the Management Challenge was determined through a national scoring system and the process in South Australia was managed by Chief Facilitator, Terry Bruun.

### ***Further Information***

For further information about this publication, the Leadership Excellence Awards Program or sponsorship opportunities, contact Taryn Sexton on [executive@lgmasa.org.au](mailto:executive@lgmasa.org.au) or 0400 429 003

# Age-friendly Action Plan Toolkit, City of Unley

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**Winner**



**Description:**

South Australian Age Friendly Environments and Communities (SAAFEC) is a State Government initiative supporting the development of an age friendly South Australia. The initiative has developed age friendly guidelines for South Australia based on the World Health Organisation's Age Friendly Cities Checklist. A toolkit was prepared to assist councils to develop an Age Friendly Action Plan in consultation with their key partners and community stakeholders. Key components of the toolkit include a template for preparing a population profile, guidance on stakeholder and community engagement and a self assessment tool based on the SAAFEC Age Friendly Guidelines. This process for the City of Unley was led by Celine Luya, Manager Community Services. The City of Unley has completed the following stages:

- baseline assessment, population profile and stakeholder identification.
- a cross-departmental group of City of Unley staff were engaged to work through the self-assessment tool
- a community survey was sent out to 100 residents and feedback from the recent Ageing Strategy and DDA consultations were taken into account
- an Action Plan has been developed.

**Scope:**

A budget of \$15,000 was provided by the Department of Families and Communities. The Project Deliverables included:

- progress Report One – population profile; stakeholder engagement strategy – due by 31 August 2011
- progress Report Two – completed self assessment; engagement strategy report – due by 30 November 2011
- progress Report Three – completed Action Plan – due by 30 April 2012
- progress Report Four – project evaluation report – due by 31 May 2012
- final Report – package of all project materials to be used by the Department of Families and Communities and Disability Ageing and Carers in compiling their Final Project Report.

## Age Smart Award for Leadership Excellence in Age-friendly Communities



### Contact Information:

Celine Luya, Manager Community Services, City of Unley  
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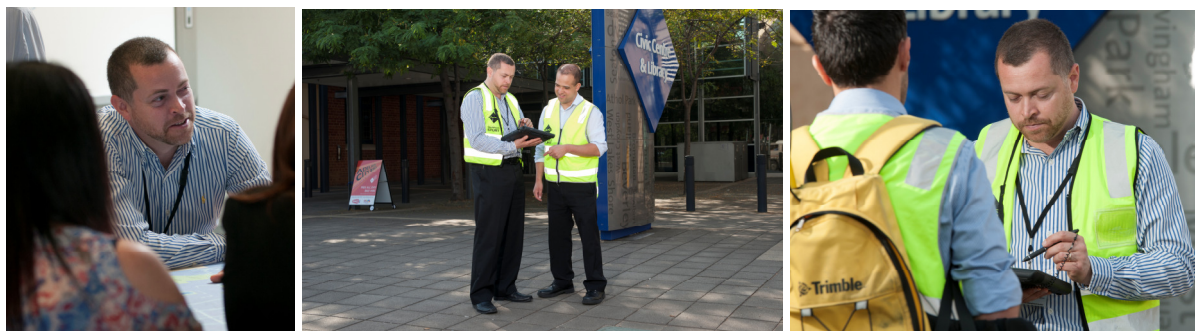
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SENIORS CARD

# Reece Harrison, City of Charles Sturt

## Finalist



### Description:

Reece Harrison joined the City of Charles Sturt (CCS) in 2011 as a temporary contractor to fill the position of Project Manager (Asset Management System Implementation Project AMSIP) in the Information Services Portfolio. Reece had previously worked in the private sector with Staging and Connections - event sound engineers where he was responsible for event set-ups and later in rolling out a new system across Australasia to manage assets and bookings. Soon after Reece commenced, he successfully applied for the permanent vacant position of Coordinator Asset Management (reporting to the General Manager Asset Management Services) responsible for coordinating asset management planning across the organisation and system owner for the new asset management system to be procured and rolled out across the organisation. Reece arrived at a time that was critical in asset management in CCS with Asset Management Plans due to be reviewed within 11 months of his appointment; the planned procurement and implementation of an Asset Management System in which he was to play a leading role both in the procurement and change management processes. Reece's shift to his new position left a gap in the Project Manager position and in effect, Reece kept both positions moving along until an appointment was made. 1. As Project Manager of the AMSIP, Reece was based at the Civic Centre but soon realised that he needed to understand all aspects of the business in order to ensure an end to end approach to asset management. Consequently he initiated steps to work at the Civic Centre and Beverley Centre (Depot) including going out with the field services teams to gain an understanding of current processes and how these may be improved to the benefit of the community. In this process, he gained significant respect of all staff. (Initiative and Leadership) 2. Reece was required to coordinate the review of Council's infrastructure asset management plans by December 2012. CCS originally had 27 Asset Management Plans. Reece put in place a number of initiatives in conjunction with the responsible asset officers to ensure the plans were completed and approved by Council by the end of year. (Corporate Process Improvement, Initiative and Project Management) 3. Reece lead the all important Asset Management System Procurement Process which involved staff from asset

## Emerging Leader of the Year

management services; information services; finance and risk management in developing a comprehensive requirements brief; with 12 key staff on an evaluation panel and undertaking a comprehensive review of submissions under Reece's leadership; shortlisting; demonstrations / presentations from short listed tenderers and comprehensive reference checks including via video conferencing (Leadership, Initiative and Project Management) 4. Reece has a small team of Asset Information staff who are responsible for GIS and asset data quality. The team has grown significantly under Reece's leadership. Feedback from his team is very positive – Reece provides them with clear direction; challenges them and encourages them to be the very best; gives them autonomy; supports them. (Leadership) In addition to the above, Reece participated in the LGMA Emerging Leaders Program during 2012.

### Scope:

As a Coordinator Asset Management, Reece is responsible for bringing together the relevant staff across the organisation to manage close to \$1 billion worth of assets. There are two major projects that Reece has been involved with since commencing at CCS some 18 months ago: 1. Review of Asset Management Plans (AMPs) Council was required under the LG Act 1999 to up date AMPs by December 2012. This project was undertaken within existing resourcing. Previously Council had 27 AMPs. This has been reduced to 8. The major plans were approved by Council throughout the course of the calendar year. 2. Asset Management System procurement and implementation Reece has a leading role working collaboratively with Information Services on this project. To date a contract has been awarded; a Solution Design has been prepared with input from in excess of 60 staff; the project is on-target for 'go-live' in November 2013. Reece was responsible for ensuring the timely contribution and inputs from Asset Management staff. Reece has initiated many other projects including; 1. Establishing a process for Asset Handover for renewed, new and contributed assets 2. Initiating with another member of staff the South Australian Local Government Asset Management Network (SALGAMN) which is the subject of another nomination 3. Investigating options for an industry based approach to receiving asset information from consultants, contractors and developers to easily upload asset data into systems. This is currently still under development and includes discussion with SALGAMN. 4. Leading the Asset Management Operations Group (AMOG) of Council.

### Contact Information:

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# Tarik Wolf, Renmark Paringa Council

## Finalist



### Description:

Tarik Wolf started with Renmark Paringa Council in 2008 as a Team Leader for Parks & Gardens. In that role he established a top notch Parks & Gardens team which to this day continues to win praise for the beautiful landscapes that encompass the Renmark District. Each year as part of the Renmark Rose Festival, visitors flock to Renmark to not only enjoy the private showings but the excellent display of rose bushes maintained by the Council Parks & Gardens team. In September of 2011, Tarik was recognised for his excellent achievements so far and for showing maturity beyond his age was promoted to Infrastructure Supervisor. Since Tarik has moved into this new role, he has gone from strength to strength. Renmark Paringa Council 100% supports Tarik and his development as an emerging leader and have odds on bets that he will one day be a successful Manager or Director with Renmark Paringa Council. Tarik has been nominated in particular for his initiative with several key projects at Council which have seen improvements in processes, practicality and professionalism.

### Scope:

The 1st example of Tariks initiative came in the form of his proposal to Council to establish the Depot Store. Depot had a history of missing general tools & equipment with no established stock take practices in place. Tarik received an approved budget of \$20K with a 3 month timeframe to establish an old storage shed into a working Depot Store. The 2nd example of Tariks skill set is establishing a Gap Analysis of Depot Assets for WHS Compliance. With no budgetary assistance and with a compliance audit set to occur within the next 6 months, Tarik showed valor under pressure when he jumped in head first to the ever expanding volume of paperwork. Welcome to management Tarik. Example 3 of Tariks management mindset and resourcefulness was with his valuable input into the successful completion of a major project at the Waste Treatment Plant . With an approved budget of nearly \$200K and

## Emerging Leader of the Year

with only a 6 week timeline, Tarik was given responsibility to Project Manage the new Lagoon Linings to meet EPA compliance.

### **Contact Information:**

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# Belinda Portelli, City of Burnside

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## Finalist



### Description:

Belinda Portelli, Strategic & Corporate Planner with the City of Burnside has developed in-house a strategic and corporate planning framework and online tool, named Burnside Business Central (BBC). The objective of the Burnside Business Central (BBC) online tool is to develop an online integrated strategic and corporate planning framework and process. The purpose of BBC is to align strategic, corporate and operational plans, budget processes, performance management and project management to achieve, measure and report against our Community's Vision for Burnside. The framework includes long, medium and short term plans that set direction for everything we do. These plans include, but are not limited to, the Strategic Plan, Departmental Programs (Departmental Business Plans), budgets, long-term financial plans, Project Business Cases, Budget Bidding, Project Management, the Annual Report and Annual Business Plan. BBC significantly involved developing a suite of formalised and systematic processes relating to the preparation of each of these plans and reports that is consistently applied across all departments within Council. BBC provides assurance to Elected Members and the community that there is a sound methodology underpinning the development of strategic plans and similar documents that is reflective of best practice. In particular, this provides assurance that decisions made and information reported have fulfilled rigorous scrutiny and challenging by executive and management. BBC provides systems support in implementing our strategic and corporate planning framework. The achievements arising from the development and implementation of the corporate and strategic planning framework through BBC so far, and the intended action plans and reports expected to be delivered in future, has provided assurance that the reporting principles are consistent with integrated reporting models.

### Scope:

Burnside Business Central (BBC) was developed in-house using the Sharepoint software system. Belinda developed all the forms and templates and integration within BBC. Development of BBC commenced in July 2012 in readiness for the 2013/2014 budget and business planning process which was scheduled to

## Emerging Leader of the Year

commence in December 2012. BBC was ready for implementation and training for Managers in November 2012.

