



# Working Together: State and Local Government Engagement Policy Project

2018



Government  
of South Australia



### Partnering agencies

Health Determinants and Policy Team,  
Prevention and Population Health Branch,  
Department for Health and Wellbeing

Local Government Association of South Australia

Office of Local Government, Department of Planning,  
Transport and Infrastructure

Planning and Development, Department of Planning,  
Transport and Infrastructure

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### Disclaimer

While every reasonable effort has been made to verify the information in this document, use of the information contained is at your sole risk. It is recommended that you independently verify the information before taking any action.

# Contents

<b>Abbreviations</b> .....	<b>2</b>
<b>Executive summary</b> .....	<b>3</b>
<b>Summary of project findings</b> .....	<b>4</b>
<b>Project aim, vision and outcomes</b>	
<b>Statement of Commitment 2017</b> .....	<b>6</b>
<b>Partnership principles</b> .....	<b>7</b>
<b>Project recommendations</b> .....	<b>8</b>
A. Leadership and Culture .....	<b>8</b>
B. Processes and Tools .....	<b>8</b>
C. Relationships and Networks .....	<b>8</b>
<b>Project background and historical context</b> .....	<b>9</b>
State-Local government Relations Agreement 2015 .....	<b>9</b>
Premier's State and Local Government Forum .....	<b>9</b>
<b>Project process and governance</b> .....	<b>11</b>
Project governance .....	<b>11</b>
Project methodology .....	<b>11</b>
<b>Appendix 1: Background to the <i>Working Together for Joined-Up Policy Delivery</i> project</b> .....	<b>15</b>
<b>Appendix 2: Project governance</b> .....	<b>16</b>
<b>Appendix 3: Three stories of State and Local government engagement</b> .....	<b>17</b>
1. Food Safety Rating Scheme (Scores On Doors) .....	<b>17</b>
2. Adult Community Education (City of Marion) .....	<b>20</b>
3. One Card Network (SA Libraries) .....	<b>24</b>



# Abbreviations

DHW	Department for Health and Wellbeing (formerly Department for Health and Ageing)
DPC	Department of the Premier and Cabinet
DPTI	Department of Planning, Transport and Infrastructure
DSD	Department of State Development (former State Government department)
JUPC	Joined-Up Policy Champions
LGA	Local Government Association
OLG	Office of Local Government
PLS	Public Library Services
SA	South Australia(n)

# Executive summary

State and Local governments seek to encourage greater and more effective collaboration between the two sectors to achieve the best outcomes for the South Australian community. The Working Together: State and Local Government Engagement Policy Project (SLGEPP) sought to strengthen collaboration through identifying and understanding the barriers and facilitators to engagement, and developing an approach to address these. This built on the State Government *Better Together and Working Together* initiatives<sup>1</sup> and existing State and Local government protocols.

A key aspect of the SLGEPP was to gain insight into individual staff members experiences and critiques of engagement and collaboration between the two sectors of government, and the current and past processes that have supported or limited this. The information was gathered through three different methods:

- An electronic survey targeting employees was distributed via various networks across State and Local government and received 160 Local government sector (including Local Government Association) responses and 145 State Government responses.
- Three case studies of engagement between State and Local government were developed, highlighting the learnings to be drawn from those experiences.
- A workshop of 40 State and Local government representatives reviewed the findings from the survey and the case studies and explored the emerging themes and the strategies.

Data from all three sources was then analysed by the Project Working Group, plus a small group of additional representatives from State and Local government.

The project outcomes were:

1. The development of a Statement of Commitment (page 6),
2. Partnership principles (page 7)
3. Set of project recommendations (page 8) endorsed by the former Premier in February 2018 and noted by the LGA Board in March 2018.

This report summarises the governance, processes and outcomes of the SLGEPP.

<sup>1</sup> See attachment 1 for more information on *Working Together for Joined-Up Policy Delivery Project*

# Summary of project findings

The following is a summary of the key findings of the survey and the case studies.

