



Australian Government



NATIONAL AWARDS FOR LOCAL GOVERNMENT



2011 *Winners*

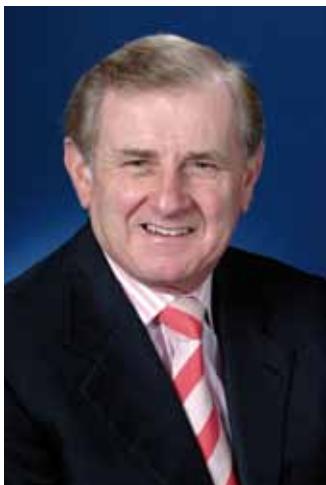
LOCAL GOVERNMENT – BUILDING AUSTRALIAN COMMUNITIES



Contents

Minister's Message	i
National Winners	
National Award for Excellence	1
National Award for Excellence	2
Category Winners	
Asset and Financial Management Award	3
Engaging and Strengthening Indigenous Communities Award	6
Excellence in Alcohol Management Award	9
Innovative Infrastructure Development Award	11
Inspired Cities Award	14
Leading Community Climate Change Action Award	16
Promoting Reconciliation Award	18
Regional Collaborations Award	21
Women in Local Government Award	24
Youth Engagement Award	27

Minister's message



Local government plays a vital role in the life of our nation – not only in the delivery of services, but in building communities, planning for future challenges and strengthening partnerships beyond council boundaries with business, community and all levels of government.

Local government helps to underpin location-based solutions tailored to the specific needs and strengths of particular regions.

The 2011 National Awards for Local Government highlights the important contribution that local government is making across Australia.

It is important for us as a nation to tap into local input to develop creative solutions to address emerging social, economic and environmental issues. I am pleased that this year's projects are a demonstration of that creativity and innovation.

The winning projects showcased in this booklet demonstrate that the role of local government is entrenched in identifying local solutions and developing a strategic approach to resolving complex issues.

The projects highlight the economic diversity across our nation and show the benefits of localism and partnerships in empowering regions to enhance the liveability and social cohesion of their communities.

I am particularly pleased to see that this year a new category "The Inspired Cities Award" has been added which recognises creative and innovative urban projects that support social, economic and/or environmental outcomes for urban communities and their cities through new and exciting approaches to urban initiatives, planning and design.

This year marks 25 years of recognising the positive impact local councils make in their communities and I congratulate the winning councils. I am pleased to see that there were seven small council winners among the overall 17 category winners.

The quality of the entries submitted was as always, very high, making it a difficult task for the independent judging panel to determine the winners and I commend all of the 101 councils who submitted 152 entries.

I would also like to thank the sponsors of this year's Awards whose contribution ensures ongoing recognition of local government excellence and innovation.

A handwritten signature in blue ink, appearing to read "John Crean".

The Hon Simon Crean MP

Minister for Regional Australia,
Regional Development and Local Government

National Winners

The National Awards for Local Government highlight the excellent and innovative work being undertaken by local government in communities across Australia to improve business practices within councils and service delivery to communities.

The national awards recognise ingenuity, resourcefulness and self reliance, and identify and promote councils that are finding new ways of delivering services and developing local solutions to complex and challenging problems.



National Award for Excellence

Frankston City Council, Victoria

Frankston Student Discount Card Scheme (*Splash Card*)

Traditionally, the streets of Frankston are often overlooked by young people as a shopping destination. Many are drawn into the Bayside Shopping Centre or further afield to other regional shopping centres. This means the Frankston shopping strips suffer from high vacancy rates and high turnover of businesses.

Frankston City Council identified the missed opportunity in Frankston's city centre to encourage around 15,000 Chisholm Institute of TAFE students, as well as nearby Monash University students, to shop there. That is why they developed the Splash Card, to give an added incentive for students to explore and shop at businesses on the streets of Frankston.

Splash Card provides secondary and tertiary students with discounts at over 50 street-side businesses in the Frankston city centre.

The Splash Card has directly resulted in increased clientele and awareness at over 70 businesses in Frankston and the increased number of students in the city centre also adds vibrancy, colour and atmosphere to the streets of Frankston.

Students need to register their card online, which gives the council a great database to share relevant information with students.

For example, the council identified the difficulty in retaining a skilled local workforce. So they have used the Splash Card student database to promote a free employment advertising service that links to a database of local businesses. In the short time it has been available, most positions advertised have been filled by Splash Card registrants. As this service gathers momentum, more skilled young residents will be employed locally. This will increase the business community's intellectual capital, entrepreneurship and ability to grow.

Splash Card has also revolutionised the way local government can connect with youth using social media networks such as Facebook, Twitter and YouTube.

Frankston City Council took a simple concept and turned it on its head. Starting out as a discount card to encourage students to spend in the

local economy, it has grown to utilise social networking media to develop into a tool to advertise local jobs. It is an excellent example of local government using modern technology to engage its young adults and gather information to connect them with local jobs and other services.

The Frankston City Council model demonstrated excellent partnership arrangements with local education providers and local businesses and could be easily adapted to other councils. It enables a council to engage with members of their community such as young people or the elderly, and connect them with other segments of the community.



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National Award for Excellence

(small council, under 15,000 rateable properties)



Mid-Western Regional Council, NSW

Inspire | Encourage | Enlighten

Inspire | Encourage | Enlighten is a set of activities that includes a range of networking events, a formal mentoring program and a training program designed to build self-confidence and assertiveness for women working in the council, as well as communication and organisation skills.

The benefits are extensive, with a higher than average participation of women at the middle and senior management levels, and is easily transferable not only to other councils but the workforce more broadly.

A leadership group of 20 women across all areas of Mid-Western Regional Council were selected to participate in an initial think tank session to brainstorm ideas for a continuous program of growth and development for all women in council. This holistic examination included all levels of the organisation and identified three significant areas for development: mentoring, assertiveness training, and networking.

Working parties were appointed from the leadership group to develop project briefs for further deliberation. Project briefs included purpose, steps for implementation and timeframes, costing, targets and a way of measuring successful implementation.

