

The LGMA Qld Awards for Excellence - recognising outstanding achievement in Queensland local government.



2011 LGMA (QLD) AWARDS FOR EXCELLENCE

Welcome to this special publication celebrating the inaugural LGMA Queensland Awards for Excellence.

With such a dramatic and stressful start to 2011, the Awards provided the perfect opportunity to celebrate the magnificent work being carried out across local governments in Queensland.

The Awards for Excellence were established following member feedback in last year's survey. It was recognised throughout the State that there needed to be better recognition of the incredible work that local governments are doing. This Awards programme provides LGMA Queensland with an opportunity to acknowledge and celebrate the best local government initiatives across the State, noting the differing environments and communities that local government serves.

If the submissions for the first year of the Awards are any indication of the projects being carried out across the State, then the benchmark for subsequent years' submissions has already been set high and the role of the judges will become even more challenging over the coming years.

This is the perfect opportunity to thank the three judges who did an excellent job in assessing the submissions and making the difficult decision of selecting the winners and runners-up. So a very big thank you to Bruce Davidson, Alison Bray and Kelvin Spiller.

The Award categories were created in response to the fact that local government is at the forefront of innovation and operates in a rapidly changing environment. The categories are not intended to be limited to, or represent, particular areas of local government activity, but instead are applicable to activities across the whole of local government.

Rather than designing our Awards to recognise HR initiatives or engineering initiatives, we have created categories for Innovation, Sustainability, Collaboration, Diversity, Women in Local Government and for an individual who goes Above and Beyond in their role in council. This means that all areas of council were able to nominate and be considered on their merits and recognised for the impact they have had in the context of the organisation and community.

The judges, in scoring the submissions, were not looking for the biggest, most expensive projects, but for the ones that have achieved the best with what they have available. The judges considered each submission in the context of excellence, leadership, effectiveness and contribution to local government.

The Awards' Gala Dinner was held on Thursday 14 April 2011 at the Novotel in Brisbane and was attended by local government officers from throughout Queensland as well as representatives from those sponsors that supported each of the categories. A very big thank you to all of the sponsors for their ongoing contribution and support.

Also during the Award's Gala Dinner, the 2011 LGMA Management Challenge Winners for Queensland were announced. Congratulations to Logan City Council and Team Fit!

LGMA Queensland is proud to have been part of this programme and congratulates all the nominees.

We hope that you enjoy reading about the 2011 Category winners and look forward to receiving an overwhelming number of registrations in 2012.

Nick Clarke President



NOMINEES

LGMA Queensland would like to acknowledge and thank the following Councils for nominating for the Awards for Excellence 2011:

Burdekin Shire Council

Cairns Regional Council

Central Highlands Regional Council

Isaac Regional Council

Logan City Council

Longreach Regional Council

Mackay Regional Council

McKinlay Shire Council

Redland City Council

Rockhampton Regional Council

South Burnett Regional Council

Sunshine Coast Council

Townsville City Council

Western Downs Regional Council

LGMA Queensland would like to congratulate the following teams for participating in the 2011 LGMA Management Challenge:

Brisbane City Council - The A-Team

Brisbane City Council - The Internationalists

Brisbane City Council - The Stormers

Cairns Regional Council - Cairns'ational

Gladstone Regional Council - HappyRockers

Ipswich City Council - Ipswich Challenges

Isaac Regional Council - Dragliners

Logan City Council - Logan Allsorts

Logan City Council - Team Fit

Mackay Regional Council - Bluewater Trailblazers

Redland City Council - InfraRed

South Burnett Regional Council - Experience the Magic

Scenic Rim Regional Council - The Flying Geese

Tablelands Regional Council

Townsville City Council - Magnetic North

Thank you to the Award Partners











EXCELLENCE IN DIVERSITY



In the Excellence in Diversity category, nominees must demonstrate an understanding of the diversity of Queensland communities or workplaces and, through their project, seek to harness, celebrate and promote this diversity. The initiative must also result in better outcomes for the council and/or community.

The winner of this category was Burdekin Shire Council with their project 'Evolution of Burdekin Shire Council's Customer Service Centre'.

In early 2007, the Burdekin Shire Council Customer Service Centre was created by selecting specialised staff members from diverse service related departments across council. The seven departments recognised as having customer contact included rates, building, plumbing, health, engineering, records and the executive office.

The outcome of this project is an excellence of service for the Centre's internal and external customers by combining the diverse skills, experience and knowledge of these staff members.