- 1 **Knowing who to engage/contact** – In the survey both sectors of government identified not knowing who to contact as the most significant barrier to engagement.
- 2 **Shared understanding and understanding each other's business** – Both sectors indicated that engagement works well when there is a shared understanding of the issue and why it is relevant to both sectors. Additionally Local government indicated that State Government did not understand how Local government operates around formal decision making processes and in providing formal responses to consultation sought by State Government. This created frustration for both sectors as Local government felt they had missed opportunities to provide input and State Government felt they had tried to engage but had not received a timely response or received no response at all.
- 3 **Alignment of priorities and shared goals** – The survey results indicated that one of the top barriers for both sectors was the lack of alignment of priorities, with this being a more prominent barrier for Local government staff. At the workshop, there was further exploration around this issue and it was suggested that engagement works better when there is a clearly articulated set of priorities from State Government and when these priorities align with priorities of a particular local council. This was recognised as difficult to address, given that each local council may have different priorities specific to its catchment and that it represents the needs of local constituents more than the State as a whole. However, when there are shared priorities and goals, engagement is much easier.
- 4 **Relationships** – Genuine commitment and trusting and respectful relationships were identified as vital to successful engagement. Both sectors highlighted a number of instances when engagement felt more like a 'tick box' exercise or an after-thought rather than a genuine attempt to gather information and input that would impact on decision making. Notably, a number of State Government staff recognised that they had not started engagement early enough with Local government and that at times too many decisions had already been made prior to commencing engagement. Local government staff, in particular, felt that they were not respected or valued by State Government agencies. This was even more prominent for staff located in regional/rural councils.
- 5 **Adequate resources to engage** – Both sectors identified the importance of having the time and human resources to engage properly and that often this was an issue that prevented successful relationships. This was a more significant issue for State Government as a barrier for engagement. Additionally, Local government referred to 'slow response times' when they have tried to engage but did not receive timely responses.

# Summary of project findings

- 6 **Support from agency leadership** – Both sectors recognised having leaders who encouraged and supported engagement as a key success factor.
- 7 **Strong governance and clear articulation of roles and responsibilities** – Both sectors highlighted the importance of having strong governance, a shared plan and some form of formal mechanism, such as an Memorandum of Understanding, in place when delivering projects together. Additionally not agreeing on roles, responsibilities and accountabilities whether project based, issue based or regarding implementation of legislation has resulted in poor experiences in the past.
- 8 **Regional disadvantage and lack of coordination in regional/rural engagement** – A significant number of regional/rural based Local government staff indicated in the survey that they were at a disadvantage in being part of meaningful engagement with State Government. Related issues expressed were that that distance prevented them from being engaged or attending engagement opportunities in Adelaide or regionally central locations; poor internet connection and inadequate technology restricted their ‘virtual’ participation; and having a very limited number of staff meant that staff had large, diverse portfolios and often they were unable to spend the ‘extra time’, or respond in a timely manner.

Further discussion of regional/rural specific issues at the workshop revealed that rural councils felt that State Government should be better coordinated in their engagement efforts and conduct engagement activities together, so that different State Government departments weren’t visiting the regions ‘every week’ for different engagement purposes.

It was expressed that if State Government could better coordinate and engage for multiple purposes in one visit, then regional/rural councils could more effectively and efficiently engage by setting aside a larger block of time to prepare and participate but doing so less often.



# Project aim, vision and outcomes

## Statement of Commitment 2017

Making South Australia a place where people and business thrive is at the core of the work of both State and Local governments. For many years Premiers, Ministers for Local Government and Presidents of the LGA have signed high-level agreements committing both sectors to work collaboratively to achieve better outcomes for all South Australian communities.

*A Statement of Commitment document was developed in 2017.*

This shared commitment has resulted in a positive relationship and significant achievements but further work needs to be done to fully realise the intent of these agreements. This work must consider more than legislative reform, and include policy/program development and project/service delivery. There is currently an opportunity for State and Local government to have greater impact and create value for the community by increasing collaboration on areas of shared interest.

State and Local government are constituted differently, with different legislative and governance arrangements, functional roles and responsibilities. These differences create unique but complementary strengths, skills and resources that should be recognised and valued.

Achieving greater collaboration requires commitment and leadership at all levels, new ways of working, leveraging the unique contributions of the two sectors and a change in culture. The State Government and the LGA are committed to supporting separate and joint activities to improve collaboration and to enable and sustain the required cultural change.

### **VISION**

The project vision:

Create greater outcomes for South Australians through better engagement between State and Local government agencies.

### **AIM**

The project aim:

Ensure better communication and cooperation between State and Local government through the development of guiding principles and a suite of related tools to support officers across both sectors of government.



# Partnership principles

The community expects the two sectors to work together. The following **Partnership Principles** are required for officers of State and Local government to increase operational capacity and deliver on this expectation:

- 1 We partner to make South Australia a great place to live, work and play.
- 2 Our common pursuit of public value drives our engagement and collaboration.
- 3 Connecting with the right person, at the right time and with respect is essential.
- 4 We seek to understand each other's business and appreciate our differences.
- 5 We strive for best practice in engagement, beyond legislated/required consultation.
- 6 Leaders model the expected culture of collaboration.
- 7 We value trust and commitment to maintain relationships.

