



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

JUNE 2022

"NO" IS A
COMPLETE
SENTENCE

**SPOTLIGHT
ON THE ECQ**

Moving right along...

LGMA QUEENSLAND
22 AWARDS
FOR EXCELLENCE

**BREAKING
THE
MOULD**

**MEET THE
MEMBERS**

VALE

Vince Corbin



From the PRESIDENT'S DESK

MY FAMILY AND I HAVE LIVED IN QUEENSLAND FOR ALMOST 20 YEARS, SINCE MOVING HERE IN 2002 WITH JUST ONE CHILD, NOW 21 YEARS OLD. ANOTHER CHILD AND THREE CARAVANS LATER, WE HAVE GROWN TO LOVE AND EXPLORE ALMOST EVERY INCH OF THE STATE.

In the past 24 months, with the 'benefit' of lockdowns, we have managed almost 8,000 more kilometres of travel to the far west and northwest of the state, enjoying the hospitality and magnificent scenery of the Outback and our regional towns.

THERE IS NO DOUBT THAT THERE WILL BE MUCH PLANNED FOR THE GAMES PERIODS CLOSE TO THE SOUTHEAST, BUT MY HOPE IS THAT THERE IS A MUCH GREATER OPPORTUNITY FOR US ALL TO BENEFIT.

And so it is with this backdrop and lived experience that I ask how we collectively make the most of the next decade in Queensland as we become a beacon for the biggest event in the world; the 2032 Olympic and Paralympic Games?

There is no doubt that there will be much planned for the Games periods close to the Southeast, but my hope is that there is a much greater opportunity for us all to benefit.

In the 2032 Olympic and Paralympic Games Value Proposition Assessment (VPA), there was a 2019 assessment of the whole-of-state benefits outside of

Southeast Queensland, including an uplift in international travellers dispersing to the regions (an uplift of approximately \$10 billion). The IOC Feasibility Assessment (2021) suggested this was closer to \$20 billion in tourism growth between 2020 and 2032.

In addition to tourism, cultural festivals, pre-game training, procurement and supply chain opportunities, the perhaps invisible uplift might also be in the inspiration it gives us all to be healthier, more active and more engaged, as communities gather together in a time when the world's attention will be on our wonderful State. Local government is, of course, at the coal-face of providing the very facilities and coordination that can make this a reality.

The much talked about 'legacy' of the games must be more than the event itself or programmes run with the endorsement of the five Olympic rings. To us as a sector, the legacy needs to symbolise the ability to collaborate, to share and to work across boundaries and all levels of government, to create the two decades of opportunity highlighted in the VPA. It also needs to generate benefits for all Queenslanders and our regions.

The much talked about 'inclusive games' will again rely heavily on our community connections; the ability to assist and support groups, provide the small venues and facilities needed simply to get people together. Our ability to harness the volunteer effort and coordinate major events is second to none. (We have had plenty of practice in this extended wet season!)

As the first games in Oceania in more than 30 years, my encouragement is to think of them as a twenty-year opportunity. And for those outside the Southeast corner, 'push' your way a little further into the conversation as we work together to amplify the legacy in the way the original value proposition described.

On another note, by the time this Journal is published, the LGMA Queensland Awards for Excellence will have been announced. Once again, the nominations for these awards showed such a marvellous diversity of

expertise and passion for the sector. My congratulations to the nominees and winners, who I know will all be willing to share their ideas, learnings and even failures, in the interests of improving the cities, towns and communities we all serve so proudly.

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PRESIDENT

Andrew Chesterman
LGMA
PRESIDENT



A word from THE MINISTER

QUEENSLAND HAS BEEN THROUGH A LOT THIS YEAR, BETWEEN OUR FIRST REAL WAVE OF THE PANDEMIC AND UNRELENTING RAIN WHICH HAS CAUSED SEVERAL NATURAL DISASTERS.

I want to start by thanking councils for that you do. When disasters hit, council boots are on the ground, shoulder to shoulder with the community.

When a community needs a place to gather, it is councils who maintain and support community hubs and sports facilities.

WE CONTINUE TO WORK TOGETHER TO DELIVER IMPORTANT INFRASTRUCTURE PROJECTS THROUGH INITIATIVES SUCH AS WORKS FOR QUEENSLAND, COVID WORKS FOR QUEENSLAND, AND THE INDIGENOUS COUNCILS CRITICAL INFRASTRUCTURE PROGRAM.

As I travel the state, meeting our councillors and their staff and observing their hard work, it's clear they care about the lives of their residents.

The partnership the Queensland Government has formed with the local government sector is playing a key role in improving the lives of all Queenslanders.

We continue to work together to deliver important infrastructure projects through initiatives such as Works for Queensland, COVID Works for Queensland and the Indigenous Councils Critical Infrastructure Programme.

The 2022-24 round of the Local Government Grants and Subsidies Programme will also have a positive impact on communities across the state, helping councils deliver infrastructure projects which would otherwise be delayed or might not happen at all.

The types of infrastructure projects can include sewerage and water, economic development and tourism, and community wellbeing projects such as sport and recreation centres and security and community safety projects.

Around \$85.85 million is being allocated towards projects that help to build safe, connected and liveable communities.

Additionally, these projects will create local jobs, contribute to economic growth and employment and have a genuinely positive impact for local businesses and local families.

All projects must be completed by 30 June 2024 and I look forward to seeing these projects completed for each council area.

Another key component of the Palaszczuk Government's partnership with Local Governments is making sure that every council is as sustainable as possible. It is a key focus of this Government to continue to explore ways to support long-term sustainability across Queensland's councils.

That's why your feedback is so important, as we develop a more viable and fairer sustainability framework, a framework that is tailored to better reflect councils' individual circumstances and not a "one-size-fits-all" approach.

As such, the Sustainability Framework Discussion Paper has been invaluable and, shortly, department officials will be reaching out to the sector to talk about what the framework will look like when it is implemented, as well as consulting on the framework guidelines.

In addition to financial support for councils, the Queensland Government is also committed to providing more resources and education to councillors and council staff. The Local Government Knowledge Centre will bring together existing and newly developed material for councillors and council staff in an accessible way.

It will be a one stop shop with sample policies and procedures, best practice guidelines, checklists, templates, FAQs and opportunities to undertake online training.

Over time, the department hopes to also build a library of podcasts and videos on topics of interest from experts in the field.

Finally, I would like to congratulate all the winners at last month's LGMA Awards for Excellence.

I understand that each and every nominee was exceptional, showing just how strong, collaborative and creative our 77 councils are, committed to deliver their best for their communities.

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DEPUTY PREMIER
AND MINISTER
FOR STATE
DEVELOPMENT,
INFRASTRUCTURE,
LOCAL
GOVERNMENT
AND PLANNING

Steven Miles MP



CEO SNAPSHOT

WHAT A HUGE COUPLE OF MONTHS IT HAS BEEN SINCE THE LAST EDITION OF *THE JOURNAL*!

Despite flooding, COVID interruptions and general uncertainty, local government officers have been active in professional development and celebrating achievements.

The Inspire Conference was held in Bundaberg and, as you will see from the article in this magazine, was an inspiring event. Inspire always offers a warm and collegiate atmosphere that encourages participants to get around and talk to others. Lasting connections are formed and I know this is one of the things participants value most out of the event – and that is despite the fabulous array of presenters.

DESPITE FLOODING, COVID INTERRUPTIONS AND GENERAL UNCERTAINTY, LOCAL GOVERNMENT OFFICERS HAVE BEEN ACTIVE IN PROFESSIONAL DEVELOPMENT AND CELEBRATING ACHIEVEMENTS.

The Management Challenge was both hard work and great fun (for LGMA and the participating teams) and showcased how well council officers can work under pressure. It also showed how resilient some can be, with teams turning up with only two-thirds of their team intact and pulling off a fabulous result.

The Awards for Excellence were back to a live (in-person) event and live-streamed for those unable to attend. It was an amazing evening which again showed what Queensland councils can do for their communities and organisations, even when they have had every excuse to put the brakes on.

We have also had some very informative webinars which have obviously hit the spot with officers and members.

In a Senior Exec Connect Webinar (for senior officers in Queensland councils) Jeff Stewart-Harris, Isaac Regional Council, Carissa Hallinan, Western Downs Regional Council and Brett de Chastel, de Chastel and Associates presented case studies on negotiations in local government. Covering three very different examples, they showed the breadth of work that local government undertakes and the different skills that you might need to bring to the table. What their experiences demonstrated was that, whether dealing with mines, other tiers of government, small and large business or the community, relationships and understanding are key to any successful negotiation. We also got some lessons in the 'long-game', recognising that some of these really significant initiatives can take years to finalise.

Grants Writing with The Grants Guy, Keith Whelan, was a big hit there is clearly a need for more on this topic. We will get on to that in coming months.

King and Company Solicitors presented a webinar on sale of land and this generated a lot of discussion. Tim Fynes-Clinton and Michael Cerruto were able to clarify many questions about the different processes to be applied in different circumstances and sorted out a couple of misinterpretations of what is quite complicated legislation.

The Conducting Investigations webinar was also very well attended and examined the process for undertaking internal investigations. Experienced local government officer and past LGMA President, Nick Clarke, joined Daniel Maroske of Gadens as we examined

this tricky area. Thank you Gadens for sponsoring this webinar.

A two-part series of Fraud and Corruption kicked off in May, presented by David Morgan of PKF. David is passionate about this area and has extensive experience across councils so his examples and advice really hit the mark. Thank you PKF for your support.

THE AWARDS FOR EXCELLENCE WERE BACK TO A LIVE (IN-PERSON) EVENT AND LIVE-STREAMED FOR THOSE UNABLE TO ATTEND. IT WAS AN AMAZING EVENING WHICH AGAIN SHOWED WHAT QUEENSLAND COUNCILS CAN DO FOR THEIR COMMUNITIES AND ORGANISATIONS, EVEN WHEN THEY HAVE HAD EVERY EXCUSE TO PUT THE BRAKES ON.

