

ESTABLISHING NEW PARTNERSHIPS WITHIN SOUTH AUSTRALIAN COUNCILS

SARDI
TRIAL

VC2
SHIRAZ
2
BVRC12

**Josie Agius Park / Wikaparntu Wirra
City of Adelaide
Netball Courts Ground Breaking**



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With thanks:

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Contents

Introduction	.5
The significance and pressures of local government in South Australia	.7
Research questions	.9
Report methodology	.9
Partnership arrangements	.11
Formal partnership	.13
Opportunities of partnerships	.15
Constraints of partnerships	.17
Measures to improve partnerships	.19
Conclusion	.21
Bibliography	.23

Appendices

Appendix A - Case Studies	.29
Appendix B - Local Governments undertaking or actively pursuing Partnerships in Australia and New Zealand	.35
Appendix C - Current partnerships	.37
Appendix D - Online Survey	.41



Tidlangga Playspace and Pocket Orchard
City of Adelaide

Introduction

Literature regarding local government is diverse. Recommended capabilities, definitions and organisational structures vary, however one important commonality of literature reviewed was that local government is more than rates, roads and rubbish (Local Government Association of South Australia, 2017a; NSW Government, 2017; Portstephens.nsw.gov.au, 2017a). Many authors acknowledge the importance of local government through the integral role they play in civic life, lending identity to communities and creating public spaces for our experiences. Yet South Australian local governments are seen as 68 competing silos. To breakdown the silos and foster communication between councils there is an opportunity to establish new partnerships and improve the efficiency of existing partnerships. However current organisational structures and cultures are seen to be a barrier. What is missing is the knowledge of systems, expertise, experience and scale between the 68 councils.

This report investigates partnerships as the one thing local government in South Australia can improve by undertaking a qualitative review of current services provided by local government, a quantitative review of existing partnership arrangements and identifying measures to improve partnerships focusing on local government strengths.

This report contends that much of the current operational processes are insufficient in appreciating the range of ways partnerships can occur, consequently creating generalised assumptions of councils working as silos. Through a review of systems, expertise, experience and scale this report offers seven measures to improve partnerships which are fundamentally linked to establishing and maintaining relationships within contemporary evolving local governments.

**Partnership is about sharing
responsibility and overcoming
the inflexibility created by
organisational, sectoral and
even national boundaries**

Sullivan and Skelcher, 2002, p.1



The significance and pressures of local government in South Australia

Largely operating autonomously within a framework of legislation the significance of local government (68 councils within South Australia) is governed by the Local Government Act 1999. The purpose of the Act is to promote a continuous system of local government under an elected body. It provides a legislative framework for an effective, efficient and accountable system of local government in South Australia, encourages participation of local communities and ensures appropriate services and facilities are there to support present and future communities.

Each Council determines the policies, procedures and processes required to achieve compliance. The Local Government Association of South Australia provides services, support and a collaborative approach to South Australian councils for the benefit of the community.

This is typically identified within the following areas:

- High standards of operational competence and accountability.
- **Sharing resources**, working consultatively and cooperatively with other councils and other spheres of government.
- Low net debt and conservative management of finances.
- Expanding roles to respond to community demands and service gaps.

The four areas stated above are under increasing financial pressure due to a decrease in State and Federal Government funding received and an increase in community expectations. State Government handed Councils' additional responsibilities, often held previously by State Government, without any extra resources. Councils are expected to deliver more and offer effective services without negatively impacting service levels. In addition Councils are also concerned about the threat of rate capping. Many including Clare Mockler, Director Community at City of Adelaide (2017; personal communication, 2017) have suggested that local government should be leading by example by working across the 68 silos to achieve common goals.

The ability to establish partnerships between two or more councils has the possibility to benefit the whole sector and the wider community. The benefits can already be seen within South Australia through the number of formal and informal arrangements already in place which include Council Solutions, I-Responda and CouncilFirst. These arrangements are detailed in Appendix A – Case Studies. The subsequent sections explore how the sharing of resources through establishing partnerships is an opportunity for local government to achieve compliance and deliver on their community expectations.

**Port Road Drainage
City of Charles Sturt, State Government, Private Contractor**



Research Question

The increasing pressures on local governments have led to the formulation of several research questions which provide direction for the report. The main research question is:

- What is the one thing local government in South Australia can do to improve?

To investigate this research question one subsidiary research question has been defined.

- How can we best work together to deliver outstanding benefits to the community?

Report Methodology

The research approach used to develop this report combined desk top studies, Online surveys and interviews. The approach included the following steps, procedures and standards:

- Multi-disciplinary literature review of resource sharing in Australia.
- Interviews with Lord Mayors, Mayors, CEO's, Directors, Associate Directors, Managers and those in key Leadership positions to gather strategic views of partnerships.
- Distribution of Online survey to leadership teams, administration, emerging leaders (past and present), and state government partners to gather views of those who participated in partnering agreements.
- Telephone discussions with Wellington City Council's Chief City Planner to seek his views regarding long standing resource sharing projects.
- Analyse current practice and theories (information gathered from Online surveys, interviews, telephone discussions and literature) and examination of the partnership arrangements.
- Identifying opportunities and issues within partnership arrangements.
- Recommend measures for successful future partnerships.

Many South Australian councils are already benefiting from working closely with their neighbours, which can range from sharing a waste management contract over a number of metropolitan councils, to regional councils sharing a road grader.

Matt Pinnegar in Local Government Association of South Australia, 2016



Partnership Arrangements

Partnerships are not a new concept with local governments within Australia, the United States of America, New Zealand and the United Kingdom benefitting from partnerships between other local governments, state governments, federal governments and private partners. (refer Appendix B for list of Australian and New Zealand local governments with current partnerships). Partnerships are component of voluntary and evolving business models created out of necessity and mutual benefit (Institute for Regional Development, 2011; University of Technology Sydney Centre for Local Government, 2016; Centroc.com.au., 2017; Local Government Association of South Australia, 2017a-d). Necessity stems from increasing economic pressures, accountability and the desire to provide efficient and equitable vital resources and services in response to changing community needs and expectations in order to remain sustainable.

Partnerships enable the distribution of resources such as financial, human and assets between councils (neighbouring councils or within the state) which results in increased strategic and service delivering capacity (Aulich et al., 2011). When undertaken appropriately they can provide shared services, economies of scale and scope, improved service quality, organisational development and increased strategic capacity by sharing assets such as people, capital and projects.