# Project recommendations

The following high-level interconnected recommendations will support the realisation of the **partnership principles**. They align closely to the [Working Together findings](#) and the overarching LGA policy. They also reinforce the critical factors for successful collaboration identified through the project.

## A. Leadership and Culture

Leadership promotes and supports the State and Local government **partnership principles** across their agencies by:

- Increasing the skills and capacity of officers at all levels to undertake successful collaboration
- Promoting annual leadership awards which recognise best practice in the delivery of the partnership principles.

## B. Processes and Tools

- Develop tools and resources to improve State and Local government officers' understanding of each other's systems and organisational arrangements.
- Explore the development of a shared, online directory documenting contact details and functions/roles of State and Local government officers.

## C. Relationships and Networks

- Establish/identify change agents, who will be explicitly recognised and supported in this role, in each State department and Local council for the purpose of facilitating inter-sector engagement.
- Increase the number of joint networking opportunities between State and Local government officers.

It is expected that implementing these recommendations will increase understanding of each other's business, strengthen relationships, build capacity for engagement and lead to a culture of collaboration between the two sectors. This will meet the project vision by resulting in better outcomes for the South Australian community.

# Project background and historical context

In South Australia, State and Local governments have strived to build greater and more effective collaboration between the two sectors of government. As the business of both State and Local government often has shared outcomes, and has a direct affect upon the community, it is well recognised that appropriate inter-sector consultation should benefit the community through creating greater alignment between the work of the two sectors.

Over the years, many formal and informal arrangements have been established to support this aim, including the *State-Local Government Relations Agreement 2015*.

## State-Local Government Relations Agreement 2015

The South Australian Government and the LGA signed a high level agreement to improve consultation arrangements and communication practices, and to contribute to a closer, more productive and collaborative working relationship between State and Local government.

The *State-Local Government Relations Agreement 2015* (the Agreement) set out broad principles and protocols for working relations between State and Local government. The Agreement was not a binding legal document but rather a statement of intent, guiding attitudes and practice between State and Local government.

## Premier's State and Local Government Forum

The Premiers State and Local Government Forum (the Forum) brought together key leaders of State and Local government, and union leaders representing Local government staff, to discuss matters of mutual interest and to enhance collaboration for the benefit of South Australian communities.

The Forum was chaired by the then Premier, with the Minister for Local Government and the President of the Local Government Association as key members.



# Project background and historical context

The Office of Local Government undertook a consultation with agencies who regularly engaged with councils, to understand their knowledge and use of the State and Local Government Consultation Flowchart - Legislative Proposals (The Flowchart), a mechanism to support engagement with local government. This was undertaken on behalf of the Forum.

Through this consultation it became apparent that many agencies had developed their own mechanisms for engaging with Local government, and that the form of engagement was dependent on the activity being undertaken by the agency.

It was proposed that rather than revising the Flowchart, the Forum adopt a broader approach to increasing engagement between State and Local government, especially for agencies developing policy or legislative initiatives with a significant impact on Local government.

In discussions with DPC, it was identified that the Working Together: Joined Up Policy Champions Group (JUPC) could be approached to assist in working with OLG and LGA representatives to develop and progress the SLGEPP. The aim of this was to produce a package of recommendations that would increase awareness and improve consultation processes across both sectors of government.

The JUPC are State Government staff identified by their Chief Executives as 'change agents' who work to facilitate cross-agency collaboration for joined-up policy, such as the collaboration exemplified in this project. The JUPC Group consists of 50 public servants from 16 different State Government agencies and is supported by the Health Determinants and Policy Team, Department for Health and Wellbeing. The establishment of the JUPC group was a recommendation of the *Working Together for Joined up Policy Delivery* 90 Day Change project.



# Project process and governance

## Project governance

The SLGEPP Project was a collaborative endeavour between a number of agencies including:

- Office of Local Government, Department of Planning, Transport and Infrastructure
- Planning and Development, DPTI
- Health Determinants and Policy Team, Prevention and Population Health Branch, DHW (formerly Department for Health and Ageing)
- LGA
- Cabinet Office, Department of the Premier and Cabinet
- JUPC.

There were two levels of governance for this project:

- Project Sponsors Group: a high level multidisciplinary, decision making group
- Project Working Group: to undertake the day to day work of the project, under the guidance and direction of the Project Sponsors Group.

Refer to Appendix 2 for further details regarding the membership and roles of these groups. It should also be noted that the LGA engaged a group of representatives from councils drawn largely from professional networks in the sector to inform its contributions.

