



LOCAL GOVERNMENT  
PROFESSIONALS AUSTRALIA, SA

*15th Annual*

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**LEADERSHIP  
EXCELLENCE  
AWARDS**  
— ◆ —



Local Government  
Professionals  
AUSTRALIA SA

# Leadership Excellence Awards Program

The Local Government Professionals Australia, SA Leadership Excellence Awards Program recognises outstanding achievement and innovation in local government.

LG Professionals SA is pleased to present a program that not only recognises excellence but contributes to the advancement and improvement of local government as a sector.

## Aim

The overall aim of the LG Professionals SA Leadership Excellence Awards is to:

- Raise the standard and quality of local government leadership and management across local government in South Australia.
- Create public awareness of the level of expertise and excellence in local government.
- Recognise excellence demonstrated by LG Professionals, SA members and individuals employed by local government thereby rewarding their efforts.

## Benefits

The many benefits of being an Award nominee include:

- Recognition of leadership, innovation, excellence and effort.
- Finalists will be publicly recognised.
- All nominees receive acknowledgement of their nomination.

This year, the winners from the categories of Innovative Management Initiatives, Emerging Leader of the Year and Community Partnerships and Collaboration will be shortlisted as finalists in the Local Government Professionals Australia Federation Awards founded by our national office. These National Awards will be presented at the National Congress to be held 2 - 4 May 2016 on the Gold Coast. State winners of these awards are offered heavily discounted rates to attend the national event.

# AWARD FINALISTS

## Leadership in Financial Management

### **City of Burnside Finance Team** WINNER

The Local Government Act 1999 was revised in 2009 to include new requirements for an external auditor to provide an opinion on the effectiveness of council's financial internal controls. A Better Practice Model was subsequently developed.

While the City of Burnside adopted the model and tested controls on a 'regular' basis, it received a 'qualified' audit. This led to a comprehensive review of the internal controls framework and associated risks and a renewed internal control framework was developed.

In September 2015, the external auditors expressed their appreciation on the amount of work done and commended the City of Burnside for adopting a well-structured approach, by presenting an unqualified audit report.

### **City of Victor Harbor Finance Team**

To increase the consistency and effectiveness of council's internal controls in regards to purchasing, the City of Victor Harbor finance team implemented a plan for a fully electronic system with in-built security around delegations and purchasing permissions. Previously, council had used manual purchase order books. The project involved a staged roll out of the purchase order module, involving development of procedures and training of staff from accounts and finance, to depot staff.

This allowed budget officers to familiarise themselves with the process, with additional features added as officers gained experience, until full electronic purchasing was attained.

# AWARD FINALISTS

## Excellence in Local Economic Development

### **Port MacDonnell Marine Development Project Team**

Port MacDonnell is the most southern township in SA located half way between Adelaide and Melbourne. With a population of 1,000, it is a small fishing township with significant fishing and tourism industries and home to the largest rock lobster fleet in Australia, servicing 180 South Australian commercial fishing licences and 12 Victorian fishing licences across the Rock Lobster Southern Zone, supporting 6 fishing ports along the southern coastline.

The Development was an initiative to upgrade marine facilities for recreational and professional fishers and generate sustainable economic, environmental and social benefits for the community. The \$2.7 million Marine Facilities Project was completed in 2015, on time and under budget, with financial assistance from the State and Federal Government. As the gateway to South Australia, the project underpins the future growth, with a conservative prediction of 15% in tourism, services and recreational fishing in the first 12 months.

### **City of Holdfast Bay City Activation Team**

The tourism industry is a key economic driver for the City of Holdfast Bay that has significant flow-on effects to local businesses, including job creation. Glenelg is the most recognisable brand for Holdfast Bay and the City Activation Team carried out market research to provide direction as to where investment should be made to make the most impact on increasing visitor numbers and expenditure. This research assisted in the development of the Destination Frequency Campaign 2015, Economic Development Framework 2016 and Tourism Plan 2016-2019, all of which aim to drive visitation, extend visitor length of stay, promote expenditure in each of the precincts and facilitate return visits, all supporting local economic prosperity.

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# AWARD FINALISTS

## Excellence in Local Economic Development cont'd

### **Coorong District Council SA Motorsport Park Development** WINNER

The SA Motorsport Park development will provide South Australia and the nation at large with a multi-purpose, multi-user venue to cater for grass roots to national level motorsport events. It has the capacity to drive infrastructure development and meet targets for employment, tourism and regional development. Through a partnership with private developer Peregrine Corporation, it is anticipated that this will be a catalyst for further investment in the tourism industry; including increased private expenditure for new and enhanced tourism facilities including accommodation, retail and tourism operations which then spin off to create further economic benefits such as diversification, investment and employment.