For our March Senior Exec Connect webinar, work health and safety was the topic and proudly sponsored by LGMS. Peter Gould from LGMS introduced the session and set the context and then Alexis Coutts of Isaac Regional Council and Craig Cousar of Bundaberg Regional Council gave a clear and concise presentation on what senior execs in councils should be looking out for to ensure not just WHS compliance but embedding of a culture of safe practice.

A member-only webinar exploring Politics in Local Government and why, as an officer, you need to care, was presented



LGMA'S SOLUTION IS THE ESTABLISHMENT OF A GOVERNANCE ADVISORY SERVICE WHICH WILL CREATE A SUITE OF MATERIALS AND THEN PROVIDE THE EXPERTISE TO TAILOR TO SUIT INDIVIDUAL COUNCILS AND IMPLEMENT THROUGHOUT A COUNCIL.

by a panel including Brett de Chastel, de Chastel and Associates, Evan Pardon, CEO Rockhampton Regional Council and Andrew Chesterman, CEO Redland City Council. The panellists have wealth of experience and all have faced some unique challenges arising from the political sphere during their careers. They offered useful insight and fielded plenty of questions. This session is available to members on the member only section of the website.

The Women in Local Government webinar on International Women's Day was huge – far bigger than we had anticipated and we had to extend our webinar capacity to accommodate the interest. Rachel Brophy, CEO Douglas Shire Council, Linda Cardew, CEO Cook Shire Council and Sara Toohey, Partner at Gadens (who sponsored the event) were each put through their paces by Marnie Taylor from Rockhampton Regional Council. While the panellists were selected for the diverse experience they brought to their roles, Marnie uncovered some surprising similarities, including that each had a background in the arts. Lots of great advice was offered to prospective future CEOs and generally to women in the workforce. We must do this again.

In other news, I am delighted to announce the launch of the LG Governance Advisory Service.

By way of background, having spoken to many CEOs and senior officers throughout COVID on some of the challenges being faced, LGMA had been considering a mechanism to support good governance in councils in a really practical way and, in the process, mitigate the need for government intervention or costly assistance. We know that for many councils, and especially those that struggle to recruit and/or experience high turnover, developing, maintaining and embedding good governance practice along with a contemporary (but appropriately tailored) suite of governance policies is very difficult. In the absence of experienced people, there is almost no way for a CEO to be on top of all of these all the time (and still conduct the other business required).

LGMA's solution is the establishment of a Governance Advisory Service which will create a suite of materials and then provide the expertise to tailor to suit individual councils and implement throughout a council. (This is at officer level and does not include elected member training which is already covered by LGAQ).

The Department was supportive of the initiative and has committed funding to ensure it can be provided to those councils which need it at minimal cost. This is important as the service is not

about providing consultancy-style policy development or replacing officers, it is about assisting officers to implement the right policies for council and to embed these across the organisation.

This is a first for LGMA and I hope will be a boon to many councils across the state.

Finally, an early conference programme is out and registrations are open. I hope to see you in Gladstone in September.

In the meantime, stay dry, stay safe and stay connected.

CHIEF
EXECUTIVE
OFFICER

Peta Irvine
MLGMA



MOVERS AND SHAKERS

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

Ilario Sabatino	CEO Aurukun Shire Council
Shane Gray	CEO Barcaldine Regional Council
Amer Tawfik	CEO Bulloo Shire Council
Darren Scott	CEO Logan City Council
Scott Waters	CEO Noosa Shire Council
Margot Stork	CEO North Burnett Regional Council
James William	CEO Torres Strait Islands Regional 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@lgmaqlld.org.au or telephone 07 3174 5006

LEASING

FOR LOCAL GOVERNMENTS

Whilst the landscape of local government leasing can differ between Councils, there are in fact a number of similarities and underlying principles that apply in Queensland, regardless of the location.

Why is Leasing Important for Councils?

Put simply, it means increased revenue for Council that maximises the use and ongoing maintenance of Council owned or controlled facilities.

Councils are continuously being called upon to do more with less and therefore, it's important for Councils to look at ways of creating their own source revenue. One of the best ways to do this, is through the commercial management of Council land through leasing or other licensing arrangements.

Council as Landlord

If you are responsible for your Council's leasing portfolio, you'll probably already be familiar with the term "tenure". Tenure is the way of identifying who has the right to use and occupy the land based on the ownership of the land.

The tenure of the land will inform Council's role as Landlord, which can differ depending on whether the land is identified as freehold land or trust land (either as a Reserve or Deed of Grant in Trust), the intended use of the land and the applicable legislation. There is a wide range of legislation that governs how particular tenures are dealt with and how particular rights and obligations of Council as the Landlord can be discharged, including the *Land Act 1994*, *Aboriginal Land Act 1991*, *Torres Strait Islander Land Act 1991*, *Property Law Act 1974*, *Land Title Act 1994*, *Retail Shop Leases Act 1994* and the *Residential Tenancies and Rooming Accommodation Act 2008*.

What type of agreement to use?

A question we are often asked is, what is the difference between a Lease and a Licence Agreement?

A Lease essentially has two defining characteristics:

1. It provides the Lessee with exclusive possession, to exclude others from the premises including Council; and
2. Is for a Term of certain duration, usually for a lengthier period.

A Licence Agreement on the other hand, is considered to be a consent to occupy the land, generally without the grant of exclusive possession, and does not give the certainty of Term that a Lease does, with the parties often able to terminate the agreement on short notice (e.g. 1 – 3 months).

Determining the most appropriate agreement will depend on the intended use of the land, the prospective Lessee and the location of the premises. If it is a community organisation, reliant on government funding and wanting to use a Council facility, then often a Licence Agreement is more appropriate. Generally, if it is a retail shop (i.e. used for the sale of goods or services) or premises located within a retail shopping centre, a Lease will be required under the *Retail Shop Leases Act 1994* ("RSLA").

Retail Shop Leases

The RSLA imposes specific requirements that can impact Council's usual commercial terms as Landlord. Some of these requirements include:

- **No recovery of Costs** – as Lessor, Council is unable to charge the Lessee for its legal and other expenses associated with preparing, renewing or extending the lease (note survey fees and registration costs can still be recovered).
- **No ratchet clauses** – a "ratchet clause" is usually used in a lease to prevent rent from decreasing, either following a CPI review or market rent review. Ratchet clauses are not permitted in a retail shop lease.
- **Annual Outgoings estimate** – if the lease provides for the recovery of outgoings, Council must provide the Lessee with an annual estimate of its outgoings for each year of the term.
- **Lessor's Disclosure Notice** – Council is required to provide a draft lease and disclosure notice to the Lessee at least 7 days before entering into the lease (i.e. 7 days before the date of signing the lease, the Lessee takes possession or first pays rent, whichever is the earliest).
- **Contracting out is prohibited** – any provision of a lease that tries to exclude the RSLA requirements, is void.

There are a number of other specific requirements under the RSLA that must be complied with and even if not written into the terms and conditions, will be implied in the retail shop lease. Therefore, it is important for Councils to be aware of the RSLA requirements when preparing a retail shop lease to ensure it complies with the legislation, whilst maximising the protection of Council's interest.





Tips to avoid the Traps

There are some common traps that Councils fall into when it comes to leasing Council facilities. Below we provide a few traps with some tips to assist in avoiding these where possible:

- **Continuing with historical unfavourable arrangements** – don't be afraid to review and update terms and conditions as old agreements expire. Commencing rent and rent reviews are always important, so insist on commercial rental and avoid locking Council into lengthy term agreements wherever possible.
- **Peppercorn Leases** – with the availability of funding and grant opportunities for local organisations, there may not necessarily be a need to provide community groups with leases where rent is \$1 if demanded. If Council feels it's necessary in the circumstances, ensure there are strong repair and maintenance clauses placed on the Lessee to ensure value for the arrangement is maintained.
- **Occupation before signing** – allowing a Lessee to move in before a written agreement is signed by the parties can weaken any negotiating advantage and removal of the Lessee in circumstances where a written agreement is not finalised can be costly and difficult. Therefore, avoid allowing the Lessee to move in before the terms and conditions are finalised and the agreement executed by both parties.

- **Minimal repair and maintenance requirements** – strong repair and maintenance clauses within a Lease ensures that Council revenue is not spent on maintenance of premises that should be the responsibility of the Lessee. Some particular land uses – for example, swimming pools or particular sporting facilities – will often require carefully drafted, specific repair and maintenance clauses that respond specifically to the nature of the use.
- **Not managing difficult Lessees** – it is important to ensure that if the Lessee fails to comply with their obligations under a lease that Council follows the relevant notice terms of the Lease to have the Lessee remedy the breach.
- **Consider procurement obligations** – a lease of land is a valuable non-current asset contract under the *Local Government Regulation 2012* for which tenders are generally required, unless an exception applies.

Whilst it may seem easier to just renew an existing lease on the same terms or to amend another Lease from a different premises, it is likely to result in unfavourable terms continuing into the future. The additional time spent drafting an appropriate agreement that protects Council's interests as much as possible should be seen as short-term pain for long-term gain.

Our experienced local government team can assist with any queries about leasing

of Council facilities or any other legal matter you have.

For further information, please contact Marina Dunstan on 4052 0736 or mdunstan@prestonlaw.com.au.

Marina Dunstan

Preston Law

Preston
LAW



AUSTRALASIAN Management Challenge



THE CHALLENGE WENT FACE-TO-FACE THIS YEAR AND IT WAS AN ABSOLUTE DELIGHT TO HAVE THE TEAMS COMPETING IN ONE PLACE. THE PRESSURE-COOKER ENVIRONMENT THAT IS MANAGEMENT CHALLENGE DOES NOT TRANSLATE NEARLY AS WELL TO A VIRTUAL SETTING ALTHOUGH, EVEN IN THAT CASE, TEAMS ARE PUSHED TO THE LIMIT.

In 2022, the Queensland Challenge saw six teams make it to Challenge Day, many of them understrength due to late COVID casualties. Just getting there this year proved to be a feat with a number of teams falling by the wayside in the lead up to Challenge – pandemics and floods can have that effect.

For the teams that made it from Brisbane, Western Downs, Rockhampton, Cairns and Townville, the day went by in a flash. There were tasks which seemed to have very tight turnarounds with periods of flat-out rush while other spots in the day allowed a breather.