Ranging from informal to formal the services most commonly documented as being partnerships cover four categories – Systems, Expertise, Experience and Scale (refer Table 1 below). This categorisation is presented as a means to interpret the possible range of partnerships. Systems predominately includes IT and finance services. Expertise is linked to staff capabilities such as the review of planning reforms. Experience is generally short term assistance for training and planning major events. Scale predominately refers to resource sharing or shared services and includes waste management and road resealing services or other functions in which economies of scale provide benefit. Further applications are included below in Table 1.

The categorisation, presented above, has spatial, material and formal manifestations with quantifiable influences on local government’s operational ability. They are not exclusive and overlaps occur.

Table 1: Four categories of resource sharing and example applications

Systems	Expertise	Experience	Scale
<ul style="list-style-type: none"> • Tourism • Aggregated purchasing • Finance • Video Conferencing • Back office • Payroll • Human resources • Rates and levies collections • IT services • Governance compliance • Purchasing • Sharing equipment • Risk management 	<ul style="list-style-type: none"> • Event management • Major projects • Environmental sustainability • Economic development • Strategic human resources direction and support • WHS Peer Audit reviews • Renewable Energy Master Plan • Town planning • DA applications • Design • Risk management • Building inspection services 	<ul style="list-style-type: none"> • Training co-ordination • Major projects • Environmental sustainability and health 	<ul style="list-style-type: none"> • Horticulture • Major projects • Tourism • Economic development • Supply management • Aggregated purchasing • Renewable Energy Master Plan • Public works • Septic Tank Effluent Disposal Schemes • Sharing equipment



**Tidlangga Playspace and Pocket Orchard
City of Adelaide**

Formal Partnerships

As stated previous page partnerships are voluntary and evolving components of business models created out of necessity and mutual benefit. Their role is to achieve savings through joint procurement of goods and services, share professional expertise and facilitate inter-regional cooperation. The role of partnerships in local government stems from a common, agreed rationale between two or more councils underpinned by formal agreements (Lord Mayor M Haese, 2017; B Davidson-Park, 2017; D Chick, 2017; personal communication, 2017) and high levels of trust through transparency and accountability to building strong relationships at senior, executive and councillor levels.

The significance for local governments is shown by the diverse range of partnership arrangements currently existing between councils (refer Appendix B for a sample of current partnerships) and the diverse range of application (refer Table 1 above). Partnership arrangements are formed for a myriad of reasons however the underlying assumption is the belief that we can achieve more together than by working in isolation. Discussed below are the three most common partnership arrangements in Local Government;

Subsidiary

Section 42 and 43 of the Local Government Act 1999 provides that Councils can establish a subsidiary or regional subsidiary respectively to carry out the function(s) of Council(s). An example of a regional subsidiary in South Australia is Council Solutions which includes the City of Adelaide, City of Charles Sturt, City of Marion, City of Onkaparinga, City of Salisbury and City of Tea Tree Gully. This regional subsidiary was established in 2012 with the purpose of leveraging on strategic procurement negotiation and contract management to ensure financial sustainability for constituent Councils. Other subsidiaries in the waste sector include Eastern Waste Management Authority (East Waste), Northern Adelaide Waste Management Authority (NAWMA), and Southern Region Waste Resource Authority (SRWRA).

Public-Private partnerships

Public-Private partnerships are generally utilised to finance and manage larger scale capital projects. One such example of a public-private partnership utilised in South Australia was a partnership orchestrated by the State Government to build the new Royal Adelaide Hospital where the private sector partner designed, financed, built and will maintain the facilities whilst the clinical services are being provided by the public sector.

Fee for service

Fee for service arrangements are a common type of partnership established involving (as the name suggests) partnering with and paying a fee for a service provided. Undertaking this research has provided a local example of this type of arrangement whereby the City of Adelaide provide payroll services to the City of Unley.



Regional Sporting Hub
Mount Barker District Council,
State Government and Sporting Agencies

Opportunities of Partnerships

Examination of the identified body of literature focuses on the tangible benefits of partnerships. Many authors acknowledge the importance of committed leadership and communication to their success (Institute for Regional Development, 2011; Aulich et al., 2011; Portstephens.nsw.gov.au., 2017b). However the successes of partnerships are more than leadership. The opportunities and positive aspects of partnerships inevitably depend on the goal of the partnership and who the participants are. The common elements include:

1. Protect and enhance economic, social and environmental viability for present and future community groups across borders.
2. Reduce the cost of doing business for local government through offering economies and efficiencies.
3. Greater resilience and removed isolation.
4. Career path creation. Greater opportunities for staff progression within the organisation.
5. Creation of a specialist technical offering such as planners and engineers which could be provided to other councils and/or state government on a fee for service basis.
6. Provision of emergency assistance any time during an emergency including the recovery stages.
7. Increased utilisation of specialised members of staff.
8. Appointment of higher skilled (more expensive) specialists to obtain better advice and services.
9. Cost savings by utilising current staff 100% between two or more councils and utilising employed staff as opposed to external consultants.
10. Attract and/or retain valued knowledge and skills by using employed specialist staff not possible as a single entity.

The common elements (above) that were outlined in the literature reviewed are supported by the Online survey responses. Survey recipients were asked "What is working well within current partnerships" with the responses including:

- Everything
- Specialised staff
- Networking
- Financial savings
- Resource sharing
- Professional development

These shared arrangements are all about creating better value for our ratepayers and communities, and identifying opportunities for continued improvement and greater efficiencies.

Matt Pinnegar in Local Government Association of South Australia, 2016

**St Clair Recreation Precinct Upgrade
City of Charles Sturt, State Government, Private Contractor**



Constraints of Partnerships

Commonalities between the literature and Online survey include references to staff both in terms of existing capabilities and increasing capabilities through career progression and professional development. This suggests that understanding staff capabilities is important to successful partnerships. Further analysis of the Online surveys are included in Appendix D – Online Survey.

The common weakness, challenges and limitations of partnerships found within the identified body of literature relate to:

1. Unclear policy, procedures, service level agreements and reporting lines.
2. Incompatibility of computer, procedures, graphics, budgeting or management systems.
3. Minimised access to senior management.
4. Need to have commitment from all the CEOs and senior staff from day one and a genuine desire by the parties. The partnership needs an individual or group that is a driver of the project.
5. Need common salary, conditions and rules of progression across partnerships.
6. Difficulties associated with different sized Councils may result in larger councils perceiving reduced benefits which may influence their level of participation.
7. Allocated time, costs and resources dedicated to the project are incorrect.
8. Political and parochialism prevents agreed outcomes being met.
9. Shared resources do not represent a full time resource for a particular council.
10. Individuals with specialised skills or experience are frequently required across councils.