### **City of Salisbury Economic Development & Urban Policy Division**

Jobs and investment are of vital interest to people in northern Adelaide. Reflecting this, the City of Salisbury proactively works with the business community to facilitate economic development and create employment opportunities.

Council's Economic Development and Urban Policy Division is located in the Polaris Business and Innovation Centre which is the centre for innovation and economic growth in northern Adelaide. Since its establishment, Polaris has provided information and advice to over 4,000 businesses through its mentoring program, workshops and advisory services. Staff work with entrepreneurs to start new businesses and to support existing firms to innovate and grow.

# AWARD FINALISTS

## Emerging Leader of the Year

### **Scott McLuskey, City of Prospect**

Scott joined the City of Prospect in July 2013 and in November 2014 transitioned into the role of Senior Development Officer. The reclassification was reflective of the increased importance of development-related matters and subsequently the impact that his role can have on council and the community.

He utilises his strong local and industry knowledge to forge positive relationships and influence the outcomes of key developments. He uses his coaching and interpersonal skills to create safe environments for colleagues, in which they feel comfortable to test new ideas, build resilience and support networks and ultimately cultivate professional growth.

### **Ella Winnall, Berri Barmera Council** WINNER

Ella leads the small team at the Berri Visitor Information Centre and approximately twenty Riverland Community Transport volunteers.

She believes that her role is not to direct her team, but to create an environment whereby they share the aim, see their impact and are enabled to follow their own life goals in the process. Staff, all share the bigger picture vision of the unit and understand the real economic outcomes that it delivers to the community. Ella is committed to continuous improvement and trialling new ideas to ensure that the team is working as productively and efficiently as possible.

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# AWARD FINALISTS

## Emerging Leader of the Year cont'd

### **Tricia Bohnsack, City of Victor Harbor**

While Tricia has worked at the City of Victor Harbor for 28 years, she has only been in her current position in the Records Department for the past 16 months. Over this time, she has endeavoured to make the team positive and service orientated, willing to help all who seek assistance and always offering help and advice.

Her style of listening, sourcing information and approaching all in a friendly and non-dictatorial way, has made the department more accessible, while maintaining a professional approach. The rapport built within the team is advantageous to the overall smooth running of the department.

### **Jayne Preece, City of Mitcham**

Since taking on the role of Team Leader Customer Service in January 2015, Jayne has developed a strong encouraging relationship with every member of the team. As a leader she is committed to strengthening her team's skills, competencies and abilities to guide their internal development and activities. While undertaking professional development she used this opportunity to not only understand each person's distinct personality, learning style and career ambition, but to then tailor their development accordingly. As a leader she strives to be approachable, to lead by example and to understand and support all those with whom she works.

# AWARD FINALISTS

## Excellence in Age Friendly Communities

### **City of Unley Active Ageing Strategy Project Team** WINNER

In 2013, the City of Unley commenced a formal partnership with the University of South Australia to develop their Active Ageing Strategy. The strategy will guide their vision of being an Age Friendly City and Community and ensure they meet the changing needs of their community.

The strategy provides a strong vision, aims and guiding principles, along with an overview of nine key focus areas. An indicative action plan has also been developed that outlines specific initiatives which will enable them to achieve their objectives, along with key performance indicators to measure the success of their Active Ageing endeavours.

### **City of Holdfast Bay Community Wellbeing Team**

The City of Holdfast Bay is committed to being an age-friendly city. Through proactive and innovative leadership, excellent change management strategies and a commitment to regional partnerships, the City of Holdfast Bay is attempting to meet the needs of their ageing community.

In embracing the national aged care reform agenda, a multi-pronged approach was used to reengineer the way in which council approached the delivery of programs and services to its ageing community, making it easier for residents to access services via the new My Aged Care gateway.

Council are committed to being dementia friendly, having developed an action plan to ensure that future planning of services and infrastructure considers their needs.

### **Adelaide City Council, The Ageing in the City Team** WINNER

The Ageing in the City Project is part of council's ongoing commitment to plan for an ageing population over the next 25 years. Outcomes of the project provide direction about HOW to plan across the life course, in order to properly identify WHAT to plan for an all-ages friendly community. These outcomes have the potential to guide planning across all areas and through inevitable changes in community demographics and life stage related aspirations, opportunities and needs.