All three projects were within budget and were supported for inclusion in the program. Team leaders were appointed to coordinate and administer each of the projects.

Since the Inspire | Encourage | Enlighten program's inception, and as a result of a recent restructure, Mid-Western Regional Council can now boast the following statistics for female management:

- Senior management staff – ratio of women to men: 2:2 (50%).
- Middle management staff – ratio of women to men 10:7 (60%).

The program has provided women with an understanding of how assertiveness, attitudes and actions can affect people, to see themselves more clearly, and take steps to boost self-esteem and confidence.

By becoming an employer of choice, Mid-Western Regional Council has sent a message to the community that it provides opportunity for its female employees to achieve their goals and ambitions.

This project is commended for its transferability not only to other councils but the workforce more broadly. It is an excellent example of collaboration and connecting with the local community to improve workforce sustainability and economic development. Above all, it has changed the culture of the organisation to improve self-esteem, confidence and empowerment in its female workforce.

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ASSET AND FINANCIAL MANAGEMENT AWARD CATEGORY WINNERS

Sponsored by the Australian Government Department of Regional Australia, Regional Development and Local Government.

About the category

This award recognises asset and financial management projects or initiatives that build the sustainability and capacity of local governments to meet future community needs.

The important role of local government in asset management

Local government plans, develops and maintains key infrastructure for its communities. It is responsible for over \$200 billion of land and built infrastructure, including local roads, bridges, footpaths, water and sewerage (in some states), stormwater drainage, waste disposal, public buildings, parks, recreational and cultural facilities.



Category Winner

ASSET AND FINANCIAL MANAGEMENT



Townsville City Council, Queensland

Cairns, Townsville and Mackay Water Alliance - Best Practice Pricing and Financial Sustainability Model

The Best Practice Pricing and Financial Sustainability Model was developed by the Cairns, Townsville, Mackay (CTM) Water Alliance to provide local governments in regional Queensland with a high powered financial tool to comply with national Best Practice Pricing Principles and the Queensland Competition Authority's Statement of Regulatory Pricing Principles.

In addition to calculating water and sewerage pricing, the model provides a full suite of financial reports and financial sustainability ratios. Councils using this model can confidently determine regulatory compliant price paths for their water and sewerage activities over a 20-year period and ensure that these prices move their water businesses towards financial sustainability.

The model can provide direct output to Queensland Treasury Corporation's generic financial model used by local governments in Queensland and also the regulatory financial model template for Total Management Plans.

The model is available free of charge to regional councils in Queensland. Training will be provided by the members of the CTM Alliance with ongoing support of the model being provided by Queensland Treasury Corporation.

This project implements sound water pricing principles for water utilities managed by councils. Regional co-operation is the driving force of this project coupled with the imperative for councils to achieve the right nexus between costs, price and demand to manage water sustainably. The regional partnership arrangements can be replicated by other councils that have water utilities.

The reforms are being driven by national best practice pricing principles for the sector. The main benefits are that water can be managed on a more sustainable basis and council water utilities can become more financially sustainable.

This project potentially has nation-wide benefits in better managing a scarce resource and other councils, particularly in Queensland, regional New South Wales and Tasmania could benefit from the project.



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Category Winner

ASSET AND FINANCIAL MANAGEMENT

(small council, under 15,000 rateable properties)

Kangaroo Island Council, South Australia

Kangaroo Island Council - Asset Management Plans

Kangaroo Island Council's vision is for a confident, growing and cohesive community, benefiting from a thriving economy based on strong tourism and primary production sectors, while preserving its unique heritage and sustainably managing its natural environment.

Kangaroo Island Council is in a position common to many small rural councils – its revenue is insufficient to keep its assets in a sound condition. The Council's income is constrained – about a third of the island is national park and is unrateable and it has 185,000 tourists a year using services and infrastructure that are funded by about 5,000 rateable properties. Due to the island's remoteness and its diffuse population, its expenses are higher. The council has a large asset base, including 1,550 kilometres of road, much of it needing renewal.

Given Kangaroo Island's unique circumstances its sustainability will depend on sourcing an additional, sustainable source of revenue to support its asset maintenance requirements.

The council commissioned an external review – *Local government on Kangaroo Island today and tomorrow* – to assess its options and this triggered whole-hearted council reforms. The implementation of Asset Management Plans (AMPs) has given Kangaroo Island Council a competitive edge when applying for grant funding assistance and holding discussions with state government around strategies to address its sustainability issues.



The council has been collecting more accurate data on the lifecycle of its assets, consulting the community on service level standards and has commenced a training and development program to up-skill its staff and measure their performance. The council now has an asset management plan, a four-year strategic plan and long-term financial plan. The practical outcomes include the introduction of sustainable pricing for its camping sites and sewerage treatment and other improvements for the airport and waste management.

Asset management plans have delivered 'science' to Kangaroo Island's prioritisation and decision making processes at operational and Council level.



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ENGAGING AND STRENGTHENING INDIGENOUS COMMUNITIES AWARD CATEGORY WINNERS

Sponsored by The Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

About the category

This award recognises good practice in engagement with Indigenous Australians that strengthens Indigenous communities and actively encourages Aboriginal and Torres Strait Islander peoples to participate in decision making on issues that affect their lives.

The important role of local government in Indigenous communities

In sponsoring this category award, the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) recognises the important contribution local government makes to the quality of life of Indigenous Australians.

Local government is often the only provider of significant community services, and is a major employer in many regional communities. FaHCSIA is keen to recognise councils that clearly demonstrate inclusive and participatory approaches to all members of the community.



Category Winner

ENGAGING AND STRENGTHENING INDIGENOUS COMMUNITIES

City of Swan, Western Australia

Yagan Memorial Park

The Yagan Memorial Park was initiated by the Derbarl Yerrigan Committee for the Reburial of Yagan's Kaat (head – Nyoongar language).

The Derbarl Yerrigan Committee for the Reburial of Yagan's Kaat, the Department of Indigenous Affairs (DIA) of Western Australia and the City of Swan worked in partnership to plan, design and construct the Yagan Memorial Park itself and to program and implement the Burial and Opening Ceremony.