Each team member was responsible for developing training packages for their area of expertise to cross-train team members across the eight (8) areas of council services. Six (6) months was spent by each staff member planning and streamlining the

processes and procedures into a training manual. This enabled staff to rotate through all service areas of the Customer Service Centre, providing staff with a variety of tasks as well as ensuring that team members maintained their skills and knowledge and provided a consistency of information to customers.

Since the inception of the Customer Service Centre, training has been further improved moving from a paper based manual to an online interactive training programme. This programme takes staff step by step through the role of a CSO, how each task is managed and utilising role plays that look at requests often made by customers. Professional Development and Training is a strong focus of this Customer Service Centre with information being freely shared and communicated amongst other team members.

To encourage ongoing diversity, this approach was backed up with a diverse range of employment arrangements including full-time, part-time and school based hours which support work/life balance and provide flexibility for people with varied needs.

Congratulations to Burdekin Shire Council.



WOMEN IN LOCAL GOVERNMENT AWARD

2010 was the Year of Women in Local Government and many Queensland councils embraced the theme, developing a range of initiatives to support and promote women in local government councils. Recognising this, the Women in Local Government category was created.

This category seeks to recognise a project which has directly contributed to enhancing opportunities for women and responds to the ongoing issues facing women seeking careers in local government.

The winner of this category was Mackay Regional Council for their project 'Women in Local Government Sub-Committee'. This award was presented to the winner by Debra Colledge, Executive Manager Client Services from Local Buy who sponsored this Award category.

Mackay Regional Council recognised that it was below average, across the State, in the number of women managers, with no women on the senior leadership team.

As a result, in January 2010, Mackay Regional Council formed a sub-committee and developed an action plan for women in local government. The aim of the action plan was to:

- Raise awareness of opportunities
- Expand training opportunities
- Increase female representation on interview panels; and
- Provide a family friendly work environment.

As a result of this action plan, a number of strategies were successfully implemented. Many of the strategies formulated were as a direct result of the work undertaken by the 2010 LGMA Management Challenge Team.

The successful outcomes included a visit to Year 10 students by female councillors and staff to promote career opportunities for women in local government. To facilitate a gender balance on interview panels, the Recruitment and Selection Policy has been reviewed and updated and female staff members have been trained to facilitate this process for future panels.

In recognition of the need for work/life balance, a job share register has been initiated and all positions are to be reviewed for job share arrangement suitability prior to advertising.

Staff at all levels are being encouraged to undertake training and educational opportunities eg Graduate Programme, Propeller Programme and the Australian Women's Leadership Programme.

This initiative has resulted in a positive difference in Mackay Regional Council by raising awareness of the opportunities and benefits to all women working in local government. It has also served to recognise and celebrate the success of women already playing a role in local government.

Congratulations to Mackay Regional Council.











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EXCELLENCE IN COLLABORATION

In the Excellence in Collaboration category, nominees must demonstrate genuine and effective collaboration with partners that has resulted in better outcomes for the council and/or the community.

The winner of this category was McKinlay Shire Council with their project 'Overlanders Way Marketing and Rebranding Project'. This award was presented by Justin Fitzgerald, Executive General Manager, Customer and Stakeholder Engagement from Ergon Energy who sponsored this Award category.

This project involved the North West Outback Queensland Tourism Authority which is a working committee spanning seven (7) local governments in North West Queensland (Townsville, Charters Towers, Flinders, Richmond, McKinlay, Cloncurry and Mount Isa).

The committee has also enabled collaboration between a network of regional organisations which include the Mount Isa to Townsville Economic Zone (MITEZ), the Department of Employment, Economic Development and Innovation (DEEDI), Desert Knowledge Australia (DKA), the Mount Isa Chamber of Commerce, Townsville Enterprise, Dirt n Dust Festival, Outback Queensland Tourism Association (OQTA) and Tourism Queensland (TQ).

During 2010-2011, the committee has been working on a cross promotional marketing and branding project for the tourism drive from Townsville to Tennant Creek (ie Overlanders Way) – a 1550 kilometre route along the Flinders Highway.

The project consisted of designing and implementing a new logo, new website, new branding kits and television and marketing campaigns to increase the tourism appeal of Overlanders Way. The aim of creating an inter-regional collaboration was to increase tourism to North West Queensland, encourage longer stays and economic prosperity for the region.

