



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

JUNE 2021

Employers and
**COVID
Vaccinations**

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AWARDS FOR **excellence**

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THE KEY TO SAFETY SUCCESS

360° FEEDBACK
FOR DEEPER INTEL



From the PRESIDENT'S DESK

I REMEMBER WHEN I FIRST GOT ELEVATED INTO A MANAGEMENT ROLE AT A RELATIVELY YOUNG AGE. LIKE MANY OTHER YOUNG MANAGERS, I WAS APPOINTED TO A MANAGEMENT ROLE BECAUSE I WAS GOOD AT MY TECHNICAL FIELD BUT TO BE HONEST, DIDN'T REALLY HAVE MUCH OF AN IDEA ABOUT WHAT THIS MANAGEMENT CAPER WAS ALL ABOUT. SO, I TURNED TO MY DAD FOR ADVICE THE WEEKEND BEFORE I WAS ABOUT TO START MY FIRST SERIOUS MANAGEMENT ROLE.

My Dad left school at 14 and went to night school as an adult continuing to learn, taking on new roles and moving around Queensland to get promotions. He eventually ended up as quite a senior executive at one of the major banks so I thought he might be well qualified to give me advice on how to be a good manager.

"SON, MANAGEMENT IS EASY..... IF YOU HAVEN'T GOT ANY STAFF OR CUSTOMERS. THESE ARE THE PEOPLE ISSUES AND THEY WILL GIVE YOU THE GREATEST JOY AND THE BIGGEST HEARTACHE. IF YOU GET THESE ISSUES RIGHT, ALL OF THE OTHER MANAGEMENT STUFF LIKE SYSTEMS, PROCESSES AND STRUCTURES WILL LOOK AFTER THEMSELVES."

He took a sip of red wine, leaned back in his chair and said thoughtfully, "Son, management is easy..... if you haven't got any staff or customers. These are the people issues and they will give you the greatest joy and the biggest heartache. If you get these issues right, all of the other management stuff like systems, processes and structures will look after themselves." To this day, this remains the best management advice I have ever received despite paying for an expensive MBA!

That is why as local government managers, we need to spend so

The longer I have been in local government, the more I realise that we are in the business of relationships. The relationship between the Council and its community, the relationships between the Councillors, the relationship between the Mayor and CEO, the relationship between Councillors and senior staff, the relationship between staff etc. If you get these cultural issues right, the "mechanics" of council operations seem to fall into place.

much time on the people side of our business. Many of us can probably relate to my Dad's observation that this gives us the greatest joy and sometimes, the biggest heartaches.

The joy comes from seeing young staff being encouraged to learn and grow professionally. The joy comes from seeing someone that got an opportunity to step up at a council in an acting role and progress their career and go onto bigger roles serving a community at another council. There is joy in seeing the LGMA management challenge teams come together and grow professionally. There is joy in seeing your staff celebrate their achievements via a nomination (and hopefully a win) in the Local Government Awards for Excellence. And of course, there is the joy of seeing our staff perform so well under pressure whether during natural disasters or during the recent one in a hundred year pandemic.

Yes, sometimes managing people can be frustrating but good management practices can reduce this risk as well. That is why so much of LGMA's focus is on developing our people. I call this the "dynamics" side of our management role as opposed to the "mechanics" part of the role.

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relationship between Councillors and senior staff, the relationship between staff etc. If you get these cultural issues right, the "mechanics" of council operations seem to fall into place.

Of course, that is easier said than done. It takes time and effort. It takes an investment in resources. It takes a personal commitment. It sometimes has set backs when the difficult side of the people equation emerges but when it does, I remember my Dad's advice that people give both the greatest joy and the biggest heartaches. You can't have one without the other.

Just recently, I was reminiscing with my Dad about the advice that he gave me. He only vaguely remembered that conversation from 25 years ago but to me it was a vivid memory. He chuckled when I relayed, almost verbatim, his advice. He took a sip of red wine, leaned back in his chair and said, "Son, that may be the only time you listened to my advice". I am glad I did!



A word from THE MINISTER

OUR COUNCILS HAVE PLAYED A VITAL ROLE IN ENSURING THE ONGOING HEALTH AND SAFETY OF QUEENSLANDERS IN RELATION TO COVID-19, AS WELL AS PARTNERING WITH THE STATE FOR A STRONG ECONOMIC RECOVERY AND JOB CREATION.

Working together, our two levels of government are having a positive impact on Queensland's communities.

I was proud to recently announce the projects to be funded under the latest round of the Works for Queensland programme.

WORKING TOGETHER, OUR TWO LEVELS OF GOVERNMENT ARE HAVING A POSITIVE IMPACT ON QUEENSLAND'S COMMUNITIES.

So far, \$800 million has been allocated to regional councils through this signature programme, with a further \$200 million earmarked from 2024.

This funding has helped local governments deliver much needed infrastructure, which is improving liveability and creating jobs

where they are needed most.

With the recent announcements, this programme is now responsible for funding around 2,200 projects throughout regional Queensland.

Already, more than 21,600 jobs have been created or supported through Works for Queensland and councils expect a further 3,600 jobs to be created or supported from these latest projects.

It is a fantastic programme that not only helps our councils deliver works that might otherwise have been too difficult, it also directly touches local families through new parks and playgrounds, roadworks and water infrastructure.

I'm looking forward to travelling around the state and seeing these latest projects come to fruition over the next three years, as well as those funded through the \$100 million South East Queensland Community Stimulus Program.

The Government understands the difficulties councils face in the current economic climate.

The Department will continue with training programmes aimed at improving financial management as well as continuing with funding programmes such as Works for Queensland.

Recently, I met with the Commonwealth Minister for Local Government and we discussed, among other things, councils' financial sustainability and capability.

The Queensland Government is in your corner and you can be sure that we will continue to advocate with the Commonwealth for a better

deal for all Queensland councils.

I would also like to take this opportunity to congratulate all of the winners from the recent LGMA Awards for Excellence.

It's worthy recognition of a lot of hard work and initiative.

Finally, I want to acknowledge the career of Gary Stevenson.

Gary has finished his role as CEO of Isaac Regional Council, ending many years within the Local Government sector in three states.

Thank you for your service Gary and enjoy the next chapter in your life, (which we are sure will continue to feature local government).

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The Queensland Government is in your corner and you can be sure that we will continue to advocate with the Commonwealth for a better deal for all Queensland councils.



CEO SNAPSHOT

WHEREVER YOU ARE IN LOCAL GOVERNMENT, MARCH, APRIL AND MAY ARE FRENETIC MONTHS. AT LGMA, THESE MONTHS ARE FULL DUE TO EXCHANGES, THE IGNITE PROGRAMME, THE PROPELLER PROGRAMME, THE AUSTRALASIAN MANAGEMENT CHALLENGE, AWARDS FOR EXCELLENCE, YOUNG MANAGER OF THE YEAR, A WOMEN IN LOCAL GOVERNMENT CONFERENCE (THIS YEAR – OTHER YEARS IT MIGHT BE THE INSPIRE CONFERENCE), CEO FORUMS AS WELL AS SOME WEBINARS, IN-HOUSE TRAINING AND FAR TOO MANY PUBLIC HOLIDAYS!