There were a number of interactive tasks and one of the favourites was the

interview with the local radio station. The local shock jock had heard about council spending money giving media training to staff (following a few gaffes with a community engagement project) and wanted some grabs about misuse of public funds. Her view was that the training was designed to teach council officers to 'spin' the stories to further confuse the public. Some teams nailed this and gave nothing that she could turn into a headline.

The debate is a perennial favourite of Challenge task writers and this year's topic was whether senior execs should always be paid the most in council even where there are technical specialists. Teams were pre-allocated a side and some struggled to put a case they clearly did not believe. In the end, the Affirmative (i.e., that senior execs should always be paid more than technical specialists) narrowly won. A credible effort all round for what was a difficult debate.

An interesting task involved teams developing an 'attractiveness index' to assess local government as an employer.

Teams surveyed people present on the day to determine how attractive local government is and which factors may be contributing or detracting. They came up with a number of points worthy of further consideration. Watch this space...

In the end, the event is a competition. And the 2022 Challenge was the closest competition seen in many, many years. At the final task, the lead swapped, as *Team Meajin* from Brisbane City Council slam dunked the last task to sneak ahead of the Rockhampton All Rounders. There was less than a point in it!

Western Downs, *We Drive Change*, were not far off the pace in third place.

At LGMA we like to think great fun was had by all – but that might only be in hindsight. Teams worked incredibly hard all day and had clearly done a lot of work in their lead-up preparation. Every one of the teams did their councils proud.

Congratulations 2022 Management Challenge teams.

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22ND LGMA QUEENSLAND AWARDS FOR EXCELLENCE

The Awards for Excellence Gala Celebration was held at the State Library of Queensland on 26 May 2022.

Congratulations to all nominees and special congratulations to the category winners - well done and well deserved! The quality of applications in the various categories highlights the dedication and innovation shown by council staff and teams working in the sector.

AWARD WINNERS FOR 2022 INCLUDED:

INNOVATION

City of Ipswich – Children’s Library

Proudly supported by King and Company Solicitors



Ipswich Libraries has built Australia’s only standalone, purpose-built public Children’s Library.

It was designed with an emphasis on rethinking customer experience; from tailored wayfinding signage, colour palette, choice of finishing and layout, all providing a relaxing, inviting space for children and parents.

Specially designed for children from birth through to age 12, young readers can gain confidence using the bespoke Children’s Catalogue interface, specially designed to deliver a child-friendly, image-based search experience to promote early literacy and easy browsing.

Matt Pascoe from City of Ipswich with Tim Fynes-Clinson of King and Company Solicitors.

WORKPLACE WELLBEING

Sunshine Coast Council – Zero Lost Time Injuries in Civil Construction

Proudly supported by NB Lawyers



Sunshine Coast Council’s ‘Zero Harm’ initiative has reduced Civil Construction’s lost time injuries to zero and created a positive flow-on effect to presenteeism, employee engagement, long-term productivity, project cost effectiveness, healthy employee lifestyles and enhanced workplace conditions.

The Civil Construction team delivers infrastructure including roads, bridges, drainage, waste and coastal structures. These assets are used by a population of around 350,000 residents across 2,263.5 square kilometres of the Sunshine Coast region.

Mitch Murphy of Sunshine Coast Council with Jonathan Mamaril of NB Lawyers.

COMMUNITY SHAPING

Western Downs Regional Council – Wandoan Soldier Settler Scheme

Proudly supported by Preston Law



A community-driven initiative, the Wandoan Soldier Settlers Avenue of Honour features over 100 individual plaques, each commemorating a soldier settler family that moved to the area in the 1950s as part of the Commonwealth Government's Soldier Settlers Scheme.

Wandoan was an identified settlement area for returned soldiers between 1952 and 1954. Honourably discharged soldiers were chosen by ballot to receive land and to move to the area with their families and establish working farms.

Delivered in partnership with the Wandoan community, Wandoan RSL Subbranch, The Regional Arts Development Fund and Australia Pacific LNG, the Avenue of Honour was officially opened in April 2021.

Karen Postle and Livinia Tyrell of Western Down Regional Council accepted the Community Shaping Award from LGMA Queensland Board Member, Susan Jarvis, on behalf of Preston Law.

SUSTAINABILITY

City of Logan – Net Zero and Next Gen Climate Resilient Council

Proudly supported by Yurika



Over many years we've heard talk of climate targets for 2050 or maybe even 2030. But one council will make net zero in 2022!

Despite unprecedented expansion, the City of Logan has committed to be Net Zero by the end of this year and to be a Next Gen Climate Change Resilient Council. Through its Climate Change Resilience Strategy, Council has delivered a range of renewable energy and sustainability initiatives and leadership of the South-East Queensland Climate Resilience Alliance – a model for local governments Australia-wide.

Michael Asnicar and Trevor Kanapi of City of Logan accepted the Sustainability Award from Tony Riley of Yurika.

COLLABORATION

Balonne Shire Council – The Hub

Proudly supported by the Department of State Development, Infrastructure, Local Government and Planning



Witnessing the challenges faced by young people and up-skills torn between desire for education and demands of family-run properties, one small rural community in remote south-western Queensland has developed a "Hub" Precinct project that's changing the face of collaborative learning, innovation and building capacity in the bush.

Located in the administrative centre of St George in the Balonne Shire and officially opened in March 2022, The Hub was developed in partnership with Balonne Shire Council, St George and District Chamber of Commerce and the Country Universities Centre.

The result is a co-designed, community-led, first-class \$5.6 million build - equipped with the latest technology, dedicated tertiary study spaces (and after-hours access), library collection, teenage area, children's area, makers space (innovation, 3D printing, Agtech and robotics), e-meeting rooms and business spaces including working spaces for hire.

Matthew Magin of Balonne Shire Council and Stephen Robbins from the Department of State Development, Infrastructure, Local Government and Planning.

TEAMWORK

Redland City Council – Light Touch Service Reviews

Proudly supported by Gadens



Through its Light Touch Service Reviews, Redland City Council harnessed 691 ideas for savings and efficiencies from across the whole organisation. Every employee got to chime in, with 139 ideas shortlisted for further analysis and the top 80 being endorsed by senior management. So far, 30 of those initiatives have been delivered or transitioned to business-as-usual.

The result was a \$2.34m financial benefit in the 2020-21 financial year alone, with savings for the current financial year already at \$1.44m and counting. Ongoing overall benefits are forecast to top \$10.3 million.

There've also been gains in time efficiency, more flexible and hybrid working arrangements and a reduced environmental footprint.

Crystal Byth and Amy Irwin from Redland City Council with Paul Calvert of Gadens.

DOING MORE WITH LESS

Cherbourg Aboriginal Shire Council - AI Material Recovery Facility

Proudly supported by King and Company Solicitors



Cherbourg Aboriginal Shire Council is investing in sophisticated recycling technology and infrastructure to enhance the Material Recovery Facility it runs and which undertakes recycling across the region. The AI enabled facility demonstrates the importance of advanced recycling technology in addressing landfill and emission concerns when reducing waste.

Fast-tracking advanced infrastructure will help the industry recycle more of the packaging waste generated each year, creating valuable recyclable new products while keeping problematic waste out of the community and contributing to the conservation of Australia's unique flora and fauna.

Tim Fynes-Clinton of King and Company Solicitors awards the Doing More with Less trophy to Siehanna Mickelo from Cherbourg Aboriginal Shire Council.

ABOVE AND BEYOND

Sebastien Martin

Proudly supported by LGIAsuper



Following a flood event 2 years ago, Sebastien Martin took it upon himself to explore opportunities to improve access to important information to support City of Logan's impact assessment, decision making and response to extreme weather events.

Using initiative and hours of his own time, Sebastien created the Local Disaster Coordination Centre (LDCC) Dashboard, which is displayed on a large screen in the centre during an event to help the team make good decisions quickly.

The tool presents a highly visual display of current information such as rainfall data, feeds from various cameras in the City, power outages, evacuation centres and road closures. Key information is presented on a map to allow interpretation in a locational context. Data is updated frequently, with the option to 'turn on' the capture of camera images at key road and bridge flood points, to present a 'video' view of water rising and falling. It provides near-current information, with data updated every minute.

This real-time and highly visual information supports a rapid response where it's needed to help our community stay safe in difficult times. A truly great initiative to support the community.

Sebastien Martin from City of Logan receives the Above and Beyond Award from Andrea Peters of LGIAsuper.



FINALISTS INCLUDED:

Innovation

AI Material Recovery Facility
Cherbourg Aboriginal Shire Council

Moreton Says
Moreton Bay Regional Council

Mosquito Treatment Drone Trial
Redland City Council

Workplace Wellbeing

Staff Wellbeing Week
Quilpie Shire Council

Wellbeing Programme
Mt Isa City Council

Community Shaping

Atherton Men's Shed
Physical Activity Programme
Tablelands Regional Council

Cooktown and Cape York Expo 2021 –
The Rising Tide
Cook Shire Council

Ipswich Central Partnership
Ipswich City Council

Sustainability

Labrador Illegal Dumping Programme
City of Gold Coast

Recreation Parks Plan 2021-2031
Sunshine Coast Council

Collaboration

Beachmere Shoreline
Management Project
Moreton Bay Regional Council

Local Laws Review Project
Moreton Bay Regional Council

Philip Street Communities and
Families Precinct
Gladstone Regional Council

Teamwork

Façade Improvement Programme
City of Ipswich

Ground up COVID Recovery Plan
Sunshine Coast Council

Doing More With Less (Category 1 Councils)

Elders and Vulnerable Person's Disaster
Information Initiative
Wujal Wujal Aboriginal Shire Council

Thank you to all nominees. We salute the amazing work council officers do each and every day for their communities. The Awards publication which features all award nominations is available on the LGMA website. Thank you to our Corporate Partners for supporting this event. We could not do it without you. A huge shout out to the State Library of Queensland, Ab Fab Catering and Lucas Dias of Snaps by Lucas for assisting with the Awards for Excellence.

We look forward to seeing you this time next year for the 2023 Awards!



Kay McGrath –
Master of Ceremonies



Andrew Chesterman,
LGMA Queensland President
addresses the audience.