## Project methodology

A key focus of the project was gaining insight into staff experiences and critiques of engagement and cooperation between the two sectors of government, and the current and past processes that have supported or limited engagement. This information was gathered through three different methods:

1. Staff survey
2. Case studies
3. Stakeholder workshop.

Taking a public value approach, this project aimed to answer the following question:

What needs to be in place to ensure better engagement between State and Local government, to deliver greater outcomes for South Australians?

# Project process and governance

## 1. Staff survey

A survey was distributed to both State and Local government staff, asking similar questions for both sectors to ensure the surveys were specific to the audience. The survey sought information regarding the current levels of engagement, why and how engagement was occurring and the barriers and enablers to engagement.

Additionally, survey respondents were asked to propose their ideas on how to increase and improve engagement. 160 Local government staff (including the LGA) and 145 State Government staff completed the survey. The survey was distributed using a snowballing sampling technique where staff were requested to forward it onto their colleagues/networks across State and Local government.

Survey distribution included the State Government JUPC Group (50 staff across SA Government agencies) and the State Government Policy Network Forum (350 staff across SA Government agencies), the LGA and Council CEOs, regional associations, and several professional networks including the LGA Policy and Governance Officers Network and the LGA Sustainability Network.

A brief summary of key findings from the survey and the case studies is provided on pages 4 and 5. The more detailed survey report is at [www.sahealth.sa.gov.au/healthinallpolicies](http://www.sahealth.sa.gov.au/healthinallpolicies)

## 2. Case studies

Three project case studies regarding successful State and Local government engagement and collaboration were prepared with the aim of identifying critical success factors, and the lessons to be drawn from those experiences.

A number of potential case studies of State and Local government engagement were identified by members of the Project Sponsors Group and Project Working Groups. Working Group members investigated the detail of the proposed case studies, with the aim of including case studies with various combination of agencies involved (ie. at least one State Government agency with one Local council), and varying issues impacting on success. The feasibility of conducting interviews with key State and Local government staff in the short project timeframe was also a consideration.

Some case studies were not pursued, such as those not considered successful (agencies were reluctant to discuss the project) or where key staff were unavailable. This left three case study projects which are briefly described below. Full details are provided in Appendix 3:

- 1 Food Safety Rating Scheme Scores on Doors – SA Health with many local councils
- 2 Adult Community Education – City of Marion (DSD-Marion)
- 3 SA Libraries – One Card Network (DPC plus LGA with all local councils).

## 3. Stakeholder workshop

A workshop of 40 State and Local government representatives (16 from Local government and 24 from State Government) was held in November 2017 to review the findings from the survey and the case studies as well as explore the emerging themes and strategies.

Participants were asked to consider the findings to date and propose key issues for discussion. For each of the chosen key issues, participants documented what worked, what did not work, what needed to change and recommendations.

# Project process and governance

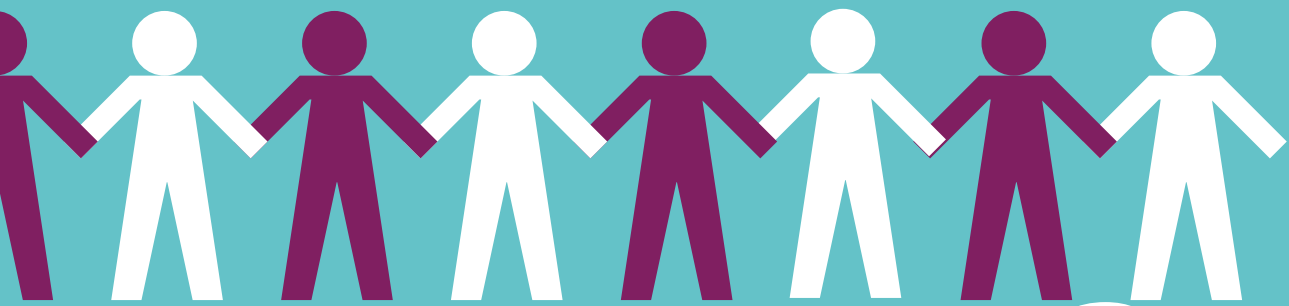
## Development and signoff of the Statement of Commitment 2017 and project recommendations

Following the workshop, the Project Working Group plus additional key State and Local government staff met to further refine the workshop themes into a set of principles and recommendations to support the implementation of each.

The Project Sponsors Group considered the draft principles and recommendations of the Working Group at a meeting in December 2017 and their feedback was incorporated into the final version.

The Statement of Commitment and Project Recommendations (refer to pages 6 and 8) were provided out of session to the Premier's State and Local government Forum in late 2017 and endorsed in February 2018.