Pleasingly, in 2021, we are grateful that at least some of these were able to be delivered face-to-face with others coming off-line more gradually.

IF YOU HAVE NOT HAD A LOOK, PLEASE FLICK THROUGH THE AWARDS NOMINATION PUBLICATION. I AM SURE THERE WILL BE A PROJECT IN THERE THAT HAS APPLICATION FOR YOUR COUNCIL – PERHAPS SOMETHING THAT YOU HAVE BEEN THINKING ABOUT BUT HAVE NOT HAD A CHANCE TO START OR PERHAPS SOMETHING THAT WAS NOT IN YOUR LINE OF SIGHT BUT MAY BE OF BENEFIT.

Reflecting on the past months (as regular readers know that sitting down to write this article always prompts me to do) what stands out is the diversity of effort across Queensland local government. Nothing highlights this more than the Awards for Excellence. COVID-19 certainly inspired a range of change across organisations and these projects were evident across all nomination categories. Even after the year we have

had, there is still a wide scope of activity happening across our communities.

These range from infrastructure initiatives, above and below the ground, to productivity initiatives involving systems or people behaviours, to ways of creating connection across communities via foods, arts, services, to means of keeping people safer, both internal staff and residents, to funding mechanisms keeping small businesses going.

If you have not had a look, please flick through the Awards nomination publication. I am sure there will be a project in there that has application for your council – perhaps something that you have been thinking about but have not had a chance to start or perhaps something that was not in your line of sight but may be of benefit. I am confident that all of the nominating councils would be pleased to offer more information if their project is of interest to you.

Really, that is part of the core purpose of the Awards; to provide a tool to assist in the transfer of information and expertise between councils. The other core purpose is to celebrate success and in 2021 there was plenty of success to recognise. Some great projects missed out on recognition but we hope that the teams responsible for those projects were able to enjoy their achievements nonetheless.

In other news, as you will see from this edition of *the journal*, and no doubt eNews and the website, the Local Government Conference is going live again this year! We hope to have a great turnout and I understand the Beach versus Bush sledging (good natured, of course) is already underway.

Also featured are some programme wraps and announcements of the Young Manager of the Year and Management Challenge winners. Perhaps some of these will inspire you to do something new or different in the coming year.

Enjoy this edition and until next time, take care.

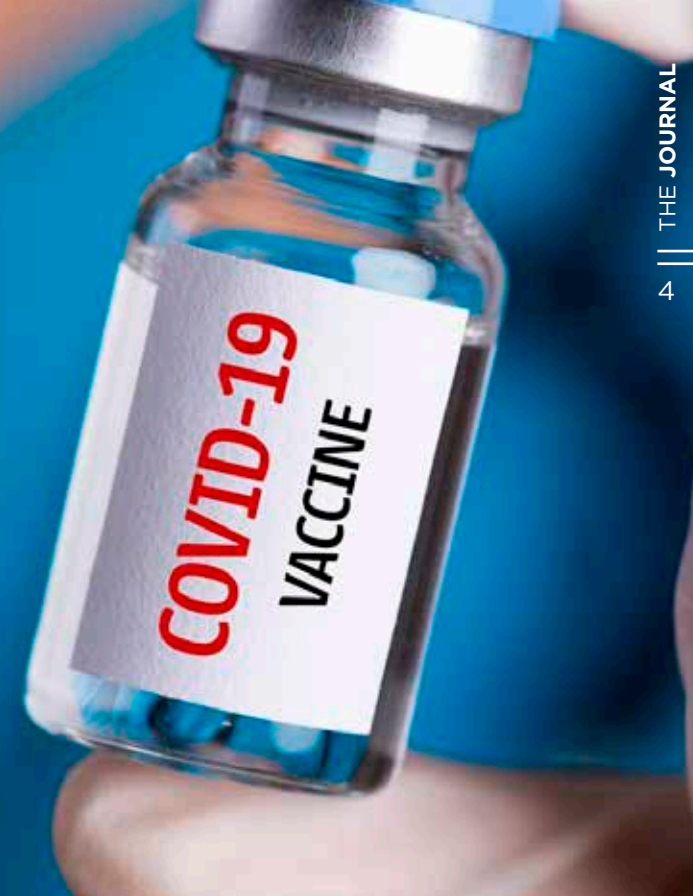
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CHIEF
EXECUTIVE
OFFICER

Peta Irvine
MLGMA



Employers and COVID Vaccinations



OVER THE COMING MONTHS, THE COVID-19 VACCINATION IS EXPECTED TO BECOME AVAILABLE TO THE GENERAL PUBLIC IN AUSTRALIA. ITS AVAILABILITY HAS SPARKED CONCERNS AMONGST SOME THAT EMPLOYERS MAY MAKE IT A REQUIREMENT OF WORKERS TO BE VACCINATED IN ORDER FOR THEM TO KEEP THEIR JOBS OR GAIN FUTURE EMPLOYMENT.

Safe Work Australia, the national Work Health and Safety statutory body, have recently stated that at this stage it is **unlikely** that any requirement imposed on workers, by an employer, to be vaccinated would be considered reasonably practicable. This is in part due to that fact that, at present public health experts have not yet recommended that a COVID-19 vaccine be made mandatory. Further, a vaccine may not be available in large quantities for some time and not all workers will be medically fit to receive the vaccine.

In the absence of a government mandated vaccination, councils still need to manage the risk presented by COVID-19. Safe Work Australia has also reminded employers of their obligations under Workplace Health and Safety laws to eliminate or, at least, to the best of their ability minimise, the risk of exposure to COVID-19 in the workplace. Officers also have an obligation and duty of care to take steps to ensure that they are not threatening the health and safety of persons that they work with.

Managing this risk involves councils undertaking risk assessments. A risk assessment will help determine how severe the risk is, whether existing control measures are effective, actions that can be taken to control the risk and how urgently the action needs to be implemented. Councils also need to be mindful of their obligation to consult with their workers at each step of the risk management process.

The recent movement in this space has prompted councils to implement or review their occupational immunisation programme. This type of programme is recommended for employers who have identified, through a risk assessment process, that their workers may be at risk of acquiring a vaccine preventable disease, such as COVID-19. A key part of an occupational immunisation programme involves implementing a policy which may include the following:

1. **The specific vaccination requirements for workers;**
2. **Information about the diseases and availability of a vaccination;**
3. **How workers who refuse vaccinations or cannot be vaccinated for medical reasons will be managed;**
4. **How workers will be protected in the period between vaccination and onset of immunity or in the event of vaccine failure;**
5. **How the risk to other workers, volunteers, or any other contacts will be managed.**

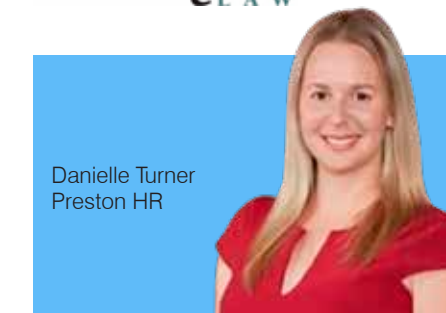
Whilst the COVID-19 vaccine has not yet been made mandatory, councils can take steps to encourage non-immune workers to receive the vaccine when it becomes available.