Moving right along...

AS I RACE TOWARDS RETIREMENT IN A MONTH'S TIME, LGMA CEO, PETA, ASKED ME TO SHARE MY REFLECTIONS ON MY CAREER AND THE ROLE OF A LOCAL GOVERNMENT CEO. IT IS AN ALMOST IMPOSSIBLE TASK TO CAPTURE THE JOYS AND SORROWS OF 25 YEARS IN LOCAL GOVERNMENT; THIS SHORT REFLECTION COULD BE TACKLED FROM SO MANY DIFFERENT PERSPECTIVES.

Right now though, when the world is in such an uncertain state, the role of a CEO is surely to skipper the boat to stay on course, to calmly lead the team with a quiet conviction that the job will get done and it will be done well. I often say to staff that there are times when a pass will be fine, don't get lost in the detail and break down under pressure by not delivering everything, or anything. A high distinction at the expense of all else is not helpful; assess the return on investment and position your energy where council and the community will benefit most. And, if it doesn't work out, 'assess, pivot, change'. There is no shame in aiming to do better.

At one level, a career in local government is a kind of craziness, with many days and most weeks throwing up Monty Python-esque challenges. It is sometimes a cacophony of needs and wants, threats, demands and seemingly ludicrous propositions. For any person whose ethos is aligned with the notion of service, it's also the most extraordinarily rewarding, diverse, enlightening career, regardless of your field of expertise. It requires technical skill and commitment, political neutrality, compassion and collaboration.

For those who live and work within the same area, there is a palpable satisfaction in making a difference to the quality of life of your community, whether building a road or facilitating community relationships – there are an estimated 140-200 discrete professions in local government!



So why would one want to be the conductor of the orchestra and take a role as CEO? Wouldn't it be more comfortable to hide at the back of the string section, leaving the nuances of intonation, rhythm and interpretation to others? Like the critical collaboration among musicians performing a symphony, the local government team is the same. Of course, like an orchestra, the best teams are those that play in time and in tune. *[Linda has cred to talk about this having had a past career as a concert violinist with the Sydney Symphony Orchestra– ed.]*

The opportunity to lead as a CEO is humbling and my hope is that CEOs are recognised firstly as people, not machines, because the space in which we are to deliver our best is fundamentally a human space; local government is a community space.

SO WHY WOULD ONE WANT TO BE THE CONDUCTOR OF THE ORCHESTRA AND TAKE A ROLE AS CEO? WOULDN'T IT BE MORE COMFORTABLE TO HIDE AT THE BACK OF THE STRING SECTION, LEAVING THE NUANCES OF INTONATION, RHYTHM AND INTERPRETATION TO OTHERS?

On stepping over the threshold on promotion, the CEO is given the master key to community, political and bureaucratic experiences like no other. CEOs are entrusted with resolving many of the most sensitive, critical and urgent community needs. They are required to deliver outcomes to a formula but with the added bonuses of compliance and efficiency. They must ensure the financial health of the organisation is appropriate not only during their period of custodianship, but that future generations are beneficiaries of sound and defensible interpretations of council's strategic direction.

There is a special duty of care owed by a CEO to his or her council; a responsibility to work hard to ensure the democratically-convened marriage survives and thrives in a spirit of cooperation, trust and honesty. Recognition of diversity of spirit, cultural and educational backgrounds and of political beliefs is fundamental. I often recall a saying I heard two decades ago "without democracy there would be anarchy". How true!

The glue that holds the successful operation of a local government administration together must inevitably be a kind of stoicism, an organisational resilience led and expected by each CEO, to achieve compliance with more than a hundred statutes enacted by governments far from the home turf, to achieve passes in each audit, to evaluate and manage risks and deliver success in all its forms, often with a disheartening shortage of resources. Many CEOs will have experienced the difficulties in communicating the very restrictive but essential "rules" that all too often appear to stymie great ideas.

My view is that, acting always with respect, at times alone and sometimes with their Mayors taking the lead, CEOs have the opportunity to advocate for change. It is important to remember that the behemoth that is government is not immutable. It too is made up of individuals, each of whom have a voice,



skills, a team, line managers and the promise of collective improvement. Speak up! CEOs love thoughtful, well-considered ideas.

I was attracted to local government in 1997 when I saw a modest ad in the local paper for a manager's position in a Sydney metropolitan council. Its remarkable offering included a fully maintained vehicle - an unparalleled bonus for a mum with two children, childcare fees and a mortgage. I admit the car was a big part of my decision to apply.

What does it take these days to entice motivated young professionals into one of the most fulfilling industries and careers? Millennials and Gen Zs need more than a car – they need innovation, they need a voice and they need to be offered curated opportunities. In Cook we have implemented a “grow your own” philosophy, recognising the remarkable talents and passion that our young people have for their communities.

Nothing focusses the mind like suddenly realising that getting older – now - is fact. It's here, it's happening and it's too late to turn back the clock. Retirement demands reflection and if ambitious middle-level managers and others ask what should

they focus on to be a CEO, my offering is this:

- Live and model daily an absolute commitment to ethics in leadership and develop a mature sense of justice. Understand the value of compassion.
- Abandon that ego, build a team culture and be a genuine team player. A CEO is nothing without the team, without the richness of collective ideas and aspirations.
- Respect the roles that your democratically-elected Councillors have before them. Make effective communications a priority and lead the administration to support the council's formal direction. Speak appropriately, to the best of your ability, without fear or favour.
- Work intelligently and continually build on your knowledge. Value education and read widely. Take an interest in people, in politics and in the world.
- Be strategic and engage in professional networks. A CEO's role is complex, there are numerous experiences that are best shared.
- Be well qualified in your chosen field,

push the intellectual boundaries, but also be a generalist, accountable for your decisions and actions. Build a team of subject matter experts and learn to speak the language of all.

- Remember we are all, at any level, custodians of the local government administration and the community's assets, for a limited period. It is our responsibility to leave all in a better place.

Finally, reflecting on a truly fortunate life, I realise change continues to be an enabler. Taking responsibility for personal change and to the extent one is able, driving innovation in the workplace, are vital to a successful future. From my teenage life, now 50 years ago, when I pushed myself to do many things I should probably not have done, I was guided by another saying whose author I have long forgotten: *“How can we expect to grow if we live within the limitations of habit?”*

This comes with a special, heartfelt thank you to Team Cook.

CEO



Linda Cardew

Chief Executive Officer, Cook Shire Council
Director, LGMA



SPOTLIGHT ON THE ECQ

PEOPLE SOMETIMES ASK WHAT ELECTORAL COMMISSIONS DO BETWEEN MAJOR ELECTIONS. THE ANSWER IS A LOT OF WORK TO ENSURE DEMOCRACY IS DELIVERED TO HIGH STANDARDS AT FUTURE ELECTIONS.

After the 2020 Queensland local government quadrennial elections were finalised and all 578 council positions were declared, the Electoral Commission of Queensland (ECQ) extensively reviewed its local government election service delivery model. This was done to continuously improve services and to implement improvements prior to the next quadrennial elections which are due to be held in March 2024.

A significant part of this body of work has been development of a Local Government Engagement Strategy and Statement of Intent that has been sent to the 77 councils across the state outlining the key principles the ECQ will apply in delivering local government elections.

The ECQ has conducted 21 council by-elections since the March 2020 quadrennial elections, including seven in the first five months of this year – when polls were held in the South Burnett through to Torres Shire in the far north and west to Richmond in outback Queensland.

Some of ECQ’s permanent staff were ‘on the ground’ to help deliver the 2022 by-elections in Torres Shire, Napranum (Far North Queensland) and Nanango (South Burnett).

This in-person experience is a great reminder of how vast Queensland is and how the 77 councils operate in very different circumstances.

It was no mean feat for ECQ staff to travel to Thursday Island for the Torres Shire mayoral by-election. The trip involved two planes, a ferry and a bus.

In May, flood waters cut road access so a car trip back to Brisbane from the South Burnett councillor by-election in Nanango took seven hours, compared to the usual three.



It was great to witness democracy in action in Nanango during early voting, which highlighted how popular this option has become in Queensland.

Locals turned out in force over the four days of early voting, lodging about two-thirds of the total vote before we even arrived at election day. Locals were so eager for pre-polling, they were lined up before the polling booth opened at 9am.

According to ABC's elections analyst Antony Green, state and territory elections over the past two years have seen a huge increase in both pre-poll and postal voting. These changing trends highlight the need for the ECQ to continually review electoral services to ensure they meet stakeholders' needs.

To this end the ECQ worked with the relevant council at each by-election, whether remotely or in-person, to deliver services that best suited the council and the community. In addition, consultation with council representatives provides an opportunity to explain some of the constraints the ECQ faces in election delivery. Things like the timing of the elections as set by legislation, ballot paper security requirements at polling venues which also need to be accessible and parking requirements.

During these discussions, we also tapped into councils' grassroots knowledge of their areas to identify effective ways to raise public awareness of the by-elections and encourage locals to have their say at the ballot box.

This has included suggesting popular local radio stations, newspapers, and social media pages, as well as helping to spread the word, by putting up ECQ posters or flyers and using their local communication tools to engage the community.



Cecelia Nuttall (ECQ), Electoral Commissioner Pat Vidgen, South Burnett Mayor Brett Otto, Peter McGraw (ECQ) and South Burnett CEO Mark Pitt.

As part of its Local Government Engagement Strategy, the ECQ has also been conducting surveys of councils following by-election delivery, to make sure real-time feedback can be incorporated into planning for the future. The results have been promising, with an average satisfaction rating of 4.5 out of 5 for the services provided. A stand-out feature has been the consistently positive responses about the professionalism of the Returning Officers.

The ECQ will use this valuable feedback to design services in the lead-up to 2024. The ECQ will also be incorporating information gleaned, not only from the front-line experience gained at council by-elections, but also at the federal election.

Understandably, the federal poll in May was a huge task for our national counterpart, the Australian Electoral Commission (AEC). As Australia's biggest peacetime logistical event, it gave more than 17 million citizens the opportunity to have a say in who leads the country nationally, and the ECQ was willing and able to lend a hand in several areas.