### **Contact Information:**

Belinda Portelli, Strategic & Corporate Planner, City of Burnside  
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# Rachel Paterson, City of Playford

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## Winner



### Description:

Rachel has recently (within the last 9 months) taken up the position of Manager Customer Care following an organisational restructure. Whilst having previously spent time acting in management positions Rachel is still relatively new to management. Rachel has taken on the challenging task of the management of a team that had been under the supervision of the same manager for a long time with little change to processes, service delivery and limited opportunities for professional development. Rachel has embraced the Playford focus of its managers being 'people managers' who spend the majority of their time investing in the people of the organisation to ensure that they are equipped to deliver on the objectives of the organisation. Rachel has demonstrated her approach to people management by instilling a positive culture in her team where everyone is accountable to each other to ensure that everybody can deliver their roles to the best of their ability with the community being the ultimate benefactor. Driving a positive culture has required Rachel to address some long standing behavioural issues in the team which she has done skillfully and without fall out. Rachel has also invested in each individual in the team through 1 on 1 meetings and the development of professional development plans that enable the individuals in the team to pursue areas of interest that also provide benefit to the organisation. The team members have responded very positively to this approach which has in turn assisted in the development of the positive team culture mentioned earlier. The call centre in any Council is a critical functional area where many ratepayers have their only interaction with their Council and therefore the service delivery is paramount. Rachel, through investment in her team, has created a call centre that is driven by a culture of good quality service delivery and continuous improvement. This team is now supporting a customer experience project that is driving a high quality service delivery outcome across the organisation. Rachel has not only had a positive impact within her own team. The organisations management is transitioning in its approach to a people focus away from purely technical disciplines. Rachel has embraced this approach and played a leading role in the management team by modelling a management style focussed on people. Rachel has also been proactive in seeking opportunities to develop her management skills through training and has been active in bringing her learnings

## Emerging Leader of the Year

back to the organisation and presenting what she has learnt back to her management colleagues and the executive management team. Rachel has shown that she is indeed an emerging leader through her willingness to take on a leadership role across the organisation despite her limited managerial experience.

### **Scope:**

Within the first 9 months of starting the new manager role, Rachel has overseen a significant Council project called the Customer Experience Project which has assisted in the management of Customer Requests for action and the process for Customer communication improvements. This is underpinned by fostering a customer focus across all areas of Council's business. Results of the most recent Customer Satisfaction Survey shows that overall satisfaction with Council's level of customer service was high at 80% compared to 68% in 2011. This is significantly attributed to the processes and systems that Rachel has implemented regarding Council's handling of customers. Rachel has undertaken these major projects with limited additional budget support but has lead through her people management skills and through her team building abilities.

### **Contact Information:**

Rachel Paterson, Manager Customer Care, City of Playford  
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# Judith Robertson, City of Charles Sturt

### Finalist



### Description:

The City of Charles Sturt used the Year of Women in Local Government as the catalyst to help to establish a pathway for women to aspire to positions of leadership and influence. This project known as “Women Inspire” was one of the approaches, which was endorsed by Council. The idea was to:

- Encourage, promote and sustain networking opportunities for women.
- Encourage, promote and sustain mentoring amongst women with leadership aspirations.

The long term goal for “Women Inspire” was to establish three levels of participants, with each level supporting and learning from each other. A Business Women's Network was established to inspire and sponsor young Council staff, and the Council staff were selected to replicate these skills when sponsoring High School students. The female High School students were chosen from the two schools closest to Council, and were selected for their leadership potential. The staff were sponsored by their managers to be a part of this project, and were endorsed by both Council and Senior members of staff. The Business Women's group was set up with membership from community women who have made a difference in their respective sphere's of influence. These women either work, or live within the City of Charles Sturt, and include all ages, as well as a good mix of cultural diversity and from both small business, government, media and non-government organisations. The outcome has been a well-established Network that allows the willing participants to feel a sense of anticipation and reassurance when seeking advice, support and inspiration to pursue their personal goals and aspirations. This approach has been pursued through out the following years and these networks are ongoing. This initiative is endorsed and auspiced by the Gender Matters Panel of Council. This Panel meets regularly and has as its purpose: to continuously present options for dialogue and engagement with the community and to strengthen women's positions in the community. This Panel has as its Goals the following:

- Raise the awareness of the need to increase the participation of women in local government and the community more broadly.
- Raise the awareness and educate the sector on the need for Gender Equity at both councillor and executive levels
- Raise the awareness of the role that women play in terms of effectiveness and long term health of local government.

## Excellence in Advancing the Status of Women

### Scope:

The scope for this project was to identify Community Women to participate in a Business Women's group. With the aim to promote women and girls into positions of leadership within their sphere of influence. This group to meet on a regular basis and provide leadership to those members of the staff and students who wish to access their information and networking opportunities. The staff and school students were selected for their aspirational abilities which could allow them to attain leadership opportunities within their own environment. The networks formed from the various levels of participants to be made available for all to use to help promote their careers or to offer advice about employment and training opportunities. The project budget for this initiative was considered by the Gender Matters Panel decided upon once the annual work plan was agreed to by the Council.. Between \$5,000.00 and \$6,000.00 per annum is applied for as a separate Project Budget bid, and has remained within budget each year. One of the measures for success is the number of individuals that have been willing to be a part of the mentoring project. The training that was designed for the staff and students was evaluated and the attendance figures were in excess of 90%.

### Contact Information:

Judith Robertson, Diversity Officer, City of Charles Sturt  
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# Cate Atkinson

### Winner



### Description:

I wish to nominate Cate Atkinson for the Excellence in Advancing the Status of Women Award. Cate has always aspired to be a good role model providing support to a wide range of women within the local government sector as a mentor and leader. She has supported a wide range of professional and support staff throughout her career in local government as well as being a mentor for women within the education sector. She is passionate about identifying opportunities to assist women achieve their goals. She has provided significant support to local government through mentoring, establishing the LGMA Womens Network and working with the Executive Education Unit of Adelaide University to identify training and development opportunities for staff in local government seeking to ensure their skills are up to date and relevant for their career paths. Cate has been instrumental in developing a new approach to training and developing women working across the local government sector that focusses not only on their skills, but also on their whole person. This approach is succeeding in ensuring women can understand their own potential and develop career paths that they may not have thought possible. It also is underpinning the overall upskilling of women to improve their own self confidence and ability in their current roles.

### Scope:

Cate has worked hard to establish a successful womens network as part of the LGMA. The Year of Women in Local Government was the catalyst in establishing the network. As part of celebrating womens roles in Local Government Cate implemented the first State Women's Conference in 2008. This event has grown each year and is now a major training and development event on the local government calendar. Parallel to the annual conference she has fostered a comprehensive training and development program to assist women across organisations, no matter what their role or skill level. Regional training sessions are now undertaken each year around the metropolitan area to ensure women can access training more locally and this will be extended to the country regions in the coming year. Over 500 women have benefited from the programs developed

## Excellence in Advancing the Status of Women

through the womens network over the last 5 years, with many now more confident and determined in their career paths.

### Contact Information:

Cate Atkinson, CEO, Wakefield Regional Council  
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# Infrastructure and Asset Management Plans, City of Norwood Payneham and St Peters

## Finalist



### Description:

The City of Norwood Payneham & St Peters is pleased to nominate its Infrastructure & Asset Management Plans (2012) for the 2013 LGMA Leadership Excellence Awards in the Excellence in Asset Management category. In 2008, the Council adopted its initial Infrastructure & Assets Management Plans which set out the strategies and principles by which the Council was to manage its major assets. At that time, the Council developed and adopted four (4) Plans. These Plans encompassed the main Council owned and maintained assets, namely: civil infrastructure (i.e. roads, footpaths and kerb and water tables), stormwater drainage, community buildings and recreation and open space assets. In 2012, the Council reviewed its Plans and adopted a revised set of Plans which will guide and drive the management of its major assets for the coming decade. Whilst the development of the Plans is a legislative requirement, it is the principles and strategies which are contained within the revised Plans which have placed the Council in an enviable position regarding its strategic management of its major assets. The focus of this award nomination is the core asset management strategies which have been utilised in these Plans.

### Scope:

The project scope was to build upon the good work previously undertaken by the Council across its assets and through continuous improvement, strive for excellence in asset management. Areas for improvement delivered across the four asset classes since 2008 are as follows:

- Civil Infrastructure
  - Ensure coordination of bus stop DDA tactile installations across the City to achieve compliance in accordance with the legislative responsibilities.
  - A WOL plan developed for Pedestrian Actuated Crossings in the City.
  - A program of access ramp compliance upgrades to roundabouts in the City.
  - Depreciation review and revision of asset management strategy required.
- Drainage Infrastructure
  - Annual program of inspections of

## Excellence in Asset Management

drainage pipes in the City to identify faults, failures and blockages. Community Buildings

- Development of 20 year elemental renewal program for all building assets.
- Development of an annual painting program
- Gap analysis of all building services provided to Council's buildings to ensure various code compliance and consistent service levels are provided.

Recreation and Opens Space

- Development of a WOL renewal strategy for Playgrounds
- Development of a strategic improvement plan for Playgrounds (ie increase in service level – installation of shade structures and innovative playgrounds)
- Development of a WOL renewal plan for Bus Stop shelters throughout the City
- Development of a WOL renewal plan for Tennis Courts throughout the City
- Development of a forward vision for further Plan improvements (ie define level of service standards, produce a furniture style guide, etc)

### Contact Information:

Sam Dilena, Asset & Special Projects Manager, City of NPSP  
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# The Local Government Asset Management Network

**Winner**



### **Description:**

City of Charles Sturt – Initiate the Local Government Asset Management Network

Background With the introduction of legislative changes surrounding Asset Management Planning, Charles Sturt embarked on a journey to ensure the best possible outcomes for the community assets they are custodian of. Over the years this has seen the creation of key Asset Management roles and responsibilities, budget allocations for related activities and more recently the formation of a special working group to ensure consistency across Portfolios with regards to asset management practices and activities. The catalyst and the need In 2011 the City committed to the procurement and deployment of a fully integrated and mobilised Works and Assets system. This effort is fast paced and has involved over 60 staff in the procurement and design phase to ensure best in class tools are delivered to enhance their already well established asset management practices. This project, along with the requirement to review existing asset management plans, has kept the team busy. The working group, the “Asset Management Operations Group” (AMOG) have stepped up to the challenge in leading this business change ensuring every opportunity to standardise field and office processes are leveraged. Members of the group have championed conversations across all facets of the Asset Management Division, Contracted Services and other stakeholders to ensure all requirements are to be met plus identify new process opportunities where present. The project team and AMOG in turn reached out to their peers in Local Government to ensure their experiences, learnings and “already invented” wheels were considered. It was here that the need to better connect like minded people across South Australian Local Government (Council Officers) was identified. Not only did Charles Sturt need a way in which their asset management staff could connect to a network of asset management minds and learnings, but a way in which they could share their journey for the benefit of others. The way forward In 2012 Reece Harrison, Coordinator Asset Management and David Van Bochove, Stormwater Asset Officer set out to make the solution to this need a reality. Their aim was simple – “if I’m working at my desk wondering how to achieve something in the world of

## Excellence in Asset Management

asset management, doing it alone or just looking for thoughts, do I have some people I can call, talk to or just email?" An initial phone call to possible interested Councils and their Asset Management staff saw an informal gathering attract over 40 staff from Adelaide Metro and Rural Councils. From these beginnings, Reece and David have lead the group to set out a regular meeting format, group structure, meeting schedule and discussion topics of interest to the network. The South Australian Local Government Asset Management Network (SALGAMN) was born.

