



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

MAY 2019



FROM THE PRESIDENT'S DESK

Unashamedly, as I prepare for this edition of *The Journal*, I have a huge smile on my face, grateful for the recent and follow-up rain that our drought ravaged communities received. As a service industry interacting daily with the local residents, it is amazing how this reprieve has lifted not only everyone's spirits but also attitudes to our frontline staff. This liquid gold will see the landholders through winter, ready for spring rain which will lessen their worries (if only for a short time).

Inspire Conference

I was fortunate enough to attend and participate in the inaugural **Inspire Conference** at the Queensland Law Society on 26-27 March 2019, with the theme **Building a High-Performance Career**. This programme, previously known as Future Leaders Forum, received a new look to re-launch one of LGMA Queensland's signature events to ask the question – *What are the capabilities and approaches you need to develop and deliver in order to be considered a high-performer and enable high-performance in those around you?*

Peta, Lisa and LGMA staff again delivered a programme that was interactive, included an informative workshop, as well as keynote presenters, guest presenters and local government presenters, which was ideal for officers looking to further their careers in local government.

I enjoyed the interaction and conversations with officers from across the State and came away 'inspired' by the prospect that the future of local government is in good hands after experiencing and observing the calibre and depth of the officers in attendance.

Appreciation is also extended to the corporate partners, King and Company Solicitors, Telstra, LGIAsuper, Preston Law, Mead Perry Group, DLGRMA and JLT; your continued support is valued by the LGMA and the membership.

Local Government Conference

The LGMA annual conference has been booked from 10-12 September at the Ville Resort, Townsville, so make a diary note and see you all there. With a local government election just around the corner, this is always a conference not to miss as we share insights and advice on managing the handover to new elected member teams.

National – LG Professionals Australia

Local Government Professionals Australia

(the LGMA-equivalent national body) are in the process of developing an important piece of advocacy on behalf of all states and territories in the form of an advocacy brochure calling on the federal government to increase its Financial Assistance Grants (FAGs) to councils.

The general-purpose Financial Assistance Grant funding is untied and the Federal Government gets limited visibility of and recognition for this money. The sector is arguing for 1% of Commonwealth taxation revenue, which is approximately double the current FAGs funding.

THE LGMA ANNUAL CONFERENCE HAS BEEN BOOKED FROM 10-12 SEPTEMBER AT THE VILLE RESORT, TOWNSVILLE, SO MAKE A DIARY NOTE AND SEE YOU ALL THERE.

A brochure is being compiled showcasing what the grant has bought in the past and what can be bought with an injection of funding. It is really about showcasing the breadth of council services and infrastructure rather than a dollar-for-dollar reconciliation. Part two is showing the types of projects that could be funded in the future.

The President's Summit will be hosted in Canberra on 22 May 2019. The temperature was minus 4 degrees last year when I attended the Summit (note to self – Queenslanders - pack an overcoat).

Future Scoping Workshops – Findings

The LGMA 2018 Annual Conference was held at the Sunshine Coast where Future Scoping workshops with six themes were investigated. The purpose of the workshops was to generate discussion and flag areas for future investigation or potential solutions to some of the challenges facing the sector. A point of reference for the Paper is an Issues Paper which summarised the input of Conference delegates attending each workshop. This Issues Paper with its "Finding/Opportunity; Solution; and Action" has been provided to the Department of Local Government

and is available to members via the LGMA website. (An article outlining the topics is included in this edition of *The Journal*).

Local Government Electoral (implementing Stage 2 of Belcarra) and Other Legislation Amendment Bill 2019

LGMA has provided ongoing comment and feedback on the Stage 2 Bill, noting that, of the over 245 proposed amendments, most fall outside our jurisdiction as they are specifically related to the political processes of council rather than the administrative management of local governments.

LGMA's response to the Department was in accordance with our published policy principles, with no comment on the political components of the Draft.

LGMA Board Meeting - Awards for Excellence

The LGMA Board Meeting will be held on Thursday 30 May in Brisbane followed by the Awards for Excellence. Peta has assured the Board that the quality of the nominations received has made the process very competitive and particularly challenging for the panel to assess this year.

Welcome to New Members

Thanks to the hard work of our Membership Coordinator, Azucena, I have had the pleasure of signing many new Membership Certificates. Welcome everyone to the LGMA, I look forward to meeting you all and hope you enjoy the many benefits associated with your membership.

Condolences and Thanks

Sincere condolences to my dear friend Dan Phillips on the sad loss of his cherished wife Kath, my thoughts and prayers are with you during this time Dan.

In closing, on behalf of my father, three sisters and families, thank you all for your kind messages of condolences on the sudden passing of our beloved mother, they were sincerely appreciated.



Minister for Local Government Stirling Hinchliffe

I know we are all on the same page in wanting a system of local government with the highest levels of integrity, transparency and accountability, so it's vital we all have a say in how we achieve this.

There has already been plenty of robust discussion this year about the direction of the sector in Queensland, particularly with an eye to the elections next March.

This is a good thing, as robust discussions are an important part of the process to build a system that best serves communities across the state.

Recently, the next tranche of Local Government legislative reform was introduced for Parliament to consider.

We have listened to councils and other key stakeholders, and a key part of the Bill is to further clarify and strengthen how councillors' conflicts of interest are managed.

The Bill also requires all candidates, including sitting Councillors and Mayors, to undertake mandatory training prior to, and as a condition of, nomination as a candidate at a Local Government election.

It is about candidates having a strong understanding of their obligations both during an election campaign and as a councillor once elected, and preventing ignorance from being used as an explanation for non-compliance.

There are also a number of changes proposed, to align with the system at State level.

These include a key change to voting at Local Government elections, with the introduction of compulsory preferential voting for Mayoral and divisional councillor elections, starting from the 2020 Local Government elections. This system ensures that every single valid vote cast has a say right through to the final outcome.

Other proposed changes include real time disclosure of electoral spending; further tightening of conflict of interest and material personal interest provisions; definition of a group of candidates; mandatory training for candidates and Councillors; dedicated campaign bank accounts – prohibiting the use of credit cards for campaign expenses; tightening of reporting of gifts; and changes to Mayoral powers.

The changes to Mayoral powers will be

in relation to preparing budgets, the appointment of senior executive employees, and directions to the chief executive officer and senior executive employees and provide for a record of directions from the Mayor to the chief executive officer.

Transparency and accountability are the foundation stones on which we build governments, whether state or local. With this bill, the Palaszczuk Government is building on the important reforms we have already initiated to restore the good name of Local Government, and return certainty, confidence and trust to the sector.

The Office of the Independent Assessor is also playing a key role, collaborating with LGAQ to recently release a simple "do's and don'ts" guide to help

THE BILL ALSO REQUIRES ALL CANDIDATES, INCLUDING SITTING COUNCILLORS AND MAYORS, TO UNDERTAKE MANDATORY TRAINING PRIOR TO, AND AS A CONDITION OF, NOMINATION AS A CANDIDATE AT A LOCAL GOVERNMENT ELECTION.

councillors manage their social media accounts and online presence.

The Your Social Media and You guide is designed to assist councillors in their interactions with other social media users and to avoid unnecessary conflict by setting out how to deal with abusive, threatening and obscene social media posts and minimise the risk of complaints.