The Elders were called upon and empowered to develop the project brief at the outset, and to guide discussion of issues and endorse all decisions. Nyoongar artists and Indigenous horticultural trainees played a key role in the interpretation of and the hands on construction of the park.

A unique place has been created to commemorate the life, death and spirit of the great Nyoongar leader and warrior, Yagan (c. 1795–11 July 1833) and as a burial site for Yagan's repatriated Kaat.

Yagan's body was buried on the site where he was killed and his Kaat was taken as a trophy to England. Since the early 1980s, a



number of Nyoongar groups sought the return of Yagan's Kaat, however, after 164 years it was finally brought back to Australia for burial in accordance with Nyoongar custom. Now that the Kaat is respectfully laid to rest, Yagan's spirit is set free to continue on its eternal journey.

This project establishes precedence and highlights the great results that can be achieved through partnerships between local government and the Indigenous community. The knowledge gained from this initiative will be utilised in future projects and in turn promote reconciliation.



The City of Swan considers it a great honour and privilege to have been so closely involved with the Derbarl Yerrigan Committee and the Department of Indigenous Affairs on such a significant Indigenous Heritage project. The City congratulates all involved and looks forward to future successful collaborations.

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Category Winner

ENGAGING AND STRENGTHENING INDIGENOUS COMMUNITIES

(small council, under 15,000 rateable properties)



Victoria Daly Shire Council, Northern Territory

Leadership for Indigenous Women

The Leadership for Indigenous Women project aims to strengthen Indigenous communities by empowering Indigenous women's participation in decision making issues that affect their lives, contributing to people's quality of life. It demonstrates the ability of Victoria Daly Shire to be innovative and demonstrate best practices when delivering business and services to its remote Indigenous communities. The project has required consultation, planning, forming networks, linking to government initiatives, training and reflection.

The focus of the project has been to build Indigenous women's capacity towards leadership and their ability to influence governance in the remote communities of Victoria Daly Shire through engagement, encouragement, and empowerment in training and skills development. The initial consultative process means all women had the opportunity to be represented in a community group.

The Leadership for Indigenous Women project benefits everyone: women, families, community, regional partnerships and the

shire. It means having a more equitable representation of men and women, a broader discussion with Indigenous women being involved in decision making processes. Already, there is a level of representation of Indigenous women at local board levels within the shire with approximately 25 women on the local boards and there are still many not involved in local government politics but who have the potential to be good leaders. Approximately 50 women were identified in communities to be encouraged to benefit from the program.

The project has extended across organisations and networks, bringing together Indigenous and non-Indigenous women to meet and develop the skills needed to improve community governance and service delivery arrangements that strengthen Indigenous community life and family life. Finally, the Leadership for Indigenous Women project aims to be sustainable: address distance, wet season flooding and movement of people by building communication networks and an understanding of varying Indigenous culture to strengthen communities.



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EXCELLENCE IN ALCOHOL MANAGEMENT AWARD CATEGORY WINNERS

Sponsored by The Australian Government Department of Health and Ageing.

About the category

This award recognises councils who work collaboratively with their community to respond to local alcohol issues.

The important role of local government in alcohol management

The Department of Health and Ageing acknowledges that local governments around Australia are involved in developing and delivering a range of alcohol management strategies. This means working with all levels of government to support broader national strategies as well as working at the local level with the community, industry groups and non-government organisations to respond to alcohol issues in their area.



Category Winner

EXCELLENCE IN ALCOHOL MANAGEMENT



Sunshine Coast Regional Council, Queensland

Collaborative Approach to Liquor Management (CALM)

Sunshine Coast Regional Council funds and co-ordinates CALM liquor accords on the Sunshine Coast, partnering with the Queensland Police Service, Queensland Health, Queensland Transport and the Office of Liquor and Gaming Regulation in supporting the accords across the region.

The accord is based on 12 principles, which were developed in partnership with local licensees, state government, council, other agencies and local businesses.

The first CALM liquor accord on the Sunshine Coast was established at Mooloolaba in 2007 with 18 members; now due to demand there are seven accords with a total of 120 licensee, business, government and non-government members.

The goal of the CALM Sunshine Coast liquor accord is to enhance community safety and wellbeing across the region through the development of, and commitment to, strategies and initiatives focused on alcohol harm minimisation and community development.

The project aims to target alcohol related violence by assisting licensees, government agencies and the local community develop strategies to reduce incidences. This includes developing projects aimed at addressing increases in population on the Sunshine Coast by up to 500,000 people four times annually during peak tourist seasons.

CALM is designed to assist government agencies and peak bodies achieve key results in the areas of liquor management and harm reduction and invite licensees, traders and community members to provide initiatives to reduce alcohol related violence, crime and drink driving offences.

The CALM project has contributed towards the reduction of harms and enhanced local amenity through the unprecedented decline in alcohol related violence and complaints received about licensed premises since the commencement of the accords, which has provided a whole of community benefit.

In 2010 Institute of Public Administration Australia Queensland Public Sector Excellence Awards recognised the CALM program as Best Practice in Local Government.



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INNOVATIVE INFRASTRUCTURE DEVELOPMENT AWARD CATEGORY WINNERS

Sponsored by the Australian Government Department of Regional Australia, Regional Development and Local Government.