# APPENDICES



# Appendix 1:

## Background to the *Working Together for Joined-Up Policy Delivery* project

The *Working Together for Joined up Policy Delivery 90 Day Change Project* was completed in December 2015, with recommendations endorsed by Senior Management Council in March 2016. Building on the SA Health in All Policies approach, the project identified the critical elements that support and enable joined-up policy design and delivery in South Australia. The project recommendations fell into three areas:

- **Governance and structure** – Building on leadership by Cabinet Office and SMC
- **Processes and tools** – Improving understanding of ‘collaboration’ and addressing budget process constraints
- **People and recognition** – Public service awards to recognise best practice, mechanisms to support competency of staff and improving connectivity between agencies.

The project was a partnership between Cabinet Office, DPC; Public Health Services, DHW; Department of Environment and Water and the Office of the Public Sector.

The Working Together 90-Day project recommendations support the implementation of the Memorandum of Understanding (MOU) between DPC and DHW. The MOU seeks to systematise the principles, practices and processes of South Australia’s Health in All Policies approach to joined-up policymaking under Section 17 of the *South Australian Public Health Act 2011*.

Working Together complements the SA Government Reforming Democracy agenda and the Better Together program. This contributes to the delivery of Public Value for the South Australian community.



Figure 1: Suite of complementary initiatives contributing to Public Value, supported by the eight Public Sector Values

Further information can be found at [www.sahealth.sa.gov.au/healthinallpolicies](http://www.sahealth.sa.gov.au/healthinallpolicies)

# Appendix 2:

## Project governance

The following governance groups provide advice and direction to this project:

### Project Sponsors Group

The Project Sponsors Group is a high level multidisciplinary, decision making group. The group will:

- Provide a mandate and leadership for the project;
- Provide critical, high-level, insight into identified issues and emerging strategies;
- Assist in navigating the project through political and bureaucratic situations/processes;
- Ensure that the project and recommendations align with the strategic focus and processes of State and Local government;
- Check mid-way that the project is progressing towards desired outcomes;
- Shape and endorse the principles and recommendations, and navigate the recommendations through the politics and processes of government.

#### *Membership*

- Alex Hart, Manger, OLG, DPTI
- Kevin Buckett, Director, Public Health Services, Public Health and Clinical Systems, DHW
- Sally Smith, General Manager, Planning and Development, DPTI
- Lisa Teburea, Executive Director, Public Affairs, LGA
- With support from Karen Ballintyne, Director, Policy and Public Value, Cabinet Office, DPC.

### Project Working Group

The Project Working Group will undertake the day to day work of the project, under the guidance and direction of the Project Sponsors Group.

#### *Membership*

- Carmel Williams, Manger, Health Determinants and Policy, DHW
- Deborah Wildgoose, Principal Project Officer, Health Determinants and Policy, DHW
- Laura Purdue, Senior Project Officer, Health Determinants and Policy, DHW
- Chris Russell, Strategic Adviser, LGA
- David Whiterod, OLG, DPTI
- Natalie Ponting, OLG DPTI
- Bec Curtain, A/Director, Strategy and Business Coordination, DSD
- Andrew Cockington, Renewal SA, DPTI
- Adam Chambers, Principal Economic Policy Officer, Strategic Economics and Policy Coordination, DSD.

*As noted, the LGA sourced input via an email group of council officer representatives including metropolitan and regional CEOs and representatives from professional networks including the Governance and Policy Officers' Network; Financial Management Group; Environment Officers Network; Public Libraries SA and the LG Professionals Community Managers' Network.*

# Appendix 3:

## Three stories of State and Local government engagement

### 1

#### Food Safety Rating Scheme (Scores On Doors)

##### *Summary of the project/program*

Scores on Doors provides transparency to consumers regarding the food safety of restaurants and cafes by displaying a star rating on the door or window of the premises. The rating is obtained through a routine food inspection performed by local councils. Evidence from similar schemes had been shown to drive improvements in food safety as consumers 'vote with their feet'. The scheme is voluntary for councils and display of the food safety score is also voluntary.

##### *Agencies and councils engaged in the project/program*

- SA Health
- LGA
- 10 councils (initially in the pilot program)
- Environmental Health Australia
- Restaurant and Catering Association
- Australian Hotels Association
- Business SA
- Subway
- McDonalds
- Health Consumers Alliance SA.

##### *Who instigated the engagement between State and Local government? How and why?*

SA Health initiated the engagement with Local government. This was done by direct email to an existing contact list of environmental health officers as well as emails to all council CEOs to invite discussion about the concept.