It outlines the difference between a councillor's official, election and private pages; how the Councillor Code of Conduct applies; moderation of comments; and how to recognise and capture posts which are public records.

Councillors who are identifiable as a councillor on a social media platform need to be aware their conduct on that site is subject to the Councillor Code of Conduct.

Of course, reform isn't just about councillor conduct.

The Grants Review is also progressing, working towards implementing a model to drive consistency of administration, reporting and acquittals, reducing the number of administering agencies and minimising overlap to decrease the impact on council resources.

Consultation is now complete. A great deal of support has been shown for the concepts in the Grants to Local Government Policy Position launched in September last year.

Feedback from local government and industry stakeholders showed a preference for grant programs that extend over multiple years, making it easier to plan budgets and resources. Additional time also allows for extenuating circumstances that interrupt delivery, such as natural disasters or severe weather events.

The feedback has also been in favour of program timelines that allow Councils time to plan and budget, specifically allowing sufficient time between the release of program guidelines, the closing date for applications and release of initial funds in July.

There has also been a strong call for a move towards more allocative funding, while recognising an important role for competitive funding.

The department is taking all feedback on board and is in the process of finalising the model.

The strategic and efficient use of grant funding through simple, clear and customer-focused grants will benefit councils and local communities.

Finally, I wish you all well as budgets are prepared ahead of a very busy second half of 2019.



CEO SNAPSHOT



The past six months have been fairly tumultuous in Queensland local government and, therefore, in LGMA. The major drivers of this include:

- a significant legislative change agenda resulting from Belcarra;
- commencement of the Office of the Independent Assessor and associated learning about what that means;
- further bedding down of the Integrity Commissioner and the building log of work;
- ongoing matters associated with council governance (primarily elected member behaviour but extending to a range of officer-related matters);
- pending federal elections which have resulted in councils in key areas receiving campaign delegations from major parties in an effort to build support;
- pending local government elections which have seen councillors already move into campaign mode; and
- the usual changes of various sorts which seem to be the new normal.

CEO turnover continues unabated with on average ten percent of CEO roles vacant at any one time. And LGMA faces the same demographics as councils with ageing membership, steady influx of new members but members who will come in and out of the sector as different job opportunities arise in Queensland and further afield. What this means is that training in local government expertise is at a premium and, for councils, there is a rolling cycle of code of conduct, reporting to council, context of local government and governance training (some of which we are delivering).

Despite all of this, Queensland local governments continue to deliver innovative and exciting new initiatives. Some of these will be showcased at the upcoming Awards for Excellence. But, even if they have not made it to the Awards yet, in every region, there is evidence of innovative thinking internally and collaboration between councils leading to new and different practices and approaches.

LGMA has been working on a number of fronts. In addition to the advocacy work on Belcarra and related legislative matters, the usual training schedule and the Awards, we have been discussing a key research project with the University of Queensland looking at the identifying 'best' governance model for local governments. With many

different models applying internationally and then differences between the legislative provisions and practice (which is evident in the varied approaches even just across Queensland), it seems that there might be correlations between governance performance and the leadership model in place. We hope to gain insight into this and determining what factors contribute to the best governance outcomes. Ideally, this is lead to more informed decision-making next time the 'separation of powers' debate arises at a legislative level.

DESPITE ALL OF THIS, QUEENSLAND LOCAL GOVERNMENTS CONTINUE TO DELIVER INNOVATIVE AND EXCITING NEW INITIATIVES. SOME OF THESE WILL BE SHOWCASED AT THE UPCOMING AWARDS FOR EXCELLENCE.

Some of these issues were tabled at the Inspire Conference during the problem-solving workshop. Interestingly, delegates came up with a range of ideas and solutions that haven't previously been put on the table – it highlighted the benefit of accessing people with fresh thinking and, in many cases, less exposure to the issues. They may not have ironed out all the kinks in their suggestions but given time, I think they would have made a pretty good effort.

One of the things I do love about LGMA is the variety of our members and their experiences. I had the good fortune to catch up with a number of retired local government officers over lunch recently in Brisbane. They worry about the state of the sector and generally feel that the role of a town/shire/city clerk today (CEO) is much more complicated than it was. Having said that, they also have plenty of tales of the good, the bad and the ugly which make me wonder about the adage that the more things change, the more they actually stay the same. Thanks, gents, for having me and I do enjoy the conversation and stories.

As my two children ready themselves to vote for the first time in a Federal election, they have asked for advice about what they

should consider and how they can know what candidates are actually offering. We have discussed why you would choose to vote for a candidate but also had the discussion about the value and purpose of your vote. They both expressed concern that if they voted one way, knowing that the individual they were voting for would not get in, would the fact that they cast their vote in that direction in any way shape the policies and practices of the party that did get in? For example, if they felt strongly about the environment and wanted to send a message to that effect (even if they don't believe the candidate will get in) does the fact that they vote that way send a message or is it a wasted vote? It was an interesting discussion (one I really had no satisfactory answers to) and it raises the question of how our democratic system is working and what drives policy at any level of government? In light of this discussion and with the current debate about voting systems and then the associated questions of what actually constitutes 'representative government', I am hopeful there may be more that local government can contribute as we prepare to onboard our councils post March 2020.

With that in mind, the issue of the divide between community views, values and expectations and government policy is one that will be considered at the annual conference in Townsville. There will be plenty to learn and discuss at conference and I hope to see many of you there. Registrations have opened so for those who have money in this year's budget, take advantage of early bird rates and get in now.

I am off to cast my vote in the election... still somewhat undecided about what my choice might be given the dynamics in my own electorate. But at least there will be a sausage sizzle (with onions) run by the P&C at the local school in my very near future!



INDEPENDENT ASSESSOR UPDATE

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Independent Assessor

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I HAVE BEEN FORTUNATE TO TRAVEL TO MANY COUNCILS AT THE INVITATION OF CHIEF EXECUTIVE OFFICERS, MAYORS AND COUNCILLORS IN MY EARLY DAYS AS THE INDEPENDENT ASSESSOR. I AM GRATEFUL FOR THE WARM WELCOME I HAVE RECEIVED AND YOUR WILLINGNESS TO SHARE YOUR LOCAL KNOWLEDGE.

Local government is a critical and dynamic level of government that offers you, as senior managers, significant potential opportunities, career development and satisfaction.

My interactions with senior council managers and the consideration of over 600 complaints however, has also given me insight into the unique challenges you face as senior managers in a constantly changing landscape and the inherent tensions that can sometimes exist.

My role is to hold councillors who would commit misconduct to account, not just for the benefit of the communities they serve but also for the benefit of all the other councillors and senior managers who are doing the right thing, or trying to, in sometimes difficult circumstances.

Any regulatory role, regardless of the sector, is made more difficult or easier, depending on the prevailing ethical culture. In local government there is, of course, no one culture. It is the sum of the 77 parts and a key strategic risk for local government is that the sector is viewed through the lens of the poor culture of a few.

Regulators, by creating clear standards that are applied consistently, can guide an ethical culture in a certain direction but ultimately culture cannot be imposed from the outside. It requires the commitment of all councillors and council staff working for the public good, one decision at a time, from within. For this reason, I believe that transparently providing you with information is a vital part of my role, to assist you to do yours.