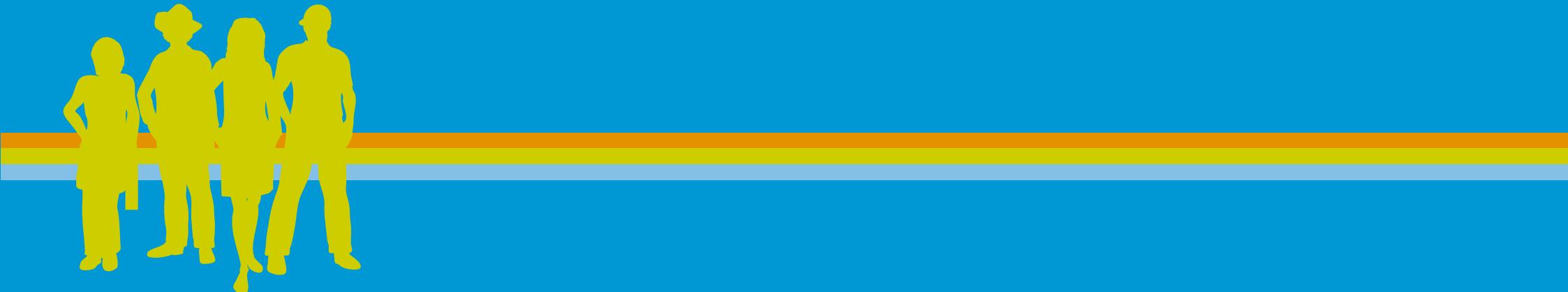
About the category

This award recognises innovative infrastructure projects that meet the future needs of their community through supporting and creating jobs and contributing to quality of life in the community.

The important role of infrastructure development in local government

Local government plans, develops and maintains key infrastructure for its communities, such as local roads, bridges, footpaths, water and sewerage (in some states), drainage, waste disposal and public buildings. Local government also has planning responsibilities that affect the provision of infrastructure, whether by government or by business. These responsibilities include rezoning of land, subdivision approval, and town and environmental planning, development assessment and building regulation.

Local government also provides a range of social infrastructure such as recreational and cultural facilities and in smaller communities, through its leadership, it makes a major contribution to human capital infrastructure.



Category Winner

INNOVATIVE INFRASTRUCTURE DEVELOPMENT



City of Tea Tree Gully, South Australia

Water Security for Tea Tree Gully

The City of Tea Tree Gully has demonstrated world leadership in water security by implementing a number of innovative and best practice infrastructure works, technologies and practices within existing developed urban environment.

The key objectives of the project were to reduce water use through efficiencies, technology, replacement/new and upgrading of water infrastructure while at the same time replacing potable water with alternative sources while still maintaining services and community expectations.

The Council developed and implemented an Integrated Water Resource Management Strategy over a period of about six years. The Strategy involved:

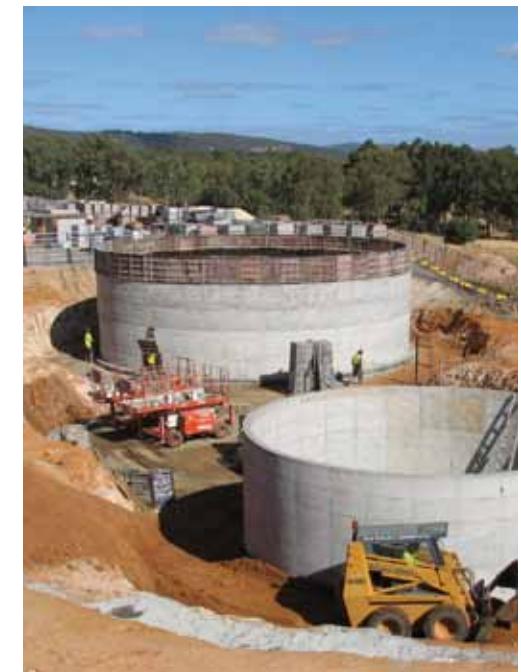
- construction of 8 wetlands, 10 aquifer storage and recovery facilities and 33 kilometres of ring mains to collect and recycle water
- development of a sewer mining and treatment facility
- development and construction of a mechanical stormwater treatment facility

- water efficiency measures in all community buildings
- replacement of irrigation infrastructure with subsurface irrigation.

It is the integration of these and other innovative activities and the use of four different sources of water that has allowed Tea Tree Gully to achieve its water security and halve its total water usage.

This strategy and the way it has been implemented by council is something that is easily applicable and transferable to other councils across Australia and a number of the features implemented have already delivered multiple benefits for the community of Tea Tree Gully.

The water proofing of Tea Tree Gully has not only benefited the residents of Tea Tree Gully by assuring its future water needs, but also has benefited the rest of the State by ensuring that high quality potable water produced by SA Water is available for other high-end users, as well as helping to reduce the reliance on the River Murray.



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Category Winner

INNOVATIVE INFRASTRUCTURE DEVELOPMENT

(small council, under 15,000 rateable properties)

Cabonne Shire Council, New South Wales

Waluwin Community Centre

Cabonne Shire Council's \$3.6 million Waluwin Community Centre is the "jewel in the crown" for the delivery of rural health services. This was the term used by New South Wales Parliamentary Secretary for Health, Dr Andrew McDonald when he officially opened the building in February 2010.



The most exciting initiative undertaken by Cabonne Shire Council, the centre in the small country town of Molong was Australia's first fully integrated primary health and community care facility.

The result of an amazing partnership between all three tiers of government, health service providers, community organisations and local residents, the facility houses general practitioners, community health workers and allied professionals, such as a speech therapist, occupational therapist, physiotherapist, and child and family health nurses, as well as pathology services.

It is also the headquarters of the council's Family Day Care and Family Links services and is the venue for community playgroups, mothers' groups, community meetings and training sessions.

Regarded as a model for the delivery of future health services in country areas, the Waluwin Community Centre has been described as "the pinnacle of best practice in Australia".

This new model of care has a focus on preventative care, involving early detection of illnesses, early diagnosis, intervention and treatment. The result of eight years of extensive consultation, planning and construction, the Waluwin Centre was funded by an eclectic collaboration, including the Federal Government's Regional Partnerships program, New South Wales Health, Greater Western Area Health Service and Cabonne Council, as well as community groups as diverse as the Country Women's Association and Anglican Church.

The Waluwin Community Centre, named after an Aboriginal word meaning health and wellbeing, stands today as a permanent example of how federal, state and local government can come together with the local community to develop a concept into one of the most important community facilities ever constructed in Cabonne Shire.



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INSPIRED CITIES AWARD CATEGORY WINNERS

Sponsored by the Australian Government Department of Infrastructure and Transport's Major Cities Unit.