The common weaknesses, challenges and limitations (above) that were outlined in the literature are supported by the Online survey responses. Survey recipients were asked "What's not working well within current partnerships" with the responses including:

- Distance and communication
- Chance of one party dropping out
- Not all Council's represented
- Complex Delegations
- Managing workloads
- Works well
- Lack of resources
- Different requirements between Council's
- Not always practical
- Focus on larger councils

Commonalities between the literature and Online survey are the references to procedures, reporting lines and lack of resources. This suggests that unclear communication and complex delegations may contribute to the breakdown of partnerships. Further analysis of the Online surveys are included in Appendix D – Online Survey.



Mount Barker District Council

Measures to improve Partnerships

As discussed throughout the report there is a clear reasoning for local governments to develop partnerships. The literature reviewed and research undertaken suggests that local governments have the ability to undertake or be involved in successful partnerships such as the LGA Workers Compensation Scheme, Council Solutions, LG Procurement, I- Responda and Waterproofing the West (Refer to Appendix A for detail). However the literature reviewed and research undertaken highlighted there is an opportunity to improve partnerships agreements and increase the number of long term mutually benefiting partnerships between local government, state government, federal government and private partners. To increase the improve and increase the number of successful partnerships this report proposes seven key measures. The measures are:

1. Clear project scope, timeframe and outcome agreed by all parties.
2. Formalised agreements detailing the impacts and benefits for all parties equally (financial expenditure and profit) or agreement of proportional differences.
3. Clear lines of communication between all parties.
4. Clear outline of all parties responsibilities.
5. Regular reporting on progress.
6. Creation of a Local Government Advisory Panel.
7. Creation of dedicated role.

These measures have been identified to minimise common weakness, challenges and limitations of partnerships and build on the opportunities highlighted within this report. They are applicable to a wide range of partnerships including partnerships between local government, state government, federal government and private partners. While the measures are small they are consistent throughout the range of partnerships reviewed (see Appendix A and Appendix C) and can be consistently applied to new partnerships.

The application of these measures is played in the following scenario.

Council X has approached Council Y to utilise the services of a specialist traffic engineer to assess a key transport link, intersection through a major land development and a review of the Transport Masterplan. The service is agreed and confirmed by establishing a new resource sharing partnership. This service will offer cost efficiencies to Council X rather than appointing an external consultant. Council Y would be remunerated by Council X for these services and the specialist traffic engineer would be able to expand their professional development. For the duration of this partnership the specialist traffic engineer would be based at Council X for 2 days a week and use Council X systems and procedures.

To ensure success of the partnership Council X and Council Y would need to agree on the scope and timeframe along with specialist skills required prior to entering an agreement and the works commencing. The staff member from Council Y would need to be made aware of whom they are reporting to for outcomes of work, leave, HR concerns and IT problems in Council X for the 2 days. Further the staff member from Council Y would need to report regularly to their Council if leave or HR concerns arise during the 2 days at Council X.



**OneCard
Murray Bridge Library**

Conclusion

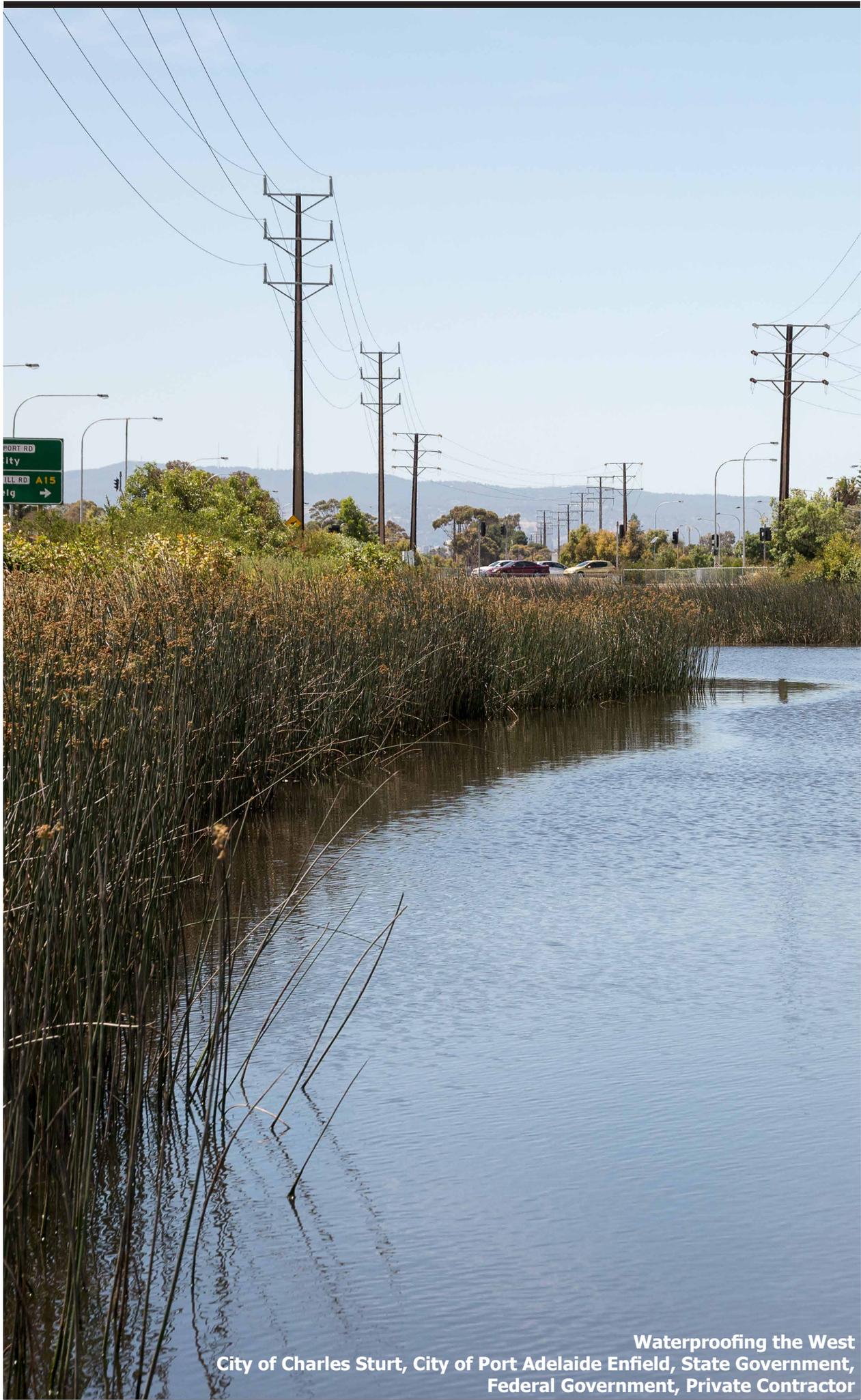
This report set out to review partnerships as the one thing local government in South Australia can improve by undertaking a qualitative review of current services provided by local government, a quantitative review of existing partnership arrangements and identifying measures to improve partnerships focusing on local government strengths.