In the meantime, employers should continue to apply all reasonable control measures, including; physical distancing, good hygiene (e.g. regularly washing hands) and regular cleaning.

If employers have not already, they should start to consider whether any of your workers may be exposed to the risk of infection as part of their work.

If the federal government does not impose mandatory vaccinations, it is unlikely, at this stage, that it will be lawful for businesses to enforce the vaccine for their entire workforce. Therefore, any council that is contemplating making it mandatory for workers to be vaccinated should obtain legal advice prior to informing workers of the proposed requirement.

Preston
LAW



Danielle Turner
Preston HR

2021

AWARDS FOR excellence

FOLLOWING A LATE FLURRY OF ACTIVITY (FOR LGMA, FOR COUNCILS AND FOR SCOTT AT WORLDWIDE PRINTING ON GEORGE STREET), NOMINATIONS FOR THE 2021 AWARDS FOR EXCELLENCE CLOSED ON 21 APRIL.

Nomination numbers did not reach the dizzying heights of the COVID year (where extended time frames and changes in work meant councils had greater capacity to nominate) but they did exceed numbers in all years prior. Interestingly, smaller councils were underrepresented in the nominations in 2021 (despite lots of past success). But, with various COVID-related grants initiatives now in the final stages of completion, we expect a plethora of nominations from western Queensland in 2022.

As always, the nominations were diverse in nature, size, scope and impact. Some benefited community directly, others had more organisational impact, some offered long-term environmental benefits and many considered wellbeing as a focus. While some projects nominated were the result of years of effort, others were rapid responses to emerging issues.

The diversity makes it challenging for judges and in 2021, a new approach was taken; building a panel of judges who have expertise across many sectors and who are all committed to Queensland communities and their wellbeing.

LGMA was delighted to welcome to the panel:

With local government experience:

- **Leanne Mash**, experienced local government CEO across 2 states and New Zealand
- **Warren Collins**, long term past CEO, past Grants Commission Member
- **Peter Byrne**, long term past CEO and self-confessed local government tragic

With broad government along with leadership development experience:

- **Suzi Woodrow-Read**, Executive Director Leadership and Capability at the Public Service Commission (and past facilitator of the Propeller Programme introductory forums)

With key interests in, and exposure to, Queensland communities of all sizes and across the state:

- **Heidi Suominen**, Chief People Officer at RACQ Group
- **Belinda Drew**, Chief Executive Officer, Community Services Industry Alliance

Offering expertise in innovation and technology:

- **Dr Luke Houghton**, senior lecturer in Business Strategy and Innovation at Griffith University

And last but not least, with his eye towards governance and integrity;

- **John Boyd**, an integrity consultant who has done stints on both the Councillor Conduct Tribunal (and its predecessor) and the LG Remuneration and Discipline Tribunal.

The judges had a difficult job comparing the nominations across categories, many of which were highly contested. But, after extensive discussion, they identified finalists and winners, all of which were announced at the Awards Gala by emcee, Kay McGrath.

AWARD WINNERS for 2021 included:

TEAMWORK

Ipswich City Council

Food Truck Friendly Council

– proudly supported by King and Company Solicitors.



It has been a difficult year for food truck operators with COVID-19 causing the cancellation of events throughout most of 2020.

The council's economic and industry development committee endorsed a motion last month to become a 'food truck friendly' council and work towards streamlining processes to make it easier for those businesses to operate locally.

A report presented to the council stated interest in food trucks in Ipswich is growing.

Between January to September this year, the council received a total of 158 food business establishment inquiries compared to 127 in the whole of last year.

There are currently 60 food truck operators in Ipswich, up from 53 in 2017.

The administration of a food licence for food trucks is the responsibility of local governments and once licensed, they can operate across Queensland.

"Many councils across Australia have chosen to streamline licencing and permits to support mobile food truck businesses in their regions," the report notes.

"Council's current processes are seen as an inhibitor to fostering more of these businesses starting and operating in the region."

COMMUNITY SHAPING

Western Downs Regional Council

Shaping Stronger, More Resilient and Productive Communities

– proudly supported by Preston Law.

WORKPLACE WELLBEING

Cook Shire Council

Health and Safety Leadership and Culture Initiative

– proudly supported by Preston Law.



HOUSEKEEPING AT THE DEPOT

Last Thursday's Depot Housekeeping day was very productive with the dedicated team completing more than half of the works planned. To keep the momentum up and ensure WHS compliance requirements, another Housekeeping day will be planned and coordinated by the area Managers within the month.



DRFA CREW RISE TO WINDY CHALLENGE

DRFA assessor Greg Payne was urgently called to assist in remedial safety support to the temporary traffic management at the Depot. This is just one example of how the windy Cooktown days poses many a challenge to outdoor work crews.



Wild Dog Captured on Camera

COLLABORATION

Logan City Council

Safety Camera and District Tasking Partnership

– proudly supported by the Department of State Development, Infrastructure, Local Government and Planning.



DOING MORE WITH LESS

Burdekin Shire Council

Virtual Festival

– proudly supported by the Department of State Development, Infrastructure, Local Government and Planning.



INNOVATION

Ipswich City Council

Karalee Library Pod

– proudly supported by King and Company Solicitors.



SUSTAINABILITY

Bulloo Shire Council

Water Cooling Project

– proudly supported by Yurika.



ABOVE AND BEYOND

Garry Mason

Douglas Shire Council

– proudly supported by LGIAsuper.



AWARD FINALISTS FOR 2021 INCLUDED:

TEAMWORK

Scenic Rim Regional Council – Planning Scheme Consultation and Stakeholder Engagement

South Burnett Regional Council – Drone Operations

Sunshine Coast Council – Stay Connect Create

COMMUNITY SHAPING

Ipswich City Council – Open Ipswich – Transparency and Integrity Hub

Isaac Regional Council – Regional Planning Scheme and Coastal Planning Provisions

Scenic Rim Regional Council – Be Healthy and Active

Western Downs Regional Council – Groovin' in the Garden

COLLABORATION

City of Gold Coast – Griffith Centre for Coastal Management Research Collaboration

City of Gold Coast – Queensland Border Closure

Mackay Regional Council – Water Industry Worker Program

Redland City Council – Hear Here Council eLearning Training Package

INNOVATION

Cairns Regional Council – Smart Catchments Saltwater Creek

Cassowary Coast Regional Council – Water Quality Management Program

Ipswich City Council – Ipswich Trekker 2.0

Moreton Bay Regional Council – The Automated and Integrated Defect Hunter

SUSTAINABILITY

Logan City Council – Cedar Grove Environmental Centre

Rockhampton Regional Council – Sustainable Futures Rockhampton

Western Downs Regional Council – COVID-19 Recovery Package

Please visit the Awards page of the website to see the finalists in each category and also access the Awards Magazine which outlines the details of all award nominations for 2021.