### **Scope:**

Whilst the initiative was not scoped or run as a project, measures of success and timeframes were put in place as part of the initial planning; Measures; That a peer network that is relevant and applicable to those working in Local Government Asset Management is established and continues to function. That knowledge and learnings regarding Asset Management are freely discussed and shared between Councils. To contribute to the standardisation and consistency of Asset Management practices in SA Local Government. Timeframes; To bring a group of like minded people together within three months. To formalise the groups desire to continue meeting, including structure, within three months of the initial meeting.

### **Contact Information:**

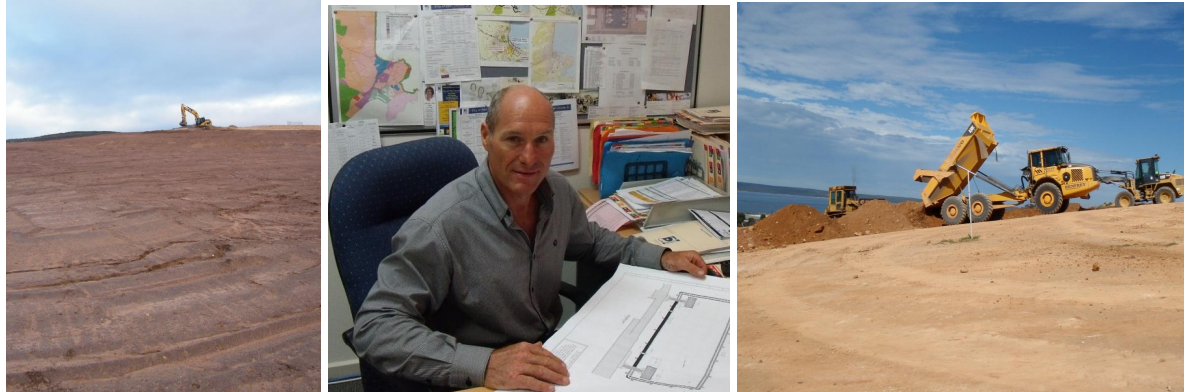
Reece Harrison, Coordinator Asset Management, City of Charles Sturt  
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# Craig Matena, City of Port Lincoln

## Finalist



### Description:

Craig Matena has worked for the City of Port Lincoln since 1990, initially as a technical officer, before being appointed as Operations Manager. Craig's portfolio incorporates construction and maintenance for infrastructure: roads, footpath and stormwater, and the management of waste and recycling services. His local knowledge of Port Lincoln is invaluable, and he has developed strong relationships and ties with local business and the community over his many years working for Council. Craig is a proactive member of the senior management team and his can do attitude is respected and appreciated by his construction work gang and the wider council staff. This nomination for Craig Matena is in recognition of his involvement with the construction of the first full-scale phytocap as a final cover for a landfill in South Australia and the second in Australia. This environmental milestone for waste management sites, has been achieved through extensive suitability modelling and design works undertaken by Tonkin Consulting on behalf of City of Port Lincoln. Craig has been instrumental in progressing the design work and worked collaboratively with the EPA to achieve the end goal. That being a landfill final cover which prevents negative impacts on human health and the environment, by:

- preventing contact between the environment and waste by providing a stable, thick cover
- reducing contaminated water released from the waste (referred to as leachate) by limiting rainfall flowing through the cover and into the waste
- minimising gas emissions from the landfill surface, particularly greenhouse gases such as methane

The challenge was how to achieve this to meet EPA requirements and make the project an affordable component of Councils budget.

### Scope:

see other responses.

### Contact Information:

Craig Matena, Operations Manager, City Of Port Lincoln  
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# City of Darwin Climate Change Action Plan

## Finalist



### Description:

Since the launch of the City of Darwin Climate Change Action Plan 2011-2020 in late 2011, under the leadership of Shelley, the Climate Change and Environment team have worked hard to implement actions, both internally and across the community. This Plan, alongside the Climate Change Policy, guides the whole Council as to the way forward in managing Council's carbon footprint. The Plan is specifically divided into two sections –internal actions and community actions. As one of the larger employers within Darwin and one of the largest emitters, the Council is keen to 'lead by example' before expecting behavioural change within the community. Shelley commenced with the City of Darwin in May 2011 as the Senior Climate Change and Environment Officer and in January 2012 was promoted to the Manager of the section. Shelley has brought with her a wealth of experience including a Bachelor of Science (Environmental), Environmental Auditors Certification and on top of her hectic work schedule, Shelley has just submitted her thesis for her Master of Tropical Environmental Management. Through Shelley's experience and passion in this area, one of the innovative community projects was the launch of Council's interactive online portal 'Sustainability@TheTop'. The portal has two major functions, the first to provide the Darwin community with information on living sustainably in Darwin. It identifies a list of 50 actions and provides information on how to do each action, why it is important and the health and environment benefits. The portal also provides links to other local and national organisations working in the sustainability and climate change fields, and allows them to advertise relevant community events. The second and most innovative function allows users to create their own sustainable action plan by pledging to complete actions within their own chosen timeframe. As users complete their pledges, their \$, water, CO<sub>2</sub> and 'footprint' savings are tracked through the inbuilt ecological footprint calculator. This function demonstrates the direct link between what we do and how it directly impacts the environment, which can be lost in translation. By engaging the community through Sustainability@TheTop, Council and the community can now work together to reduce Darwin's environmental footprint. Other successful projects implemented throughout 2012 include:-

- The Darwin Green Office (DGO) program was



## Excellence in Environment Leadership and Sustainability

launched in February 2012. The DGO is an internal program encouraging positive environmental behaviours in City of Darwin workplace through implementation of climate change and environment initiatives. The program focuses on two topics (energy, water, procurement, transport, waste, paper) every two months and links with local, national and international themed events such as Ride to Work Day, World Environment Day and Earth Hour. The program is coordinated by Shelley, and implemented on ground by a group of dedicated DGO Champions. • Council held the inaugural 'Climate Change Challenge' where middle and senior school students were invited to participate in a series of challenges requiring innovative thinking and debate around climate change and environment issues. Due to the overwhelming success, Council will hold the challenge annually.

### Scope:

The aim of the Sustainability@TheTop Portal was to develop an interactive tool that inspired, supported and encouraged Darwin residents to reduce their carbon and ecological footprint. The portal was developed in partnership with the Natural Strategies Group. The cost of the portal for the design, development (fully branded and customised) and launch was \$11.5k for the first year licence and set up with a further \$9k p.a. The portal is a fully managed and hosted site designed to encourage Darwin residents to reduce their impact on the environment. The portal allows users to chart their journey towards carbon neutrality and environmental sustainability through the creation of personal action plans. Each user creates their own profile and develops their own sustainable plan by pledging to complete actions at home, in the garden, at play and at work within their own chosen timeframe. Users receive regular email prompts encouraging them to revisit their action plan and update their pledges. As users complete their pledges, their \$, water, CO2 and 'footprint' savings are tracked through the inbuilt ecological footprint calculator.

Sustainability@TheTop provides residents the opportunity to ask questions and make comments as well as post community events (such as community planting days) to the events calendar, the resource page and news page. The portal provides detailed information on 50 Darwin specific actions and through Shelley's leadership, numerous channels have been used to launch and promote the portal which are further described in the next section.

### Contact Information:

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# Green Buildings Initiative, City of Onkaparinga

Highly Commended



## Description:

Green Buildings Program The Green Buildings Program was initiated in 2008 and has been responsible for reducing the energy and water usage by Council's 280 plus buildings by a minimum of 20%. The program is a foundation project under the City of Onkaparinga's Climate Change Strategy 2008 - 2013. It recognises that building energy use is a key contributor to the organisation's emissions profile. The assets are also long lived and exposed to future changes in climate. Further, our buildings house our most important assets, our people and community. The program operates on two platforms: □ Municipal Greening Program (MGP) focussed on resource efficiency within council's municipal buildings. Projects are funded entirely through operational budget energy savings. □ Green Buildings Initiative Program (GBIP) is a community based program which is rate funded through our Climate Change Response Fund (rates revenue based) until 2014/15. The GBIP is a 5 step process which involves consultation and ownership by the community based users of our buildings. This process comprises: • Water and energy audits undertaken on each building • Interviews with community or sporting group tenants, plus educational sessions on ways of cutting back energy and water usage. • Demonstrated behavioural change by tenants with a commitment to greening principles • Environmental technology is installed to building • Photovoltaic systems are considered to provide electricity for residual energy requirements. This program takes sporting groups and community based organisations on a learning journey to understand their environmental footprint and what they can do to reduce their own utility costs. It also partners with our Waterproofing the South Project where the recycled water pipeline is located adjacent to sporting turf surfaces. Transitioning will occur to the point where both programs will be funded via operational budget savings that have been returned to the Revolving Resources Fund. While initially conceived as a 4year project with possible additional time, the methodology has been so successful it is now seen as an ongoing and self-funding program. The

## Excellence in Environment Leadership and Sustainability

audit and funding mechanism is leading to a single funding source not reliant on rate revenue and delivering ongoing community benefit.

### Scope:

Project Budget □ Green Buildings Program - \$300,000 per year to allow the upgrade of community facilities and provide for audits and new infrastructure – self funded by 2014/15 □ Municipal Greening Program - Self-funding □ Quantifiable measures for outcomes □ Stakeholders showing a genuine commitment to adhere to the Green Building philosophy and demonstrate cultural and behavioural change in their occupation. □ All Council owned buildings – 280+ in portfolio □ Complex – large office buildings, aquatic centre with cogeneration plant, community centres and small community buildings □ Audit – to classify and quantify the possibilities – first 4 years □ Test and review green building criteria □ Develop Green Building design guidelines □ Deliver Flagship buildings □ Deliver real emissions, energy (20% target was to be investigated) and water savings □ Green Buildings Program to be self-funded by 2014/15 □ Key timelines – Green Buildings Program □ Green Buildings Program began in 2008/2009 □ Initially conceived as a 4 year project with possible extension depending on the outputs □ Green Buildings Projects are required to have a projected payback period of less than 5 years. □ Green Buildings Program is projected to be self-funded by 2014/2015 □ Key timelines – Municipal Greening Program □ Municipal Greening Programs are required to have a projected payback period of less than 5 years.