I am also committed to transparency in complaints' management and reporting on trends and issues through our quarterly report, *Insight*. We will update *Insight* each quarter and build on the analysis, so it is worth subscribing through our website for these future editions.

It is intended that this reporting will provide councils with proactive opportunities

to identify hot issues and, where possible, develop or shape education or prevention strategies at a local level. This trend analysis will also inform broader prevention efforts of the OIA, the Department and other key stakeholders.

The OIA has already started putting this into action by working with the LGAQ on social media guidelines and the Queensland Integrity Commissioner, Dr Nikola Stepanov, on conflict of interest guides to help councillors navigate the complexity of conflict of interest and material personal interests.

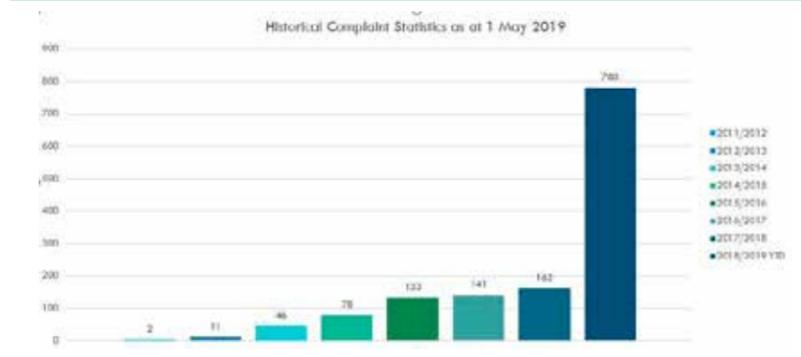
Another way that we can assist you is by providing feedback on Councillor Conduct Tribunal decisions as disciplinary matters start to be considered by the CCT and/or the outcome of reviews lodged in QCAT. Understanding how the regulation is applied in different circumstances will help to develop our understanding so that standards are applied consistently.

I look forward to continuing to work with Council CEOs and senior managers and welcome your comments and feedback in the best interests of your communities.

My interactions with senior council managers and the consideration of over 600 complaints however, has also given me insight into the unique challenges you face as senior managers in a constantly changing landscape and the inherent tensions that can sometimes exist.



The Data Dashboard from the first edition of the OIA's *Insight* report reveals the progress of complaints in the first four months. It will be updated in future quarterly editions.



I am also committed to transparency in complaints' management and reporting on trends and issues through our quarterly report, *Insight*.

Complaints continue to grow in the 2018–19 financial year. The large volume of complaints includes the addition of all inappropriate conduct complaints, which were previously only assessed by the council CEO.

AUSTRALASIAN MANAGEMENT CHALLENGE 2019

Queensland Regional Finals

IT IS THAT TIME OF THE YEAR AGAIN WHEN A HOST OF LOCAL GOVERNMENT TEAMS FROM AROUND THE STATE ARE PITTED AGAINST EACH OTHER IN AN INTELLECTUAL GLADIATORIAL ARENA, WHERE THE VICTOR CLAIMS REGIONAL CHAMPION BRAGGING RIGHTS AND A TRIP TO THE NATIONAL FINALS IN DARWIN.

All accumulate invaluable knowledge and experience while developing skills and self-awareness as well as forming new connections.

Every year, councils are invited to put forward a team of 6 officers from a diverse cross-section of their organisation, select a unique (and often quirky) name and compete against other councils in a pressure-cooker environment of challenges and topical scenarios.

In 2019, 17 teams took on the Challenge, coming from as far away as Thursday Island, one of the smallest councils, to the largest council in Australia, and most

local, Brisbane City Council. There were seasoned campaigners and first time challengers all participating together for their own unique development goals.

Creativity was on full display with unique team uniforms, team-themed hair, dancing and singing presentations as well as NASA-esque team room set-ups, as council pride, loyalty and parochialism took centre stage.

Prior to the Challenge, the teams received a pre-challenge task and began the processes of building team values, developing problem solving techniques and agreeing decision-making processes. This helped the individuals

to understand each other's personality styles, strengths and limitations and to establish templates and methods for completing tasks on Challenge day.

Each team was given various tasks throughout the day, testing their ability to problems solve, prioritise and communicate, as well as their resilience, their knowledge and their capacity to think outside the box. The tasks were based on real-life council issues and ranged from waste levies to graffiti and NDIS service provision to land usage. Outputs included written reports and proposals, role plays with the media and community representatives, presentations

to committees and some solid financial analysis (spreadsheets abounded).

Both days began with inventive introductions by the teams, orientation, ground rules and words from the sponsors. Then the real work commenced with tasks being delivered simultaneously and staggered to ensure consistency. At times, multiple assignments hit the in-trays simultaneously, challenging the teams to split, delegate and prioritise workloads. Some teams were boisterous in their approach, loudly celebrating completion of each task with bells, horns and high-fives while others were calm, a quick word of praise before moving on to the next role. Watching how teams reacted to varying circumstances, adhered to their stated values and processes and dealt with different scenarios was fascinating to witness; demonstrating that there is no one successful

approach to teamwork or leadership.

The Challenge also provided an excellent opportunity to network and share knowledge and experience. During the lunch break, teams broke up, meeting new people and comparing notes. For the mentors, the mentor briefing session was an opportunity to compare notes on preparation processes, team readiness and expectations. A discussion about the pre-challenge task led to a request for the submitted videos to be shared across the sector because of the diversity they offer but also the transferable ideas they have identified. Mentors also shared their post-challenge processes, the debriefing that will occur and the various presentations that will be made to council to extend learning beyond the Challenge participants and Challenge day.

Overall, there was plenty of fun, plenty

of sharing, a bit of pressure but a lot of learning. A successful event for all teams and well done especially to the first-time participants.

Challenge Facilitators, Michael Limerick and Pauline Peel kept an eye on proceedings and led the moderation process ready for the announcement of the winner at the LGMA Awards for Excellence Gala Dinner at the end of May.

JLT proudly sponsored the LGMA Queensland Australasian Management Challenge and be part of the announcement of the winner at the Awards for Excellence.



IN 2019, 17 TEAMS TOOK ON THE CHALLENGE, COMING FROM AS FAR AWAY AS THURSDAY ISLAND, ONE OF THE SMALLEST COUNCILS, TO THE LARGEST COUNCIL IN AUSTRALIA, AND MOST LOCAL, BRISBANE CITY COUNCIL.



OVERALL, THERE WAS PLENTY OF FUN, PLENTY OF SHARING, A BIT OF PRESSURE BUT A LOT OF LEARNING. A SUCCESSFUL EVENT FOR ALL TEAMS AND WELL DONE ESPECIALLY TO THE FIRST-TIME PARTICIPANTS.



NEGLECTING PROCUREMENT STRATEGIES IS THE EQUIVALENT OF 'LEAVING MONEY ON THE TABLE'

EFFECTIVE PROCUREMENT STRATEGIES CAN HELP TO REDUCE THE RISK OF POTENTIAL CONTRACT FRAUD AND WILL ALSO DELIVER ROBUST PROCESSES THAT ARE FLEXIBLE TO YOUR ORGANISATION'S OPERATING ENVIRONMENT; DELIVERING TANGIBLE VALUE AND OPPORTUNITIES.

However, it is common to not have a strategy in place, leaving an organisation open to overcharging from your supplier base.