Councils hosted events in-house and many went all out to create themed events. Walking the virtual red carpet (we like to think it was green, this year) to visit each event was a great way to see the excitement across nominated projects.

Memorable themes were Western Downs Regional Council (although a few too many bare-legged gents in Hawaiian shirts), Cook Shire Council pulling off hi-vis indoors, Central Highlands Regional Council with the elegant black, gold and teal, Whitsundays with a tropical vibe, Bulloo was out in force and Brisbane had black and gold. We missed the Redlands cross but Facebook posts showed full reconciliation theme – fitting given the timing of the event. Winning the theming competition was Douglas Shire with the tropical theme. They were the stand-out for having considered camera angles and how best to frame their image – very clever!

It was clear that for many councils, the Gala was an opportunity to bring together staff from across council and celebrate the achievements over what has been a very challenging 12 months. Thank you to participating councils for making the Gala such a success.

Thanks again to the judges.

Thanks to sponsors.

Most of all, thanks to everyone in Queensland local government who continues to push to do more and better for your communities.

2021
AWARDS FOR **excellence**



WITH ALL THE VARIED INTERESTS WE HAVE IN OUR LIVES, THE DEMANDS ON OUR TIME AND THE DAILY JUGGLING THAT WE DO, FOR MANY WOMEN, THE KEY TO CAREER SUCCESS IS THE ABILITY TO BRING THE VARIOUS THREADS TOGETHER AND WEAVE THEM INTO A SHAPE THAT WORKS FOR US.

In late March 2021, LGMA brought together women from all over the state, along with a smattering of our Northern Territory neighbours, to the 2021 *Weaving Threads, Women in Local Government Conference* to consider just how the modern working woman responds to these challenges.

The conference examined how individual women gather the different threads of their lives together to support and build a successful career and create supporting networks in this new pandemic world.

Taking advantage of the online format, LGMA was able to bring together presenters from a range of different sectors who offered their thoughts on how to build the career you want. Experiences were shared; including the mistakes, lessons and successes along the way. Each session offered several, practical points for implementation back into an individual's own work and life.

In addition to the three, half-day conference format, LGMA delivered a Women in Local Government Network

portal for the scholarship recipients from the LG Women COVID Support project.

"The Women in LG Network was a portal for the Women in LG scholarship recipients to share information, discuss successes and challenges and access tools and tips prior to the conference," said Peta Irvine, LGMA CEO.

THE CONFERENCE EXAMINED HOW INDIVIDUAL WOMEN GATHER THE DIFFERENT THREADS OF THEIR LIVES TOGETHER TO SUPPORT AND BUILD A SUCCESSFUL CAREER AND CREATE SUPPORTING NETWORKS IN THIS NEW PANDEMIC WORLD.

Feedback on the network portal was positive, with one participant saying ... *"I am so excited to be part of this group. It is such an opportunity to share my challenges and learn from everyone. I moved to Council a year ago and I believe that this forum and the conference may provide tips to successfully handle and/or overcome the challenges and be better equipped."*

The lively discussions over the weeks before conference included topics such as ...

- Is COVID-19 a gender bias pandemic?
- Effective change in smaller councils
- Women in Engineering Attrition and Becoming a Working Mum
- International Women's Day

Experiences shared highlighted commonalities and differences across the local government sector. These themes were then supplemented with additional material from the conference itself.

One participant said *"I thoroughly enjoyed attending the Women in Local Government Conference and found it helpful to connect with other women in the sector as we soon realised we are all facing similar challenges in trying to juggle work and personal commitments. I really took away the message to build your networks, both in your private life and professionally as we can't do it all, and that it's okay to say no."*

The conference really helped me to reflect on myself and really consider where I want to be, and more importantly, who is going to support me in getting there. I also learnt about celebrating my successes and empowering others to be the best versions of themselves. One of the key messages I took away from the conference is to become comfortable with being uncomfortable as it shows that we are growing, by pushing us out of

our comfort zone to tackle things that are unfamiliar to us."

After discussions on leadership one participant commented *"I have learned a lot. I learned how to become a good leader ... important values a leader should have, kindness, respect, trust to each other."*

One of the speakers said about being a good leader which I kept in my mind – "Part of being good at leadership is understanding what's going on with the people you lead" – Yvette Adams.

That is what I am doing right now at work. I've learned how to organise my time from the tips the presenter provided, maintaining a work-life balance which gives me sanity. I feel much more relaxed now than before. But still can do my job well. I am confident now in speaking what is in my heart and sharing with others what I believe that can improve our team. I have the guts to speak to my Manager about suggestions, opinions to help our team to deliver projects. Goal setting is one of the choices I made after the training. I am learning now to step out of my comfort zone."

The scholarship allowed a variety of women, from very different professional and educational backgrounds, to participate in the conference for the first time.

"Through COVID-19, the whole world has faced enormous uncertainty in what's to come, but the conference helped me focus on where I want to be and how I am going to get there; building my resilience in facing the unknown. Using the online platform for the conference was a totally new experience for me ... it was great to embrace the new way of communicating. Since the conference, my team at Council are now using Teams for our everyday work lives – which we hope to lead the organisation into a different way of operating," said one participant when asked how the scholarship had made a difference in her work life.

Post conference feedback supported the positivity felt over the three days. 50% of conference delegates rated the overall programme as excellent, with the balance rating it as great. 100% of delegates would attend another LGMA Women in Local Government conference.

Of course, these professional development opportunities are only possible due to the generous and ongoing support of LGMA partners. The 2021 *Women in Local Government Conference* was possible due to the generous support of:

KING & COMPANY
— SOLICITORS —

LGIAsuper
Let's Grow


Queensland Government

AUSTRALASIAN Management Challenge

2021 WINNERS - BRISBANE CITY COUNCIL



LEADERSHIP POST-PANDEMIC

THE 2021 MANAGEMENT CHALLENGE TEAMS ACROSS AUSTRALIA WERE TASKED WITH CONSIDERING LEADERSHIP IN THE NEW WORLD; ONE WHERE LEADERS ARE HAVING TO ADAPT TO EVER GREATER RATES OF CHANGE. FOR CHALLENGE TEAMS, THE PRE-CHALLENGE TASK THEY UNDERTOOK WAS TO PREPARE A REPORT WHICH CONSIDERED HOW TOMORROW'S LEADERS SHOULD BE EQUIPPED TO COPE AND LEAD SUCH RAPID AND SIGNIFICANT CHANGE.

Teams undertook a range of analysis tasks including consultation across their organisations.

A snapshot of the three highest scoring team reports is presented below.

**Please note, these were prepared for education purposes only
and do not represent the views of the councils.**

BRISBANE CITY COUNCIL – TEAM MELIORA

Team Meliora's report provided an analysis of the key challenges facing the organisation over the next five years and analysed them in order to propose a leadership development plan to address these challenges.

The report found that the three key challenges facing the organisation are:

1. Being a responsive business during times of disruption
2. Capacity to deliver with growing expectations
3. Being a competitive employer of choice.