To do so local government services were reviewed to understand the existing opportunities, weaknesses, challenges and limitations of partnerships. This report contends that unclear communication and complex delegations may be contributing to the breakdown of partnerships consequently creating generalised assumptions of councils working as silos. However the review also suggests that understanding staff capabilities is important to successful partnerships.

As an outcome of the analysis undertaken the report has highlighted seven measures to improve partnerships. These measures are the foundations of a successful partnership arrangement. Irrespective of the chosen structure and purpose of the partnership agreement it seems that the key to the success of the partnership is fundamentally linked to establishing and maintaining relationships.

**One Card shows that state/local
government collaborations can deliver
best practice results that benefit both
levels of government [and] deliver
excellent service to [all] South Australians**

Local Government Association South Australia, 2014



**Waterproofing the West
City of Charles Sturt, City of Port Adelaide Enfield, State Government,
Federal Government, Private Contractor**

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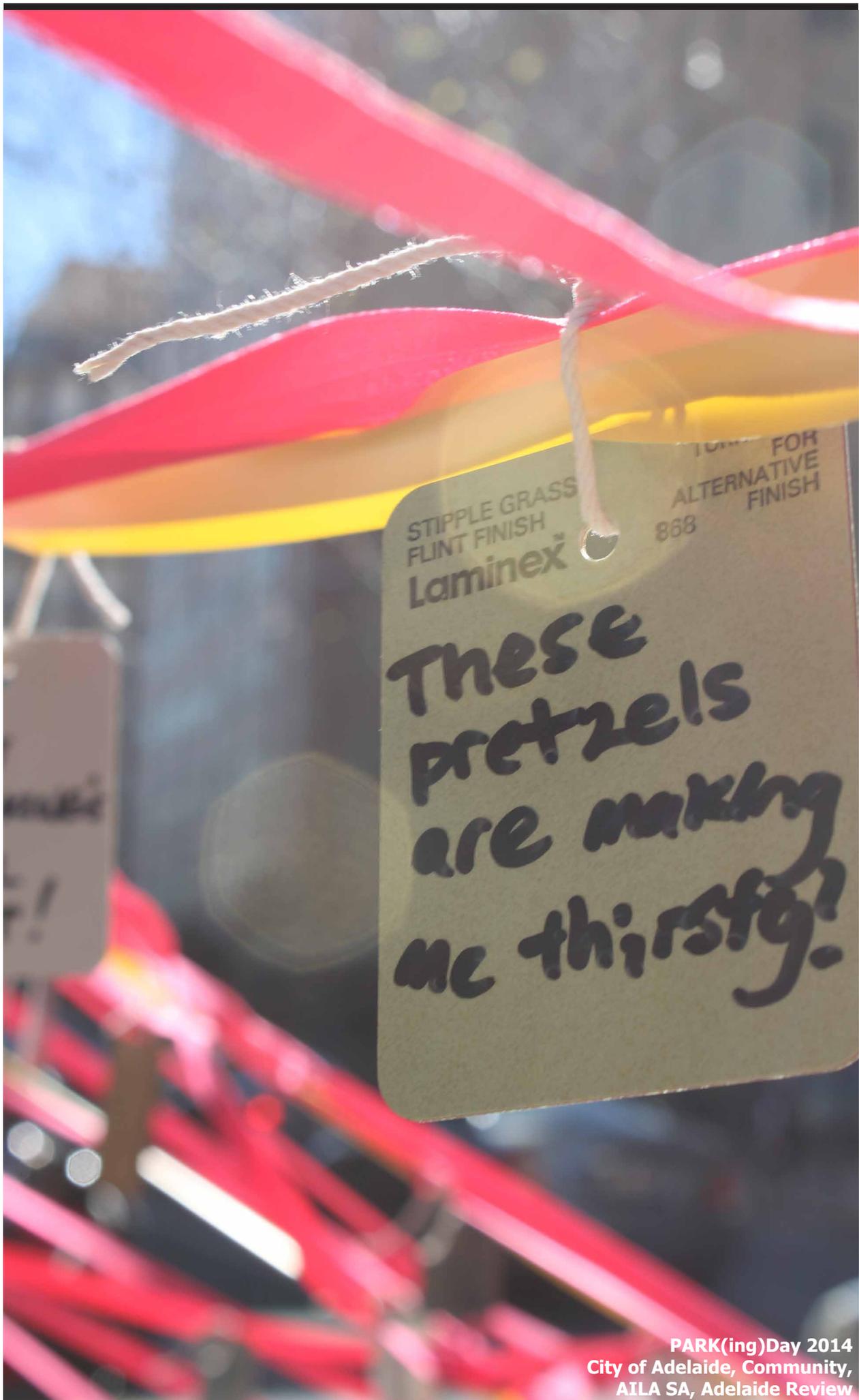
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STIPPLE GRASS
FLINT FINISH
Laminex

FOR
ALTERNATIVE
FINISH
868

These
pretzels
are making
me thirsty!

PARK(ing)Day 2014
City of Adelaide, Community,
AILA SA, Adelaide Review

Appendices

Appendix A - Case Studies

Appendix B - Local Governments undertaking or actively pursuing Partnerships in
Australia and New Zealand

Appendix C - Current partnerships

Appendix D - Online Survey



**Pelzer Park /Pityarilla Dog Park Opening
State Government and the City of Adelaide**

Appendix A - Case Studies

Case Study 1 - LGA Workers Compensation Scheme

LGA Workers Compensation Scheme (LGAWCS) is there to assist as a whole to deal with sector wide issues such as legislative change, policy development e.g. They develop model policies to assist Council, sector wide training plus much more. These examples can either then be adopted or adapted to suit each individual Council.