A previous client hired one of the PKF Integrity team members to establish a procurement strategy after the organisation had experienced a fraudulent incident and found itself exposed. Four years later, this strategy resulted in the establishment of a procurement joint venture company that would provide a further tangible of \$43 million over five years.

The savings can be achieved by establishing an operational framework under which procurement will be

implemented across the organisation. Focusing on four guiding principles in all procurement activities: value for money; leveraging contracted opportunities; being quality driven; and building strategic relationships. These guiding principles form the cornerstone for all activities from developing business requirements and contract negotiation to tender management and supplier relationship management.

Once the operational framework for all procurement activities is established, you can then identify quick wins around cost savings and process efficiencies, whilst also building medium to longer term goals to really lift procurement across the organisation. More importantly, effective procurement strategies change the culture of an organisation, lifting the value and importance of spending the organisation's money ethically whilst removing any current instilled casual and/or adhoc approaches.

This change ensures professionalism and accountability across the business, sharpening the focus to ensure money is

not 'left on the table' through tasks such as: effective quoting, contract negotiation; and supplier relationship management. These strategies bring dollars back to the business and give employees a sense of pride and satisfaction on delivering the right outcomes for the organisation.

So, for all councils entering into major procurement processes, the clear lesson from others' experience is to put the hard yards in at the beginning to set up the processes properly and avoid tears (and expense) at a later date.



Bush versus Beach! I have competed for both, helped both (in my way) win the much sought-after trophy and each competition had its specific trials and challenges – all rewarding, enlightening and a whole lot of fun. The same can be said for working in both beach and bush councils.

I have clicked up over 25 odd years in local government. I spent the first 22 years of my local government career in two metropolitan councils, including a few years in a council-owned commercial/corporate business. The latter years of those working across the SEQ region with my neighbouring councils and also participating in national forums for urban local governments. In 2015 I moved to Central Queensland to join a regional council. While I don't believe in bucket lists, an aim of mine had always been to make my way to a rural/regional council - TICK.

I have a passion for local government. I love what we stand for and our role to ensure the short- and long-term liveability and sustainability of our communities. I believed that to fully appreciate the industry, I had to experience all facets of local government.

DON'T FIND A FAULT, FIND A REMEDY
Henry Ford

I did have the added advantage of growing up in the country, so moving from the lights of the city to the bright stars of the country wasn't at all new to me – and I relished the opportunity.

Something else I wanted to achieve in my local government career was to join the LGMA Board. Which I did in October 2018 by becoming the CQ Director- TICK.

None of these opportunities come from waiting to be picked or for someone else to see the value of what I could offer. You must participate, network, educate yourself, do available programmes, be willing to fail and learn, as that is how you grow, and be ready for/accept opportunities.

So, what is it like working for a rural/

regional council versus a city council? They are 'same same but different'. Both have legislation to follow, council meetings, community expectations to meet, budget constraints, doing more with less, planning schemes and so much more.

The bush isn't for everyone, nor is the city for everyone. But to experience both and open yourself to the experiences that are offered through both is enriching and an opportunity that benefits the individual and the organisation/s by shared learnings gained from the other.

IF PLAN A DOESN'T WORK, THERE ARE 25 LETTERS LEFT IN THE ALPHABET
Claire Cook, Seven Year Switch

I have to say, I didn't specifically have a particular regional area in mind, but a mining/agricultural/seaside region spanning over 58,000sqm (the size of Tasmania) has been very much a rewarding and an educational experience (especially during an up-turn). The key was to find a job I would enjoy personally and professionally develop from and be able to contribute my skills, knowledge and experience. So, I have worked in a council of 957sqm with over 300,000 residents, to a 58,870sqm area of approximately 30,000 residents (a third temporary). No, I cannot compare them and I wouldn't. What I can say is they both have their benefits and challenges and both are very rewarding in their role in delivering community services and the futures.

I have been asked what varies between working for a city to a regional/remote council. Well for starters in a rural area you are personally more exposed because you play sport, shop, gym and walk daily past your community. So, council decisions can make playing the weekly Touch Footy game interesting ☺. On a serious note there are so many issues I could discuss to explain some of the disparities, but each have their argument on both sides. From one perspective, the cost to train and expose

staff to ongoing personal and professional development has its constraints. The time away from family, the workplace and not to mention the cost all have an influence on people deciding if they will participate. Moranbah has the advantage of an airport, but so many regional and remote areas have a minimum of 1.5 hours to get to an airport. This is difficult to remedy, but it is something that all need to consider and take on opportunities for those in metropolitan areas to maybe take their turn to travel outside of the 100-200km radius for these training opportunities.

I fully encourage my LG colleagues to consider working in the bush. You will reap rewards in so many ways. But a word of advice is don't just go to do the job, go to also be part of the community.

CHANCE FAVORS THE PREPARED MIND
Louis Pasteur

What doesn't change across any council is that it is important to work with your elected representatives. Respect their role in decision making and assist them in ensuring they have the information required to make those decisions. Be realistic in what you can deliver and be cognisant and respectful of the ratepayer dollar.

Look for opportunities and find a mentor, or two, who can be your sounding board or guide in the maze that can be local government – which can be a **very** rewarding career. It is for me. Believe in yourself and get out there.

Most of all, enjoy what you do, treat people with respect, listen and don't stop learning.



Liza Perret
LGMA - CQ Board Representative
Issac Regional Council

Inspire 2019

The inaugural *Inspire Conference* was introduced at the Queensland Law Society on 26-27 March 2019, the theme focusing on **Building a High-Performance Career**.

This programme, previously known as Future Leaders Forum, received a new look to re-launch one of LGMA Queensland's signature events and to ask the question – *What are the capabilities and approaches you need to develop and deliver in order to be considered a high-performer and enable high-performance in those around you?*

HIGH PERFORMANCE



The two-day conference kicked off with an awe-inspiring keynote presentation from Brennon Dowrick, a highly successful gymnast who represented Australia at two Olympic Games, three Commonwealth Games and seven World Championships. His presentation was a high energy, entertaining and memorable session – re-enacting the routine he won a gold medal for in 1990 as an 18-year-old (Brennon is now in his 40's). Brennon's pommel horse routine 'walks the talk' and reinforces positive, effective messages based around his three key philosophies. Thank you to Darren Cali and Sean Nicholson for being such good sports and trying out their own routines and styles on the pommel horse. The delegates appreciated Brennon's motivational messages – delivered in a unique and unforgettable way – off to a great start.

Next up, Dr Graham du Plessis taught us how to manage our time and to say 'no' nicely!! Focusing on Generation 4 - Covey's Quadrant, we studied the urgent, not urgent, important and not-important quadrants. Additionally, we learnt to 'acknowledge the need', 'set a boundary' (and not sugar-coat it) followed by providing 'alternative options'. Graham reminded us that we do not have to meet the other person's need whilst focusing on non-urgent but highly important tasks.

Pam Potter's local government experience walked the delegates through the 'value of feedback' and Marshall Goldsmith's 'feedforward' instead of feedback. This interactive session allowed delegates to get to know each other a little better and extended their skills, enabling them to focus on the promise of the future rather than the mistakes of the past – moving forward with a positive approach.