The objectives of the project were to:

- Increase Overlanders Way's share of the domestic and international tourism market;
- Increase the region's ability to attract private tourism ventures and increase the number of private tourism operators;
- Provide new visitor planning tools that encourage longer stays by 1-2 nights;
- Assist visitors to plan trips 12-18 months in advance via a new website;
- Increase cross-promotional opportunities along the Overlanders Way; and
- Encourage better collaboration and synergies between local, regional, state and federal tourism.

The new website is a knowledge bank of new and existing marketable products, local themes, events and trip planning

resources. The Overlander's Way website offers tourists and visitors a range of information including things to do, points of interest, facts, maps, accommodation, services, links to local businesses, calendars of events, transport, trip planning tools, best drives, customer feedback, tours and investment/business/employment opportunities.

To support the project, a comprehensive monitoring and measurement process has been established which will kick off 12 months after inception. Using a range of key deliverables as indicators, it will assess the success of the campaign by observing visitor numbers, assessing visitor information centre enquiries and the impacts on each area during the tourist season, both socially and economically.

This initiative has reinvigorated the stakeholders by aligning their vision and promotional activities to achieve greater outcomes for all of the participating local government areas. The initiative has been successful in building relationships, knowledge sharing and demonstrating the benefits of collaboration. This project has achieved excellence in inclusive leadership and partnership brokering.

Congratulations to McKinlay Shire Council and everyone involved along Overlander's Way.

The other finalist in this category was Redland City Council's initiative 'Redlands 2030 Community Plan'.

A principal partnership was developed with the Redlands 2030 Community Reference Group of 45 local stakeholders which reflect the diversity of the Redlands community. An additional 350 randomly selected residents agreed to function as an Online Community Feedback Network, providing input and ground truthing the directions of the plan as it emerged.

Visioning workshops were also undertaken and enabled a collaboration with local interest groups such as the Chamber of Commerce, sporting clubs, progress associations and networks of service providers. These collaborations were essential to engage some hard to reach voices such as the Indigenous community, islanders and young people.

The collaborative activities ranged from a film making project with the Quandamooka Aboriginal Organisation's Forum to a visioning workshop hosted by the Chamber of Commerce. Over 3,500 people throughout Redland City participated in the community plan's development. The objective and subsequent outcome was to create a community plan with visions, priorities and goals that reflected a deep understanding of the aspirations, cultures and values of the Redlands community.











Working together for a better future

Ergon Energy is proud to support the LGMA Queensland Awards for Excellence - "Collaboration" category. It's in this same spirit of collaboration that we're working with local councils to build brighter, more sustainable futures for their regions.







EXCELLENCE IN SUSTAINABILTY



Nominees in the Excellence in Sustainability category must demonstrate long-term solutions which have contributed to the sustainability of the council and/or region and have delivered the required outcomes with reduced resource implications.

The winner of this category was Isaac Regional Council's 'Isaac Affordable Housing Project'. This award was presented by David Edgerton, Director of APV who sponsored the Award in this category.

This project was initiated in 2006 when Belyando Shire Council identified a shortage of affordable rental properties within Moranbah for community members not working in the mining sector. Rents in the resourcing sector were reaching levels of \$600-\$1000 per week with no sign of abating. People working in the retail, commerce and local government sectors were unable to afford these rents and, with the mining boom, this was projected to get worse rather than better.

This impacted on mining communities and the wider Isaac community, hindering business and dampening development and investment in the region.

The solution was the planning, construction and management of Moranbah's Isaac Views Affordable Housing Complex consisting of 45 units of accommodation at a cost of \$9.3 million. Council maintains management of the 45 units with the rents collected being maintained separately and used to provide upgrades and facility improvements into the future. The housing complex provides for flexibility in living arrangements from single persons to families.

Rental is kept at a reasonable and affordable weekly rate to encourage tenants to save deposits for their own homes with a view to moving into the home ownership market after a 3-4 year tenancy. The units maintain 100% occupancy and are let to tenants who do not work within the mining industry.

Housing for the community and council employees continues to be an issue throughout the region. This type of infrastructure is being considered throughout the Isaac region due to its adaptability, reasonable costs and ease of management.

One of the critical benefits of this project is the model's adaptability throughout Queensland which was evident recently

at the LGMA Qld CQ Compass Series where Isaac Regional Council presented on the project to the great interest of the local government audience.

The State Government provided Isaac Regional Council with a financial contribution under the Sustainable Resource Communities Partnership at the conclusion of the project.

Congratulations Isaac Regional Council for developing a sustainable housing solution for the Moranbah community.