Three products were developed to improve corporate processes by innovating the frameworks within which they plan, not just for ageing, but for all life stages.



# AWARD FINALISTS

## Leadership in Community Services

### **City of Prospect Digital Hub Team**

Prospect's Digital Hub offers free digital literacy training for those who need to get up to speed with their phone, tablet, iPad or laptop. The program offers training opportunities for the community to develop essential digital literacy skills.

The response from the community has been overwhelming with approximately 80% of all residents in the 65+ age group participating.

Success has been achieved by recruiting digital savvy and retired IT professionals as volunteers and maintaining one-on-one and small group sessions for the wider community.

### **District Council of Grant Geared2Drive Team** WINNER

Obtaining a driver's licence is often a roadblock for young people as they are required to clock up 75 hours on the road under the supervision of a licenced adult, but it's not always easy to find someone to fill the passenger seat.

In response to this need, the Geared2Drive program was developed to meet the needs of rural and regional disadvantaged youth that are unable or experiencing difficulty in obtaining these practice hours. Council is committed to maintain the 5 day a week program with support from volunteer mentors and a range of local community groups, businesses, and local and state government bodies.

### **City of Marion Cove Civic Centre Project Team**

The Cove Civic Centre is home to a library, enterprise hub, including the first Enterprise library in the country, and versatile community space.

The centre's aim is to provide the community with a facility that is flexible and can support a diverse range of activities, to provide meeting spaces for people to connect for learning and recreation pursuits and to support local businesses with their endeavours.

The centre includes a state of the art library which provides customers with over 35,000 books, e-books, magazines, DVDs and audiobooks; eight PCs with high speed broadband internet connection; study areas; and a toy library which supports early childhood development.

# AWARD FINALISTS

## Excellence in Environmental Leadership and Sustainability

### **City of Prospect Events Team** WINNER

The Tourrific Prospect Street Party is council's premier event of the year, attracting 20,000 people to the heart of Prospect during the Tour Down Under. Since 2012, the events team have overseen its evolution to include a proactive green waste initiative.

This year, all participating traders who registered were required to only use compostable (rather than recyclable or disposable) items for the service of food and drinks.

The focus on reducing waste to landfill is premised on educating traders and event participants that green initiatives can lead to time and cost efficiencies.

### **City of West Torrens Wheeling around the West**

The Wheeling around the West electric bicycle program was established to encourage sustainable modes of transport for work related journeys, reduce corporate greenhouse gas emissions, minimise costs associated with business travel and provide healthy transport alternatives for staff.

Electric bicycles were selected due to the flexibility they offered by accommodating different levels of fitness and for their ability to travel faster and with greater ease than a standard bicycle. Although behavioural change can often be challenging to achieve and sustain, the bicycles have been used to travel over 1,000 kilometres in two years.

### **City of Unley Artificial Nesting Box Program**

The City of Unley is committed to habitat conservation and urban ecology. Pruning and removal are essential elements of tree management, however these practices can negatively impact on wildlife species, as they utilise tree cavities or hollows.

With many of the trees reaching the end of their useful lives, the City has introduced environmentally supportive protection measures in a way to support the creation and preservation of habitat. An artificial nesting box program has been established whereby over 100 artificial nesting boxes are located throughout the City to support fauna. All boxes are GPS located and monitored.

# AWARD FINALISTS

## Excellence in Risk Management

### **Adelaide City Council MySafety Team**

In 2015 the MySafety Workplace Health and Safety team created a Change Management Plan for each of their strategies, which contained both the compliance and culture objectives along with the actions necessary to achieve them, plus a Stakeholder Engagement Plan and Project Rating Assessment. Eventually the team came to understand the set of processes as a Risk Architecture.

Focusing on behaviour to manage the people risks naturally led to the creation of a 'safety strategy' role within the existing safety team, to drive stakeholder awareness and really focus on engagement with the wider organisation; which consequently led to even better business intelligence to feed the key strategic objectives.

### **City of Charles Sturt Good Governance & Innovation Project Team**

In 2014/2015 the City of Charles Sturt developed a scale of positive consequences within the Risk Management Reference Sheet and created tools to strategically assess when benefits of taking risk outweigh potential negative consequences. Over 2015/2016 the City of Charles Sturt has been implementing this change within existing systems and frameworks.

The new approach to risk greatly improves the City of Charles Sturt's likelihood of meeting community objectives and reduces negative impacts on finances, operations, people, environment and the economy.

### **City of Mitcham Community Shed** WINNER

The City of Mitcham established a Community Shed in August 2011. The primary focus of the facility is to support community members wishing to undertake woodworking projects and to share companionship with others.