Engagement with Local government was critical as they are responsible for undertaking food inspections under the *Food Act 2001*.

##### *What worked well? What made the engagement successful?*

- State Government and Local government started the project together.
- The process from beginning to end was a true collaboration in which State and Local government decided together, designed together and delivered together. This resulted in shared ownership of the scheme.
- Two of the councils in the pilot program already had similar schemes up and running and their lessons learned were considered as the scheme took shape.

# Appendix 3:

## Three stories of State and Local government engagement

1

- The initial proposal of the concept and the influence the working group would have to shape the scheme was well articulated by SA Health.
- All key stakeholders were engaged in a broader reference group to gain various points of view and to design a system that would work well for those directly involved. This also provided an opportunity to address any concerns and misconceptions of stakeholders.
- There was both a working group (comprised of councils only) and a broader reference group comprised of councils, industry and consumers, with the working group meeting regularly and driving the project.
- State Government did an excellent job as the convener of the working group with meetings scheduled well ahead of time, pre-meeting papers distributed in a timely manner, meetings being chaired effectively so that all participants in the meeting could voice their views and meetings were kept to time.
- Good ongoing communication between all parties.

*What challenges occurred as part of the engagement process and how were these managed/overcome?*

Two councils in the pilot project already had their own scheme running. However, SA Health offered considerable support and resources so that councils did not have to take on a variety of issues or create any resources on their own. Additionally one of the councils ran their existing scheme and the new pilot scheme side by side to ensure no ground was lost if the new scheme was not successful.

There were differing views from the 10 councils on the working group over a number of issues. When this occurred the working group negotiated between themselves until they reached a consensus, as they made the final decisions for the project. At times, SA Health did draft possible approaches to start discussions but did not lead the group into making final decisions.

Some council officers had initially felt 'forced' into being involved as their Managers or CEOs had made the decision to be involved in the pilot. SA Health addressed this by being honest in discussions, and recognising the pressures of the organisation. Eventually, as it became clear that implementing the scheme did not amount to a bigger workload, these officers came on board in support of the scheme.

*What were/are the outcomes of the project/program? How did the nature and extent of the engagement shape /contribute to these outcomes?*

10 councils participated in the pilot project, all of whom implemented the scheme post the pilot phase. Additionally another eight councils have joined the scheme since the roll-out.

The required inspection tools and a scoring system were developed which weighted the bigger food safety risks, thus providing clearer guidance to inspectors about areas requiring significant attention during their inspections.

Starting the process together with Local government and genuinely putting the decisions into the hands of the working group, resulted in joint ownership, the working group acting as advocates and a more successful program.

# Appendix 3:

## Three stories of State and Local government engagement

1

*What, if anything, would you do differently next time? What do you think would have improved the engagement process and outcomes?*

- More conversations with the Restaurant and Catering Association as a key industry peak body. The Association was very concerned that the scheme would increase the costs of council inspections for their members. Based on this they were reluctant to endorse the scheme.
- SA Health would have given more attention and time to internal stakeholder engagement as there were differing opinions, regarding decisions made by the working group. Explaining why particular decisions were made, highlighting that the working group made the decisions based on consensus and how giving the working group this power was important to the process, would have helped increase the understanding and acceptance of internal stakeholders.
- SA Health would have visited with more councils face-to-face to promote the scheme, particularly in regional areas, as this would have likely resulted in increased uptake. However, this was not feasible for SA Health due to limited human resources.

*Was there any form of evaluation to measure the success of the engagement process?*

No formal evaluation has been undertaken so far. However, ongoing engagement with council environmental health officers has enabled ongoing discussions about the implementation.

### *Contacts for further information*

Joanne Cammans  
 Food and Controlled Drugs Branch, SA Health  
 Phone: 08 8226 7858 Mobile: 0421 686 048  
[Joanne.cammans@sa.gov.au](mailto:Joanne.cammans@sa.gov.au)

James Story  
 Senior Environmental Health Officer  
 Environmental Health & Safety  
 City of Salisbury  
 Phone: 08 8406 8218  
[jstory@salisbury.sa.gov.au](mailto:jstory@salisbury.sa.gov.au)

# Appendix 3: Three stories of State and Local government engagement

## 2 Adult Community Education (City of Marion)

### *Summary of the project/program*

Department of State Development (former State Government department) identified that there were literacy, numeracy and work skills shortfalls within disadvantaged groups in the community, for example ESL migrants, lower socioeconomic groups, young people, long-term unemployed and underemployed. These skills shortfalls were identified as barriers to employment and there were financial barriers to members of these groups accessing training and skills providers.