Case Study 2 - Council Solutions

Council Solutions is a joint initiative of 6 South Australian metropolitan councils (Constituent Councils) and has been established as a Regional Authority in accordance with the Local Government Act 1999 and its purpose is to optimise the financial sustainability of its Constituent Councils through the benefits of collaborative strategic procurement and contract negotiation and management. Council Solutions is governed by a Board of Management comprising a Chairperson and the Chief Executive Officer of each Constituent Council.

This collaborative approach to procurement not only provides significant purchasing power to attain the best value for the community, but it also optimises the financial sustainability of each of the Constituent Councils by reducing administrative costs, the number of tender processes and replicated contract management activities.

The goal of Council Solutions is to improve community prosperity and wellbeing by undertaking local government procurement and collaborative services that:

- Deliver best value for money
- Explore innovative ways of delivering infrastructure and services
- Value partnership between councils and suppliers

Some contracts that Council Solutions have established are:

- Architectural Services
- Post Bill Pay
- Debt Collection

In addition, over the past 12 months Councils Solutions has facilitated the extension of 6 existing collaborative contract arrangements across 18 suppliers with a combined total value in excess of \$6 million per annum. Please refer to the Council Solutions Report that demonstrates that the services are consistent from Council to Council.

Case Study 3 - LG Procurement

LG Procurement is a commercial entity owned by the LGA of SA and designed to support Councils to deliver best value for their communities. LG Procurement is proving to be of great benefit for the following reasons:

- it reduces some of the administration burden and repetition,
- readily accessible contracts and templates
- reduction in administrative burden and repetition – internal cost savings
- cost savings to supplies – saves on repeated market approaches
- satisfies the obligations of the Local Government Act 1999 (SA) section 49, contracts and tendering

Case Study 4 - i-Responda

i-Responda is another great example of collaboration in extreme weather conditions/events as councils do work together sharing plant, equipment and staff.

To assist Councils with meeting their governance obligations in an extraordinary event, the LGA has established the i-Responda Framework which Councils can implement (this is not mandatory).

This Framework provides a risk based framework for a Council to work within in the event of an emergency where assistance has been requested by the Hazard Leader for the emergency (sometimes this might be the Emergency Services, or an authority such as SAPOL or a CEO of another Council).

The i-Responda Framework removes ambiguity and clearly states to workers what they should consider when approached to take on work, how any work should be approved before proceeding and when individuals and Councils can and/or should say no.

Over the past few years there have been significant events (bushfires and extreme weather/storms/flood) and some council areas simply don't have the resources to deal with such events.

Those Councils that have implemented i-Responda have done significant work to have a list of workers that are competent and licenced in different areas and what plant and resources would also be available.

By having these details pre-determined it will assist with reacting to a significant event as we will staff that are skilled workers and resources available in certain areas and we will also have back up staff to ensure we are looking after the welfare of staff and following our Fatigue Management Procedure and ensuring the best outcomes for the community.

Case Study 5 - Adelaide City Council helps to improve IT network reliability

Adelaide City Council has recently been working directly with Unley, Burnside, West Torrens, Onkaparinga and Gawler councils to establish direct fibre connections for a faster, more reliable and greater capacity internet connection. This will enable these councils to run far more secure networks and also establish direct connections to the Dark Web that some council's require for internal programs. Adelaide City Council has found themselves through additional funding as local government of a capital city where they can afford an Information Technology systems network that far exceeds their day to day requirements. This has enabled them to offer part capacity to other councils at a competitive cost.

Adelaide City Council is currently in consultation with The City of Holdfast Bay, Charles Sturt, Murray Bridge and Yankalilla councils with the hope of improving network capabilities and reliability of these councils also. With shared costs there can be shared savings and with a capable network there can be improved reliability and improved services for internal and external customers.

Further to this Adelaide City Council is also working on establishing the digital amalgamation of South Australian Local Government services via middle layer (pathway enabling) software which aims to enable programs across councils to communicate. The ultimate aim of this would be to enhance the customer experience of all South Australians when dealing with local government, allowing a resident of Victor Harbour to pay rates or register an animal while on holiday in Mannum

as an example. Similar to the way the One Card statewide library service has revolutionised how libraries can now be accessed by South Australians the envisioned 'Councils without borders' will create a seamless, identical interaction with all local governments throughout the state both online and face to face with the customer experience as the central focus.

Case Study 6 - CouncilFirst

CouncilFirst is a modern enterprise business solution developed by local government experts that provides operational efficiencies in all council business process areas. It enables councils to facilitate successful resource sharing with their neighbouring councils through a practical resource share model.

Significant efficiencies and economies of scale can be achieved while delivering strategic objectives for each organisation. Councils retain their autonomy, and only pay for the services they receive. Over 4,500 hours of common services were provided and exchanged between four councils across Tasmania in a single financial year resulting in a cost saving of approximately \$660,000. This is projected to increase to \$880,000 in the following year. (Source: <http://www.councilfirst.com.au/index.php/resource-sharing>)

Case Study 7 - Informal Arrangements

As part of this research it was identified that Local Government is very good at knowledge sharing and there are several established professional groups that meeting regularly to share knowledge, experience and ultimately to build capacity and professionalism of the sector. Below is a list of some of these groups.

- HR Network Group
- Procurement Professionals
- WHS Specialist
- Authorised Officers Network
- Governance Network Group
- Finance Managers Group
- General Managers Network
- CEO Network

Some of these networks have been formally set up by the Local Government Association, whilst others have been formed by the professional officers. These groups have become important for the sector and there has been an increase in the number of these over the past 5 years. (The role of resource sharing and partnerships is everyone responsibility and opportunities need to be looked at as the expectation is that Council needs to be keep providing current and new services but no extra resources are being provided.

Case Study 8 - Local Nuisance & Litter Control Act

- The Nuisance portion of the Local Nuisance and Litter Control Act came into effect on 1 July 2017.
- 147 new requests were received in relation to Local Nuisance, including 40 relating to noise, 33 relating to local amenity issues, 24 related to Odour and 18 relating to Smoke.
- Of the 147 New Nuisance Requests received, 30 remain open after the 30 September due to the complex nature.
- One clean up of a derelict property was completed under the new Local Nuisance legislation (cost to Council in excess of \$8000)
- 13 Expiation Notices were issued under the new legislation (includes any cautions)
- During the quarter, 477 new illegal dumping requests were received with 190 being removed by Rapid Response.
- Investigations of illegal dumping continued through the quarter in accordance with the illegal dumping strategy and new provisions under the Local Nuisance and Litter Control Act.