The ever-popular CEO Panel was ably facilitated by Nathan Evans from Noosa Council and the panel included Bernard Smith, CEO of Gympie Regional Council; David Farmer, CEO of City of Ipswich; and Andrew Chesterman, CEO of Redland City Council. The panel discussed the topic: Being a High-Performance Individual. The trio shared their many and varied career experiences within local government. The rewarding components included: leading an organisation; building a complex city with multifaceted services; seeing staff grow and succeed; working on and delivering projects; and being proud of working in a team, to name a few. Respect, integrity, trust and 'doing as you say you are going to do' were highlighted as the panels' important traits.

Following an interactive activity, LGMA's Igor Vasilevitsky discussed the benefits of Work Life Balance with the group. Igor explained workplace energy management and how energy can accumulate or deplete based on our choices, obligations and responsibilities. One of the key messages included stress regulation through exercise, using the five senses, meditation and having a ritual to transition to and from work.

Tuesday concluded with some great networking at the KG Bar on Ann Street. A few quiet drinks, some snacks and countless conversations saw the sun set on Day One!

Peta Irvine commenced Day Two with a Problem-Solving Workshop. In groups, the delegates were provided with a 'Pack' which included the scenario and a specific methodology for each group to apply. After diligently working their way through options, the groups presented their ideas back to the other teams. A thought-provoking way to energise the room and collaborate with a number of really interesting approaches to the scenario identified.

The CEO of Noosa Council, Brett de Chastel, presented 'Fostering High-Performance Teams'. As always, Brett engaged participants with some key observations: Choose your team wisely; Why does the team exist; Relationships rule; Diversity is critical; The important role of the individual in the team; Team performance; Leading Teams; Culture is King; The role of leadership in Teams; and Trust in teams. He also reminded the group to 'Be Brave not Stupid'!

The 'Stretching and extending skills' panel discussion was hosted by Hayley Chadwick from Rockhampton Regional Council. Hayley posed questions to Liza Perrett (Isaac Regional Council), Susan Jarvis (Blackall-Tambo Regional Council) and Will Burgess-Dean (Noosa Council). The panellists provided the delegates with a host of pertinent ways to stretch and extend themselves. Some key take-aways from this session included: 'When the student is ready the teacher will appear' – Susan Jarvis; 'If you are bored in your role you are a culture killer' – Will Burgess-Dean; and 'Don't under-estimate the importance of networking and putting yourself out there, ready for the next opportunity' – Liza Perrett.

Prudence Melom was the final speaker for the conference and what a great way to close the day. She spoke from the heart and clearly delivered an important key message 'to erase racism one story at a time'. Prudence and her family fled from the ravages of war in Chad and sought refuge in Benin for seven years. In 2007, she and her family were accepted into Australia and Toowoomba was their new home. Prudence is the CEO and founder of a not-for-profit organisation based in Queensland with the goal of erasing racism one story at a time. Harnessing the power of narrative to inform and engage, a team of story tellers share their personal experiences as refugees or migrants with school students. The face-to-face connections enable greater comprehension of another's experiences and encourages the development of empathy. Positive direct contact and descriptions of personal experiences challenge preconceptions. Prudence, a prominent human rights activist, was named the 9th most influential person in the 2018 Toowoomba power 100 list. She has been widely recognised for her community contributions with an array of awards and is an advocate for social change and equality. She is currently studying law whilst delivering her very important message 'through story telling we are erasing racism one story at a time'.

Thank you to our ever-supportive corporate partners for attending the Inspire Conference: King and Company Solicitors; Telstra; LGIAsuper; Preston Law; JLT; Mead Perry Group and the Department of Local Government, Racing and Multicultural Affairs. Thank you also to our guest presenters and additionally our suppliers – Event Staging Management, Queensland Law Society and Carbon Base Catering, we could not host these events without your support.

Thank you to the attending councils and their delegates. Judging by the positive feedback, it seems that the programme was a success. We hope to see you next year!





A NEW WAVE OF URBAN DESIGN FOR ROCKHAMPTON REGIONAL COUNCIL

RECENTLY, THE TEAMS FROM ROCKHAMPTON REGIONAL COUNCIL'S INFRASTRUCTURE PLANNING, PLANNING AND REGULATORY SERVICES AND ENVIRONMENTAL SUSTAINABILITY UNITS ATTENDED A WORKSHOP HELD BY HEALTHY LAND AND WATER.

Discussed at the workshop were the environmental, ecological and social benefits of "Blue Green Infrastructure" and "Passive Tree Watering".

Healthy Land and Water are a South East Queensland-based organisation which has over 20 years' experience in working to improve the natural environment through data analysis, ecosystem assessment, project development and land management, planning and water restoration. The term "Blue Green Infrastructure" describes the relationship between our natural and built environment and developing infrastructure projects that take into consideration how we manage and utilise our water run-off.

Senior Infrastructure Planning Engineer (Flood Plain Management), Monishaa Prasad, started with council in 2016 and, in addition to furthering the development and implementation of Council's Flood Strategy, Monishaa has been an advocate for water quality and erosion issues, believing that taking a proactive approach to planning and design will have positive long-term impacts for the region and our communities. "As we look to the future, it is important to recognise the relationship between our environment and the infrastructure that surrounds it. Both should be considered as assets that can be mutually beneficial. From a planning and development perspective, we have the ability to affect real change; not only from an environmental standpoint but in the way we enjoy our open spaces."

Through the positive steps council has shown in developing policies and plans around environmental sustainability and urban planning, Healthy Land and Water have selected Rockhampton as

part of a 12 month pilot programme that they are currently doing in other parts of the state. Monishaa says that while they have had a long-term presence in Queensland, "they are new to CQ and have acknowledged our progress in this space."

During the workshop, Coordinator Civil Design, Grant Vaughan, says he was particularly interested in the session about Water Wise Street Tree Design and the concept of Passive Irrigation. "While it seems like a logical solution, it is loaded with variables. From an engineering viewpoint, we are trying to keep the road pavement dry and not allow any water to penetrate below the surface. From a public amenity viewpoint, we are trying to provide street trees for aesthetics and shade and the trees require water which in turn reduces the design life of the road. From a scientific viewpoint, we need to ensure that stormwater run-off is clean and does not contain pollutants that damage our waterways and ultimately the Great Barrier Reef. If designed correctly, passive irrigation has the additional benefit of removing pollutants from the stormwater run-off minimising damage to our waterways and ultimately the Great Barrier Reef."

Grant says his team are currently looking at ways they can incorporate these ideas into the civil project on Victoria Parade between North Street and the Neville Hewitt Bridge, proposed for 2020 but the pilot project that will commence around April/May at Edenbrook Estate will ultimately be part of the adoption of this new design concept.

As part of the roll-out of these pilot programmes across the state, Healthy Land and Water will be gathering metrics and compiling guidelines for councils to follow. Monishaa says that this will give some valuable information not only around the immediate effect on the trees but also the impact it has on our waterways. "There is a flow on effect to what we do here on the land and that of course, is the impact that we have on our waterways both near and far. As a Reef Guardian Council, we need to be making positive steps to ensure our policies and practices around water management are well considered and in line with our strategic objectives."