Safety has always been paramount. A Plant Safety Audit was conducted to ensure compliance with the new Workplace Health and Safety (WHS) Act 2012. This highlighted a number of improvements which were not unique to Mitcham and a common need was recognised across local government and community facilities. This triggered the idea to host a one-day safety conference, to provide a forum for discussion between all people interested in Community Sheds.

# AWARD FINALISTS

## Excellence in Sustainable Infrastructure and Asset Management

### **Port Pirie Regional Council Asset Management Team** WINNER

The condition of Port Pirie's unsealed road has recently been reassessed. A data collection methodology was developed to assess the road attributes and apply condition assessment criteria to each attribute resulting in a single aggregated score. Determining the material depth was an important part of the condition assessment.

Between April and May 2015, council's asset management team, worked alongside a drilling contractor to collect and measure core samples of council's unsealed road. The data collection was carried out in house due to cost efficiencies and as councils' engineers had a better understanding of the condition of the unsealed road network.

### **City of Charles Sturt Arboriculture Business Unit**

The City of Charles Sturt has approximately 48,000 street trees that are managed by the Arboriculture Business Unit. Their aim is to program works to make the highest and best use of staff, plant and equipment in order to provide an acceptable level of service to the community.

Service levels for the Whole Street Pruning Program required a complete review in order to identify improvement opportunities, as pruning each street tree once every three years had grown to once every five years with a growing backlog of reactive customer requests. Changes have now been implemented with results exceeding expectations.

# AWARD FINALISTS

## Community Partnerships and Collaboration

### **Project Ice Riverland**

Renmark Paringa Council in collaboration with Riverland Regional Health Service, South Australia Police, Riverland Drug and Alcohol Services South Australia and ABC Riverland, with support from neighbouring councils, created a forum called 'Knowing the facts about ICE'.

The purpose of the forum was to educate the community on the consequences of taking the drug ICE and make them aware of what services were available locally to support those affected by the drug. It was attended by nearly 800 community members, with over 500 people listening via live-stream from the ABC Riverland website.

### **The Cultural Indicators Pilot Project Team** HIGHLY COMMENDED

Councils aspire to develop vibrant and culturally interesting communities, with many investing funds and resources to achieve this. Council strategic plans reflect a desire to build culturally vital communities that are vibrant and diverse – albeit using a variety of language. The challenge, however, has been evaluating and measuring these types of goals and understanding if council's investment represents value for money.

The Cultural Indicators Pilot Project addressed this with the development of the Cultural Impact Framework, through the support and collaboration of representatives from five councils - the Cities of Marion, Unley, Holdfast Bay, Norwood Payneham & St Peters and The Barossa Council. The framework is both theoretical and practical in nature and is suitable for use by councils both large and small. It can help councils to measure the impact of art and cultural activities and assets – something that has long been considered the Holy Grail for this sector.

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# AWARD FINALISTS

## Community Partnerships and Collaboration cont'd

### **Fleurieu Regional Aquatic Centre Team** WINNER

After 50 years of sustained demand, the Fleurieu Region south coast community will have a regional aquatic facility due to outstanding cross-council collaboration by the City of Victor Harbor and Alexandrina Council.

The Fleurieu Regional Aquatic Centre is a state of the art facility that will provide health, sport and recreation facilities for 100,000 users annually in the growing communities around Victor Harbor, Port Elliot, Middleton and Goolwa.

Creating this major new infrastructure was only possible with the commitment and dedication of the two councils to harness timing and opportunity, securing two major Federal and State Government grants to support the project as well as a land donation from a local private landholder. The cross-collaboration teamwork between the two councils enabled the project to proceed from concept to construction in a relatively short period of time for a project of this magnitude.

The centre includes both physical infrastructure - an 8 lane 25 metre indoor swimming pool, rehabilitation pool, program pool and outdoor splash park; and social infrastructure – a crèche, commercial kiosk and importantly, a 300 metre square room, suitable for multi-use and events.

### **City of Playford Social Inclusion Workgroup**

The City of Playford Community Inclusion Team has developed a Mental Health Service Provider Network, coordinating and facilitating the Northern Mental Health Service Provider and Playford Suicide Prevention Strategy Networks to work in partnership with a wide variety of agencies, councils, other levels of Government and the community.

In so doing, they were able to share knowledge and resources while driving whole of community change through a collective impact approach bringing the region's collective knowledge together to implement and drive strategies to raise the profile of mental illness and mental health in the community, to show that it is something that touches everyone.