Following consultation and analysis, Meliora identified the priority leadership skills as strategic workforce planning, change management and financial management. The subsequent leadership development plan focussed on delivering the identified skills as well as strengthening leadership skills already

established in the organisation. It sought to support all levels of leadership (current and future leaders) and support the organisation's established training and development models.

Of interest, within the three challenge areas, seven critical leadership skills were identified and this list is of value to any leadership team operating in the current climate. These are:

1. Agility – developing a growth mindset to increase resilience and improve ability to recognise and respond efficiently to change and disruption
2. Tech-Savvy – ability to embrace technology to innovate and make data driven decisions
3. Financial management – solid understanding of budgeting and forecasting costs to future proof service delivery demands
4. Emotional Intelligence – develop self-

awareness, care and understanding of the needs of our people to motivate and inspire performance

5. Strategic Communication – ability to share our organisation's vision and values with potential and existing staff, and align community expectations with capability
6. Strategic Workforce Planning – understanding and embracing the value of diversity in our workforce and developing strategies to tailor our workforce to better understand and manage the diverse expectations and needs of our community
7. Change Management – development of strategic forward-thinking decision makers, confident to make difficult decisions as needed to improve efficiency and embrace change.

WESTERN DOWNS REGIONAL COUNCIL - WESTERN AVENGERS

The Western Downs Avengers' highly ranked report identified the coming challenges as:

1. A loss of revenue due to the downturn of the gas industry

2. Talent attraction and retention
3. Climate change – focus on ongoing sustainability and water security

The report presented a table of focus skills development areas as listed below.

Again, a useful piece of work for any organisation looking to improve leadership across its teams.

Industry / Revenue Decline	Talent Attraction & Retention	Climate Change
Strategic thinking - mentoring (Internal and External), training, conferences	Emotional Intelligence - experience, training	Climate change skills - training
Adaptability - mentoring, seminars	People Leadership - experience, mentoring, training (including remote work mgt)	Influence - mentoring
Innovation - training, sister cities partnership, workshops, conferences, seminars	Business Acumen - sister city partnership, peer networks	Innovation - training, sister cities partnership workshops, conferences, seminars
Digital Skills - training	Culture Framework - workshops	Systems Thinking & Ideation - training, guest speakers, workshops
Business Acumen - involvement cross departmental initiatives / projects	Business Acumen / promotion - involvement in cross departmental initiatives / projects, training	Adaptability - mentoring, seminars
Business Acumen - external experience, conferences	Influence - mentoring	Strategic Thinking - mentoring (Internal and External), training, conferences
Futures Thinking - workshops, guest speakers	Succession Planning - Individual development plans	Change Management - training, peer networks
Transformation - workshops, mentoring		Futures Thinking - workshops, guest speakers
Change Management - training		
Political Astuteness - mentoring, shadowing, attendance at meetings		

All above - Tailored Leadership Program

BRISBANE CITY COUNCIL - GOLDEN GEESE IX

Golden Geese IX identified increased community expectations as one of the critical challenges for council services post-pandemic. From their assessment, community expectations are that Council continues to provide new infrastructure, facilities and services whilst also increasing the levels of service to existing facilities and programmes. With revenue only increasing at the rate of inflation, Council is likely to face sustainability challenges over the long-term if it is unable to find efficiencies while continuing to cater to the community's needs.

Their report recommended harnessing innovation through leadership qualities of vision and design thinking which would allow leaders to strategically increase organisational output while maintaining existing revenue levels.

Golden Geese IX also considered the impact from workforce changes and found that the post-pandemic organisational landscape has seen employees and organisations moving to a hybrid work environment. Initial findings are that the hybrid office/homework location has improved work-life balance and increased productivity. Given the expanded geographical opportunity afforded through work-from-home arrangements, it can be expected that highly skilled talent who had previously not considered employment at Council now will, gradually leading to an overall increase in quality of the employee talent pool.

To fully realise the benefits of these new working arrangements, Golden Geese IX recommended that leaders focus on effective management processes which ensure business outputs are optimised while maintaining connection and culture within the team. These factors must be carefully considered as, in contrast to the opportunities afforded by new working arrangements, poor management

can lead to decreased output and organisational culture.

The skills required to manage in this environment are represented in the illustration below.

Well done to all teams and thanks to Meliora, Western Avengers and Golden Geese IX for their insights.



2021 MANAGEMENT CHALLENGE RESULTS ANNOUNCED

At the Awards for Excellence Gala, the winners and place getters from the 2021 Management Challenge were announced.

Congratulations to all teams for a stellar effort in the virtual environment.

Winner: Meliora – Brisbane City Council

Second place: Golden Geese IX – Brisbane City Council

Third place: eMBaRCers – Moreton Bay Regional Council



2021 YOUNG MANAGER OF THE YEAR – *Rebekah Brosnan*

THE 2021, THE YOUNG MANAGER OF THE YEAR IS REBECAH BROSINAN FROM CENTRAL HIGHLANDS REGIONAL COUNCIL.

The announcement was made at the Awards for Excellence where a very surprised Rebekah was watching on from Council, unaware of her nomination.

Rebekah has been with Council since 2012 and, during that time, has certainly made her mark. Currently the Manager, Customer Service, Rebekah has spearheaded a significant change agenda across both her team and the wider Council.

Working in a council that is the size of Tasmania, leading a team that has 7 offices servicing 13 localities, Rebekah has been responsible for the development of a highly effective customer service strategy and action plan as well as a whole-of-council technology transition (which all of you who have undertaken know is no mean feat).

Her commitment to, and focus on, continuous improvement has led to improved delivery across her team (exceeding service targets set in the corporate plan), innovation in process

and high customer satisfaction. This has been delivered through her consistent engagement with teams across Council, ensuring that changes are aligned and do not have unintended consequences for other areas. Rebekah has also contributed to the professional development not only of her own team but improvement via the development of training aids targeting staff across all parts of this wide-spread region.

During COVID, she was instrumental in the application of simple, but compelling, communication through the use of graphics and animation that went to depots and administration centres when social distancing was in place.

Respected by ELT and councillors alike, partly due to her ability to meet targets, a high standard of work, good consultation, credibility and a willingness to ask (and answer) tough questions and offer respectful opinion, Rebekah has made a big difference to Council.

In nominating her, Central Highlands Regional Council CEO, Scott Mason, said that Rebekah puts the customer at the centre of everything she does. Whether working with community, internal staff or elected members, a service philosophy is

evident. Scott said what stood out above all else was Attitude. “Nothing is too much trouble and vitality is breathed into everything that Rebekah does - and this has extended to her team who each take the same approach to problem solving”.

An advocate for necessary change, Rebekah has been an influential advocate for reform – leading by example and understanding needs of those around for clear vision, goals and explanations of both purpose and individual impact. Leading the Customer Service Team, she has brought a focus on single-point resolution that has eased the load on other parts of Council while improving service delivery for customers.

As the 2021 Young Manager of the Year, Rebekah receives well-deserved recognition, her name alongside other talented local government officers on the perpetual trophy and \$1,500 towards professional development.

Congratulations, Rebekah!