### Contact Information:

Stephen Kennedy, Program Co-ordinator Green Buildings Initiative, City of Onkaparinga  
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# Stephen Goldsworthy, District Council of Yorke Peninsula

## Winner



### Description:

We are nominating Stephen Goldsworthy Operations Manager for the LGMA award in Leadership Excellence and Environmental Excellence. He is passionate and dedicated to quality customer service, environmental issues and sustainability and has an excellent ability to get on well with all sectors of the community. He creates positive partnerships and encourages the involvement of community groups in joint projects with Council and has established great rapport with all sectors of the wider community that results in excellent outcomes for all involved. This allows the Council in partnership with the community to achieve many projects that without the partnership support from the community would be outside of the capability of the Council alone. His driving force and dedication has organised projects such as environmental protection works, dune restoration, the Walk the Yorke Project which is a walking/riding trail around the whole of our Council region and linking with the local Council regions bordering our area. Stephen has been instrumental in supporting local community groups to explore further funding opportunities and to provide whatever support within reason that Council can provide, to ensure that the community groups priorities can be realised. Stephen is the go to man who goes above and beyond to support community groups to assist them to achieve their goals. His easy going manner and dedication to providing quality customer service to both internal and external customers is without fault. I am lucky to work in the office next door to Stephen and nothing is ever too much trouble for him. His leadership skills in planning, preparation and training his staff for their involvement in identified projects is exemplary. Identified Excellence Stephen has developed and manages a 'can do' attitude amongst his subordinates and provides whatever support is required to ensure the outcome of all projects is delivered on time and within budget. Stephen's ability to attract funding for Council projects has been the key to successfully undertaking many environmental projects within our Council region. With 385km of coastline and 5884 square kilometres within our Council region

## Excellence in Environment Leadership and Sustainability

there is a lot of opportunity for coastal and environmental projects. Stephen undertakes research networks with his many contacts across a variety of groups with whom he is involved to ensure that during the planning stage any concerns are ironed out prior to implementation which allows all those involved to focus their attention to undertaking whatever tasks are necessary to see the projects completed successfully. Stephen has excellent skills in relation to consultation with the wider community and goes out of his way to consult and negotiate with all key stakeholders involved to ensure integrity and positive relationships that support the outstanding success of all projects that he is involved in. Stephen using his leadership and initiative has begun to research and identify strategies to improve the Council's Carbon footprint. Stephen 'Goldy' is a joy to have as a work colleague and many staff would do well to take on some of his positivity and dedication to enhance their own working environment.

### **Scope:**

As a Council we have decided to not focus on one individual project but instead to highlight the many areas of leadership excellence and outstanding environmental initiatives that Stephen is involved in. His exemplary leadership skills and determination to continue to be a driving force within our Council region on new and innovative environmental projects is to be congratulated. Stephen's key projects over the past 12 months have involved biodiversity - coastcare projects in partnership with 24 community groups and progress associations.

### **Contact Information:**

Stephen Goldsworthy, Operations Manager, District Council of Yorke Peninsula  
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of South Australia**

Zero Waste SA

# Change Management Plan/Salisbury Safe Project, City of Salisbury

## Joint Winner



### Description:

In 2010 the City of Salisbury (CoS) determined that it needed to focus on improving the safety culture across the organisation. It's not just systems and processes that have an outcome on safety performance, human factors, in particular managerial commitment also play a large role. Ultimately systems and processes require human involvement. Therefore no matter how good a safety management system (SMS) is, unless there is a positive safety culture that is conducive to supporting an SMS an organisation will still see a higher number of incidents occur. Likewise if an organisation has a good safety culture but a poor SMS it will still see a higher incident rate. CoS recognised the importance of improving both its safety culture and SMS ensuring they work hand in hand to reduce safety risk across the organisation. The Organisational Wellbeing team developed an Organisational Wellbeing Change Management plan built on change management principles, psychology principles for influencing behaviour and the ABEF. It is designed as a change platform that feeds into the organisation's strategic WHS plan. The change management plan comprises of five key elements that were deemed essential in building a proactive health and safety culture, each relying on the others to achieve the best outcome:

- Improving the Work Environment, Systems and Process
- Leadership Commitment and Agility
- Marketing and Communication
- Improving Health and Wellbeing
- Knowledge Management and Education

A Salisbury Safe Project team was then assembled to run parallel with the change management plan. The project focused on creating a health, safety and wellbeing culture change program that:

- o Enables everyone to contribute to a safe and healthy working environment; and
- o Includes changes to communication of WHS concepts and the culture of the WHS systems and procedures to change the way they are currently perceived by staff.

With the project and the development of the change management plan running concurrently the project strategies were plugged directly into Key Element 3 (Marketing and Communication) of the plan so that the project was not stand alone

## Excellence in Risk Management

and was tied into existing processes. The project team quickly ascertained that although safety is a serious topic it does not necessarily need a serious approach. The team conducted extensive internal and external consultation, produced a communication plan and focused on creating a fun safety campaign and quarterly themed campaigns that would engage the entire organisation. In January 2012 the project successfully launched the two campaigns and underpinning quarterly themed messages. Five characters were created for each of the two below mentioned campaigns utilising our own staff, including our CEO in the photo shoot to represent that safety is everyone's responsibility. It was determined that one character from each of the two campaigns would be released each quarter, along with a timely quarterly themed message and a final poster that brings every character together. This meant an 18 month campaign lifespan. The two campaigns are: • Salisbury Safe – Think Safe, Act Safe • Salisbury Vitality – The Greatest Wealth is Health

### **Scope:**

The first step was to develop a change management plan. This required a multifaceted approach with extensive literature reviews, best practice benchmarking, audits and consultation taking place. The City of Salisbury looked to industry leaders in safety culture such as Santos and Golder's Associates and health promotion/wellbeing leaders Alpha One as part of an external consultation process. Internal consultation with key stakeholders and topic experts was also held as part of an extensive process. Budget: A new initiative bid for \$8500 was successfully submitted to facilitate the project and ongoing associated costs. Development Timeline: 18 months Implementation: The change management plan was endorsed in October 2011 and both the plan and project were successfully launched in January 2012 with an 18 month lifespan for the marketing campaigns. The quarterly themes will continue to be driven on an ongoing basis by the Organisational Wellbeing team. Measures: The success of the plan and project and determined using multiple tools: • OCI • OEI • Salisbury Safe Survey • CHG Health Reports • Safety and Injury Management Statistics

### **Contact Information:**

Skye Browne, Senior Coordinator Organisational Wellbeing, City of Salisbury  
Phone: 8406 8265 E-mail: sbrowne@salisbury.sa.gov.au

# Jo Calliss, City of Port Lincoln

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## Joint Winner



### Description:

Jo Calliss has been with the City of Port Lincoln for 4 years as Manager Corporate Services. Her portfolio encompasses financial management, corporate and customer service, rates, procurement oversight, and responsibility for OHS and Risk Management practices. Jo's been instrumental in changing the culture of our organisation towards risk management practices in the workplace. With a number of officers over time providing administration support, Jo has championed the role out of the 'one system' documentation. Her approach was not just to 'rebadge' the template documents provided, but to review and incorporate our existing forms and develop a workable system along the way. The key factor being getting involvement and commitment and understanding of employees so that risk assessment and awareness became integrated in their daily work not additional to it. Jo has worked closely with members from the scheme on the one system project and proactively undertaken and challenged the audit processes over the past years. A key achievement has been the Risk Calculator Jo has developed. Prior to 2012, Council used a range of manual risk assessment forms and although these forms were workable, they required the user to have a degree of knowledge of risk assessment and manual reference. Often for some it was "all too hard" or "too much paperwork". Jo, who we consider to be a bit of an Excel Guru developed a risk assessment calculator to provide an automated risk rating. The benefits of this are that Risk assessments can be completed by all staff, regardless of level of training or awareness of risk assessment methodology. The only inputs required into the calculator are a free form description of event or task, identified hazard and drop down boxes for Exposure, Likelihood and Consequences. The calculator then returns a risk rating with a coloured cell to highlight hazards that require additional controls. The tool is easy to explain to all levels of the workforce and has been implemented across a range of functions, including SOP's, event organisation, volunteer activities. Going beyond it's application in assessing health and safety risk, a modified version of the tool has been developed for project risk assessment on an organisation wide (strategic) level. Incorporated into this version is an action plan



## Excellence in Risk Management

and assessment of residual risk. These tools provide a way for Council to demonstrate compliance with its policies and procedures and to meet Performance Standards for Self Insurers. Following an Eyre Peninsula OHS Forum in 2012, the tool has been requested and supplied to other Councils and has been adapted to fit their organisations needs. In recent months our Council was targeted for one of the Workcover audits. Again Jo's level of professional commitment and understanding of risk management has shone through. Resources were redeployed into finalising some of our ongoing tasks and ensuring that we were able to demonstrate during the Audit a working knowledge and commitment across the organisation. The follow up in January was a positive experience for our Council, primarily due to the endeavours of Jo.

### **Scope:**

The only 'budget' consideration required for the development of the 'Risk Calculator' was Jo allocating time. The tool was something that she played around with over time as a change of pace from normal tasks. The positive in incorporating an online assessment tool rather than paper based is evident across the organisation. Rather than risking losing 'bits of paper' especially from the outside workforce, staff now access the template and save the tool on the organisational drive in the relevant file, accessible in all work places.

### **Contact Information:**

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# Port Pirie Water Recycling Project Team

## Winner



### Description:

Port Pirie Regional Council and Nyrstar (Port Pirie), together with funding provided by the Australian Government via its National Water Security Plan for Cities and Towns, have collaborated to complete a major strategic water reuse project for the City of Port Pirie. The project involved reusing 350ML of water per year (with the potential over time to reach 500ML/yr) from Nyrstar's waste water system (PET plant), treat the water by way of a reverse osmosis plant, and make the water available for community municipal greening (100ML), with the balance being reused by industry (Nyrstar). Previously Nyrstar's waste water was released into the ocean after treatment via its PET plant. This recycled water directly replaces mains water supplied via the River Murray; will assist in improving children's health under the community's Ten for Them project; help facilitate economic and industry growth; assist with tree planting and general municipal greening; as well as assisting Council to provide higher quality playing surfaces on its major ovals. Water is seen as an essential element in achieving the objectives of the community's Ten for Them program, which aims to reduce blood lead levels in children aged 0-4. Water allows historic lead dust in the community to be suppressed as well as greened, which provides a barrier between the dust and children. Nyrstar Port Pirie currently uses 1,800 ML/per annum and by utilising water generated by the recycling plant, will reduce its reliance on the River Murray by 26%, delivering several positive environmental benefits. The Port Pirie Regional Council uses 200 megalitres per annum, however utilising water generated by the recycling plant, will reduce its reliance on the River Murray by 50% which will also have an obvious positive environmental benefit. The total cost of this project was \$5 million, funded via the Australian Government (\$2.5 million); Port Pirie Regional Council (\$1 million) and Nyrstar (\$1.5 million). The project has received overwhelming public support and Council is already in the process of identifying additional water sources (predominantly stormwater) that can be reused and then be reticulated using the infrastructure created via this National Water Security Plan for Cities and Towns

## Excellence in Water Security

grant. That is, this project has been designed to allow for expansion in the years to come.