The ECQ not only helped the AEC recruit some of the 100,000 temporary staff needed for the election, but also helped to train them.

In an operation involving planes, trains, automobiles, ferries and helicopters, ECQ staff worked with the AEC's Indigenous Engagement Team to deliver remote area mobile polling to Aboriginal and Torres Strait electors across outback and Far North Queensland.

However, most ECQ employees worked closer to home, staffing and supervising polling booths and telephone voting centres before helping with the



count in the state's south-east. And there were a lot of votes to count.

When the roll closed in April, the number of enrolled voters in Queensland had climbed to just over 3.5 million. That means more than 96 per cent of eligible Queenslanders are now enrolled to vote.

While we were very pleased to see the growth of enrolment generally in Queensland, the ECQ will continue to engage with those demographics where there is still a challenge in enrolment numbers, including among Aboriginal and Torres Strait Islander communities and the state's youth.

The ECQ will also be looking closely at the AEC's post-election evaluations about service delivery, given the changing nature of community needs and expectations.

A particular focus will be the AEC's engagement with First Nations communities as we look to empower and encourage First Nations people to participate in electoral processes, overcoming challenges such as the remoteness of some communities.

Going forward, the ECQ will continue to meet as many councils as possible to discuss their experiences at the quadrennial local government elections in 2020. These meetings have already begun giving both councils and the ECQ an opportunity to discuss priorities, challenges and circumstances specific to a local government area.

The ECQ looks forward to continued engagement with Queensland's local government sector in the latter part of 2022 and throughout next year as we head towards 2024.



AN UPDATE FROM THE PRIVACY COMMISSIONER

PRIVACY AWARENESS WEEK A SUCCESS.



Privacy Awareness Week (PAW) has come and gone for another year (2-8 May 2022) and we have many local councils to thank for their support in raising awareness among staff and the community.

This year's theme was *Privacy: the foundation of trust*.

The week was a great reminder about the importance of establishing trust, by protecting and respecting personal information at every opportunity.

When it comes to privacy, we can all contribute to building a foundation of trust. Councils can do this by letting individuals know how their personal information will be used, why it is being collected and who will have access to it.

The Office of the Information Commissioner (OIC) was fortunate to launch PAW 2022 with a virtual keynote presentation by Professor Ed Santow, former Australian Human Rights Commissioner and now Industry Professor, Responsible Technology at the University of Technology Sydney. If you haven't already seen Professor Santow's presentation titled *Artificial intelligence and privacy: can they be friends?*, I'd recommend taking a few minutes out of your day to watch it.

Professor Santow discusses how in a time of unprecedented technological

change, trust in government has been consistently falling. He challenges thinking on the use of artificial intelligence, explores the rise of facial recognition technology and suggests a way forward that puts privacy at the heart of how AI is designed, developed and used, and how this could improve trust for agencies.

It was a presentation that complemented and reinforced this year's PAW theme.

Nominate your council's Privacy Champion

The OIC is working with Queensland councils and agencies to facilitate a network of Privacy Champions.

The role of a Privacy Champion is assigned to a senior officer within an agency and they are responsible for championing better privacy practices and raising awareness around privacy rights and responsibilities.

Privacy Champions should be sufficiently senior to have visibility over all aspects of an agency's operations and influence decision-making. This is to help embed *Privacy by Design* into agency functions, systems and processes.

If your council hasn't already nominated a Privacy Champion, I urge you to do so.

For more information contact OIC via events@oic.qld.gov.au

Privacy in Local Government booklet and webinar training

Have you heard about the OIC's latest publication for councils? *The Privacy in Local Government* booklet brings together new and existing resources into a handy quick reference guide for local government officers. In short, it is an introduction into meeting obligations under the *Information Privacy Act 2009* (Qld) (IP Act).

When councils collect personal information in order to provide services to the community, it is important to manage this information in accordance with privacy obligations and community expectations.

Failure to do so can erode trust and could lead to a breach of the privacy principles contained in the IP Act.

Part 1 of the booklet provides a brief overview of privacy requirements for Queensland councils, while Part 2 supports councils to understand and apply privacy principles. It provides practical guidance for local government situations, tips and links to resources and guidance on the OIC website.

Part 2 also assists councils to meet their privacy obligations to ultimately make good decisions in relation to the collection and handling of personal information.



To access the booklet, simply visit OIC's homepage (oic.qld.gov.au) and click on 'Information for local government' located in the navigation bar at the top the screen.

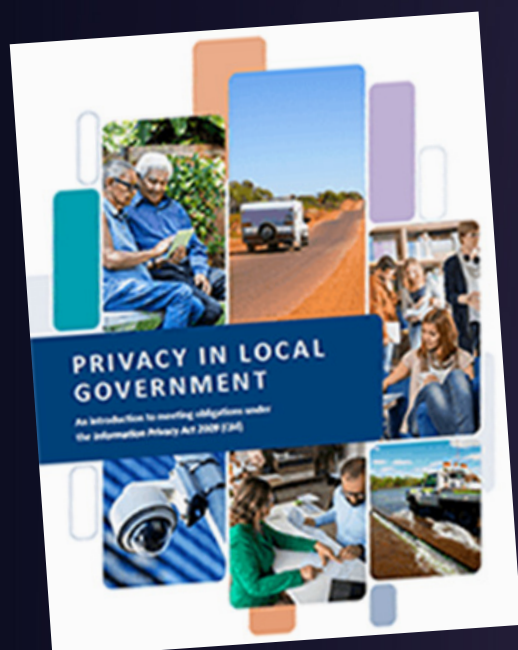
OIC will also host several webinars for further training on this topic.

The first webinar (held 24 May) covered 'Building a privacy framework'. The session was designed to establish a privacy governance framework that ensures appropriate and adequate policies, processes and systems seamlessly integrate privacy into business-as-usual practices.

The second webinar will be held on 12 July 2022 and focuses on incorporating Privacy by Design and Privacy Impact Assessments within your council's privacy framework. These steps not only improve efficiencies in council projects and programs, they also promote community trust of councils and services.

These webinars run by OIC show a commitment to empowering councils so they can improve their compliance with the IP Act.

Register for the webinars by visiting OIC's website and subscribe to OIC's newsletter to receive notification when training opportunities become available.



Privacy in Local Government booklet

Mr Ian Stewart

Join us for the OIC Speaker Series

This year we're launching the OIC Speaker Series which will bring together a diverse range of speakers to help both agencies and the community to learn more about RTI and privacy rights and responsibilities.

The speaker series is consistent with OIC's objective to build capability across the sector.

Each forum will have its own theme and feature knowledgeable and influential guest speakers presenting on RTI and privacy topics.

There will be a mix of virtual and live events, promising to deliver unique perspectives, bold and provocative ideas, as well as inspiration for audiences.

The very first virtual event will take place in June and feature expert facilitator and journalist, Madonna King, alongside myself and former Queensland Police Commissioner, Ian Stewart AO APM.

Mr Stewart was the 19th Police Commissioner in Queensland from 2012 until his retirement in 2019. He is the current President of the Institute of Public Administration Australia, Queensland Division, and a member of several boards including Crime Stoppers Queensland.

We will be discussing a variety of topics including:

- Trust in government
- What community members expect in relation to the handling and protection of their personal information
- How good privacy practices help build and maintain trust
- Intentional misuse of personal information
- Data breaches and the impact on individuals and agencies
- Building consumer trust and confidence in government privacy practices drawing on practical examples and direct experiences

The Speaker Series will be pre-recorded and released online via OIC's YouTube channel. Keep an eye out on our website's news feed and socials for when it becomes available next month. I'm sure you'll enjoy it.



Paxton Booth

Queensland Privacy Commissioner



"NO" IS A COMPLETE SENTENCE.

Reclaim and master the discipline of setting healthy, realistic, professional boundaries.

How many times in the past week have you been asked how you are going and the answer you gave was the ubiquitous "busy" (often accompanied by an exasperated sigh). My guess is more than once, probably closer to three times, or four, or more. And when that same person asked you a follow-up question like "What are your top three priority tasks or projects right now?", chances are you found it hard to give them any specifics off the top of your head.

After all, there is so much on our plates between work, family, social events, holidays, floods, unplanned leave due to a positive COVID-19 test ... and the list goes on. As a result, our lives are one big blur of uncertainty, never ending 'To-do' lists and demands. And while our "busy" answer may well be justified, the fact that we are unable to articulate our current priorities, clearly and succinctly, is a huge red flag.

Since the beginning of the year, LGMA has been engaged by three different councils to deliver inhouse leadership development programmes and the Ignite Programme has been running in both Brisbane and Cairns. Each of these programmes are specifically tailored to assist emerging leaders and people managers to practise a suite of skills to increase the probability of successfully developing and leading high-performing teams in local government.

One of the reoccurring challenges expressed by participants across every one of the programmes has been the persistent sense of overwhelm that people are experiencing. When they look at the sheer volume of work to be delivered by local governments, coupled with the extreme lack of people and time available within which to deliver said work, it becomes difficult to see the light at the end. Add to this, many hold a perception that, as officers, they are powerless to

manage unrealistic expectations being 'handed down from above' which include adding new projects to the existing pressure to continue to deliver business as usual.

But is this perception accurate? A key factor contributing to our *experience* of stress and overwhelm is how we think about, and evaluate, our current capacity to cope with demands.

In her latest book *Atlas of the Heart*, world renowned author and grounded theory researcher, Dr Brené Brown, talks about the difference between feeling stressed and being overwhelmed. Brown states that "chronic exposure to high levels of perceived stress have been shown to correlate with more rapid aging, decreased immune function, greater inflammatory processes, less sleep and poor health behaviours." She further explains that the times when we feel stressed are when our "thinking brain" evaluates that the current environmental



demands on us are beyond our ability to cope successfully.

Relevant to our environment today, this includes elements of unpredictability, uncontrollability and feeling overloaded. Stressful situations can cause both physiological (body) and psychological (mind and emotion) reactions. In other words, we have an emotional response to stress because our thinking brain is saying, "I can't handle this, it's too much".

SO HOW CAN YOU TAKE BACK CONTROL AND GO FROM BUSY WITH OVERWHELM TO BUZZING WITH EXCITEMENT? THE ANSWER IS SIMPLE – LEARN HOW TO SAY 'NO'.