Case Study 9 - One Card Library Service

Between May 2012 and September 2014 all libraries across South Australia successfully migrated from individual Library Management Systems (LMS) to one statewide LMS referred to as the One Card system or 1LMS. The One Card system has been established through a partnership between Libraries SA, Public Library Services (PLS), the Department of State Development and the Local Government Association of SA. Such an ambitious project could not have been achieved without the financial, managerial and supportive elements supplied by all organisations involved in the partnership. The continual success of this network is not possible without the solid relationship between all local councils, the One Card system proving that council services without borders are indeed possible.

One of the biggest benefits of this cross council partnership is the approximately 4 million books, AV, magazines, toys and other items that are now available to all library members usually within a matter of weeks or sooner from the initial request. These items can be delivered from any library, large or small across South Australia to any other library seamlessly via the TOLL courier system.

A secondary benefit to the initial partnerships that needed to be established to achieve such a mammoth project the One Card system has "increased communication across libraries, and a significant amount of peer-support (self help) training and development [now] occurs." Library staff across the state are working together more efficiently, a flow on effect to this has been the establishment of mentorships for staff from smaller (remote country) library services. This has in turn lead to library customers receiving a consistent, professional experience across the state regardless of which library they visit.

"One Card shows that state/local government collaborations can deliver best practice results that benefit both levels of government [and] deliver excellent service to [all] South Australians..." (Local Government Association of South Australia, 2014) This ongoing partnership has successfully created ongoing financial benefits for councils, increased the efficiency of the library service, improved the quality of the service that can be provided and created a consistently positive experience for all library members across South Australia. A truly successful example of what partnerships can achieve.

Case Study 10 - Waterproofing the West. Local Government, State Government and Private Construction Company (Leed) working in partnership

The City of Charles Sturt is reducing the risk of flooding along Port and Woodville Roads through the \$24million Port Road Drainage Project.

The City of Charles Sturt has been working with the Department of Environment, Water and Natural Resources (DEWNR), the Adelaide and Mount Lofty Ranges Natural Resource Management Board (AMLRNRMB) and the Stormwater Management Authority (SMA) for several years to provide a sustainable, non-potable water supply and reduced flood risks within the City of Charles Sturt area.

We were successful in obtaining funding from various sources of Local, State and Australian Government for the Water Proofing the West - Stage One (WPW) Project. This WPW Project which has both water re-use and flood mitigation components has now reached practical completion and the Project has gained awards for its innovation and multi-objective outcomes for the community. The City of Charles Sturt engaged Leed Engineering & Construction and work commenced work in January 2017 and is due to be completed in December 2018.

The Project will ensure that in a 1 in 100 year rainfall event, the Queen Elizabeth Hospital emergency entrance will remain accessible.

Currently, during a 1 in 100 year rainfall event, the Port and Woodville Roads become inaccessible with knee deep (600mm) water preventing emergency services and the community from accessing The Queen Elizabeth Hospital. Over 3,800 homes and some businesses would also be potentially flooded.

The Port Road Drainage Project will install 2.6km of underground drains in the Port Road central median between Old Port Road, Cheltenham and Park Street South, Woodville which will provide stormwater flood mitigation to suburbs of Albert Park, Cheltenham, Woodville West and Woodville in the Port Road stormwater catchment.

Like the Water Proofing the West - Stage 1 (WPW) Project, the Port Road Drainage Project will have long term benefits for the community in mitigating the risk of flooding to the area.



**Development Meeting
Mount Barker District Council**

Appendix B - Local Governments Undertaking Or Actively Pursuing Partnerships in Australia and New Zealand

The table below represents a diverse sample of local governments rather than an attempt to be comprehensive.

Table A- 1: List of Local Governments undertaking or actively pursuing partnerships in South Australia, New South Wales, Tasmania and New Zealand

Local Government undertaking or actively pursuing partnerships within Australia and New Zealand		
Alexandrina Council	Cowra Council	Lithgow City Council
Armidale Dumaresq Council	District Council of Barunga	Maitland City Council
Auckland Council	District Council of Ceduna	Mt Gambier City Council
Barossa Council	District Council of Cleve	Murray Bridge Council
Bathurst Regional Council	District Council of Franklin Harbour	Murraylands Council
Blayney Shire	District Council of Grant	Muswellbrook Shire Council
Cabonne Shire	District Council of Karoonda East Murray	Muswellbrook Shire Council
Central Tablelands County Council	District Council of Lower Eyre Peninsula	Nambucca Valley
Cessnock City Council	District Council of Mount Remarkable	Naracoorte-Lucindale Council
Christchurch City Council	District Council of Orroroo Carrieton	Newcastle City Council Oberon Council
Circular Head Council	District Council of Peterborough	Orange City Council
City of Adelaide	District Council of Robe	Parkes Shire Council
City of Burnside	District Council of Streaky Bay	Port Stephens Council
City of Charles Sturt	District Council of Tumby Bay	Singleton Council
City of Holdfast Bay	Dungog Shire Council	Taiem Bend Council
City of Mitcham	Flinders Ranges Council	Tatiara District Council
City of Newcastle	Forbes Shire Council	Upper Hunter Shire Council
City of Norwood and St Peters	Gloucester Shire	Upper Lachlan Shire
City of Onkaparinga	Great Lakes Council	Uralla Shire Council
City of Port Lincoln	Guyra Shire Council	Wagga Wagga Council
City of Prospect	Hilltops Council	Waratah-Wynyard Council
City of Salisbury	Kangaroo Island Council	Wattle Range Council
City of Tea Tree Gully	Kingston City Council	Weddin Shire
City of Unley	Lachlan Shire	Wellington City Council
City of West Torrens	Lake Macquarie City Council	Whyalla City Council
Copper Coast Council	Lismore City Council	Willoughby City Council



**Illuminations, Adelaide Fringe Festival 2016
City of Adelaide**

Appendix C - Current Partnerships

The table below represents a diverse sample of current partnerships rather than an attempt to be comprehensive.

Table B- 1: Current examples of partnerships within South Australia, New South Wales, Queensland and Tasmania.