The other finalist in this category is Longreach Regional Council's 'River and Bore Water Project'.

The Longreach Regional Council through investigation of its existing water infrastructure identified that it was aging, wasteful and had a leakage rate of around 35%. The project resulted in an innovative approach to sustainable water use through the decommissioning of a leaking bore water reticulation system, replacement with a new water treatment plant, a new artesian bore and the blending of river and bore water reticulated across town. This system has achieved leakage reduction in excess of 80%.

Significant financial savings will be achieved from reduced water leakage, savings on bore water reticulation decommissioning and via deferred augmentation work for the river water supply.

As a result, Longreach's water demands will be provided for until at least 2051 without further impact on the river system and a moderate draw on the artesian water sources.

As a further outcome of this project, water from the new artesian bore was assessed and found to be within the limits prescribed by the *Water Fluoridation Act 2008* once blended on a 10/90 ratio of river water and bore water. Subsequent lobbying resulted in an exemption under the Act for the Council from the requirement to supplement fluoride into the town water system. As a result of this lobbying, a change to the regulation was introduced, permitting other councils and water suppliers to substitute natural occurring fluoride to meet the requirements of the Act.











Proud sponsors of the "Sustainability" Award

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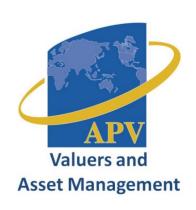
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We congratulate all those who have been nominated for this award.

APV Valuers and Asset Management are committed to helping councils better understand and manage their assets so as to provide a sustainable future.

This of course included the valuation and depreciation of their assets using leading edge methods that link to the Asset Management Plans as well as assisting with the provision of Strategic Asset Management advice.



EXCELLENCE IN INNOVATION

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Nominees in the Excellence in Innovation category must demonstrate an innovative approach to a problem or issue which has resulted in an improvement in organisational performance and/or productivity, client service or provision of services.

The Winner of this category is Cairns Regional Council for the Lake Street Stormwater Pump Station Project. This award was presented by Julie Clausen, Managing Director of Morrison Low who sponsored the Award in this category.

In the city of Cairns, part of the CBD is below high tide level, therefore preventing conventional gravity drainage. As one of the wettest cities in Queensland, this has had a negative impact on the southern area of the CBD which has extensive tourist and residential development.

The CBD South Flood Mitigation Scheme is part of a strategy aimed at alleviating the flooding caused by increased rainfall, storms, high tides and cyclonic storm surges.

The Lake Street Stormwater Pump Station enables the combined gravity and pumped drainage systems to keep ponded water off footpaths, ensuring the streets remain trafficable. Hydraulic modelling determined the size of the pump station and the pipelines required to clear floodwater.

This \$9 million project started in April 2009 and the pump station became operational in December 2009 with the entire project completed in March 2010.

During severe weather events, the underground pump station can move 5 cubic metres of stormwater per second into Trinity Inlet – equating to a 1 in 100 year flood immunity, offering greater protection to private property and Council infrastructure. The four specialised pumping units are the first of its type installed in the region.

To reduce costs and protect the heritage listed wharf structure, an innovative outlet design was developed and an innovative use of materials minimised excavation times and pipe work within private land. The only visible impact on the streetscape of the pump station in the CBD is a motor control centre located in the central median of Lake Street. Remote monitoring of the pump station is achieved through telemetry with Wonderware software modified to incorporate a 5 pump installation.

Since commencement of the system, no street surface inundation has occurred, therefore reducing loss to business owners and residents resulting from damage to infrastructure and disruption to business, tourism and employment.

The other finalists in this category were Cairns Regional Council's Local Disaster Coordination Centre and Logan City Council's Beenleigh Town Centre Master Plan Social Impact Assessment.

The Cairns Dedicated Disaster Coordination Centre was critical to increase coordination and communication and provide a better response and recovery from natural disasters. The centre was completed in December 2010 at a cost of \$3.3 million and is the only Tropical Cyclone Category 5 rated disaster coordination centre in Australia.

The centre is located at a site with minimum exposure to flooding and other natural disasters and complies with the State Government Cyclone Shelter Guidelines. With its own electricity supply and water storage, it can be locked down during a crisis and support approximately 50 personnel for around five days without external aid. ABC Radio can also broadcast from the Centre during the most severe event. State of the art technology allows for time critical disaster management and data recovery capabilities to ensure business continuity and the protection of irreplaceable community records.