About the category

This award recognises creative and innovative urban projects that support social, economic and/or environmental outcomes for urban communities and their cities through new and exciting approaches to urban initiatives, planning and design.

The important role of local government in creating good urban environments

Local government has an essential role in urban planning and design, the provision of infrastructure and services, and activities that can positively respond to a wide range of environmental, social, cultural and economic needs.



Category Winner

INSPIRED CITIES

Frankston City Council, Victoria

Frankston Student Discount Card Scheme (*Splash Card*)

Frankston City Council's Student Discount Card Scheme – Splash Card is an industry-leading economic development program that delivers local employment, encourages local shopping and engages youth.

The program predominantly operates through online media; website, email, SMS, Facebook and Twitter – connecting with young people through the avenues that they prefer.

The methodology behind Splash Card leads the way forward for council to engage young



people and alert them to local employment opportunities in a no-nonsense fashion that reduces bureaucracy that plagues many local government youth programs.

The program has an array of benefits including retention of locally educated talent through local employment; support for local small businesses; and youth engagement.

The program bridges the gap between local employers and local students. Working locally has never been viewed as a viable option for educated professionals – they have always been drawn into working in professional hubs (e.g. Melbourne CBD). Employing more educated people locally translates to increased intellectual capital, entrepreneurship and, thus, ability for the local economy to grow.

So far, in its 15 months of operation, Splash Card has been distributed to over 25,000 students (20,000 of which are tertiary students). Over 2,200 students have registered their card online and this figure continues to grow, providing council with a powerful database that is being linked to local employment.

The Splash Card is an innovative tool to engage students and young adults to participate in the local economy and community. It is an excellent example of a local government trying out a new concept by building it up from a simple discount card to encourage students to spend in the local economy, to engaging with them through social networking media, and then extending it to advertise local jobs. It demonstrates excellent partnership arrangements with the nearby TAFE, university and local businesses.



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LEADING COMMUNITY CLIMATE CHANGE ACTION AWARD CATEGORY WINNERS

Sponsored by The Australian Government Department of Climate Change and Energy Efficiency.

About the category

This award recognises councils which have taken actions to promote energy efficiency and greenhouse gas reductions within their community.

The important role of local government in climate change action

Local governments are in a unique position to understand the challenges facing their particular town or city. It is this knowledge that allows them to identify opportunities for climate change actions that align with the particular needs and circumstances of their local community.

Local governments also have the opportunity to communicate directly with their communities through local papers, libraries, town halls and other meeting places. These communication pathways enable local governments to provide information on climate change directly to the community, and to influence behaviour relating to emissions management. Similarly, local leaders can work with their schools, businesses and residents to directly implement practical actions on energy efficiency.



Category Winner

LEADING COMMUNITY CLIMATE CHANGE ACTION

City of Cockburn, Western Australia

City of Cockburn's Sustainability and Climate Change Program

In 1996, the City of Cockburn committed to reducing greenhouse gas emissions. Since then the city has grown and developed a well rounded Sustainability and Climate Change Program that provides key enablers for the city to minimise its carbon footprint and proactively lead climate change action within the Cockburn community. The program has a number of very successful features:

- a clearly articulated Greenhouse Action Plan and Climate Change Adaptation Action Plan for the city's business units to follow
- a Community Engagement Strategy that features a suite of educational and awareness raising activities
- clear corporate emission reduction target to work towards.

The city's Sustainability and Climate Change Program applies a range of innovative Mitigation and Adaptation strategies to reduce greenhouse gas emissions and help minimise the impacts of climate change.

The city commits a considerable amount of funds, upwards of \$650,000 per year into this program, with a large proportion of these

funds spent on community engagement. Since 2001, the city has been able to abate approximately 330,000 tonnes of CO₂.

The program is a blend of initiatives including investment in renewable energy systems, research, new technology, awareness campaigns and council policy. At the heart of this program is the key objective to actively engage the city's stakeholders. The project's range of education programs, informational brochures, interactive displays and websites have engaged and ultimately inspired the community to invest in renewable energy and adopt sustainable living choices.



Similarly the city's investment in research will shortly see the city become one of the first local governments to map wind resources across their geographical area and make this available to corporate business and the community via an online geographical information system.

The city's innovative waste management initiatives such as weekly recycling, gas capture from landfill and its recycle shop have also significantly contributed to the community climate change action.



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PROMOTING RECONCILIATION AWARD CATEGORY WINNERS

Sponsored by the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.

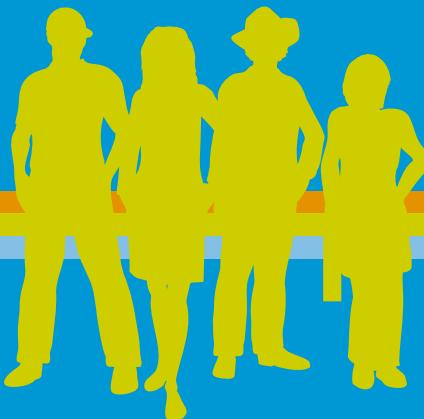
About the category

This award acknowledges initiatives that strengthen reconciliation through mutual recognition, respect and participation between Indigenous and non-Indigenous Australians.

The important role of local government in advancing reconciliation

In sponsoring this category award, the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) recognises the important role local government can play in strengthening relationships between Indigenous and non-Indigenous Australians within their communities.

This Award has the potential to inspire Indigenous and non-Indigenous individuals and groups to re-examine their relationships with each other. The aim is to remove the social and economic disparity between Indigenous and non-Indigenous Australians and ensure that Indigenous Australians enjoy the same life opportunities as other Australians. The outcome is a lasting reconciliation in a society which values equality, diversity and the contributions of everyone.



Category Winner

PROMOTING RECONCILIATION

Manningham City Council, Victoria

Manningham Reconciliation Week Program and Exhibition

Manningham City Council's Reconciliation Week Program offers a diverse range of projects that embody the themes of cultural education, understanding, celebration and action. The program has been evolving since 2006 and in this time has established itself as the benchmark for reconciliation programming and best practice for Indigenous engagement and promotion of reconciliation within the community.