Type of service or project	Delivery model			
	Local Government and local government	Local Government and State Government	Local Government and Federal Government	Local Government and Developer or private sector
After Hours Contact Service	X			
Aged Services/ Supported Residential Accommodation	X	X		
Arts and Community Development	X			
Arts OutWest (NSW)	X			X
Asset Management	X			X
Australian Interlibrary Resource Sharing (ILRS)	X	X		
Bikeways	X	X		
Blackspot		X	X	
Building Assessment	X			
Business Enterprise Centre	X	X		
Caravan Park Management	X			
Central NSW Tourism (NSW)	X			
Central West Division of General Practice (NSW)	X			
Central West Regional Development Australia (NSW)	X			
Coast Park	X	X	X	
Common Policy and Specification documentation for Councils procurement	X			
Community Passenger Transport Network	X	X		
Council First*	X			
Council Solutions*	X			
Crime Prevention	X	X		
Development Assessment	X			
EastLINK	X	X		
Emergency maintenance	X	X	X	
Engineering Advice	X			
Environmental education	X			X

Type of service or project	Local Government and local government	Local Government and State Government	Local Government and Federal Government	Local Government and Developer or private sector
ePermits (Small Business Registration System)	X			
Far West Football League Management	X			
Flood Mitigation	X			
General Inspection Services	X			
GIS	X	X		X
Governance Structures to Formalise Regional Cooperation	X			
Graffiti Database	X			
IT Systems/ services *	X			X
I-Responda*				
Joint Delivery of Engineering Services	X			
Joint Tendering for Assets and Services	X			
Legal Services	X			
LGA Workers Compensation Scheme (LGAWCS)*	X			
Local Government Finance Authority	X			
Local Government Income Protection Fund	X			
Local Government Information Technology South Australia Incorporated (LGITSA)	X			
Local Government Mutual Liability Scheme	X			
Local Nuisance & litter Control Act	X			
LG Procurement*	X			
Motor Accident Commission		X		
Mutual Liability Schemes	X			
National Procurement Network (NPN)	X			
Netwaste (NSW)	X			X
NSW State Emergency Services	X			
One card*	X	X		
Open Space grants		X		
Parklands Demonstration Fund		X		
Patrol Grading				X
Payroll	X			
Places for People grants		X		
Pest Management	X			

Type of service or project	Local Government and local government	Local Government and State Government	Local Government and Federal Government	Local Government and Developer or private sector
Purchase of Electricity	X			
Purchasing of Fuel (lower rate)	X	X		
Ranger services (NSW)	X	X		X
Regional Aerial Photography/				
Mapping	X			
Regional Environmental Management Strategy	X			
Regional Governance Support	X			
Regional Grants Officer	X			
Regional Health Authority	X			
Regional Home Maintenance Project	X			
Rates Co-ordination	X			
Regional Telecommunication	X			
Regional Water Supply	X	X		
Renewable Energy Master Plan (NSW)	X			
Roads to Recovery Program	X	X	X	
Road sealing	X			
Rural Doctor's Network (NSW)	X	X		
Social Planning Alliance	X			
Solar Hot Water Service Grant Scheme	X			
State Bicycle Fund	X	X	X	
Stormwater Management Authority	X			
Streetscape renewals	X			X
Temp Labour Hire	X			
Temporary Accommodation	X	X		
The Bells Line of Expressway Group (NSW)	X			
The Central West Catchment Management Authority (NSW)	X			
The Lachlan Catchment Management Authority (NSW)	X			
The Local Government Asset Mutual Fund	X			
Waste collection	X			X
Water Recycling	X			
Waterproofing the South	X	X	X	X
Waterproofing the West*	X	X	X	X
Youth development	X			

*case study provided in Appendix A

**Hindley Street Redevelopment
State Government, University of South Australia
and City of Adelaide**



Appendix D - Online Survey

An online survey using Survey Monkey software was open to council leadership teams, key staff, emerging leaders (past and present), and state government partners and conducted between 31 August and 22 September 2017. A total of 53 responses were collected. By allowing an all-encompassing range of respondents it has permitted us to take a comprehensive view of current and future opportunities.

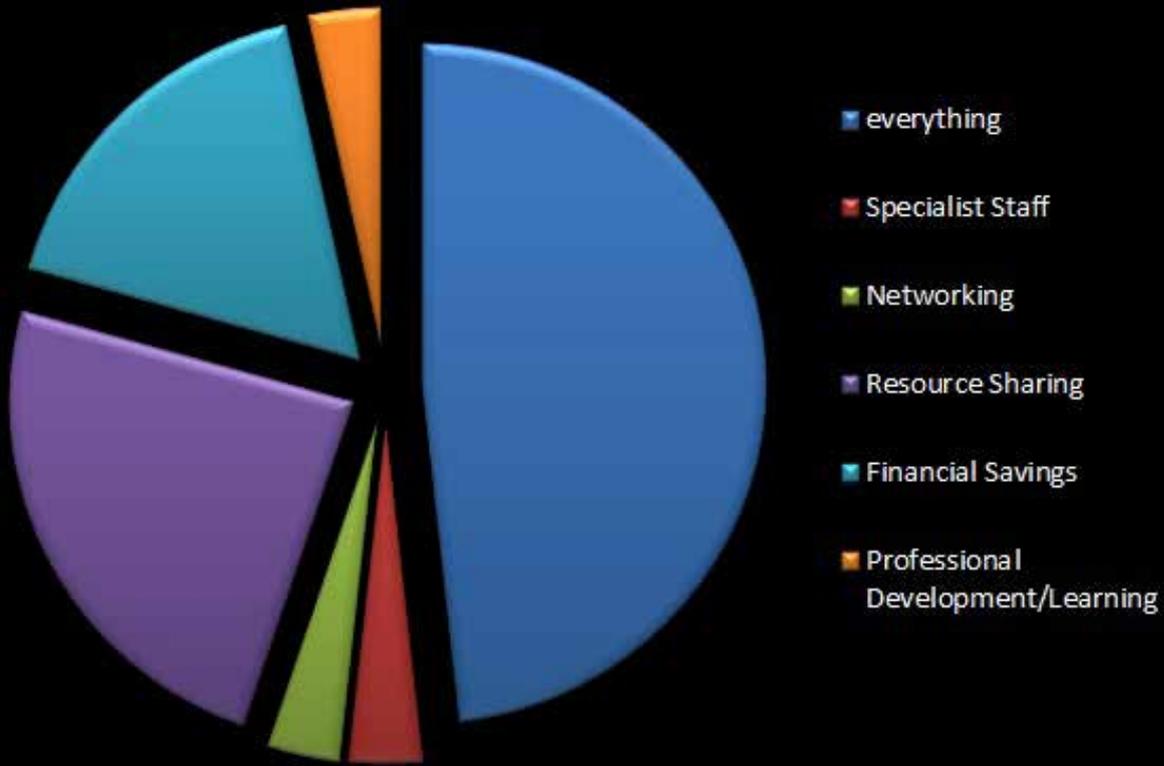
This review highlighted commonalities of services across South Australian local government. What we found was there are already numerous partnerships within councils and many of these partnerships have been in place for many years. Some of the mentioned partnerships were:

- Council solutions
- Regional public health planning
- Adelaide hills waste authority
- Local government volunteer managers network
- Telstra for tech savvy seniors
- Ach group, climate change adaptation plan work
- Legal services
- Adelaide hills tourism
- Trees for life / bushcare
- One card network
- South adelaide economic development board
- Eho support from neighbouring council's
- Rda regional tourism working towards procurement and planning
- Waste services
- Job share and depot share between campbelltown council and walkerville
- Council staff working on nbn infrastructure installation across the state
- Payroll management
- Amlr nrm board

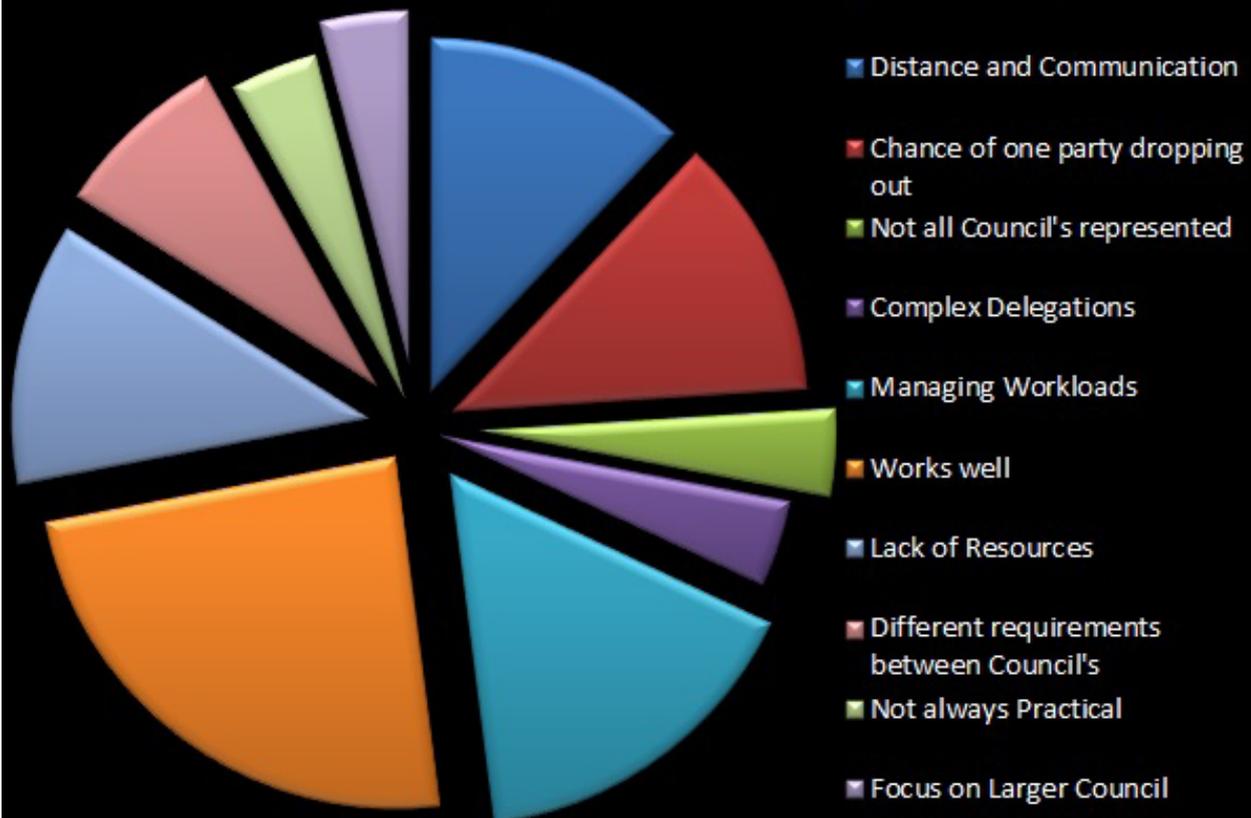
These partnerships suggested a varied and strenuous list of resources spread not only across one council, but repeatedly involving several council's and numerous outside establishments.

Participants were asked to state what is working well within current partnerships along with any difficulties that they have encountered. The two graphs (next page) show the responses. These responses are supported the literature review outcomes show in Opportunities of partnerships (p.15) and Constraints of partnerships (p.17).

What's working with current partnerships



What's not working with current partnerships



The final question respondents were asked was what opportunities and initiatives they see within local government and resource sharing. What our survey results showed was that there are still several opportunities that can benefit from resource sharing within council. The main theme from respondents was that while councils are varied with some being rural or metropolitan whereas others have a combination of both. All councils are responsible for the provision of key services to the community. The coordination of processes and management between councils offers an opportunity for not only cost savings but also streamlined services. This could include shared service delivery areas such as information systems, payroll and financial services. It would allow a wonderful opportunity for data analysis and processing that is currently not available.

Other areas for future opportunities were:

- "Smart Cities" will provide a good opportunity to share resources as Councils would have networks set up that could then enable sharing of data.
- Local and State roads maintenance is an area that could easily be streamlined between LG and State Government.
- Large fleet equipment
- Staff
- Have one central online portal for all councils where customers can engage in business services.
- Secondments would be great for professional growth.
- Breaking down the silos - especially between different levels of government.
- State Government stops cost-shifting to local government and works with the LGA to provide additional resources for councils.
- Potential sharing of volunteers and volunteer resources over the three tiers.
- Lots of compliance areas where all councils have the same compliance requirements and could share resources to achieve compliance by all running the same processes and procedures and aligning.
- Shared Model for all administrative functions in local government and to share services across the State and Local tiers.
- Future opportunities are around partnering with not for profits around service delivery. for example with roll out of NDIS
- More involvement in Public Transport decision making (State Government).



McLaren Vale Grape Wine and Tourism Association Sardi Trial
City of Onkaparinga