DSD provides funding each year to a number of providers, including councils such as the City of Marion, to deliver free literacy, numeracy and work skills courses to members of these groups as a pathway to further training and employment. Courses are a mix of credited and non-accredited courses and at the completion participants are referred to local employers and employment opportunities for example DPTI's Darlington Upgrade Project.

The City of Marion together with Lutheran Community Care deliver a range of free accredited and non-accredited programs for people who have experienced long term unemployment or are underemployed and are seeking a pathway to gain skills. The City of Marion's neighborhood centres and libraries deliver a range of courses to support people with a disability, new arrivals, the unemployed, underemployed, people on a low income and isolated individuals, in areas such as:

- basic computing
- computers for work
- employment skills and working in Australia
- obtain your learners permit
- leadership
- sewing and social enterprise
- introduction to formal study
- health and wellness
- communication and community participation
- food safety and handling
- cultural competence
- literacy
- English second language
- introduction to café work.

DSD provides the City of Marion \$100,000 annually for delivery of the programs, which provides training to 210 participants.

# Appendix 3:

## Three stories of State and Local government engagement

### 2

#### *Agencies and councils engaged in the project/program*

- City of Marion and Lutheran Community Care
- DSD

With input and assistance from:

- Baptist Care
- Community Business Bureau
- TAFE
- Community Centres SA
- Homlesglen Institute
- New Venture Institute
- Flinders University
- Nutritionists
- Kylie McIvor — fitness
- Community Foodies
- Pitcher Partners
- Local social enterprises — for example cafes.

#### *Who instigated the engagement? How and why?*

DSD initiated the grant process by inviting potential preferred providers to attend information sessions each year. Applications are invited for grant funding from providers who can demonstrate a need for Adult Community Education programs in their area of proposed delivery.

DSD had identified that there were literacy, numeracy and work skills shortfalls in the most disadvantaged groups in the community, for example ESL migrants, lower socioeconomic groups, young people and the long term unemployed. DSD identified that these skills shortfall were barriers to employment, and that training and skills providers such as TAFE were financial barriers.

#### *What worked well? What made the engagement successful?*

The City of Marion and DSD have been in partnership since 2010, with close links to Community Centres SA.

As the peak body for community centres, Community Centres SA's relationship with the DSD has been extremely important as brokers for the project. Community Centres SA provides information, assistance and discussion when problems arise. This "go between" concept has ensure improved processes each year.

# Appendix 3: Three stories of State and Local government engagement

## 2

Other aspects that have contributed to the program's success:

- organisations'/individual's sense of community and willingness to present for minimal or no cost
- ability to piggyback on local projects for example New Venture Institute
- similar strategic directions with other organisations
- local success stories
- Project Officers within DSD
- hard work
- good marketing plan
- honest dialogue
- constant updates, and that the council has been highly successful in delivering their projects and that the council has also put forward good proposals for funding
- it has also been very successful as the council knows exactly what the community wants in relation to the courses that should be provided at the time. For example, if cafes in the area are looking for café workers in the near future, the council will provide/consider providing a course such as Introduction to Café work.

*What challenges did you face when engaging with the other agencies and how were these managed/overcome?*

- Tight timelines
- Fitting into their workload
- Funding
- For other councils that the DSD have identified as preferred providers, a lack of interest in running the programs can be a major obstacle. This may be due to personnel issues or council priorities.

*What were/are the outcomes of the project/program? How did the nature and extent of the engagement shape /contribute to these outcomes?*

Good engagement resulted in the development of well-designed programs, with many that achieve maximum participation rates, and waiting lists for many courses. To achieve this a great deal of work was done designing and planning the programs prior to funding.

*What, if anything, would you do differently next time? What do you think would have improved the engagement process and outcomes?*

- Planning is always essential.
- The more lead time available the better.
- Moving from funding annually to triennially will enable better long-term planning and delivery of the program.



# Appendix 3: Three stories of State and Local government engagement

2

*Was there any form of evaluation to measure the success of the engagement process?*

The City of Marion have been part of a trial Results-based Accountability evaluation process. This has been carried out through Community Centres SA and has been very successful. This is due to reviewing the program and making changes to improve the program as needed. Course participants are invited to provide feedback at the conclusion of the course.

A review of the program was conducted in 2010, which confirmed the value of the program and resulted in a shift to provide triennial funding to program providers from 2014–15.

The Training and Skills Commission recently evaluated the Adult Community Education Program. It found that every one dollar spent on the program generates 6.5 times the economic value.