The centre was recently activated during Tropical Cyclone Yasi and resulted in seven evacuation centres around Cairns being opened and the necessary evacuation notices issued to residents in storm surge zones. Within 24 hours, around 40,000 residents were sheltered in these centres until the threat was over.

The Logan City Council's Beenleigh Town Centre Master Plan SIA has facilitated a positive relationship between the Beenleigh community and the Council and has provided an opportunity to identify, discuss and understand the issues relating to the Beenleigh area.

Community members of Beenleigh were provided with an opportunity to provide direct and upfront feedback and input into the Beenleigh Town Centre draft Master Plan.

As a result, the Beenleigh Community and the Logan City Council have gained a greater understanding of the vision and aspirations for the future of the Beenleigh area.

Congratulations to Cairns Regional Council.









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ABOVE AND BEYOND AWARD

The Above and Beyond Award is the only individual award and is aimed at recognising a person in local government who has gone above and beyond their stated duties to provide added service to the council or community and as a result has enhanced the council's reputation and the community's experience.

The winner of this category is Clara Fitzgerald of Central Highlands Regional Council. The award was presented by Michael Kinnane, Associate Director-General, from the Queensland Government's Department of Local Government and Planning which sponsored the Award in this category.

Clara is a Workplace Health and Safety Officer within the Employee Services Department of the Central Highlands Regional Council. Clara is responsible for uploading the Workplace Health and Safety information onto Council's website. She is also mother to 5 children under the age of 10 and is currently completing her degree in Occupational Health and Safety.

During December 2010 and January 2011, the Central Highlands experienced one of the area's worst natural disasters. With a number of people on leave prior to Christmas, Clara volunteered to update the website with the latest road reports following heavy rain.

With the weather worsening on Christmas Eve and Clara on leave and looking forward to a break with her 5 young children, when contacted by her Manager, she volunteered to do all the uploads herself from home. This was an enormous task with the average monthly visitors to the website prior to December being approx. 3000, however, during Christmas/New Year this increased to 74,059 visits.

Apart from the huge number of road reports and updates, Clara also uploaded 20 briefings from the LDMG during this time plus evacuation notices and instructions to residents regarding pets and reminders about what to take in the event of evacuation.

During this period the system failed and experienced ongoing service difficulties. All IT staff were on leave and out of town. Clara used her initiative and came up with unique ways to solve these problems. She never failed to get the website back up and running and the information loaded.

Despite missing out on family time and struggling with the technology, Clara remained positive. She was helpful and happy every time she received another update. She remained proactive in acknowledging receipt of all emails and confirming that the updates were completed.

Clara was nominated by Jenny Nuss, Manager Employee Services, Central Highlands Regional Council.

The two other finalists in this category were Adam Bury from Townsville City Council and Kerry Mercer from South Burnett Regional Council.

Adam has been recognised by Townsville City Council for providing a service which exceeds the expectations of the roles he undertakes in the Customer Service Centre. During 2009, Adam worked many additional hours to revive and rebuild the Customer Service Resource Team. Adam's development of rostering guidelines, a broadbanding process, knowledgebase design, external survey framework, rostering template and guidelines for leave have been highly beneficial to Council and the Customer Service Centre and sought after by external Councils through various LGMA events and the 2010 Connecting Council's workshop.

The South Burnett Regional Council has recognised the outstanding dedication Kerry provides to the community through establishing and promoting the Brisbane Valley Rail Trail, particularly the Linville to Blackbutt leg of the trail. Kerry has been instrumental in developing relationships that resulted in additional funding for improvements, maintenance and day to day operations of the trail. Kerry volunteers his time to assist the council and the Brisbane Valley Rail Trail Steering Committee with restoration and construction work. He also undertakes exploration rides recording corridor infrastructure, potential improvements, retracing and reviving old trails and connecting safer routes.

Thank you and congratulations to all three finalists in the Above and Beyond category.









Local Government Managers Australia (LGMA) is the leading professional association representing officers and aspiring professionals in Australia. It was founded in 1936 and since that time has continued to expand with over 2,500 members across Australia.









LGMA Queensland is committed to the development and improvement of local government management. We are also committed to ensuring that our members are at the forefront of change and innovation and to maintaining a high level of professional and ethical standards.

We continuously ensure that our members remain up-to-date with the ever changing environment that is Queensland local government. We also take an active role in promoting better standards in local government, in lobbying for changes to the system of local government and in presenting local government as an essential contributor to better communities.