The program success has been enabled primarily by the mentorship provided by the Wurundjeri people, as well as the strong relationships built over these years with the Indigenous community, building capacity within this community to take leadership roles in the planning and delivery of all aspects of the reconciliation week program. This demonstrates a deep and ongoing commitment by Manningham City Council to the reconciliation process and a genuine dedication to sustainable community development within the Indigenous community.

The program breadth, diversity and innovative approach to communicating reconciliation messages through ceremony, the arts, culture, history, environment, literature and recreation reaches wide audiences, with a strong focus upon youth engagement, based upon a belief that building awareness and respect in young people is the key to social change regarding issues such as Indigenous disadvantage, as well as enabling sustainable reconciliation.



The program is delivered through the mechanism of community partnerships whereby local community organisations including youth services, community health, education sector, police, environmental and heritage groups all have a strong sense of ownership over program delivery. Each partner has formed positive relationships with indigenous facilitators whereby a shared vision for reconciliation has been established for program delivery. As a direct result of their participation in this program, many of these community partners have established key organisational objectives around reconciliation, and have expressed an ongoing commitment to continued learning and participation in the reconciliation process.



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Category Winner

PROMOTING RECONCILIATION

(small council, under 15,000 rateable properties)



Narrabri Shire Council, New South Wales

Aboriginal Flag raising Celebration

The raising of the Aboriginal Flag is one simple way to recognise the status of the Aboriginal people and their contribution to Australia.

By symbolising this in holding a flag raising ceremony and civic reception for the community at large, it shows that we are beginning to become one united community regardless of ethnic background, and because of this, we are working towards a successful reconciliation between Indigenous and non-Indigenous people where differences are understood and therefore eliminated.

Narrabri Shire Council developed a Yarnup Committee in April 2009 by way of an informal invitation extended to Councillors and local Aboriginal Elders and community members to discuss issues of mutual benefit. Numerous issues were raised at the initial meeting including the raising of the Aboriginal Flag.

Subsequently a request from the Narrabri Local Aboriginal Land Council was received in May 2009 by Council to raise for the first time the Aboriginal Flag at the Council Administration Building in conjunction with NAIDOC Week

2009. The year's focus was 'Honouring of Elders, Nurturing our Youth'.

Council made a resolution to agree to fly the Aboriginal Flag for NAIDOC Week and hold a civic reception during that week. The inaugural Aboriginal Flag raising at the Narrabri Shire Council took place on 1 July 2009.

The celebration was embraced by the entire community with a march commencing at

the Narrabri Local Aboriginal Land Council Building for all people wishing to be involved. The march proceeded along the main street of Narrabri which was closed to all traffic while the march took place. On arrival at the council building, a Welcome to Country and Smoking Ceremony was conducted by local Indigenous citizens followed by symbolic speeches by local identities and to conclude, the raising of the Aboriginal Flag.



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REGIONAL COLLABORATIONS AWARD CATEGORY WINNERS

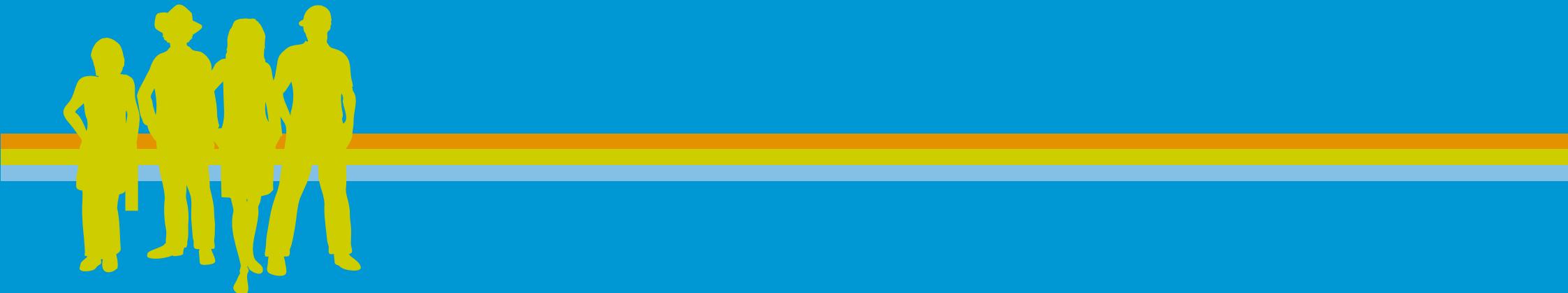
Sponsored by the Australian Government Department of Regional Australia, Regional Development and Local Government.

About the category

This award recognises non-capital city councils collaborating on a regional basis with other councils, Regional Development Australia (RDA) committees, the community or other bodies to strengthen investment and development opportunities, share resources, build regional competitive advantage and create jobs.

The important role of service delivery improvement in local government

As public sector agencies, councils have a responsibility to continually improve their performance to achieve optimal value for their residents, particularly when there are community expectations for councils to do more for their communities. Improved performance can be achieved through improved efficiency by adopting innovative management practices, exploiting the potential of technology or developing more customer focused service delivery arrangements, and/or collaborating with other councils in the region.



Category Winner

REGIONAL COLLABORATIONS



Cairns Regional Council, Queensland

Cairns Regional Council - Tropical Innovation Awards project

A first for Australia, the Tropical Innovation Awards establish Tropical North Queensland as a centre for tropical expertise, innovation and sustainable development.

The Awards recognise, reward and support innovation and invention across the region to support economic diversification and sustainability. It is an opportunity for local inventors, innovators and businesses to showcase their ideas, projects and processes to potential investors, mentors, government officials and the public.

As a major focus of Tropical North Queensland region's economic development agenda, the initiative is not only an awards program but also a potentially significant catalyst to new economic development activity.

The awards highlight the importance of innovation in driving key economic benefits for the region and serve to:

- encourage and support innovation, invention and creativity
- promote Tropical North Queensland as a world-leading innovative region

- encourage the participation of existing and new entrepreneurs and visionaries
- provide opportunities for practical inventions to be realised for commercial application
- develop and drive locally grown export opportunities
- connect award winners with government-funded business development programs, mentors and potential investors
- assist applicants to access a range of support mechanisms to protect, develop and commercialise their products, and
- recognise innovation as an employment generating activity.