Closely related to stress is overwhelm, which is defined as an extreme level of stress and emotional or cognitive intensity to the point of feeling unable to function. The key difference with overwhelm being that the 'thinking brain' has gone past all rational thought and is not capable of problem-solving in that moment.

Jon Kabat-Zinn, an American professor emeritus of medicine and the creator of the Stress Reduction Clinic at the University of Massachusetts Medical School, describes overwhelm as the all-too-common feeling "that our lives are somehow unfolding faster than the human nervous system and psyche are able to manage well".

Kabat-Zinn suggests that mindful play with no agenda, or non-doing time, is the cure for overwhelm. The key here is to give your brain time to think of 'no-thing' which helps the mind to snap out of the overwhelmed state and reset itself back to a resourceful state where the rational brain can come back online and reengage the problem-solving parts of the brain.

Another key factor that compounds stress and overwhelm is when we have a limiting belief that we are 'not allowed to' or 'feel unable to' say no to additional workload or push back against unrealistic expectations. This perceived sense of helplessness has the potential to become a dangerous driver toward burnout and resignation if not properly managed.

So how can you take back control and go from busy with overwhelm to buzzing with excitement? The answer is simple – learn how to say 'no'.

Now we are not suggesting that you say

no to everything, or that you say 'no' out of spite or laziness. What we are suggesting is that you say 'no' in order to manage expectations. 'No, not now' or 'No, I don't have any spare capacity right now' can reduce problems down the track when delivery does not happen.

In order to say 'no' with integrity, you need to establish a clear and visible set of current priority tasks, without this it is difficult to justify (to ourselves and others) our reasons for saying 'no'. Likewise, without a current priority task list, everyone else's priorities will prevail and we will find ourselves saying 'yes' or allowing our email inbox to dictate our priorities. Before long, hey presto, we are drowning under the never-ending workload again and we only have ourselves to blame for saying 'yes' in the first place.

Because, if you do not explain what the implications of saying 'yes' to this request are on other work you have, how will your manager (or the person asking) know? They may not know how long the task will take, where your other tasks are currently sitting in terms of completion or what is coming in through customer inquiry lines etc. In giving you a task, they are likely missing lots of context which would be required to judge the priority of the task. Saying 'no' and then explaining, kicks off that important assessment.

So, the next time someone asks you to redirect your energy from a current task to a different task (one that is not currently on your priority list), have a go at clearly and succinctly saying 'No, that's not a current priority right now – what would you like me to stop doing in order to start doing that for you right now?'. This is a powerful question that requires the other person to justify the merit of their request to adjust priorities.

In some cases, the re-prioritisation process will be warranted depending on the urgency, importance and stakeholders involved. In these instances, this discussion can become a good catalyst for resetting priorities and building common understanding across the team. If unwarranted, then the conversation becomes about when or if you have time in the future to assist with the task or project.

The beauty of this approach is that it starts a conversation which has a higher probability of delivering a better-quality decision-making. Without the conversation, you are reduced to saying 'yes' without contributing your assessment and forced to follow someone else's assessment of what the priority is without properly testing their logic against the team's stated goals.

WARNING: Once you have had the conversation and agreed to reprioritise, make sure you also establish an agreed set of expectations for what the finished task looks like, including how you will know it is done (success measures), when it is due by and who else will need to be involved to help bring it to completion. At which time you will then have the joy of asking someone else to reprioritise their workload to help you with the task. And so, the cycle repeats.

SO, THE NEXT TIME SOMEONE ASKS YOU TO REDIRECT YOUR ENERGY FROM A CURRENT TASK TO A DIFFERENT TASK (ONE THAT IS NOT CURRENTLY ON YOUR PRIORITY LIST), HAVE A GO AT CLEARLY AND SUCCINCTLY SAYING 'NO, THAT'S NOT A CURRENT PRIORITY RIGHT NOW – WHAT WOULD YOU LIKE ME TO STOP DOING IN ORDER TO START DOING THAT FOR YOU RIGHT NOW?'. THIS IS A POWERFUL QUESTION THAT REQUIRES THE OTHER PERSON TO JUSTIFY TO YOU THE MERIT OF THEIR REQUEST TO ADJUST PRIORITIES.

Hopefully, you will be surprised at how few people will question your approach. In fact, you will probably find that people respect you even more for setting and maintaining professional boundaries. You may also develop a reputation as someone who can be relied on to get things done in a balanced and measured way, with little to no stress or drama.

Fiona Cullen
Programme Facilitator
LGMA



Partnering for Success and Cyber Resilience

We've all heard of ransomware and data breaches. We've all had some personal experience with someone's Facebook profile getting "hacked" or receiving a "Nigerian Prince" email scam. We've all heard of Sunwater, Uniting Care, Red Cross and the United States Colonial Pipeline. No one wants their organisation to be one of those case studies. Since the start of the pandemic as society was forced to adopt a more "digital" way of life, we are forced to rely on proactive resilient cyber security measures to protect us.

Cyber Threat Landscape

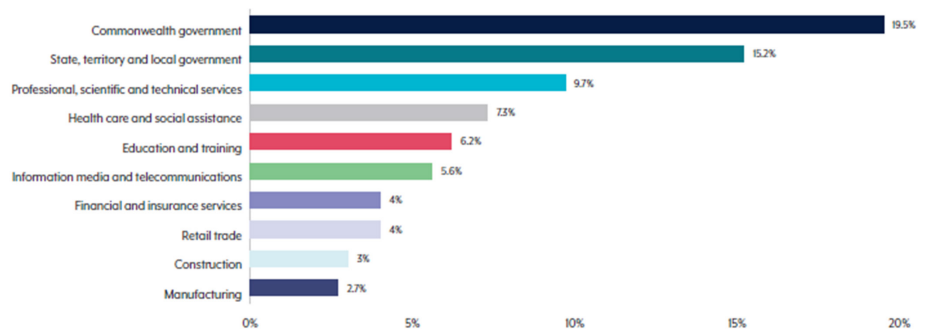
The Australian Cyber Security Centre (ACSC) releases an Annual Cyber Threat Report each year. The report highlights the key cyber threats affecting Australian systems and networks, and uses strategic assessments, statistics, trends analysis and case studies to describe the nature, scale, scope and impact of malicious cyber activity affecting Australian networks.

It also provides advice to Australian individuals and organisations on what they can do to protect their networks from cyber threats.

Trends of note from the Cyber Security Centre Annual Cyber Threat Report 2020-21:

- Exploitation of the pandemic environment - Malicious actors taking advantage of fear.
- Disruption of essential services and critical infrastructure - Approximately one quarter of cyber incidents reported were associated with Critical infrastructure or essential services.
- Ransomware - 15% increase in reported incidents.
- Rapid exploitation of security vulnerabilities - Public disclosures of security vulnerabilities led to speedy malicious attacks.
- Supply chains - Widely-used software products targeted for harvesting personal information.
- Business email compromise - \$50,600 (AUD) average loss.

Figure 7: Cyber security incidents by the top ten reporting sectors for financial year 2020-21



Note: While Commonwealth, state, territory, and local government accounted for approximately one third (35 per cent) of incidents in the 2020-21 financial year, the high reporting frequency of government agencies is in part due to the obligation to report significant cyber security incidents to the ACSC, and may not necessarily reflect an increased susceptibility of these networks to cyber incidents, when compared with industry.

(Source: Cyber Security Centre Annual Cyber Threat Report 2020-21)

The numbers

During the 2020-21 financial year, the ACSC received over 67,500 cybercrime reports, an increase of nearly 13 per cent. This equates to one report of cyber-attack every 8 minutes compared to one every 10 minutes the previous financial year. Close to 50% of these incidents were categorised as 'substantial' in impact.

According to one expert analysis in 2019-2020, cyber incidents targeting small, medium and large Australian businesses can cost the economy up to \$29 billion per year, or 1.9% of Australia's gross domestic product (GDP).

Further, it is estimated that a 4-week interruption to digital infrastructures resulting from a significant cyber incident would cost the economy \$30 billion (1.5% of Australia's Gross Domestic Product) and around 163,000 jobs.

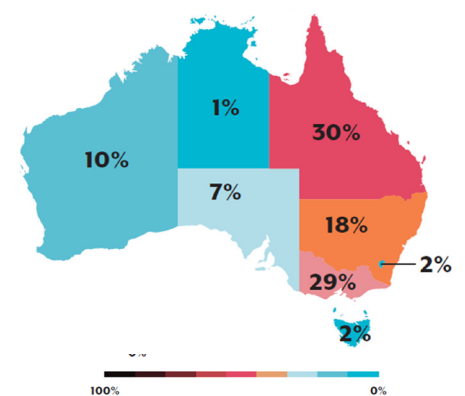
Councils are targets

The latest ACSA Annual Report notes that 19.5% of reported cyberattacks were against Commonwealth Government and 15.2% of attacks were reported against state territory and local governments. While we may not feel like big fish in the pond on the global stage, the cybercriminals still see us as worthwhile targets

The report also notes that Queensland reported the highest number of cybercrime incidents in the financial year to 2021 compared to the other Australian states.

The Queensland Audit Office (QAO) has completed several reviews and to cyber security risks for government and critical infrastructure and it is clear that we need to act.

Breakdown of cybercrime incidents by assigned jurisdiction for financial year 2020-21



(Source: Cyber Security Centre Annual Cyber Threat Report 2020-21)

Queensland Government Cyber Security Unit

The Queensland Government Cyber Security Unit (CSU) was established in 2016 to engage and collaborate with all levels of Queensland government to increase Cyber Security maturity and uplift capability.

The CSU works with agencies to increase visibility and understanding of their cyber security and information security risks. We work with agencies to make informed business risk decisions and lead initiatives to keep agencies secure.

CSU partners with ACSC and other federal government entities with the aim to support and grow cyber security maturity across Queensland.

Free Cyber Services to Councils

Additional funding of \$11M over two years has been provided to further enhance the whole of government Cyber Security Programme and expand to a wider range of government entities.