### Scope:

The budget for this project was \$5 million, funded via the Australian Government (\$2.5 million); Port Pirie Regional Council (\$1 million) and Nyrstar (\$1.5 million). A break down of the expenditure totalling \$5,437,428 is as follows: Preliminaries, design & project management \$370,506 Storage tank, electrical & pumps \$584,949 Rising main and distribution pipe-work \$1,013,910 Treatment plant \$2,599,580 GPA power supply \$491,145 Other works \$377,338 Key aspects of this project included:

- The provision of a reverse osmosis treatment plant capable of treating 500ML per year.
- Over 5 kilometres of pipe network was installed and connected throughout various areas in Port Pirie.
- Upgrades to the existing irrigation network in a number of parks.
- Provision of a connection point (stand pipe) and hard stand area to enable the recycled water to be used for road sweeping, water cart operations for dust suppression, road building purposes, tree watering, and playground cleaning.

The project took two years to complete and involved over 12 months of intense planning and design works prior to Council and Nyrstar being in a position to call tenders for the construction of this project. The project commenced in late 2010 and was officially opened in November 2012.

### Contact Information:

Andrew Johnson, Chief Executive Officer, Port Pirie Regional Council  
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**Department of Environment,  
Water and Natural Resources**

# Integrative Workforce Planning – Investing In Prospect

## Finalist



### Description:

City of Prospect's Infrastructure Assets & Environment (IAE) directorate continues to invest in the alignment of its business to ensure value for money and to lock in future and sustained savings. It is the City of Prospect's (COP) contention that the process, called "Investing in Prospect" culminated in a ground-breaking Enterprise Agreement (EA) which epitomizes excellence in leadership, management and efficiency and has realised significant benefits for the City, the Elected Members, senior management, leading hands, staff and ratepayers. The negotiated EA is wholly consistent with and supports the City's strategic asset management needs. It has resolved long-standing issues between management, union and workers. The City has also secured the benefits of many previous "improvements" that had been negotiated and paid for but not realised in the context of service delivery. The City's new, innovative EA has: - enhanced performance - enhanced the employability and security of our people and - built in genuine value for our community.

### Scope:

COP Strategic Vision states "Council will ensure that every aspect of our endeavour will be "Sustainably Managed", be it financial, environmental or social and seek to employ best practice in all these things". In addressing Service Delivery, Council's Strategic-Plan commits the City, and by implication the IAE Directorate, to strive to:

1. Be an employer of choice with well trained, skilled workforce.
2. Deliver efficient and effective services using the most appropriate service delivery models.
3. Establish efficient work systems to deliver cost-effective services.

In addressing natural and physical asset management, Strategic-Plan calls on IAE specifically to:

4. Implement best-practice asset management planning including an increased focus on sustainable maintenance and renewal of assets.
5. Ensure assets are managed within the framework of the Long Term Asset Management Plan and Financial Plan.

In this context, the City's new EA delivered the following: -

## Leadership and Management Excellence – Metropolitan Councils

Improved service delivery and delivery to plans; - Enhanced management/staff relationships; - Significantly reduced industrial unrest/disputation; - A dual qualified workforce; - One industrial document - a combination of the old EA and the Award in one, plain English document; - A functional Consultative Forum which continues to implement and oversee the EA's agreed changes; - The resolution of historic disparity between workers' remuneration scales; - A simple qualification/skills-based remuneration scale and framework for future increases; - A platform from which to move quickly, efficiently and without unnecessary disputation to the next EA negotiation; - A capacity to benchmark, accurately and effectively, work-plans, practices and staff skills.

### **Contact Information:**

Greg Georgopoulos, Director Infrastructure Assets and Environment, City of Prospect  
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# Moonlight Markets Team, City of Campbelltown

Highly Commended



## Description:

The Moonlight Markets is an initiative of the Council on the back for the success of the Flavours of Campbelltown Food Trail. The markets have been developed to fill a niche in events that are now well supported by crowds of around 10,000 per event. The markets have over 100 stall holders including food trail participants and artisan stalls and only held in summer once a month of an evening. It is underpinned by sponsorship and does not draw on councils resources other than staff time.

## Scope:

The event costs around \$20k to stage which is underpinned by sponsorship from local businesses. Success is measured by attendance ( taken at gates), surveys, of visitors and stall holders, and sales of those involved improving turnover and generating employment. Web traffic is also monitored through Council's web page and dedicated Facebook page for the markets that now has over 1000 members. The event was set up as a trial in early 2012 and council endorsed making it an ongoing part of its program at Thorndon park (one of the key attributes - great park setting) . The event not only provides local economic benefit to the businesses involved at the park but also surrounding eateries who are busy on these nights. Also the services clubs involved report increased revenue that is in turn provided to the community for community for projects in the local area. They are held on the 1st Friday night of each month in summer Nov- March. Each event has been improved building on feedback regarding , parking , stall , traffic , food etc

## Contact Information:

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# Kiki Magro, ERA Asset Management and Infrastructure Portfolio Leader

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## Winner



### Description:

The Strategic Infrastructure Plan for South Australia identifies water resource management as a key priority for the State. Through the leadership of Kiki Magro, Walkerville Council - the smallest Council in inner metropolitan Adelaide - became the leading Council of a large scale water harvesting project called Waterproofing the East. The project commenced in 2009 and continues to this day. The 'Waterproofing the east' project involves harvesting storm water from the eastern region, so that it can eventually be used to irrigate Council parks, gardens and reserves through eastern metropolitan Adelaide. From the onset, Walkerville Council, through its Chief Executive Officer, has kept this project moving forward, achieving key milestones with local, State and Federal funding, support and collaboration. The continuing progress and milestones achieved during the last three years demonstrate the management and leadership skills of Kiki Magro, Chief Executive Officer. The project has involved a long-term commitment and vision from the CEO. From its beginnings in 2009, to the present day, the CEO has secured cooperation and funding from participating Councils, managed all the subsequent funding applications and met with Federal representatives to secure their support. It should be noted that she was also instrumental in engaging with Walkerville's elected body. Given the small size of the Council, Kiki Magro demonstrated excellence in leadership by "selling" a project with a regional focus to an elected body primarily concerned with what happens within the boundaries of their Council area. This ability to bring people together to work on a project that transforms a local mindset to a regional vision is commendable and represents the quintessential qualities of leadership. Kiki Magro heads up the Eastern Regional Alliance (ERA) assets and infrastructure portfolio which has had oversight of the project since 2009. In summary, the CEO has initiated and led a multi-million dollar project which demonstrates the capacity of the Eastern Regional Alliance to collaborate across boundaries to achieve a common goal, subject to strong leadership. When

## Leadership and Management Excellence – Metropolitan Councils

realised, this project could have a long-term influence on large scale storm water harvesting and reuse far beyond the the ERA Councils and the State and has been designed to be a national transferable model.

### Scope:

The ERA (Eastern Region Alliance), is a voluntary association of eastern metropolitan Councils (Burnside, Prospect, Norwood Payneham St Peters, Campbelltown, Tea Tree Gully, Unley and Walkerville). In Feb 2009, ERA established an 'Asset Management and Infrastructure' portfolio. This portfolio was lead by the CEO of the Town of Walkerville, Kiki Magro, who identified stormwater harvesting and water re-use as a critical area of concern for the region. In late 2009, the federal government announced a second round of funding under the Urban Water Funding Initiative, specifically for stormwater harvesting & re-use programs. The second round of funding closed im December 2009 and a submission was prepared by Kiki Magro. Kiki Magro initiated discussions with the NRM Board, State and Federal Government representatives in a concerted effort to keep them briefed on the significance of the Eastern Region and this project . These meetings, and networks continue today, with letters of thanks, support etc being received (2011) from the likes of the then Deputy Premier Hon Kevin Foley, Minister for Water Fay Hart, the Hon Jay Weatherill, Minister Paul Caica, Federal Minister for Makin (Tony Zappia), Federal Minister Christopher Pyne, amongst others. A funding agreement with the Department of Sustainability, Environment, Water, Population and Communities was signed in May 2011 to provide a feasibility study. On the back of this study the following funding was secured for the project: Federal Government: \$9.5 million State Government: \$6 million ERA Councils: \$16.5 million

### Contact Information:

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# Shane Thompson, Mid Murray Council

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**Finalist**



**Description:**

Shane has committed himself to creating a Mid Murray Community Development Team, which serves our Council in a way that engages, supports and builds community capacity, vibrancy and wellbeing. Over the past 18 months Shane has built a high performance Community Development team – something never done before in Mid Murray Council. Shane empowers this team to create positive change in the community through using innovation, calculated risks, transparent community engagement and delivering tangible outcomes. In the past 12 months, through Shane’s leadership, this team has won 3 major awards: – 2012 National Award for Local Government in the Youth Engagement and Participation Category (Mid Murray was the only SA Council to take home an award at this ceremony in 2012); – 2012 SA Community Achievement Awards Medibank Healthy Community Participation Award (the only SA Council to take home an award from this ceremony); and the – 2012 South Australian Local Government Association Mutual Liability Scheme Risk Management Award. In early 2010 Shane was appointed as Council’s Community Development Manager, with a team of only 3 staff (including himself and a trainee). Now in 2012 - after two years of hard work, persistence, building, lobbying, submissions garnering funding and support from all levels of Government, Shane has a high-performing team of 12 which deliver valued outcomes to the community including Youth, Health, Wellbeing, Transport, Arts and Culture, Tourism, Sport and Recreation, History, Education, Ageing, Disabilities and more. It has not only been establishing this team which sets Shane apart from other Local Government leaders, but also what he empower his team to achieve in their community – and how this has dramatically improved the reputation and outputs of Mid Murray Council’s Community Development work. Shane has built up a reputation with not only internal staff and elected members of Council, but also with all sectors and ratepayers in the community for solutions and ideas. He is widely recognised as someone who is genuinely interested in supporting ratepayer needs, but he and his team are also recognised by elected members as ‘shining stars’ of Council in an area, which had been negatively perceived by the public in the past.

## Leadership and Management Excellence – Rural Councils (small and large)

Turning around the community's opinion of Mid Murray Council's community development and delivering tangible and valued outcomes across many community sectors – and a large geographic Council area - has been no mean feat. Shane is a team player – not only working collaboratively with his own team, but when working alongside colleagues in management roles, with works departments, senior managers, neighbouring Councils and other Government agencies. This has also allowed him to build key relationships within the Council and get different teams working together for better community outcomes and improved performance for the Council overall. He has earned respect from government bodies when partnering on programs, including SA Health's Health Promotion Branch, Australian Government's Healthy Communities Initiatives, Country Arts SA, Office for Youth, Murraylands Regional Development Association, Office of Recreation and Sport, and the Department for Communities and Social Inclusion (DCSI).