Under the recently adopted Environmental Sustainability Strategy (ESS) (2018), one of Rockhampton City Council's objectives under the natural environment pathway is to develop relevant programmes to protect remnant vegetation and local biodiversity within urban areas. Crystal Jaspersen from the Environmental Sustainability team attended this workshop from an environmental perspective. "Water sensitive urban design is a way that council can use passive irrigation and stormwater treatment, which will assist in us meeting stormwater quality guidelines as well as creating healthier, more resilient street trees, with an increased canopy cover, requiring less ongoing maintenance. These innovative solutions have a myriad of benefits, such as cost savings an increased lifespan, creating urban cooling in surrounding areas."

Monishaa adds that it has been a two year long journey to get to the point of where Water Sensitive Urban Design (WSUD) is starting to be embraced by council. It all started with a Reef Urban Stormwater Management Group (RUSMG) meeting in July 2017 and then 6 months completing a gap analysis via starting up an internal working group at council, to understand where council was in relation to WSUD and Erosion and Sediment Control.

"It really is a whole of council journey, and we could not have come this far without the support, cooperation, and enthusiasm of all the participating sections in council (Strategic Planning, Strategic Infrastructure, Development Engineering, Development Assessment, Compliance, Parks, Civil Design, Civil Operations, Assets, Environment and Sustainability), as well as senior management (Peter Kofod, Martin Crow, Steve Gatt, Aaron Pont), and respective coordinators."

This initiative from Rockhampton City Council demonstrates what can be achieved with a few committed officers who are willing to get buy-in from across all parts of the business.

Pictured above from left to right; Monishaa Prasad, Crystal Jaspersen, Angus Hughes, Grant Vaughan, Mohit Paudyal, Ghan Poudel

IN-HOUSE SUPERVISOR DEVELOPMENT Programme



AS THE SUPERVISOR OF A SMALL TEAM AT NOOSA COUNCIL, I HAVE BEEN LUCKY ENOUGH TO TAKE PART IN A LGMA SUPERVISOR DEVELOPMENT PROGRAMME RECENTLY.

This programme runs for five days and incorporates extensive feedback from colleagues and one-on-one coaching. We have completed 4 of the 5 days so far.

I have participated in leadership training in the past but this course was different from the beginning. For a start, it was presented by two facilitators, Peta and Igor, and the content and presentation style changed to suit the topics and the group as we went along. Having two facilitators presenting the sessions in tandem really demonstrated the different way people can approach things and it also kept the sessions interesting, engaging and fun. The course was presented at times to the whole group (a large group of council staff) and at other times work was done in small groups, in pairs and on an individual basis.

I found the topics covered very interesting and relevant to my role. Some of them were things I had come across before, like Myers Briggs personality profiling, but covering this topic again has really helped me grasp the concepts and practise stepping outside my own head to further understand the workings of my team. Sometimes it takes me a while for the 'penny to drop' and repetition and reinforcement of these ideas has really helped me get a better understanding, which especially helps with application.

We covered a variety of models for understanding personalities so within that

I also found some new and very useful tools. I particularly found the SCARE model of identifying things that 'drive' people's actions really useful. By trying to work out whether Significance, Certainty, Autonomy, Relatedness or Equity were most important to each of my team, I began to understand what would help them feel comfortable and effective, and, alternatively, what makes them feel vulnerable and uneasy. All of a sudden, the behaviours I had found challenging from my team, that didn't align with my drivers, made much more sense. I realised I had been judging those behaviours negatively from my own perspective, rather than seeing them as valid, but just different to the way I do things. This was a real lightbulb moment for me! I find myself using this model a lot now to help me understand family and friends as well, rather than judging them.

I SEE MYSELF AS A 'PEOPLE PERSON' AND THE PART I LOVE ABOUT MY JOB THE MOST IS INTERACTING WITH THE COMMUNITY AND WITH MY STAFF.

The part of the course I have found the most challenging so far has been the honest feedback I received from my colleagues. As part of the programme we sought feedback regarding our performance from our managers, teams and cohorts. To be honest I received positive feedback

in 85-90% of cases which was lovely, but my focus was only on the comments that I saw as negative. Even though I knew logically that these comments didn't reflect my overall performance, I found that I became unreasonably upset by it and I was surprised by this. Luckily, I was able to talk this through with my manager to get a better understanding and to put things in perspective. This really helped me, but the one-on-one coaching session I had with Igor just after receiving the feedback was critical and helped me break down the feedback further. More importantly for me, he helped me understand my reaction to it. Although this whole experience was very challenging to me, I feel I have had a big breakthrough in my self-awareness both professionally and personally.

I see myself as a 'people person' and the part I love about my job the most is interacting with the community and with my staff. This programme has really helped me move towards understanding how others work and that it can still be okay if they work in a different way to me. Most importantly, it has helped me understand myself a little better and to acknowledge why I do what I do. I know I am not perfect but it turns out that even that's okay! Who would have thought!

**Liz Bleechmore
Library Programmes
Noosa Council**

Thanks for sharing your story, Liz. The development journey is different for everyone and we love hearing about what discussions resonate for each participant.

THIS WAS A REAL LIGHTBULB MOMENT FOR ME! I FIND MYSELF USING THIS MODEL A LOT NOW TO HELP ME UNDERSTAND FAMILY AND FRIENDS AS WELL, RATHER THAN JUDGING THEM.



2018 ANNUAL CONFERENCE WORKSHOP FINDINGS



THE LGMA 2018 ANNUAL CONFERENCE INCLUDED A NUMBER OF 'FUTURE SCOPING' WORKSHOPS ADDRESSING THE KEY THEMES OF:

- Clusters and collaboration
- One size does not fit all
- Economic development
- Community education and participation
- Organisational practice and planning
- CEO tenure.

The workshops generated discussion and flagged areas for further investigation or potential solutions to some of the challenge facing the sector. Some of the critical discussion points are listed below.

Clusters and collaboration

The workshops explored opportunities for Councils to benefit from collaboration and partnerships around service delivery. Many Councils are already involved in productive collaborative projects in areas such as: procurement; affordable housing; road works and resealing programmes.

Further collaborative **opportunities** could include:

- staff skills enhancement and training;
- social media;
- staff secondments between councils;
- innovation hubs;
- best practice repository;
- complaint investigation and compliance;
- waste management;
- technology;
- drone usage.

Some barriers identified to be overcome in considering collaboration include governance and legislative restrictions, political barriers (ownership, inter-community rivalry), a lack of appropriate models to imitate and fear of repercussions (amalgamation).

One size does not fit all

All Councils (regardless of size and financial sustainability) need to deliver effective services to their communities with transparency and accountability. Currently, legislation and practice require all councils to meet largely similar standards and adopt largely similar processes. This may not deliver the best outcomes for councils or communities with many requirements not fit-for-purpose in being too onerous for the size and scope of the matter, focussing attention on lesser priorities or diverting resources from key areas. The workshop considered these matters from an operational perspective (discussions did not consider the political impacts of one-size-fits-all).

Opportunities for all Councils:

- Elected member training on roles and responsibilities;
- Clarity on separation of powers;
- Resource sharing;
- Community engagement that focuses on long-term direction rather than electoral term.

Opportunities for resource-poor Councils (including remote and indigenous):

- Resource sharing;
- Risk management approach to governance and compliance which may see resource-poor Councils non-compliant in some areas but with transparency; alternatively or additionally;
- a change in legislation to apply a level of compliance that can be managed by resource poor Councils;
- Local Government Department advisory support to remote and indigenous Councils on governance and compliance;
- Acknowledge irrelevance of financial ratios for remote and indigenous Councils;
- Grant funding process to better reflect needs of remote and indigenous Councils and long-term outcomes.