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LEADERSHIP

THE KEY TO SAFETY SUCCESS



Think ISAAC initiative

ISAAC REGIONAL COUNCIL (IRC) IS A PRIME EXAMPLE OF HOW A LOCAL GOVERNMENT CAN BUILD A SAFETY CULTURE THAT ACHIEVES SUCCESS.

Like many councils, earlier this year Isaac underwent its latest Local Government Workcare (LGW) Work Health and Safety (WHS) System Audit. This was a mid-term assessment involving five other councils. Isaac achieved a result of 86% contributing to the overall aggregate score for the LGW scheme.

This score, while a great achievement, is even more impressive when considering the history of Isaac's audit scores. In 2011 Council scored 40%, a result identifying a raft of opportunities for

improvement. Five years later, in 2016 the outcome improved with a score of 60%, but the result was still not considered a pass.

In 2017, Council launched a Safety Re-set at its All Staff Gathering in Nebo and, following the implementation of significant changes, launched as part of the Safety Re-Set and incorporating a restructured Organisational Safety team, Isaac's audit score increased to 74%, four percent above a pass.

And now, in 2021, Isaac has been able to achieve 86% with acknowledgment by the auditor that the organisation was now "among the top performing councils".

So how does a council more than double its audit score in a decade? According to Organisational Safety Manager, Alexis Coutts, Isaac's success can be tracked by the journey the Council has followed including taking a bottom-up approach to building a corporate safety system and a top-down approach to supporting a culture of reporting. This includes support and commitment from the elected Council and the Executive Leadership Team (ELT) in putting safety as the foremost priority.

"The key changes that have led to the success of Isaac's safety culture is the commitment by ELT and the oversight by the elected representatives and

"Think ISAAC is our personal acronym for assisting our risk management processes, the methodology aligned to the ISO 3100:2018 Risk Management Standard. Whether you work in an office or outdoors, whether you're a manager or a trainee and whether you have been here five days or five years, Think ISAAC is a reminder to us all that we have a responsibility to ourselves and our workmates safety,"

decade between 2011 and 2021 were strongly reliant on the development of the Organisational Safety team.

In 2015 the Council appointed its first Organisational Safety Manager. This was the start of the organisation's journey of improvement and, under the leadership of the new manager, Council renewed its focus on understanding risk management and developed Think ISAAC.

"Think ISAAC is our personal acronym for assisting our risk management processes, the methodology aligned to the ISO 3100:2018 Risk Management Standard. Whether you work in an office or outdoors, whether you're a manager or a trainee and whether you have been here five days or five years, Think ISAAC is a reminder to us all that we have a responsibility to ourselves and our workmates safety," said Alexis.

Isaac asks its staff to:

- I – Identify the task
- S – Scope for hazards
- A – Assess the risk
- A – Address the hazards
- C – Caution at all times

The next big change was the organisation's decision to support an Integrated Management System (IMS) across its Water and Wastewater Directorate in 2017. Again, this placed a renewed focus on safety and specifically systems management aligning the organisation's priorities to the Australian Standard for Safety and the ISO Standards for Environment and Quality Management Systems.

In 2018, the development of a corporate management system aligned to the safety, quality and environmental standards commenced. There was transition from safety procedures to corporate procedures.

Over the next two years, Council implemented a raft of improvements including the Hazard Hunter programme which encouraged the identification of hazards within the workplace, the roll

out of a new online incident and non-conformance management system called SMART and the introduction of Safety Leadership Training for supervisors and managers.

These initiatives supported the success of the IMS Certification of the Water and Wastewater Directorate in 2019. In 2020, the IMS Certification was expanded to include Waste Services, another feather in the cap for Isaac.

Other improvements include the implementation of an internal audit plan across all Isaac sites to support compliance with legislative and IRC procedural processes, as well as embed awareness of a safety culture within the organisation and the focused work of the Safety Advisors to support the organisational safety objectives.

A review of the WHS committee structure, having three operation committees and a strategic committee, has also proved successful and now ensures the Executive Leadership Team has strategic oversight of operational issues.

Elevating safety within the organisation has been a critical element to achieving success and the recent audit result reinforces the success Isaac was witnessing and acknowledging internally.

Isaac's fearless approach to change and journey of continual improvement has resulted in a new safety culture across the organisation that is delivering successful and meaningful safety outcomes.

- Isaac asks its staff to:
- I – Identify the task
 - S – Scope for hazards
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Executive Management Programme



LGMA IS PLEASED TO OFFER ANOTHER OPPORTUNITY TO PARTICIPATE IN THE LEADING LOCAL GOVERNMENT – EXECUTIVE MANAGEMENT IN QUEENSLAND LOCAL GOVERNMENT PROGRAMME (EMP).

This professional development opportunity is delivered online via Teams over a three-month period, commencing 23 July 2021 and concluding on 1 October 2021. The six modules will be delivered fortnightly allowing participants time to read each module and prepare for the discussions.

The EMP provides local government professionals with a comprehensive

understanding of the role of the Chief Executive Officer in Queensland local government. The programme has been written by experienced CEOs and senior managers from Queensland local government and goes beyond the legislation to explore the real challenges and experiences faced in a CEO role.

Through an interactive forum, participants gain an improved awareness of the role and responsibilities of Chief Executive Officers in local government; the challenges, the benefits, the satisfactions and the frustrations. As a unique point of difference each module is delivered by a sector professional, usually a current LG CEO or similar.

Over the six modules programme participants are exposed to a wide range of leadership and management style. This first-hand account of life in the top job is an invaluable experience as it allows participants to dig deep, ask questions of self and to seek feedback on current specific workplace issues.

To ensure an intimate, inclusive learning environment the programme is limited to 24 places. This means participants have maximum interaction with facilitators and practitioners.

Registrations for the 2021 Executive Management Programme are open now. Go to lgmaql.org.au/emp to apply.

Last delivered in 2020, feedback from participants was excellent, including...

“

“The EMP ... helped me lock-in my understanding of existing knowledge and expanded the same”

”

“...a very worthwhile programme. There was a good balance of learning for me – both executive leadership and soft skills with some practical management/operational examples. At the start I felt terrified of ever being a CEO, who would do that job seriously!!?? By the end, I felt much more positive.... passion, style and confidence will get you there in the end, ... along with surrounding yourself with good people, and a sense of humour...”

”

“There are many elements I will take with me and will reflect on in the future of my career at Council. I feel very lucky to have had the opportunity to take the course.”

”

“The course was great thanks and certainly delivered what I needed.”

LGMA Board Update

DUE TO A CASUAL VACANCY, LGMA CALLED FOR NOMINATIONS TO AN AT-LARGE POSITION ON THE BOARD IN FEBRUARY 2021.

The Board is made up of three, At-Large directors who are elected by the whole membership, one Director from each of the four branches (NQ, SQ, SEQ and CQ) who are elected by members who work/reside in that branch and the President who is elected directly by all members.

There was strong interest in the role and, following a ballot process, Andrew Chesterman MLGMA, CEO of Redland City Council was elected in April 2021.