### **Scope:**

In the past 12-18 months, Shane has built up a long list of quantifiable outcomes for the Mid Murray Council – and specifically his Community Development portfolio, some of these include:

- Attracting more than \$2.7million in State, Federal and other NGO funding grants and Awards monies to deliver programs and projects in the Council area;
- Developed his original team of 3 people , to a team of 12 high-performing officers and managers delivering proactive community engagement practices and positive projects;
- Securing ongoing budget streams from Council to deliver extensive and ongoing programs for the next 5 years in Youth, Community, Tourism, Arts, Health, Sport and Recreation, Transport;
- Led his team to win 3 major awards (ie. National Youth Engagement Award; SA Risk Management Award; SA Healthy Community Participation Award);
- Built a strong link between Council Governance and accountability of services to community through more transparent and proactive engagement strategies;
- Developing strategic plans to create improved efficiencies and use of resources/opportunities within Council's existing Community Development Team;
- Creating a culture of high-performance amongst his team, and encouraging developing leaders within this team to take risks and be forward-thinking (in small, rural and remote settings).

### **Contact Information:**

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# Stephen Goldsworthy, District Council of Yorke Peninsula

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**Finalist**



**Description:**

We are nominating Stephen Goldsworthy Operations Manager for the LGMA award in Leadership Excellence and Environmental Excellence. He is passionate and dedicated to quality customer service, environmental issues and sustainability and has an excellent ability to get on well with all sectors of the community. He creates positive partnerships and encourages the involvement of community groups in joint projects with Council and has established great rapport with all sectors of the wider community that results in excellent outcomes for all involved. This allows the Council in partnership with the community to achieve many projects that without the partnership support from the community would be outside of the capability of the Council alone. His driving force and dedication has organised projects such as environmental protection works, dune restoration, the Walk the Yorke Project which is a walking/riding trail around the whole of our Council region and linking with the local Council regions bordering our area. Stephen has been instrumental in supporting local community groups to explore further funding opportunities and to provide whatever support within reason that Council can provide, to ensure that the community groups priorities can be realised. Stephen is the go to man who goes above and beyond to support community groups to assist them to achieve their goals. His easy going manner and dedication to providing quality customer service to both internal and external customers is without fault. I am lucky to work in the office next door to Stephen and nothing is ever too much trouble for him. His leadership skills in planning, preparation and training his staff for their involvement in identified projects is exemplary. Identified Excellence Stephen has developed and manages a 'can do' attitude amongst his subordinates and provides whatever support is required to ensure the outcome of all projects is delivered on time and within budget. Stephen's ability to attract funding for Council projects has been the key to successfully undertaking many environmental projects within our Council region. With 385km of coastline and 5884 square kilometres within our Council region there is a lot of opportunity for coastal and environmental projects. Stephen undertakes research networks with his many contacts across a variety of groups with whom he is involved to ensure that during the planning stage any concerns are ironed out prior to implementation which allows all those involved to focus their

## **Leadership and Management Excellence – Rural Councils (small and large)**

attention to undertaking whatever tasks are necessary to see the projects completed successfully. Stephen has excellent skills in relation to consultation with the wider community and goes out of his way to consult and negotiate with all key stakeholders involved to ensure integrity and positive relationships that support the outstanding success of all projects that he is involved in. Stephen using his leadership and initiative has begun to research and identify strategies to improve the Council's Carbon footprint. Stephen 'Goldy' is a joy to have as a work colleague and many staff would do well to take on some of his positivity and dedication to enhance their own working environment.

### **Scope:**

As a Council we have decided to not focus on one individual project but instead to highlight the many areas of leadership excellence and outstanding environmental initiatives that Stephen is involved in. His exemplary leadership skills and determination to continue to be a driving force within our Council region on new and innovative environmental projects is to be congratulated. Stephen's key projects over the past 12 months have involved biodiversity - coastcare projects in partnership with 24 community groups and progress associations.

### **Contact Information:**

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# Katrina Allen, City of Port Lincoln

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## Winner



### Description:

Katrina recognises the value of employees, and works with staff to accommodate personal matters where possible without compromise to organisational requirements and to minimise impact of other employees' workloads and opportunities. Constant review of organisational best fit is always on her radar, including the importance to retain and have opportunities for staff to return in some capacity from parental leave. Being an all female administration office and Library, Katrina continues to lead the work teams through a process of self assessment of services provided and tasks undertaken on behalf of the community. This has resulted in changes made to staffing structures and services provided, without loss of service level to the Community. Consultation and engagement, with the female staff in particular, has given staff an insight into their important contribution to the long term sustainability of the Council. Advocating that people make the difference has always been Katrina's work ethos. From mentoring a small group of female employees in achieving a Diploma in Management (including herself) to leading the development of key strategy documents to set the framework and clear direction for the future work programs and projects, Katrina's dedication to both staff and the Council is to be admired. In the last 12 months, as Acting CEO, Katrina's dedication to Council and guidance to others has helped develop and achieve some key strategies for the City's future growth and prosperity. Katrina values work life balance and encourages others by demonstrating leadership that shows you can coordinate commitment to your family, your workplace, your community and self fulfilment in life.

## Leadership and Management Excellence – Rural Councils (small and large)

### Scope:

As stated above, from the Strategic Plan review Katrina has overseen the development of several major strategic documents and delivered on several major projects setting the framework and clear direction for future work programs and projects. Katrina's other significant achievements include: - major improvements to governance practices, including council report and agenda formats, policy and corporate document review priorities, records management with an emphasis on the importance of consistency - lead development of HR module data to create collaborative J&P, training records and skills review - allocated new resources to volunteer management - participate in working group for shared services review project - recruitment panel and prepared documentation for EPLGA Executive Officer - work with community groups to review and assess operations (eg Civic Hall) - mentored a small group of employees in achieving a Diploma in Management (and self included)

### Contact Information:

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# Kangaroo Island Council Finance Team

## Finalist



### Description:

Many Councils value their buildings, structures and land improvements on a depreciated replacement cost basis, a basis that assumes that Council will replace those assets at the end of their economic useful lives. The significant infrastructure issue for Councils is for that many of these assets, Councils have little or no likelihood that these assets would actually be replaced. The innovative asset accounting practice implemented by the Kangaroo Island Council Finance Team provides Council with a way of mitigating the accounting impact of these assets within Council's financial statements and reducing the size of Council's level of infrastructure assets being actively managed within Council's asset management plans. The method implemented by Council, with the support of Council's Audit Committee, was the concept of recognizing a range of non-current assets as being those assets that Council would choose not to replace, in order to enable the separate accounting treatment (and as a result, valuation basis) to be applied to these identified assets. In the accounting literature, to be recognized as an asset, an item must be controlled by an entity, such as a local government Council, and generally be expected to generate economic benefits to the holding entity, as defined in AASB 116. Structures fixed to land controlled by an entity are also considered assets under the control of that entity, unless documented otherwise. This means, for example, that structures and land improvements provided by a lessee, unless otherwise documented, become an asset of the lessor, with a responsibility to record that asset in their financial accounts. This has significant implications for Councils as, over time, many assets have been recorded in Council's fixed asset register by nature of the assets simply been provided or established by external groups on Council land. The methodology implemented by the Kangaroo Island Council incorporates a process of defining a new set of asset accounting sub-classes within Council's Asset Accounting Policy, in order to categorize assets as being specifically of a 'non-replaced' nature, and, as a consequence, to be valued at 'disposal value' for the purposes of being recognized in the financial statements of Council, rather than at a depreciated replacement cost basis and being assumed that they will be actively replaced, whether explicit asset replacement plans exist or not. This new accounting method to identify, categorize and account for these

## Leadership in Financial Management

'non-replaced' assets in this way, provides the benefit of reducing the volume and amount of Council's Fixed Asset Register incorporated within Council's Infrastructure Asset Management Plans, as well as reducing the impact on the provisioning for annual depreciation within Council's operating financial statements.

### **Scope:**

The scope of the work was to implement a new mechanism with which to identify and account for particular identified non-current assets within Council's fixed asset register such that:

1. Specified assets could be identified as being of a 'non-replaced' nature, and categorized separately from other Council assets,
2. The new process would mitigate Council's obligations to replace those assets as far as the financial accounting statements were concerned;
3. The process was to be documented sufficiently to allow the reversal of any categorization, if Council so chose to do this reversal at a later date, and;
4. The process had to be robust enough, and have a sufficient level of veracity, to pass scrutiny by Council's External Auditors.

There were two key timelines involved in implementing this innovative change, namely:

1. The update of Council's Asset Accounting Policy had to be completed with the same financial reporting year in which the change to accounting policy was to apply, and ;
2. The identification of those assets to be categorized as 'non-replaced' assets for inclusion in the determination of Council's year-end financial position, including a positive decision of Council to ratify the proposed list of 'non-replaced' assets, within the annual workflow of Council's external audit, in order for the change to be included in Council's annual financial statements at year-end and to achieve the appropriate opinion by Council's External Auditors that the financial statements present fairly Council's financial position in accordance with accounting and audit standards.

### **Contact Information:**

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# SALGFMG Executive and Internal Controls Working Party

**Winner**



### **Description:**

The SALGFMG is an organisation that represents financial management professionals working in local government in South Australia. The Executive consists of volunteers from within the sector who give up their time to pursue projects which promote excellence in financial management practises through hosting seminars, workshops, networking, development of tools and publications, advocacy and policy input. The most recent project the group have been involved in has been development of an internal financial controls framework, " Better Practise Model – Internal Financial Controls" which can be applicable to all councils regardless of size. This framework was developed to meet changes to the legislation requiring an auditor to audit a Council's internal financial controls and provide an opinion on whether the Council's controls provide a reasonable assurance that the financial transactions of the council have been conducted properly and in accordance with law. However the legislation was sufficiently broad as to provide only limited guidance as to the scope of the audit work required. The requirements were subjective and unless supported by an appropriate framework potentially captured the entire financial and administrative operations of a council, the audit of which would be a mammoth and expensive task. By nature internal controls opinions are more likely to be qualified than a financial statements opinion. For example, financial statement opinions allow for errors and misstatements to be corrected retrospectively, whereas for controls opinions control weaknesses at any point during the period may result in qualification, even where they are subsequently rectified. Without an appropriate controls framework, the variance in auditor's interpretation of the standards would likely create significant inconsistency in what constitutes a material control weakness requiring qualification, increasing the risk of qualification for councils. This in turn may create reputational damage and scrutiny from the Minister and other stakeholders. Inconsistent internal control standards also make it difficult for stakeholders to assess and compare the robustness of each councils internal controls and their relative adherence with legislation. Hence it was agreed a uniform approach be taken to develop a framework that could be applicable to all council regardless of size.