# AWARD FINALISTS

## Innovative Management Initiatives- Rural

### **Flinders Shared Services Group – Travel Efficiencies**

The objective of this project was to reduce or eliminate the amount of long distance car travel between council office sites, Adelaide and other regional areas for both council staff and the wider community.

This result was achieved through the installation of a video conferencing system. The equipment doubles up as an electronic white board, as well eliminating the need for a data projector and screen for presentations. This will enable training programs to be presented through the system and will be available for use by the wider community as well as council. The Flinders Shared Services Group consists of Flinders Ranges Council, District Councils of Peterborough, Mount Remarkable and Orroroo Carleton, all of whom have installed similar equipment with meetings of the sub-group now held via video conferencing.

### **Alexandrina Council IT Services and Community Safety Teams** WINNER

Alexandrina Council's IT Services and Community Safety Team was looking for a solution to move beyond their manual paper based parking infringement process which was very labour intensive.

After researching several existing generic systems they found the most cost effective solution to meet their needs would be for council's IT Services to develop a custom application. Key deliverables included the development of an intuitive mobile app that required minimal training, seamless integration into council's infringements and records management system and the utilisation of a standard android smart phone as a cost effective mechanism for data entry. With the creation of the mobile app, council has been able to become more proactive with its parking control and utilise its Community Safety Team's resources more effectively.

### **City of Victor Harbor Fibre Optic Project Team**

Until recently the City of Victor Harbor's network infrastructure was provided by ageing microwave equipment due for replacement. Council took an innovative approach to looking at their long term needs and installed a fibre optic network across the township of Victor Harbor. This network not only covered sites for remote computer connections, but is now a network solution with infinite possibilities and potential across Victor Harbor.

This is a long term solution that has changed the network from being a telephony and data network to being a dynamic platform for all our electronic service delivery requirements in the future.

# AWARD FINALISTS

## Innovative Management Initiatives - Metro Councils

### **Town of Gawler, Gawler Youth Recreational and Open Space Precinct** HIGHLY COMMENDED

The Precinct is an outstanding asset for the Town of Gawler and its community achieved by innovative management practices. This space was used as a live project through a participation pilot resulting in the Town of Gawler being recognised by the United Nations Children’s Fund (UNICEF) as a Child Friendly City.

The precinct is a vibrant and safe, child and youth friendly, multi-use recreational and sports zone. It sets a new standard of consultation and open space delivery, as throughout the entire process, child and youth voices were strongly heard and acted upon at all levels.

### **City of Salisbury Strategic Development Projects Team** WINNER

The Strategic Development Projects Team investigates, assesses and manages the delivery of residential housing developments located on council land holdings, deemed surplus to community needs.

The success of this initiative has been delivered through a long term vision, cross organisational collaboration, engagement with industry development advisors and a shared commitment to the program objectives that exists between the projects team, council’s executive group, serving as the project board and the Strategic Development Project sub-committee’s elected members. Together these groups have worked to deliver best practice projects, delivering real community benefit within a local government decision making and probity environment.

### **City of Onkaparinga Business Performance Improvement Team**

The City of Onkaparinga Business Performance Improvement Team has developed an innovative, holistic approach to reviewing service delivery which is providing significant benefits to the council and its communities. The approach is underpinned by new ideas on cultural change, leadership capability and employee learning and development and addresses the identification of alternative approaches to delivering infrastructure and services, a more commercial approach to normal day to day operations and ultimately operational savings and efficiencies



# AWARD FINALISTS

## Management Challenge Teams

**Adelaide Hills Council – Lofty 6**

**Adelaide City Council – Synergy**

**Alexandrina Council – Fleurieu Unlimited**

**City of Burnside – From Burnside with Gov**

**City of Charles Sturt – Westside Story**

**City of Holdfast Bay – the bAy Team**

**City of Marion - #mogul**

**City of Mitcham – Mitcham Vision**

**City of Onkaparinga – Operation Onkaparinga**

**City of Playford – Adventure Force**

**City of Port Adelaide Enfield – Red Tape Razors**

**City of Salisbury – Just COS WINNER**

**City of Unley – Unley Archers**

**City of West Torrens – Western Flyers**

**The Corporation of the Town of Walkerville – 3.5 Squared**



Congratulations to all Award Nominees,  
Finalists and Winners!

Thank you for attending the 2016 Leadership  
Excellent Awards, celebrating the outstanding  
achievements of local government.

We hope you enjoyed the Gala Dinner and  
please get home safely!

**Contact Us**

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## AWARD PARTNERS



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