Andrew joined the Maidstone Borough Council (UK) in 1994 and his love for local government was born. He later went to the City of Darebin (Victoria) and, since then, has held executive positions as Divisional Manager, City Planning and Sustainability at Brisbane City Council, Commission Chief Executive of the Queensland Public Service

Commission and Director-General (DG) of the Queensland Department of Environment and Heritage Protection.

He has been CEO of the Redland City Council for the past 5 years. Redland is a council of over 1000 employees providing services to residents living on the mainland and six islands and includes a highly urbanised city as well as remote locations with limited infrastructure, transport options or digital connectivity.

In addition to his professional experience, Andrew brings to the board a passion to see the growth of individuals in the sector and he has a continuing history of coaching and mentoring public sector employees to see them grow and develop so that they too can leave lasting legacies as a result of their careers.

Outside work you will find Andrew actively involved with his son and daughter in the MRP (Modified Rugby Program) – designed for children with a range of disabilities or on the road camping across Queensland in the family Jayco as an avid car enthusiast.

THERE WAS STRONG INTEREST IN THE ROLE AND, FOLLOWING A BALLOT PROCESS, ANDREW CHESTERMAN MLGMA, CEO OF REDLAND CITY COUNCIL WAS ELECTED IN APRIL 2021.

Members interested in nominating for the Board of LGMA should be aware that the next call for nominations will be in late June 2021.





Talking ‘Bout my Generation

TODAY, 7.15AM MY SON’S BEDROOM

“Oh mum, you’re such a Boomer”, laments my 18 year old son. Well, he is wrong, I’m such a Gen Xer. He is not using Boomer as a term of endearment, it is, in fact a critique of my parenting style, meaning he finds me overly prescriptive and rigidly, standards-based, despite his pleas for time out due to uni assignment pressures. Cry me a river, into the google search engine that did not exist when I did uni assignments.

My prescriptive rules and rigid enforcement of them are two things his young, yet to mature brain has problems accepting. Maybe I must adapt? Or it will be him who perishes under the weight of my expectations? Sometimes I wish he was an employee and I might then just slap a written warning on his desk with a side serve of resting bitch face, topped off with an internalised eyeroll of despair. But instead, I pull together my most patient self, which I have to say isn’t very patient, and once again explain the inherent connection between food scraps on his desk and the cockroach population of Newmarket, Brisbane.

COOK CIRCA 2000

This episode led me to recall my early CEO days and make comparisons between parenting my teen sons and leading a bunch of actual Boomers who formed my inherited executive team. All over 50 years, all men all with varying

strengths and weaknesses. I bet at 32 years and female I was a bit of a surprise package for them too. Even my minutes secretary was an over 50 male. He was, in fact, divine and I could not have asked for better.

FAST FORWARD 2021

Now, 22 years on I find myself at the other end of the equation. I am the elder, no longer the fresh-faced young thing bringing life and paradigm shift to the executive party. I am wisdom, I am experience, I am knowing. And what I know most is, I must make it my job to make all generations shine. Because right now we have five to seven generations (depending on which theory of generations you recognise) alive and kicking in workplaces everywhere.

GENERATIONAL LABELLING

Here’s my preferred generational snapshot. (Warning: well meaning, yet gross generalisations coming your way).

Baby Boomers: born 1946 to 1964, some born immediately after World War II, Boomers are in their late 50s to early 70s, many are about to be, or are already, retired.

Generation Jones: born 1955 to 1965, the young Boomers, titled Generation Jones to reflect the “keeping up with the Joneses” mentality. Jonesies want it all and they want it now. Big and shiny, thank you very much.

Generation X: born 1965 to 1980, a smaller generation due to the decline in birth-rate, Gen X is the first generation to grow up as latchkey kids, with TV sitcoms informing our thinking and day care and divorce becoming societal norms. Thus, the pragmatic, independent and cautious adult Gen X’er emerges.

Xennials: born 1977 to 1983, squeezed in as a micro-generation these guys differed from Gen X with an analogue childhood and a digital adulthood. The last generation not to know school yard massacres as a thing.

Millennials: born 1981 to 1996, sometimes called Gen Y, the older segment of the demographic are well into adulthood now and exude a work to live, not live to work mentality. Born into the age of the internet and all the associated good, bad and ugly of that environment. The first cohort to practise classroom lockdowns and old enough to understand what 911 means.

Generation Z: born 1997 or after, sometimes called the iGen, these kids are digital natives with connectivity through devices as a defining factor, all the while trying to get their elders to stop raping and pillaging the Earth so they have a planet left to inherit. Texting comes before in-person conversation and social media now influences as dominantly as the family unit once did.

Generation Alpha: born 2010 or after, are the new kids on the block, in their formative years, waiting to be stereotyped by eager researchers across the world.

THE PRIME DIRECTIVE

So, as the boss, manager, CEO, leader, and general grand poohbah influencer of all that is good and necessary, it is your ultimate effort that brings about a workplace that values the individual and does not dwell, to the detriment of the whole, on the differences.

Should you allow generational tensions to run amok, you are not fulfilling your inherent obligation to bring out the best in your people. Recognising that skill sets differ and then moulding those differences into a cohesive team has to be your superpower. The Boomer who dismisses Facebook as a waste of time, the Millennial who treats every day as casual Friday and the Gen X who wants to be left alone to do their thing, all need your support based on their individual needs. Get to know them as people first before you do a generational assumption and dismiss their star potential.

My executive team at Cook came to me as individuals first and then as Boomers second. One was bullish, gruff and said about ten sentences of not more than five words per sentence on a good day. He needed my emotional intelligence, my skill managing Councillor expectations and glib wordsmithing to make him shine. Another was lacking confidence, short on self-esteem and craved validation. I have to give him autonomy, courage and the confidence to back himself. The third was a waste of space and just had to go. Once trust is fully lost across the team, there is no getting it back.

TOP TIPS FOR MAKING IT WORK

1. Develop partnerships based on collaboration not control
2. Offer a variety of formats for discussion and engagement
3. Set the tone for inclusiveness, meaning everyone has the opportunity to add value to the whole
4. Experiment with different pair ups e.g. - take the tech savvy junior engineer and pair with the keyboard-phobic parks supervisor for a non-threatening introduction to the online asset management software or use the gentle, emotionally intelligent librarian to support the new, shy reception hire
5. Understand where the individual is at in their employment lifecycle and know what matters to them as part of their employment experience e.g. a parent of young kids values flexibility for school pickups, a push bike commuter values clean workplace showers and a safe place to store their prized bike, a health conscious individual appreciates a fruit bowl next to the biscuit jar, an empty nester wants a day a week when the office is deemed dog friendly, so even though they don’t own a dog they can have a doggy day of good fur vibes.

Most of all be open to the possibilities. See individual first, find strengths, and build on them. Identify room for improvement and provide opportunities for growth. Be a leader for all generations, not just your own. It is under this kind of leadership that we all thrive.

I invite you to connect with me on LinkedIn where we can pat each other on the back and generally be excited about the good things that still happen during a world wide pandemic.

Leanne Mash





360° FEEDBACK FOR DEEPER INTEL

Performance management has historically been a discussion between a manager and their direct report. When done well, this process is effective in generating a useful conversation about the specifics of how effectively a task is undertaken including the assessment of output. What it is less able to capture is cultural fit, including impact on other team members, perceptions of the individual across the organisation or the broader efficacy of the processes adopted in achieving the output.