## Leadership in Financial Management

### Scope:

The legislation invoked in 2009 provide that an auditor was not required to comply with these new provisions until the audit of the 2012-13 financial year (for 17 “prescribed” metropolitan Councils) or the audit of the 2015-16 financial year (for the remaining 51 Councils). However councils were granted the option to apply for an extension of 12 months which they did allowing time for a framework to be fully developed, to gain the Ministers support for the approach and to amend the legislation so that the audit opinion would be provided in the context of the framework. In 2002 Deloitte was commissioned by SALGFMG with support of the LGA to develop a comprehensive best practise model for internal controls implementation, and in 2011 SALGFMG sought to have this model developed into a web based tool. In reviewing the work completed to date, it was noted that the internal controls identified in the 2002 model required updating to reflect current operating environments, and to ensure their applicability to all councils regardless of size or location. It was also observed that the guidance papers and tools available to councils were not mandatory, and had not been adopted consistently across the sector. In response to this, SALGFMG and SALGAG with support from the LGA have sought to develop a standardised framework for the sector, applicable to all councils, with the recommendation that adoption of this framework be made mandatory, providing a consistent, reliable basis for all councils to prepare their annual financial statements.

### Contact Information:

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# Georgina Pearce, City of Playford

## Finalist



### Description:

Georgina Pearce is a Youth Development Officer with City of Playford, and is one of the most dedicated workers I have ever met. I believe that she would be a worthy recipient of the Local Hero Award for Leadership in Community Services due to the tireless work that she puts into the Playford Community, and to making sure that young people in Playford have a voice and empower them to take action with support of the Playford Council. Georgina has been involved in instigating, improving and reinventing a number of programs and projects within her 5 years with City of Playford. These key projects are:

- City of Playford 2011-2016 Strategic Youth Plan- A five year strategic plan which outlines Playford Council's direction and builds upon Council's current initiatives in relation to young people who live, work or play in the City of Playford.
- Elizabeth Riders Committee – This is a committee made up of young people between the ages of 12-20 years who have a passion for everything associated with skate parks. They organise skate competitions, run BMX, scooter and skateboard workshops and deliver presentations encouraging young people to get involved in their community.
- Playford Youth Network- Connect and support Youth services to form partnerships and work together around community needs, wants and trends.
- Youth Advisory Committee- A youth lead committee which supports young people to have their voices heard and advocate on issues associated with young people.
- The Remedy (a program for CALD young people)- The Remedy is a project designed to engage young people (predominately Culturally and Linguistically Diverse (CALD) young people) from the north in creative story telling experiences by working with professionals to create a film clip depicting the strengths of the northern youth community.
- Jibba Jabba Radio and e-zine- Jibba Jabba Radio is a cross council collaboration whereby young people learn skills on radio presentation and run their own youth radio segment. The e-zine is also a cross council collaboration which is used to promote programs and activities that are happening in the north to young services, schools and families within the northern area.
- School holiday program- City of Playford run a comprehensive school holiday program that supports a wide range of interests of young people that are extremely engaging and fun to do.
- Continuous Youth engagement – Surveys and other forms of feedback are continuously obtained from young people to support Council to have a greater understanding of youth issues.
- Established the Northern Teenage Parents Working Group- A network of local youth services that work alongside teenage parents to create projects and supportive services for young people.

## Local Hero Award for Leadership in Community Services

### Scope:

Georgina has demonstrated her leadership in the management of budgets and timelines over all the projects. Each year a timeline is developed with the Youth Advisory Committee (YAC) and the Elizabeth Riders Committee which includes key indicators, advised by the needs and wants of the young people and the local community. An example of this is the YAC. The City of Playford over the past 5 years have had a memberships of over 20 young leaders per year, all from diverse backgrounds. The difference between the Playford YAC and other YAC's is that Georgina has advocated that young people should have access to funding to create innovative projects to address community need. Georgina believes in the benefits of an action based YAC where the young people have control of projects and she supports young people to not only have a voice, but to also take action. YAC have three key projects throughout the year which are Youth Week, Mental Health Week and a project developed by the YAC. These projects are partnership projects and bring together YAC with Headspace YAC, Anglicare SA and other youth groups whereby strategic planning occurs with the services and young people to discuss roles, timeframes and budgets and collaboration in applying for grants. The YAC in 2011 created a Youth Mental Health Journal. The young people created a competition for community members to submit poems and pictures about positive mental health. The YAC then worked with designers to create the Positive Youth Mental Health Journal.

### Contact Information:

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# The Mid Murray Council Community Services and Development Team

### Winner



### Description:

The Mid Murray Council Community Services and Development Team has grown significantly in the past two years through a strategic approach to respond to community needs by actively seeking external resources to deliver on community aspirations. The Mid Murray Community Development Team serves our Council in a way that engages, supports and builds community capacity, vibrancy, wellbeing and health. Over the past 12 – 18 months Council has built a high performance Community Development team – something never done before in Mid Murray Council. This team is empowered to create positive change in the Mid Murray community through using innovation, taking calculated risks, using transparent approaches to community engagement and delivering tangible outcomes. In the past 12 months, this team has won 3 major awards: – 2012 National Award for Local Government in the Youth Engagement and Participation Category (Mid Murray was the only SA Council to take home an award at this ceremony in 2012); – 2012 SA Community Achievement Awards Medibank Healthy Community Participation Award (the only SA Council to take home an award from this ceremony); and the – 2012 South Australian Local Government Association Mutual Liability Scheme Risk Management Award. In early 2010 Council's Community Development team comprised of only 3 staff. Now in 2012 - after only two years of hard work, persistence, building, lobbying, submissions garnering funding and support from all levels of Government, Council has a high-performing team of 12 which deliver valued outcomes to the community including Youth, Health, Wellbeing, Transport, Arts and Culture, Tourism, Sport and Recreation, History, Education, Ageing, Disabilities and more. The Community Development Team is widely recognised by the community and is also recognised by elected members as 'shining stars' of Council in an area, which had been negatively perceived by the public in the past. Turning around the community's opinion of Mid Murray Council's community development and delivering tangible and valued outcomes across many community sectors – and a large geographic Council area - has been no mean feat, and required persistence and passion. The team has earned respect from other government bodies when partnering on programs, including SA Health's Health Promotion Branch, Australian Government's Healthy Communities Initiatives

## Local Hero Award for Leadership in Community Services

(DoHA), Country Arts SA, the Office for Youth, Murraylands Regional Development Association, Office of Recreation and Sport, and the Department for Communities and Social Inclusion (DCSI). Faced with the challenge of servicing just over 8,000 people spread over more than 6,200 square kilometres the Community Development Team looked to a combination of external funding opportunities, partnerships with other key organisations and creative solutions. Innovative, community driven responses such as the Mobile Fun Box, a portable skate ramp which provides youth with an unstructured recreational place and space on a rotation basis became a strong theme. Other programs were also developed to be generic enough to be delivered in this sparse area yet targeted enough to meet localised needs.

### Scope:

Faced with the challenge of servicing just over 8,000 people spread over more than 6,200 square kilometres the Community Development Team looked to a combination of external funding opportunities, partnerships with other key organisations and creative solutions. In the past 12-18 months, the Community Development Team has built up a long list of quantifiable outcomes for the Mid Murray Council, some of these include:

- Attracting more than \$2.7million in State, Federal and other NGO funding grants and Awards monies to deliver programs and projects in the Council area;
- Developed the original team of 3 people , to a team of 12 high-performing officers and managers delivering proactive community engagement practices and positive projects;
- Securing ongoing budget streams from Council to deliver extensive programs for the next 5 years in Youth, Community, Tourism, Arts, Health, Sport and Recreation, Transport;
- Winning 3 major awards (ie. National Youth Engagement Award; State Risk Management Award; State Healthy Community Participation Award);
- Built a strong link between Council Governance and accountability of services to community through more transparent and proactive engagement strategies;
- Developing strategic plans to create improved efficiencies and use of resources/opportunities within Council's existing Community Development Team;
- Creating a culture of high-performance amongst the team, and encouraging developing leaders within this team to take risks and be forward-thinking (in small, rural and remote settings).

### Contact Information:

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# IT Program of Works Project Team - City of Tea Tree Gully and City of Prospect

## Finalist



### Description:

In 2010 after losing two of the three Information Technology (IT) staff employed by the City of Prospect (Prospect), the City of Tea Tree Gully (CTTG) offered to provide short-term support while Prospect considered resourcing and service delivery options. In February 2011, Prospect considered a report prepared by BRM Holdich that recommended Prospect enter into a formal agreement with CTTG for the provision of IT services and commit budget to address a range of IT infrastructure issues. A draft IT Managed Services agreement (MSA) was prepared and refined over several months to document service definitions, fees and charges, service levels and performance measurement. Within the MSA signed in March 2012, CTTG and Prospect committed to being early enablers/adapters of new technology. We anticipated that the National Broadband Network would enable us to be proactive and progressive in using new technology and delivering services in innovative ways for the benefit of both Councils and their communities. Key principles of the agreement supported by CTTG and Prospect are that both Councils will:

1. Actively collaborate to achieve efficient and effective delivery of IT services, and strive to demonstrate to the broader local government sector and our local communities how best to use technology to deliver services to our staff and communities.
2. Commit to open, transparent and timely exchange of knowledge and information.
3. Commit to standardisation, rationalisation and consolidation of software and technology.
4. Commit to pursuing the use of cloud computing where feasible.
5. Pursue collaboration with other councils regarding IT Service Delivery with an aim to maximise economies of scale.

and that Prospect will provide adequate funding to ensure its IT hardware/infrastructure and software remain up to date, supported and under warranty. The MSA underpins an 'IT Program of Works', scoped in October 2011, for three phases of work to effect a series of major critical IT projects at Prospect. Phase 1: Desktop hardware replacement, Microsoft Office upgrade, migration of Novell to Microsoft, and externally hosted email (cloud solution) Phase 2: Authority enterprise software suite upgrade Phase 3: Telephone system

## Partnerships for Growth Award

replacement Project phases were governed by a steering group, project charter, communication plan, training plan, risk and issues register, and project schedule. All phases were project managed by CTTG and implemented concurrently utilising a mix of internal resources from both sites and multiple external suppliers. All three project phases were successfully delivered by November 2012, on time and within budget, and met the original project objectives. Project learnings were documented in a close out report presented in November 2012, with lessons learnt to be applied to future projects at both Councils. The IT Program of Works required staff from both Councils to work as a tight knit project team with common goals and enabled the relationship between the Councils to evolve and mature as we each gained a better understanding of one another and how to manage the procedural and cultural differences that exist between organisations.

### **Scope:**

Prospect approved the IT program of works budget of \$508,000 in April 2012, with all phases completed within eight months. Phase 1 was implemented on 24/09/2012 within the allocated budget of \$309,000 and delivered: - Operating system migrated from Novell to Windows 7 - Groupwise email and calendar system migrated to hosted Outlook/Exchange - Microsoft Office upgraded from version 2003 to 2007 - Logins and email addresses standardised - 180 GB of emails cleaned up (TRIM or deletion) - 84 new desktops configured and rolled out - 135+ mailboxes and 40 resource accounts migrated to hosted Exchange with Adam Internet - 8 training sessions delivered with 95% attendance Phase 2 was implemented on 5/11/2012 within the allocated budget of \$135,000 and delivered: - Authority upgraded from version 5 to version 6.6 - Authority portal implemented - New Linux server deployed and disk replaced - Storage configuration - Role and portal menu reconfiguration - Purchase of GDS21/VERS TRIM compliance licenses - Upgrade of software such as Websphere licenses - Desktop client configuration and deployment - Integration of TRIM to Authority configuration and testing Phase 3 was implemented on 04/09/2012 within the allocated budget of \$64,000 and delivered: - 1 PABX phone system replacing 3 standalone PABX and providing Voice Over Internet Protocol (VOIP) - Shoretel phone system configured - 85 new phone handsets rolled out CTTG also prepared monthly reports and held meetings with Prospect staff to evaluate the performance of the IT Managed Services Agreement and support against service levels.