Under the extend funding the QG CSU team has developed a service catalogue of cyber defence and governance capabilities and has initially prioritised five services which we believe represent

the best balance of threat mitigation and ease of deployment and support.

CSU Services for local government.

1. Protective DNS - Blocks known malicious websites from being accessed by your network.
2. Vulnerability Scanning (through Rapid7 in partnership with Riot) – completes scans of your network infrastructure and advises of any vulnerabilities found.
3. DMARC Analyser (through Mimecraft in partnership with Equate) – allows you to block malicious emails being sent via your domains to protect your customers from spoofed email messages and phishing attacks.
4. Cyber Threat Intelligence (CTI) Platform pilot – allows you to view and share timely, relevant and actionable threat information about their ICT assets with other Queensland government entities.
5. Cyber Security and Incident Alerts – key information about incidents and vulnerabilities delivered to key cyber security personnel to allow the right people to be informed with the right information at the right time

The QGEA website details the free services on offer and have recently launched online service application forms to enable councils to onboard to services quickly and easily at a time that suits them. We have also updated our services pages to provide a better overview of the benefits to council, as well as providing additional guidance and information about the onboarding processes and post implementation activities.

Partnering

The CSU is offering an opportunity to partner with them and other local councils to work together to help increase Queensland Government's cyber security preparedness, resilience and maturity. No organisation is immune and QG CSU wants to help you be better prepared.

If you would like to find out more about the services and other QG CSU activities such as Communities of Practice, knowledge/information sharing and capability uplift, as well as the Queensland Government Cyber Strategy work that is also underway, please visit the website or contact cybersecurity@qld.gov.au.



Queensland Government
CYBER
Security Unit



MEET THE MEMBER

**DIANNE
FRANCISCO**

Environmental Health
Coordinator,
Balonne Shire Council



How long have you been Environmental Health Coordinator at Balonne Shire Council?

I have worked for Balonne Shire Council for twenty-two years. Firstly, in development assessment and since 2008 I have been Council's Environmental Health Officer and am now the Environmental Health Co-Ordinator.

What is on your bucket list?

Professionally:

I am very passionate about the community in Balonne and want to make sure community members have access to really good quality services such as drinking water, safe food, options for best waste practices (recycling and goods disposal) and to provide a safe and liveable community. I want to help people in the community navigate their legislative requirements and to make Balonne Shire the best community and for people to love to live here.

Personally:

I love to travel – particularly internationally. During the pandemic while we weren't able to travel overseas, my husband and I bought a caravan which was a challenge though rewarding. The opportunity to explore our own backyard was very interesting and discovered lots of interesting things and places. Our next planned trip is to New Zealand later this year which we are looking forward to.

What keeps you up at night?

I am concerned about the number of staff suffering from mental health issues (work/life balance e.g.) in the organisation. Council is putting in place a number of things for staff to assist on this front.

Working for local government in a small regional area where you live and work in it can be challenging for some, particularly those in compliance roles, however, if you are looking for a change and great community spirit this is the place for you.

What gets you out of bed each morning?

I love my job and I love the fact that I can make a difference to my community.

During the COVID-19 pandemic, the environmental health profession was put under the spotlight to help guide the community through the pandemic. While the profession has always been close to our hearts, for those of us who have been in the profession for a while, the pandemic gave us the opportunity to come into the spotlight and help guide businesses and individuals through the guidelines during the pandemic. It really made a huge difference to community members in Balonne.

The best part of being an EHO is that every day is a challenge and ensures that I think outside the box for really great solutions.





MEET THE MEMBER

SCOTT WATERS
CEO, Noosa Shire Council

How long have you been CEO at Noosa Shire Council

Nearly three months. I commenced on 22 February, after a 4-year stint in the Northern Territory as CEO at City of Darwin.

What is on your bucket list?

Professionally:

Finishing off my MBA ... not long to go!

Personally:

Getting back to travelling.

As we all know, the last two years has been incredibly difficult to travel due to the pandemic and we had to cancel a sailing trip in Turkey and Croatia. It's still on the list and we will hopefully get there after next year's budget.

What keeps you up at night?

It's what's next?!? Global instability is the new norm and what seemed like an issue in a distant country can now affect our day-to-day. It's a challenge we haven't had to deal with in local government and like all challenges we face at our Councils, we'll adapt. However, rising costs, lack of materials and ability to recruit to key roles are all challenges that aren't going away and we need to be agile to adapt and change.

What gets you out of bed each morning?

In my role, it is that each day, no matter how difficult the issues are that you're faced with, you can help an individual or make decisions to positively affect the community and Council you serve.





MEET THE MEMBER

MARK PITT

Chief Executive Officer,
South Burnett Regional Council

How long have you been CEO at South Burnett Council?

4 years.

What is on your bucket list?

Professionally:

Working through the transitional economy for our region with the predicted future closure of our local coal mine and coal fired power station around 2040. Subsequently, meeting the challenges that will come from the potential loss of 600 jobs from our region and engaging with a process for community empowerment for the transition.

Personally:

Travel both in Australia and overseas – not quite the right time but have always planned a trip from Beijing to Moscow and to finish in Paris.

What keeps you up at night?

Changing political landscape within our industry that is moving more towards a State Government Senior Management structure.

What gets you out of bed each morning?

Working collaboratively with a great team in one of the most beautiful parts of Queensland.



SOUTH BURNETT
REGIONAL COUNCIL



SERVICE LEVELS

The understanding of service levels and their delivery is critical to effective budgeting and carrying out operations in a way that ensures financial sustainability. A well-developed service catalogue allows Council to make decisions on what it wants delivered and through the budget process, resource the organisation appropriately to allow the desired outcomes to be delivered.

Key positive outcomes of a service level review are:

- Ensuring services are financially substantiable through effective budgeting.
- Understanding and adjusting service levels to align with growth and financial imperatives.
- Effective management of assets.
- Providing Council with the capacity to determine service levels.

At Mead Perry Group we believe that a structured approach to the establishment of a service catalogue is vital to ensure project outcomes are delivered within required timeframes. We are passionate about assisting with performance and service delivery within organisations.

Delivering a project of this type involves conducting a structured engagement with staff from all functional areas to map "current state" services and conduct an analysis of them.

This analysis and further research will allow us to establish what staff consider to be an ideal "future state" which will allow Management and ultimately Council to decide on and resource desired service levels.

Our approach is based on engagement with the team to ensure that we achieve staff "buy in" to and ownership of any required change to their operations. In addition, it will ensure that the project will benefit from the analysis of current processes and practices and identification of opportunities to make improvements to operations through the review.

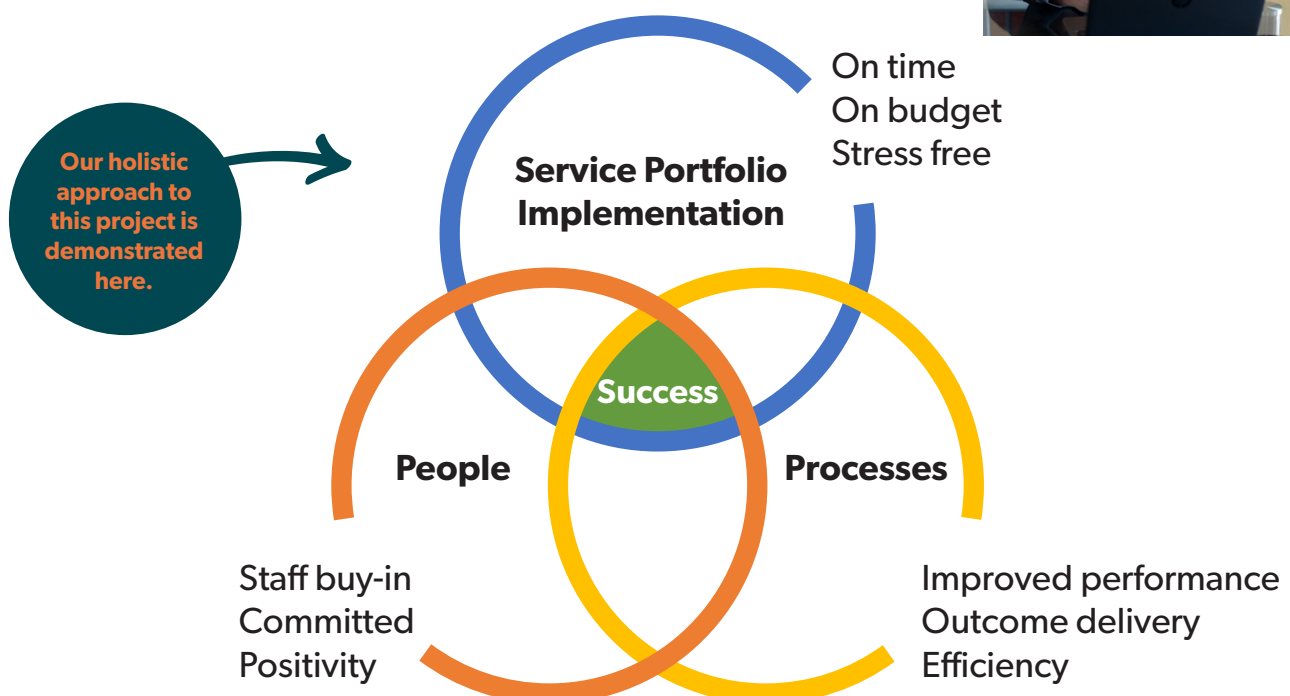
A quality service catalogue is invaluable in directing organisational activity, providing clarity to the community on what will be delivered, ensuring accountability for performance in delivering agreed service levels and supporting effective budgeting.

Our service level collection and reporting tool allows our consultants to deliver a comprehensive and consistent approach that allows instantaneous reporting and delivery of the service catalogue in a variety of formats.



SERVICE DELIVERY REFORM

Elements for Project Success



BREAKING THE MOULD

Transitioning to the
next generation of leaders



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

LEADING PROFESSIONALS IN LOCAL GOVERNMENT

LGMA QUEENSLAND
ANNUAL CONFERENCE 2022

GLADSTONE | 6-8 SEPTEMBER 2022



LGMA QUEENSLAND INSPIRE CONFERENCE 2022 BUNDABERG | 23-24 MARCH 2022



THE 2022 INSPIRE CONFERENCE WAS THEMED *THE CONFERENCE OF YOU* AND IT CERTAINLY DELIVERED THAT FOR DELEGATES.