Economic development

Councils are forced to continuously look for mechanisms to supplement rate revenue and support community economy through alternative revenue sources. While there were a large range of economic development opportunities discussed, the bulk of these related to improved economic outcomes for the community and were not income generating for council in and of themselves (although increased rate base etc. does improve council revenue over the longer-term).

Economic development **opportunities** for Councils include:

- supporting innovative start-ups;
- act as the catalyst/facilitator of new or expanded business ventures;
- develop partnership/collaborative models with private enterprise;
- transparent data facilitation;
- facilitate diversification through medium to long term planning horizons.

Community education and participation

It is incumbent upon Councils to engage with their communities in order to provide needed services in a timely, efficient and transparent manner.

Opportunities for effective community engagement:

- Tailor engagement strategies to local community;
- Use multiple communication channels;
- Educate communities on role of local government;
- Make data available to facilitate community understanding and growth opportunities.

Organisational practice and planning

Councils need to focus on structure and strategy to cater for the service needs of future communities.

Traditional hierarchical structures have served local government well in the past but future structures need to be flexible and

empower staff (with accountability) to make the required decisions regarding service delivery.

Future successful Councils will have managed the challenges around structure and strategy, such as those listed below, and created **opportunities** to better manage the needs of our communities.

These challenges include:

- An emphasis by both elected members and the staff leadership group to focus on long-term strategic outcomes rather than short-term operational outcomes. Discussion included the extent to which long-term thinking can be incentivise (as opposed the current environment where short-termism is rewarded);
- Analysis of employment models that provide flexibility and efficiency;
- Understanding the impact of technology, social media, data connectivity (timely information);
- Understanding community expectations (and guiding those expectations within service capacity and capability);
- Understanding the impact of changing demographics (aging workforce, aging communities, declining rural populations);
- Outcomes based on long term planning e.g. 20-year financial management plans and asset management plans rather than electoral term planning;
- Universal understanding and commitment by elected members, staff, and community to council's strategic direction;
- Clear and consistent messaging around long term strategy;
- Effective community engagement.

CEO tenure

CEO turnover in Queensland is of concern (more than 200 CEO turnovers across 77 Councils since 2008). Each CEO departure has impact on the organisation and on the community.

Common themes appear to relate to role clarity and alignment of expectations which impact the strength of CEO and Mayor. Legislative tensions exacerbate (and perhaps create) some of these issues.

Early CEO departure impacts an organisation in a number of ways: loss of trust and respect in the community; reputation damage; reduces career options; productivity loss; detriment to culture and demotivating on staff; financial cost; and business disruption.

Opportunities to slow down CEO turnover:

- legislative –
 - o common employment contract (with identified variables);
 - o standardise approach to CEO performance review process;
 - o improved clarity on role separation;
 - o transparency around separation (payments and process).
- Other –
 - o leadership development for CEOs;
 - o training of elected members in performance management and roles (towards mutual expectation alignment);
 - o support to Councils for recruitment of skilled CEOs.

Where to from here?

Following the conference, consideration of the findings identified 4 broad categories of opportunities and barriers:

1. Actions that councils can undertake without further education or support
2. Actions that council can undertake with further education and/or support
3. Actions that require legislative change
4. Actions that can be implemented by DLGRMA, LGMA, LGAQ or a combination thereof.

regenerate

Our People, Our Organisations, Our Community and Our Land



From this assessment, a list of actions has been identified and will be progressively considered with relevant partners.

The full report is available on the LGMA website.

regenerate



LEADING PROFESSIONALS



MEET THE MEMBER

PETER GALDAL

Inspired by the motto "If you are not learning, you are not living", Peter has a genuine interest in personal, self-development as well as professional development.

LOCATED IN CENTRAL QUEENSLAND, BANANA SHIRE COUNCIL IS KNOWN FOR ITS RICH HISTORY IN THE AGRICULTURAL SECTOR AND ALSO FOR ITS GIFTED NATURE, SUCH AS SANDSTONE WONDERS, EXPEDITION NATIONAL PARK OR KROOMBIT TOPS NATIONAL PARK – A PARADISE FOR ADVENTUROUS FAMILIES.

However, perhaps less known is that the Banana region is rapidly expanding its distribution of electricity generation. This sector is dependent on technical skills and a strong engineering workforce but also on the acceptance of the local communities where they operate.

LGMA member, Peter Galdal, is neither an engineer nor a community development practitioner, but he is certainly aware of the economic significance of the region's enterprises and the impact on local government and communities. As part of his role at Banana Shire Council as a Workplace Health and Safety Business Partner, Peter is skilled in consultation and issue resolution. No wonder his favourite book is *Crucial Conversations* by Stephen Covey. He quotes Covey, "for when stakes are high, opinions vary and emotions run strong".

Inspired by the motto "If you are not learning, you are not living", Peter has a genuine interest in personal, self-development as well as professional development. Indeed, he has been exposed to an environment where staff are supported to move outside their comfort zones and grow personally and professionally. Peter particularly remembers his training at the LGMA Ignite Programme which, he said "really puts a rocket under the process of development".

Peter says that, for him, the programme fast-tracked his understanding of the role and priorities of local governments, drawing a positive image of the future of local government in Queensland.

"I think the future of local government is in a great space. Personally, I like to look at it as the community are our customers and councils have a responsibility to service their community in the best way they can – and this is always changing."

Peter is a career officer, starting as a plumber labourer, then a leading hand in the water and waste division and is now mainly responsible for the wellbeing and safety of workers in the workplace. He reflects that his motivation to pursue a career in local government was based on the diversity of activities offered all within the one local government business and which create unprecedented amount of opportunity for growth.

When Peter is asked about the challenges of any council, he notes, "the peaks and troughs of capital projects and upgrades whilst maintaining existing infrastructure and the challenges of finding the balance between employees and contractors to service these demands [...]".

Peter is particularly proud of being able to give back to the sector. Within the Banana Shire Council, he has become skilled at training and mentoring, which he finds very fulfilling. Furthermore, he strongly encourages anyone looking for a career to consider local government because of the wealth of opportunities within the sector.

We enjoyed finding out more about Peter and hope that he can fulfil a personal dream and can soon take his wife to Northern Norway to watch the Aurora Borealis. Enjoy the dancing lights, Peter!

THE Emotional Leader

BY IGOR VASILEVITSKY

FOLLOWING ON FROM LAST MONTH'S ARTICLE ON EMOTIONAL INTELLIGENCE (EI) IN THE WORKPLACE, THIS ARTICLE DELVES INTO THE ROLE EI PLAYS WHEN IT COMES TO LEADERSHIP.

To review, Emotional Intelligence can be defined as our capacity to be aware of, regulate and manage our emotions personally and in social contexts.

A seminal author on this matter, Daniel Goleman, writes that as human beings we are communicating verbally and emotionally at the same time and that leaders must lead emotionally as well as intellectually. In other words, a leader must have a sufficient EI to lead through emotional states as well as through ideas.

HIS WORK LISTS A SERIES OF LEADERSHIP STYLES WHICH AN EFFECTIVE LEADER MUST BE ABLE TO ADOPT TO MEET THE INDIVIDUAL CIRCUMSTANCES THEY MAY FACE AT DIFFERENT TIMES.