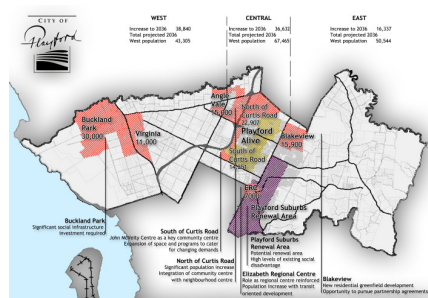
### **Contact Information:**

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# Management of Growth Framework, City of Playford

## Finalist



### Description:

The City of Playford is Adelaide's fastest growing metropolitan council area. Projections released for the 30 Year Plan for Greater Adelaide suggest that the population of Northern Adelaide will grow by 169,000 people by 2040. Even at its lowest growth scenario, the Playford Council is expecting to add 60,000 to its 80,000 strong population by 2040. With the highest growth scenario, Playford's population would exceed 200,000 around 2040. The high population scenario assumes full uptake of all land proposed to be rezoned in the next few years. It does not take into account the 70% infill target of the 30 Year Plan for Greater Adelaide nor has the potential yield for the older Elizabeth suburbs been calculated. Consequently, there will still be room for growth after 2040. Anticipating that population growth will occur with complex combinations of greenfield and infill development, and acknowledging that commercial and industrial land uses will need to keep pace, the City of Playford constructed the Management of Growth Framework. The City of Playford Management of Growth Framework is a unique blend of internal communication, real two-way communication with developers and residents, effective collaboration with the State Government and its agencies, and the strategic marshalling of the City of Playford's resources. The Framework's primary aim is to achieve the best outcome for the City of Playford's existing and future community, by identifying and planning with its many partners for the renewal and growth of this area. Together with close working relationships with Planning SA, Renewal SA and the Office of Northern Connections, the Framework structures Playford's response to the 30 Year Plan for Greater Adelaide. The success of the Framework is already evident, with closer Council-developer relationships fostering a more closely aligned view of how the City of Playford strategic objectives can be achieved. Early indications also show that closer Council-developer relationships and improved information sharing are reducing the amount of compliance work in some areas. Most importantly, the Management of Growth Framework brings together all of the people, policies and procedures required for managing the growth of the City of Playford, fostering real communication and problem-solving, and offering a more certain environment in which developers can operate. As the City of Playford faces a period of enormous growth and change, it recognises the

## Partnerships for Growth Award

opportunity to manage growth well for the benefit of residents and users of the City, now and into the future. The City of Playford Management of Growth Framework offers a clear line of sight across all elements of this urgent and complex urban planning task.

### **Scope:**

The City of Playford Management of Growth Framework has been created with a far wider scope than a single project. The premise of this Framework is that it be used to oversee, guide and improve policy and development projects across the Playford area over a 30-40 year planning horizon. Using the principles of continuous improvement, this Framework reflects Playford Council's decision to remove silo management and integrate decision-making into a flatter structure. Consequently, the Framework involves decision-makers across all areas of the Council. To construct a project budget around this type of systemic change has not been useful in this instance. The two prime motivators of the project are: (1) improved outcomes for residents against the City of Playford Strategic Plan, and (2) increased efficiencies in the development process. As the Framework is a contributor to improved outcomes for Playford residents, data will be collected in the City of Playford Annual Resident Survey. In addition an annual survey of development industry providers will also occur. The Service Improvement pillar of the Management of Growth Framework includes the City of Playford Efficiency and Effectiveness Program which operates across all areas of Council. Service standards introduced through the Efficiency and Effectiveness Program apply to the development assessment process. As part of the Framework, all internal and external feedback will travel through to the Efficiency and Effectiveness Team for consideration and review.

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# Council Solutions

## Highly Commended



### Description:

This nomination seeks recognition for the historic partnership achievements of the G6 Councils (the Group) and to acknowledge the transformational model and objectives of Council Solutions, established and formed following the success of the G6 Procurement Group. The G6 began as an initiative of Councils in 1994 and has become a leading Australian procurement group, saving Councils millions of ratepayer's dollars annually. The establishment of Council Solutions on 20 December 2012 as a Regional Authority provides the Group with further scope for cross-Council collaboration, benefiting not only the partnering G6 Councils, but all Metro and Regional South Australian Councils. Founding of the Authority has been two years in the making and is in itself a substantial achievement. Its formation gained unanimous support from no less than 90 elected members across 6 Councils, with final approval endorsed by the South Australian Government. Council Solutions' success arises both from its past, the G6 Procurement Group being an example of cross Council partnership of 18 years, and from its current mission to deliver a shared service organisation that:

- increases the quality, efficiency, and speed of procurement and other services
- improves accountability and transparency
- delivers significant cost savings
- reduces risk; and
- connects strategy and tactics to outcomes.

Nationally, communities are demanding that their Councils deliver improved services with greater transparency, accountability and value for money. Council Solutions is a response to these community requests. Councils across Australia have indicated that they are keenly following the developments of Council Solutions as an innovative and sustainable model to address current pressures on funding, budgets and Council costs. "Improved Outcomes" is the tagline of Council Solutions. Improved outcomes for community prosperity and well-being form the collaborative strategy, which in turn frames the objectives of each of the shared services that may be considered over time. For Council Solutions, shared services is not about driving down costs, it is about an improved model that leverages scale and scope efficiencies with outcomes. Council Solutions' partnerships extend wider than its member Councils. There is integration with the State Government's Public Sector Renewal Program and with the "Continual Improvement and Innovation in Local Government" Group. Council Solutions is "An Authority for all Councils" in South Australia. Council

## Partnerships for Growth Award

Solutions' charter provides a platform to support Councils across the State to achieve efficiencies and build capacity through its shared services. There are examples of shared services in South Australian Local Government; it is the resolve of the member Councils to deliver broad-scale shared services that attracts national interest to this shared service program. Delivering a successful model of shared services is complex. Further, effectively implementing shared services across independent organisations, like constituent Councils, is very rare. However Council Solutions is founded on the successful model of the G6 Procurement Group which has a sustained history of effective collaboration. The enhanced model of Council Solutions is a partnership for growth designed to positively impact Local Government, both here in this State, and potentially across Australia.

### **Scope:**

A self-funded initiative dating back to 1994, the G2 group of Councils quickly became six, providing aggregated procurement benefits and service delivery to communities. Serving a population in excess of 600,000 people, Council Solutions manages strategic and collaborative procurement of assets and services to its Councils, who together have 3,000 staff and annual budgets totalling \$550 million. Major contracts include Roadworks, Temporary Labour Hire and Cleaning Services. Council Solutions is undertaking the category management of the complex waste sector to improve outcomes for waste management and collection, including e-waste. Council Solutions' contracts and services are available to Councils across the State, with 13 Councils taking advantage of the benefits being offered. Council Solutions' Procurement Centre of Excellence leverages cross-Council aggregated savings of up to 20 percent. Enhanced practices drive similar value through innovation, productivity improvements, waste and duplication reduction. The scope of the partnering Councils is broadened with Council Solutions. Approval of the Authority was granted not only on cross-Council collaboration of its constituent partners but endorsed by the South Australian Government on the basis that improved outcomes can be achieved for many South Australian Councils.

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# Northern Passenger Transport Network

## Winner



### Description:

NPTN aims to address the lack of public transport for the Southern Flinders Ranges Region and contributes to the community by providing accessible and free car transport. Northern Passenger Transport Network ("NPTN") provides transport to people who reside in rural and remote areas and are unable to independently access health or social appointments. The program is managed by only 3 paid staff and has access to 65 volunteers, who have been vetted and suitably trained and are offering their valuable time and energy to provide free transport for clients. NPTN's aim is to complement and work with community transport operators that already exist to provide the best possible outcome in assisting clients transport disadvantages. With the aid of volunteers driving community cars, the service allows people to access much needed appointments at Hospitals, Doctors, Specialists, Dentists, Centrelink and Legal Aid. Northern Passenger Transport Network is in its 13th year of operation and covers the council areas of Mount Remarkable, Northern Areas, Orroroo / Carrieton, Peterborough, Flinders Rangers and the regional area of Port Pirie. NPTN Mission Statement is "to provide service to vulnerable people in our community". However, volunteers equally benefit by feeling useful, by having social contacts with clients and other volunteers and by participating in community life. The service is an excellent example of cross-council cooperation for the benefit of the community. It addresses the inequity of access to essential services faced by rural communities. Rural people do not have access to the same level of medical and essential services than people in major metropolitan centres which place a potential risk on their health. The health of populations living in rural and remote areas of Australia is worse than of those living in capital cities and other metropolitan areas. Mortality and illness levels increase as the distance from metropolitan centres increases. Relatively poor access to health services, lower socioeconomic status and employment levels, exposure to comparatively harsher environments and occupational hazards contribute to and may explain most of these inequalities. (Australian Institute of Health and Welfare, Australia's Health 2000, 2000, page 223).

## Partnerships for Growth Award

### Scope:

NPTN is funded by the Commonwealth Home and Community Care Program ("HACC") the Department of Planning, Transport and Infrastructure ("DPTI") and the supporting Councils. With a total budget of \$300,000 the program maintains 6 vehicles, 3 staff, 65 volunteers and provides 7,294 volunteer hours, travelling 197,250 kms and transporting 1,042 clients and carers. Pursuant to the provisions of Section 41 of the Local Government Act 1999, a Committee known as the Northern Passenger Transport Network Management Committee was established. This Committee oversees the operations of the Network as well as establish the strategic directions and objectives. NPTN measures its achievements through the following criteria:

- Ongoing revision of data information by daily monitoring of client's information and details as calls come in.
- Annual updating of client's records on the data base.
- Surveys completed by the clients annually, keeping the service informed of client's needs and satisfaction.
- Implementing changes to meet the individuals' requirements.
- Keeping clients informed about changes to any scheduled transport request.
- Working collaboratively with Yorke Peninsula Coaches regarding the Port Augusta to Adelaide Medical Bus and regional services to Port Pirie and Port Augusta from Peterborough.
- Management Committee meeting quarterly.
- Continual recruitment drive for Volunteers.
- Volunteer drivers are screened before completing Driver Accreditation including a Police Check, Medical, Driving Assessment and orientation.
- Marketing the service.

### Contact Information:

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# City of Onkaparinga

Winner