360° feedback, on the other hand, allows assessment of these areas, providing much deeper intelligence into an individual's value to the team.

But first, what is 360° feedback?

360° feedback is a process whereby an individual's performance can be assessed by stakeholders across the organisation, including upwards, across, within the team and direct reports. It can also include external stakeholders.

360° feedback is usually collected via a survey tool but it can also be done in focus groups – this is rare due to the risks of peer influence or group think. Generally, key colleagues (up-line,

down-line, at-level colleagues) along with a random selection of officers across the organisation, will be selected to complete a survey about the individual and their behaviour and impact.

Importantly, these surveys do not focus only (or in some cases, at all) on performance. They consider behaviours and approaches which align with culture, providing insight to assist the individual assess their interactions, their communication,

performance and, potentially, the performance of the whole team.

Why do 360° Feedback Surveys?

360° are really good for identifying 'blind spots', providing a point of truth for managers and reality-testing perceived strengths and weaknesses.

Some examples of the ways 360° feedback adds context to traditional performance reviews include the following common findings:

A person meets deadlines as demanded by the manager but does it in a way which is stressful for those around – for example by leaving activities until the last minute.

An individual who has a really positive affect on colleagues may not be aware of their impact. Hearing directly from those people can help them understand the value they bring.

Failure to delegate – the person gets things done but works long hours to do so - the result of failing to share the load where they should.

People around the individual are unclear about objectives or vision and feel like they are floundering or unsupported.

Inconsistency in approach, especially where someone fails to emotionally regulate their behaviour and interactions with others, however, they always seem to manage things differently when their manager is around.

Where managers lack confidence, feedback directly from team members can help build confidence and reduce anxiety.

Where someone takes long breaks but these are not visible to their manager.

As these examples highlight, the 360° feedback process can illuminate matters that may not be visible to managers (and more so when managers are not co-located with the individual) and also provide a different measure of impact. Many of the findings will not refer to a specific task but are more focussed on behaviour, and especially adherence to culture; something that has been difficult to measure but which is increasingly understood to be critical to team performance.

As the subject of a 360° feedback process, you learn things about yourself you may not have known and can confirm your understanding of impact. It is a great way to challenge limiting beliefs, understand your biases and assess how your approach is received. Of course, this then becomes a tool for improvement as when you receive an unfiltered outside view of your actions and behaviour, you can see what others see and take action to enhance your strengths and improve upon weaknesses.

One of the flow-on benefits of 360° feedback processes is that they

remove unspoken issues in a team, allowing them to be explored and addressed. For respondents of the survey, seeing change in the person they commented on gives a sense that their opinion is valued, and they have impact and purpose. It therefore generally improves team alignment.

When to do, and when not to do, a 360° Feedback Survey

360° feedback is a tool to help people grow in their careers by understanding the impact of their daily behaviours.

Since 360° feedback focusses focus on behaviours, it can be used widely to promote the kind of culture that the organisation espouses by asking how people perform against the values of the organisation.

In their book *The Art and Science of 360° Feedback*, Richard Lepsinger and Anntoinette D. Lucia recommend using this type of feedback to:

- Promote culture change;
- Achieve a particular business strategy;
- Enhance individual and team effectiveness; and/or
- Improve human resource management systems.

360° feedback should not be used as a performance rating instrument as the feedback is not measurable in a way that would facilitate this type of assessment. 360° feedback should only be used to help team members as a development tool not as a means of gaining 'evidence' to support disciplinary action.

While 360° feedback is generally anonymous, all respondents should understand that the purpose is to add value through considered commentary (a critical friend) and not a chance to have a dig for past ills.

One area when 360° feedback can be ineffective, or worse, is when an organisation is not geared up to support the officer receiving feedback. If negative feedback (or feedback perceived as negative) is received, the manager needs to be able to help the recipient work through this in a constructive way, supporting acceptance and understanding.

How to undertake 360° feedback

Most councils choose to outsource the feedback process as this allows them to access established expertise and possibly industry benchmarks. With current technology, 360° feedback surveys can be designed and delivered in-house cost-effectively and efficiently. Just take care that the right questions

are being asked and that there are officers with the capacity to interpret findings. This expertise will build over time if not already available.

Whether in-house or outsourced, determining the relevant line of questioning is critical. What are the values and behaviours that are important to the organisation and which ones do you want to measure? This may vary depending on the role. For example, when LGMA conducts 360° feedback surveys for CEOs, leadership is a critical line of inquiry. External stakeholders will generally also be included. Whereas for staff not in supervisory roles, the extent to which a person is a team player, or adheres to process, might be an important question stream. This tailored approach enhances successful outcomes.

Instructions to recipients should be clear and the survey should not be too long. Give an option for recipients to put in free-form text in case a line of questioning is missed.

360° feedback should always be part of a larger process with support throughout, including time set aside for follow up actions and assistance. Buy-in is critical and having good discussion about the benefits of the process prior to commencing will assist in a positive response to any feedback.

All in all, 360° feedback is a great tool to support the performance management of your people and a good one to have in your council toolkit.

LGMA provides 360° feedback surveys to councils, including analysis of results. Contact LGMA to get a quote for your team.

ZOOM

in on Leadership

CALENDAR OF EVENTS 2021

JULY

- 1 Library Exchange
- 14 Governance Forum (Cairns)
- 21 Customer Service Webinar
- 21 Community Service Webinar
- 23 Executive Management Programme commences
- 27 Business and Corporate Planning Webinar
- 28 Directors' Webinar
- 29 Indigenous Local Government CEO Forum (Cairns)

AUGUST

- 2 Manager of the Year nominations close
- 3 Tourism Exchange
- 3 Sport and Recreation Exchange
- 4 Environmental Health Exchange
- 4 Parks and Gardens Exchange
- 4 Governance Exchange
- 5 Library Exchange
- 5 People and Culture Exchange (HR)
- 12 Executive Assistant Exchange
- 17 ICT Webinar
- 26 People and Culture Forum (Airlie Beach)
- 26 Governance Forum (Airlie Beach)
- 31 Career Resilience Webinar (CEO Panel) – LGMA Members

SEPTEMBER

- 2 Library Exchange
- 7-9 Annual Local Government Conference (Cairns)

LGMA Date Claimers

Mark your Calendars!

MOVERS and SHAKERS

Since the last edition of *The Journal*, we have welcomed to following appointments:

Anna Scott	CEO Barcaldine Regional Council
Mica Martin	CEO Cairns Regional Council
Philip Keirle	CEO Cloncurry Shire Council
Jeff Stewart-Harris	CEO Isaac Regional Council
Joe McCabe	Acting CEO City of Gold Coast
Sue Law	CEO Northern Peninsula Area Regional Council

MOVING ON ARE:

- Clare Keenan** who is taking a role in NSW
- Ross Musgrove** who held off his resignation in order to aid council through the worst of the COVID-19 crisis
- Scott Mason** who is taking a role at Townsville City Council

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



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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