Inspire is always a collegiate event where people share stories, trade information and take the time to meet other delegates. This year was no different, but the conference topic really leant itself to some deeper sharing and trust being built.

Kicking off with keynote, Seamus Evans, was what really set the stage for this to occur. He shared his own stories of challenges faced in a very frank, confronting but humorous way, freeing delegates up to do the same.

Such was the trust built that the event culminated in a public speaking slot where each delegate presented a 3-minute speech on a topic of their choice. To see people who were terrified of public speaking join those who thrive in the spotlight and present to a group, despite their fears, was inspiring. Thanks to all delegates for contributing to an environment where that could happen.

As an added benefit, everyone learnt so much from this session. We learnt about the individuals presenting, we learnt about local government, we learnt about specific councils and we learnt about the similarity of challenges and fears facing people across the state. We also realised how resilient we really are and that, in the right environment and with the right support, nothing is too hard.

LGMA President Andrew Chesterman attended the event for the first time and he was blown away by the mood and collegiality. His instructions to the LGMA team on return were: "I don't know how we are going to make it happen, but this event needs to be part of our annual calendar". (*Side note, Inspire was going to move to a two-year rotation cycle with the Women in Local Government Conference*).

Leanne Mash framed the conference beautifully with her early presentation on

being your own boss. She stripped back the common excuses around why things are the way they are and implored us to challenge the things we need to – whether in our own minds, in our personal lives or in the professional sphere. In effect, she stressed that if we want things to change, we have to make it happen for ourselves.

LGMA PRESIDENT ANDREW CHESTERMAN ATTENDED THE EVENT FOR THE FIRST TIME AND HE WAS BLOWN AWAY BY THE MOOD AND COLLEGIALLY. HIS INSTRUCTIONS TO THE LGMA TEAM ON RETURN WERE: "I DON'T KNOW HOW WE ARE GOING TO MAKE IT HAPPEN, BUT THIS EVENT NEEDS TO BE PART OF OUR ANNUAL CALENDAR"

The panel sessions at the event were some of the favourites as all appreciated the very relaxed conversation that happens in these panels. Teona Cousin, Peter MacDonald and Venkat Peteti (chaired by Teona and Peter) formed one panel discussing the benefits of putting yourself forward and how to do that in a way that is not irritating to the people around you.

The CEO panel of Lisa Dowling, Andrew Chesterman and Brett de Chastel talked about what they expect from their people and how to be an officer that the CEO

notices and feels supported by. They had some very encouraging words to say for people looking to be future CEOs along with some sage advice on the importance of integrity, delivering on promises and being true to yourself and others at all times.

Rachel Brophy's session on presenting yourself to the world had us all doing a Monty Python walk and making strange noises. It also got us laughing and engaged while giving great tips on presenting your best self.

Robert Andrews talked about how to manage upwards and across. Having recently moved from the City of Gold Coast to Brisbane City Council, he had plenty of lessons to share from large councils where this challenge can be far more difficult than it might be in a smaller, remote council.

Casey Drew from Redman Solutions put the lessons she first learned at the Propellor Programme into play, stepping up and explaining how she discovered the power of influence.

And Townsville City Council's Claudia Brassard gave us some salient lessons on avoiding the trap of office gossip. She collected commitment statements that each delegate wrote to themselves and will be sending them out in a few months' time to remind people of their intended actions.

A speed date on the deck got very loud and all struggled to hear over the excited voices sharing their local government experiences.

The networking was fun and engaging and Bundaberg put on the weather and offered us a great view of the river for our sessions. All in all, the only negative comment to make about the event is that the 2022 Inspire cohort were not nearly as creative with the pipe cleaners as other years. However, they made up for this in their level of engagement and capacity for laughter.

Looks like we will be seeing Inspire somewhere in Queensland next year!

VALE

Vince Corbin

IN MAY WE RECEIVED THE SAD NEWS THAT VINCE CORBIN HAD PASSED AWAY. TRIBUTES FLOWED IN FOR A MAN WHO CERTAINLY LEFT HIS MARK ON QUEENSLAND LOCAL GOVERNMENT.

His 60-year career included many highlights and his advice and work are remembered by many serving local government officers.

Vince left school as a 16-year-old to study medicine at Sydney University. A failure in the second year inspired him to make a complete change; heading north to work for Cairns Base Hospital in the pharmacy. He was there for seven months and decided it wasn't the life for him, so became a cost clerk with the Main Roads Department.

Little did he know it then, but this was the start of Vince's long local government career. He was sent to Herberton Shire Council as a cost clerk in the field at Dawson's Gully. That meant camping at the site. This was followed by similar roles in Eacham Shire Council, Cooktown and Mareeba.

He must have impressed because in 1956 (at the tender age of 21) he was invited to take on the Shire Clerk's role at Croydon Shire Council. While no longer camping, life was very different to what it is now with no electricity even in the Council offices! Regional councils had very little money at that time and there were only 2 council employees – Vince and the night cart operator. Guess who filled in for the night cart operator when he was sick!

Vince joined the then IMM on 11 December, 1959 and in his almost 60 year career in local government, Vince's only hiatus outside the State was from 1961-1962 when he was an Assistant Rate Collector with Essendon City Council.

Vince wanted to come back to Queensland, so he applied for a role as Shire Clerk at Barkly Tablelands. He was successful: appointed on a Monday; the Shire was abolished on Thursday; and Vince was the last Shire Clerk ever

appointed to Barkly (despite the fact that he never took up the duties). He did, however, make his way back to Queensland as Shire Clerk at Perry Shire Council and was there for 11 years. From 1973 to 1976, Vince worked at both Thuringowa Shire Council and Winton Shire Council as Deputy Shire Clerk. He then made the move to Eacham Shire Council as Shire Clerk and spent the next 8 years in Malanda.

AS IF HE DIDN'T HAVE ENOUGH TO DO, VINCE'S COMMUNITY INVOLVEMENT HAS ALSO BEEN EXTRAORDINARY AND HIS SERVICE RECOGNIZED BY THE SCOUT ASSOCIATION OF AUSTRALIA AND THE LIONS CLUB. VINCE WAS AWARDED THE MEDAL OF THE ORDER OF AUSTRALIA IN 1998 FOR SERVICES TO THE COMMUNITIES OF WINTON AND LONGREACH.

The west beckoned again and Vince moved back to Winton Shire Council as Shire Clerk for 4 years. After that, Vince took his last full-time role as Shire Clerk (then CEO) with Longreach Shire Council

where he spent a very happy and fulfilling 11 years.

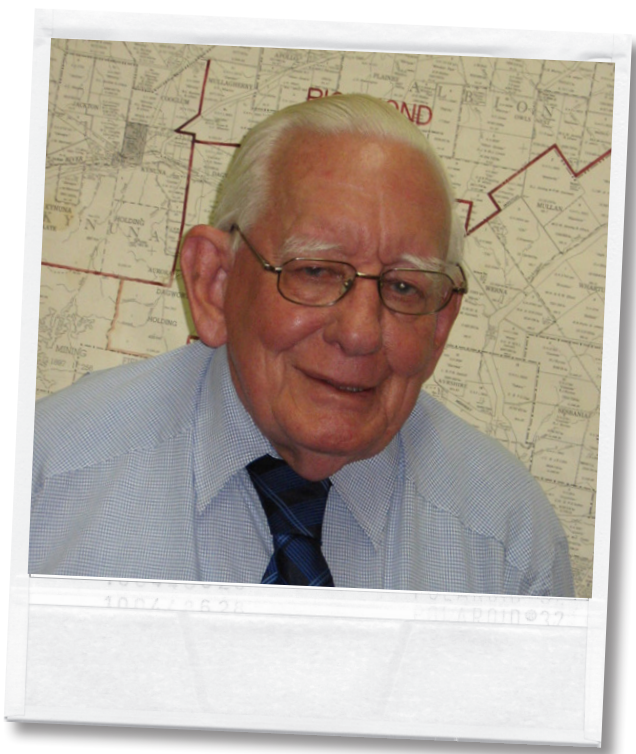
Following his "retirement" in 1997, Vince continued to contribute to local government in the state and has undertaken contract work on local laws and NCP for 12 Queensland councils. This was followed by a 5-month stint as the Returning Officer for Rockhampton City Council during its election in 2000. From 2001-2003, Vince then went back to updating local laws for 15 councils; also relieving as CEO at Gayndah, Mundubbera, Nanango, Belyando, Winton, Mirani (3 times), Bauhinia (twice), Nebo and Balonne Shire Councils.

Not content to let things rest there, Vince went back to work as Shire Clerk for Aramac Shire Council in a full-time capacity for two years to 2005.

From 2005, Vince undertook work continuing updating local laws, relieved as Executive Manager – Planning and Environment for Emerald Shire Council, conducted by-elections at Winton and Carpentaria and relieved as CEO at Winton, Gayndah and Cloncurry.

As if he didn't have enough to do, Vince's community involvement has also been extraordinary and his service recognised by the Scout Association of Australia and the Lions Club. Vince was awarded the Medal of the Order of Australia in 1998 for services to the communities of Winton and Longreach.

Vince is survived by wife, Karen and their three children.



CALENDAR OF EVENTS 2022

JULY

- 15 Senior Exec Connect Webinar
- 28 Indigenous Local Government CEO Forum (Cairns)
- 28 Member Only Webinar

AUGUST

- 2 People and Culture Exchange
- 2 Tourism Exchange
- 3 Governance Exchange
- 3 Sport and Recreation Exchange
- 4 Executive Assistants' Exchange
- 4 Community Engagement Webinar
- 4 Library Exchange
- 9 Compliance Exchange
- 9 Parks and Gardens Exchange
- 10 Environmental Health Officers' Exchange
- 11 Customer Service Exchange
- 17 Minute Taking Webinar
- 23-25 Executive Management Programme (Brisbane)

SEPTEMBER

- 1 Library Exchange
- 6-8 Annual Local Government Conference (Gladstone)



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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