The multi-stakeholder partnership model, which is a key element in the success of the awards is particularly transferable to other councils.

Initiated by Cairns Regional Council to support and promote diversification through innovation, the Awards have placed Tropical North Queensland's creativity on the leading edge in a fast changing world. By recognising and rewarding local ingenuity and showcasing original ideas that will generate regional employment, the Awards support and promote diversification through innovation and creativity.



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Category Winner

REGIONAL COLLABORATIONS

(small council, under 15,000 rateable properties)

Shire of Morawa, Western Australia

Morawa Education and Training Alliance

The Shire of Morawa is a small council with only 568 rateable properties.

The Morawa Education and Industry Training Alliance (MEITA) is a productive partnership between the Shire of Morawa; Morawa District High School; the WA College of Agriculture – Morawa; and Durack Institute of Technology whose collaborations have netted gains in education, training, employment and vocational opportunities across the region.

The mission of the alliance is “to revitalise the Morawa community through education”. Successful collaboration with the mining industry and education and training institutions has ensured the achievement of this mission.

The strategies put in place have attracted new teachers and health professionals to the region and to the school community providing a greater sense of worth and stability for the community as a whole, where students now have the opportunity to study specialised courses while continuing to live in the region. The project provides students with a broader curriculum which in turn means that they can complete their education in Morawa and

farming families can retain their youth in the region. The catchment area for the Morawa District High School has grown 28 per cent which has also contributed to the provision of additional job opportunities.

The project has also established a Business Enterprise Centre designed to encourage new tradespeople and their families to relocate to Morawa. To date four new servicing businesses

have set up at the new centre. Discussion has commenced with Karara Mining Ltd to establish a flexible employment structure that allows farmers and miners to ‘job share’ during times of drought or seasonal downturn.

Given the demonstrated ability to achieve its target and goals, the MEITA has built a platform of success from which to grow and sustain itself into the future.



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WOMEN IN LOCAL GOVERNMENT AWARD CATEGORY WINNERS

Sponsored by the Australian Government Department of Regional Australia, Regional Development and Local Government.

About the category

This award recognises local governments which demonstrate a commitment to providing opportunities to women in decision making and management.

The important role of local government in increasing women's participation

The Australian Government is committed to providing the economic, environmental and social infrastructure necessary for Australia's regions to realise their potential.

Examples of initiatives which increase women's participation in local government could include: developing open and transparent processes in making appointments; supporting local women interested in representing their communities; building partnerships with universities, business, other councils and/or community groups to provide confidence-building and leadership training for women in local government; fostering mentoring and networking opportunities to encourage young women to be involved in decision making in local government.



Category Winner

WOMEN IN LOCAL GOVERNMENT

City of Ryde, New South Wales

Ticket to Ryde - Women Leading the Way at City of Ryde

The Ryde City Council's project, Ticket to Ryde, demonstrates an innovative, holistic approach to facilitating access to decision making and management opportunities.

Its internally focused Empowerment Working Group is supporting broader cultural change through a review of Human Resources policies, as well as networking and leadership and management development opportunities. This approach enables women to be more involved in decision making and offers greater leadership within the organisation, as evidenced

by the increase in the number of women in management ranks from 25 to 30 per cent in the last year, through direct action such as the leadership and management program.

The holistic approach also recognises that an organisation's culture, particularly as influenced by Human Resource policies and approaches, can significantly impact on the capacity of women to contribute positively to the workforce.

Ticket to Ryde has also resulted in an increase in the percentage of internal applicants from



women being successful in new positions, showing that women are now more confident to apply for internal positions and that management opportunities are available for women in City of Ryde.

Every employee at City of Ryde will benefit from the implementation of the review of Human Resources policies to make them more family friendly. These policies will be accessible to men and women in City of Ryde, making a more flexible workplace that has more satisfied workers.

The Status of Women's Advisory Committee has led to women participating in Council's decision making and in new initiatives of benefit to the women in the City of Ryde. These include making City of Ryde a White Ribbon Community and activities such as the International Women's Day Art Exhibition.

The project will benefit the whole of City of Ryde as it seeks to reflect the gender balance of the community in its management ranks, therefore providing a more balanced Council structure and ability to serve its community.



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Category Winner

WOMEN IN LOCAL GOVERNMENT

(small council, under 15,000 rateable properties)



Mid-Western Regional Council is committed to pursuing continuous improvement and a culture of excellence. Inspire | Encourage | Enlighten is Mid-Western Regional Council's program for personal growth and development for the women of council. It takes a multi-dimensional approach to addressing the diverse needs of women and the different stages and priorities of their careers and lives. The program is an ongoing and innovative approach which provides professional development opportunities for female staff members.

Inspire | Encourage | Enlighten enhances morale and increases women's contribution and connection to council by providing:

- assertiveness training to improve confidence and self esteem to approach their roles in the organisation with a positive attitude and to take responsibility and initiative for their career progression
- mentoring relationships to foster professional relationships, guidance, and support career development opportunities

Mid-Western Regional Council, New South Wales

Inspire | Encourage | Enlighten

- networking events to enhance communication skills, strengthen relationships, and make essential contacts.

The program has an allocated budget and is endorsed and supported by council's General Manager and senior management.

The program supports women in the workforce by:

- improving skills for female employees which in turn improves staffing practice and service delivery
- encouraging knowledge and experience sharing methods and tools for effective information exchange
- incorporating confidence building and leadership practices essential to sustainable cultural improvements and organisational excellence.

Mid-Western Regional Council wants to ensure that all its female employees are able to achieve their goals and ambitions, be proactive and actively participate in decision making at all levels within the organisation.



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YOUTH ENGAGEMENT AWARD CATEGORY WINNERS

Sponsored by the Australian Government Department of Education, Employment and Workplace Relations.