Become a Member of LGMA Queensland

LGMA Queensland provides members with exciting opportunities for professional development and networking and actively supports a broad range of special interest groups, or Villages, within local government. We also seek to influence and communicate with all levels of government and key stakeholders and, through LGMA membership, you can influence the development of your profession and the local government sector.

LGMA Queensland offers a range of individual membership levels which are available to anyone working in local government as well as a Council Subscription which is available to all Queensland Councils. Full details on membership criteria can be viewed on the website, www.lgmaqld.org.au

For further information on becoming an individual member or Council subscriber do not hesitate to contact the team at LGMA Queensland.

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Email: admin@lgmaqld.org.au



2011 LGMA MANAGEMENT CHALLENGE -

QUEENSLAND

The Awards Gala event was the perfect opportunity to announce the Queensland winner and runners-up of the LGMA Management Challenge for 2011.

The Management Challenge is a unique and stimulating experiential learning programme where teams are given a local government identity to adopt for the duration of the event.

Teams generally form in December and undertake a range of team building activities in preparation for the Challenge day. On the Challenge day, teams participate in a series of projects and tasks based on real-life scenarios experienced every day in local government. Competing with other teams from across the State, they practice their teamwork, project planning and time management skills.

In 2011, fifteen teams participated in the Queensland event which, due to the success of last year, was again split between Brisbane and Townsville. The events were facilitated by Peter Crockett who has been working with LGMA Queensland on the Management Challenge for many years.

Peter described the varied challenges that the teams were set, including:

 The Pre-Challenge Task was aimed at Building and Maintaining the Workforce by challenging, engaging and preventing staff from leaving council;

- Responding to the pressures for change;
- · Promoting council as an employer;
- How to build and maintain relationships within the council;
- Collaboration between councils, with community individuals and organisations;
- Assessing the level of innovation of another state's response to the pre-challenge task.

During the night Peter announced the Winner and Runners-Up for the Challenge as follows:

1stLogan City CouncilTeam Fit2ndCairns Regional CouncilCairns ational3rdBrisbane City CouncilThe A Team

Congratulations to the winners. On behalf of all LGMA Queensland members, we wish 'Team Fit' success at the National Management Challenge in July, it would be great to see the trophy return to the Sunshine State.

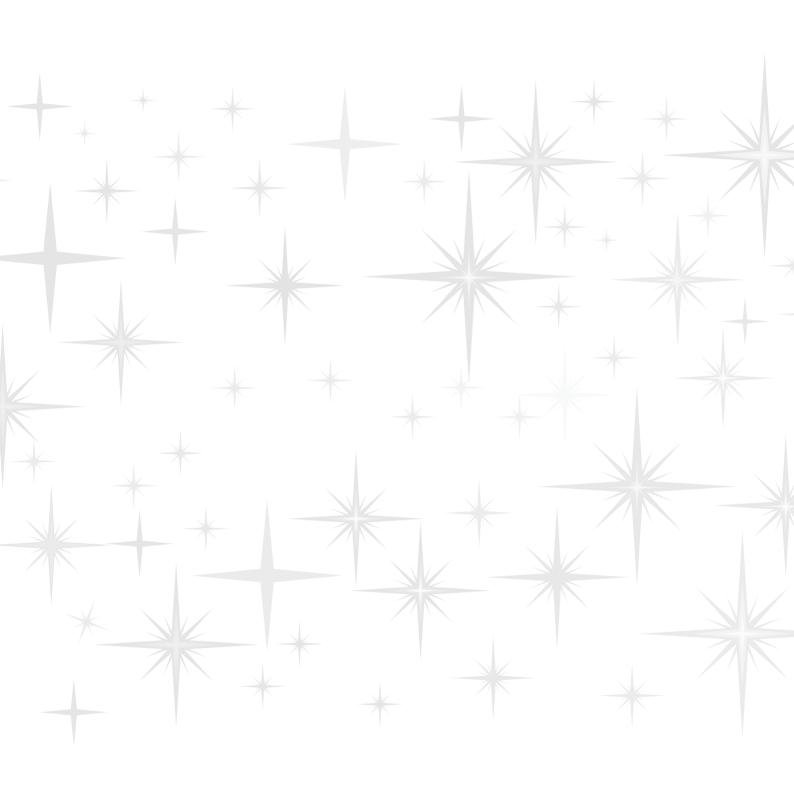
Congratulations to all teams that participated in the 2011 LGMA Management Challenge.













LEADING PROFESSIONALS IN LOCAL GOVERNMENT