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# Appendix 3: Three stories of State and Local government engagement

## 3

### One Card Network (SA Libraries)

#### *Summary of the project/program*

The One Card project sought to bring the strong network across public libraries into the 21st Century by seeking agreement from Councils to procure a common library management software system. This would also replace Public Library Services (a division of the State Library) separate system for procurement and inter-library loans. The new system would link all sites in real time, improve functionality of systems and allow smaller sites access to sophisticated software. In addition it would open the entire collection of all public libraries to real time inter-library loans and provide “bulk” savings in software procurement and management. Finally the system would allow integration of member data ensuring “One Card” could be used in any Council area.

#### *Agencies and councils engaged in the project/program*

- Public Library Services (PLS) (a part of the State Library of SA, reporting to the Libraries Board of SA, within Arts SA)
- The Local Government Association of SA
- All 68 local Councils
- Public Libraries SA
- Department of Education and Child Development
- Department of Treasury and Finance.

#### *Who instigated the engagement between state and Local government? How and why?*

PLS instigated discussions with the LGA following liaison with around 11 metropolitan councils all looking to replace their library management systems around the same time. PLS believed this represented the opportunity to move the entire State onto a more collaborative and innovative footing.

#### *What worked well? What made the engagement successful?*

- The project built on a long history of collaboration between State and Local government in relation to public libraries.
- It was consistent with the State Local Relations Agreement between then Premier and the LGA President and the framework created by the Libraries Act including the Libraries Board of SA (to which the LGA nominates 3 of 7 representatives and is consulted about the chairperson).
- The concept was developed with significant Local government input, was well researched and a private sector feasibility study was undertaken and circulated to Councils and Government.
- Consultation with Councils was undertaken jointly by PLS and the LGA with regional visits. Care was taken to engage CEOs and elected members (not just library managers) given the project asked for Councils to cede some autonomy to gain benefits.

# Appendix 3:

## Three stories of State and Local government engagement

### 3

- Councils provided initial feedback to the LGA, and once implementation was underway they were then invited to formally sign up. “It wasn’t mandated but they (councils) were empowered to make their own decision based on the merits of the project...” – LGA Project Officer.
- The steering committee involved all stakeholders and tender specification and assessment processes included around 80 librarians.

*What challenges did you face when engaging with the other agencies and how were these managed/overcome?*

DTF rules on tendering created a challenge for PLS tendering the project given the bulk of the tender was for Council software and Council take-up was voluntary. As a result the LGA's procurement arm stepped forward to manage the tender process with the Arts Minister signing an agreement with the LGA, committing the State to its contribution. This presented a challenge for the LGA Board but the history of collaboration and effective engagement of Councils gave it confidence to take up this role – a procurement value of around \$8.4m over four years.

The use of the software in school community libraries required a separate process to be worked through with schools and DECD.

*What were/are the outcomes of the project/program? How did the nature and extent of the engagement impact /shape /contribute to these outcomes?*

100% of public and school community libraries in SA joined the One Card Network which delivers nearly 4 million items to any public library user in real time – the only State-wide real time network in Australia. The procurement was estimated to save \$0.7m for councils and maintenance savings of \$750,000 over 10 years. (This excludes council savings in in-house IT costs). The benefits for users are outlined in this video: [https://www.youtube.com/watch?v=Sh\\_CFB5NZ2Y](https://www.youtube.com/watch?v=Sh_CFB5NZ2Y)

The nature and extent of the engagement was crucial to the outcome, both ensuring a high level of understanding of the project and that it would meet the needs of libraries. Ongoing reform triggered by the project includes reduction in the number of copies of items purchased by each library; greater investment in niche collections and a reduction in special requests to the majority of libraries.

*What, if anything, would you do differently next time? What do you think would have improved the engagement process and outcomes?*

Due to the success of the engagement, demand for implementation was stronger than anticipated leading to completion of the roll out in 30 months rather than the initial planned 48 months. As a result some data quality issues are still being addressed.

It was expected that the system would lead to greater transport costs to move materials between libraries however the level of increase was not anticipated.

# Appendix 3: Three stories of State and Local government engagement

## 3

*Was there any form of evaluation to measure the success of the engagement process?*

An external consultant (funded by the LGA's R&D Scheme) undertook an evaluation against 35 key measures with 90% being achieved in 2014 (note: a number were subsequently achieved). This document is available from Public Library Services. The engagement itself was not specifically evaluated but librarians reported high levels of satisfaction with outcomes.

A case study was also recorded using the State Public Value framework: [https://dpc.sa.gov.au/\\_data/assets/pdf\\_file/0015/20067/One-card-library-network.pdf](https://dpc.sa.gov.au/_data/assets/pdf_file/0015/20067/One-card-library-network.pdf)

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