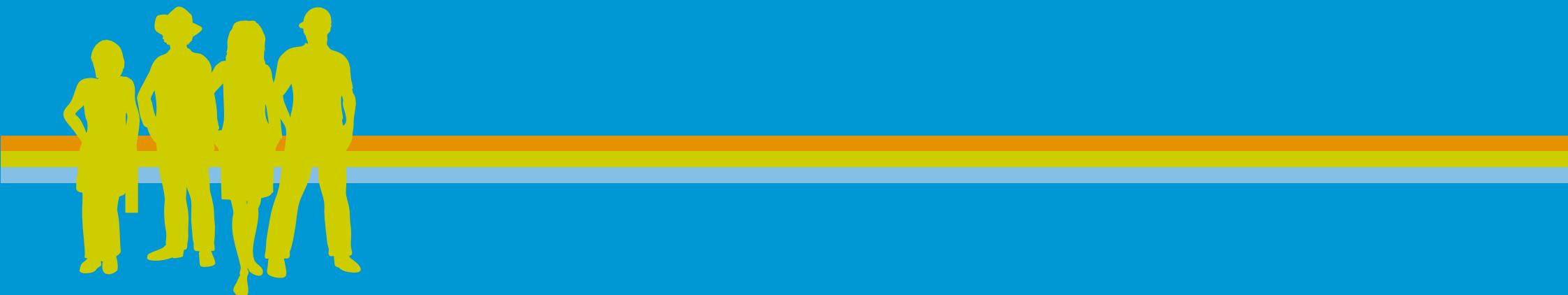
About the category

The Youth Engagement Award recognises councils that empower young people to take part and be active in their communities.

The important role of local government in youth engagement

Being involved and connected to a community is important for the wellbeing of individuals and of broader society. Young people who are engaged in their communities will find opportunities to contribute, develop a sense of achievement and develop networks and skills to support them in other areas of life.

The Australian Government recognises the important role local governments play in connecting young people to their communities and helping them achieve their potential. The Youth Engagement Award celebrates successful local government initiatives that support the Australian Government's vision for young people and contribute to its stated priority of *empowering young Australians to take part and be active in their communities*.



Category Winner

YOUTH ENGAGEMENT



Moonee Valley City Council, Victoria

The Sustainable Employment and Economic Development (SEED) Youth Project

The Sustainable Employment & Economic Development Program (the SEED Project) is a transformational program based originally at the Flemington Public Housing Estate that has achieved significant gains for young African people living around the housing estate.

The SEED project started with a simple aim: to provide young people with real on-the-job skills development and the real life outcomes that come with having a job. For example, being able to support yourself and therefore participate and contribute to the community. SEED has gone beyond that starting point and provided a meaningful model to develop partnerships between business, local government and the community to achieve a lasting network of industry representatives and community members interested in supporting youth pathways.

By connecting with local businesses and community groups, the project has delivered sustainable employment outcomes, and built resilience and confidence in the targeted young people.

A critical component of its success has been the development of a strong mentor support model for youth to sustain future employment placements with employers and to build the leadership potential of the young people through the cooperation with Flemington Neighbourhood Renewal Project.

By placing young people at the centre of government process, the project has demonstrated a holistic, innovative and coordinated model for community and youth engagement. The development of SEED has also had broader impacts on the young African Australian community at Moonee Ponds.

The project is now set for its next exciting stage by expanding to a regional project with the help and support of Regional Development Australia and a collective group of regional councils.

As a result of the SEED leadership mentoring program, SEED participants played a significant role in organising the national Australia Somali Football Association Championship, 2009.



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Category Winner

YOUTH ENGAGEMENT

(small council, under 15,000 rateable properties)

Circular Head Council, Tasmania

Seven Up Youth Centre

Circular Head Council is taking a proactive role in including and inspiring its young people, encouraging them to actively participate in the community.

With this goal in mind, Circular Head Council, staged 'y engage', an entertaining and interactive youth forum as part of National Youth Week 2009. This forum focused on teasing out some actions and strategies that could be put in place to ensure young people feel included and engaged in community life.

In response to a need for a place for young people to go, a 'youth space', Youth and Community Officers from Circular Head Council and Rural Health Tasmania worked alongside the community's young people to ensure that their dream was realised. Consequently the Seven Up Youth Centre was established.

The project took two years to fully develop, from its initial inception through to the trialling of two possible venues and formats, which provided many learning experiences and enabled the young people to further develop the model.

Throughout the establishment process, young people were continually consulted. Students felt that the name Seven Up reflected the age group at which the centre is aimed, namely grades seven and up, and designed an appropriate logo.

Secondary school leadership teams and Circular Head Council's youth advisory council, the Circular Head Youth Leaders (CHYL) continued to conduct peer surveys, to ensure that the project remained relevant to student needs. Information was disseminated by



the young people through social networking sites and other media.

The project culminated with a successful funding submission to the Department of Premier and Cabinet through its Community Capacity Building Grants program on behalf of all the partners, including Circular Head Council. This funding will ensure that the Centre is able to re-open in 2011 and continue to deliver quality programs to service the youth of Circular Head.



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How the awards are judged

Judging the National Awards for Local Government in 2011 involved a two-step process. The first step was the judging of the category awards. In 2011 there were 10 categories and independent panels were set up to judge applications in each category.

In 2011, at each stage of the two-stage judging process, the following general criteria and questions were asked of all projects:

Innovation

What aspects of the project demonstrate something new? For example, a new way of delivering a service or new uses for existing technology.

Process and planning

What is unique about the process used to develop the project? For projects that directly affect the community and other stakeholders, how were those parties involved?

Benefits

What are the benefits of the project? Who benefits and how?

Transferability

What aspects or components of the project could be adapted or adopted for use by other Councils?

Would you like to know more about the National Awards?

The website address for the National Awards for Local Government is www.regional.gov.au/local/awards.

You can email the Awards team at:
awards@regional.gov.au

You can speak to us on Freecall:
1800 065 113

You can write to us at this address:
Department of Regional Australia, Regional Development and Local Government National Awards
GPO Box 803
CANBERRA ACT 2601



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