"The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but... they are the entry-level requirements for executive positions. My research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader."

His work lists a series of leadership styles which an effective leader must be able to adopt to meet the individual circumstances they may face at different times. These styles are:

THE VISIONARY LEADER

This leader moves people forward with a new direction toward a shared goal. By sharing knowledge about the destination but not micromanaging the process to get there, the visionary leader empowers others to utilise individual innovation and experimentation and grants permission to take calculated risks.

THE COACHING LEADER

This leader encourages individuals to identify strengths and weaknesses and connects those traits and aspirations with the goals of the organisation. The coaching leader positively impacts the culture and helps individuals build skill-sets through one-on-one attention.

THE AFFILIATIVE LEADER

This leader takes a collaborative approach toward connecting people and engaging their emotional needs in a team setting. The affiliative leader creates a positive climate by alleviating stressful situations and healing differences between colleagues. In this scenario, poor performance by an individual can be masked by the group effort.

THE DEMOCRATIC LEADER

This leader takes a consensus-building approach: valuing participation, commitment and input from all members of the team. This style relies on the group's commitment to the goals and input on various facets of the business. While this approach draws on a variety of skill-sets, it can create crisis when urgent business demands a quick, decisive response.

THE PACESETTING LEADER

This leader is most effective with a

motivated competent team but this style of leadership should be used sparingly and in combination with other styles. The pacesetter builds challenges and goals and sets high standards with very little input and guidance. The objective is to be better, faster and more efficient. When overused or used poorly, this leadership style can create a poisonous environment that undercuts morale and sets individuals up for failure.

THE COMMANDING LEADER

This leader thrives in crisis as power and dominance are demonstrated and full compliance is expected. This leader creates a very rigid hierarchy much like that of a military commander issuing orders. The commanding leader maintains a singular vision and path to success and has no qualms about requiring all to conform to one unified ideal. This style is often used but studies show has limited success in Western cultures. Goleman argues it is only effective in a crisis when urgent change is needed.

For another examination of EI in the workplace, consider the work of Brene Brown and Chip Heath.

In her book *Daring Greatly: How the Courage to Be Vulnerable Transforms the way we Live, Love, Parent and Lead*, academic researcher, Brene Brown presents her finding that cutting out emotions results in low innovation, incongruent workplace relations, burnout and weak leadership.

She dispels the myths around vulnerability having no place in leadership. She suggests that courage requires leaders to be vulnerable as leaders are asked to step outside our comfort zone by taking risks. By only operating intellectually, leaders are forced to maintain an emotional armour which leads to toxic work relationships and environments including gossip, passive aggression and perfectionism just to name a few.

"In the past, jobs were about muscles, now they're about brains, but in future they'll be about the heart."

– *Minouche Shafiq, Director of London School of Economics*

A poignant illustration of the importance of emotional leadership came through the story of a work environment where the level of pervasive exhaustion directly correlated with staff members' sense of loneliness in the organisation. Her research discloses that a workplace is a place of connection and belonging, both powerful emotional needs. Psychological and emotional safety become essential ingredients for leaders to cultivate and model. Workplace resilience and worker satisfaction become the positive effects of delivering this safety.

In his book, *The Power of Moments*, Stanford Graduate School Professor, Chip Heath, postulates that purpose trumps passion when it comes to effective leadership. Passion is a personal drive. Organisational purpose is a collective one. His findings demonstrate that a deep emotional, human need is to belong to something greater than ourselves and that this drives us further than our individual needs. Connecting an organisational purpose to a personal one should therefore be a leader's motivation.

I envision a workplace as an organism with the various departments its organs, the individuals its cells, the head its collective thinking centre, the muscles its infrastructure, the heart, its vulnerability and its emotional centre and the leaders its the immune system.

When leaders do not acknowledge the importance and role that emotions play in building a healthy workplace ecosystem, they open the door to relational illness and toxic infections, sabotaging the entire organism. As leaders, we have to revert to authoritarian styles to remedy the dissenting or ailing parts, leading to merely bandage solutions.

Daring leadership, as Brene Brown puts it, is about seeing others' potential and developing it. And in order to do so, leaders must be courageous enough to lead through emotions as well as intellect; creating a work culture that meets the physical, intellectual, as well as the very human emotional needs of its constituents.

Contact LGMA to enquire about Emotional Leadership Development Workshops



A Raft in the Current



BRISBANE | 7-8 November 2019



LEADING PROFESSIONALS IN LOCAL GOVERNMENT

CALENDAR OF EVENTS 2019



JUNE

- 20 Concept Project Team commences
- 25 Executive Management Programme nominations close

JULY

- 4 LGMA Queensland Board of Management nominations open
- 17 Governance Forum - Brisbane
- 18 Compliance Forum - Brisbane
- 26 Indigenous Local Government CEO Forum - Cairns
- 30, 31 July and 1 Aug Executive Management Programme - Brisbane
- 31 July and 2 Aug Local Government Professionals Australia National Congress - Darwin

AUGUST

- 2 Manager of the Year nominations close
- 2 Young Manager of the Year nominations close
- 5 Board of Management nominations close

SEPTEMBER

- 10 - 12 LGMA Queensland Local Government Conference - Townsville
- 11 LGMA Queensland Annual General Meeting - Townsville

OCTOBER

- 23 Rural Management Challenge - SQ, Stanthorpe
- 30 Rural Management Challenge - NQ, Cairns
- 31 Regional Forum - NQ, Cairns

NOVEMBER

- 1 Tourism and Economic Development Forum - Cairns
- 1 Animal Management Forum - Cairns
- 7 - 8 Women in Local Government Conference - Brisbane
- 21 CEO Forum - Brisbane
- 22 Indigenous Local Government CEO Forum - Brisbane
- 22 Retired Members' Christmas Lunch - Brisbane
- 27 Rural Management Challenge - CQ, Yeppoon
- 28 Regional Forum - CQ, Rockhampton

MOVERS and SHAKERS

In this Movers and Shakers we note the following changes and appointments: Newly appointed since the last edition of the Journal are the following CEOs:

- Mark Crawley**
Carpentaria Shire Council
- Clare Keenan**
Burke Shire Council
- Des Howard**
Blackall-Tambo Regional Council
- Michael Chiodo**
Townsville City Council

Chris Blanch has retired after a long career but we know he will be keeping an eye on the happenings in local government.

We wish you well with your transition and hope to see you at our upcoming events.

Have you changed jobs recently? Let us know so we can share the news and keep our records up to date.

Contact LGMA Queensland at admin@lgmaql.org.au or telephone 07 3174 5006

VALE

LGMA sends condolences to long-term member, Dan Phillips on the sad loss of his wife, Kath, last month.

LGMA sends condolences to President, Susan Jarvis on the passing of her mother.

Our thoughts are with you both and your families at this time.



LGMA Queensland's mission is to lead, advocate for and support Queensland local government managers: providing relevant and quality professional development opportunities; and actively contributing to the advancement of local government in Queensland.

For more information about LGMA Queensland and *The Journal*, please contact us at admin@lgmaqlld.org.au.

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The Journal welcomes contributions from its readers. If you would like to contribute to an upcoming edition of *The Journal*, contact the Editor.

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