



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

OCTOBER 2022

COVID-19

LESSONS HANDBOOK



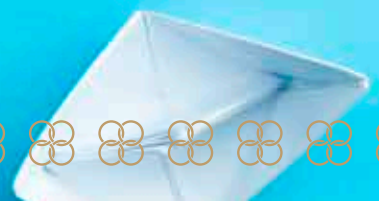
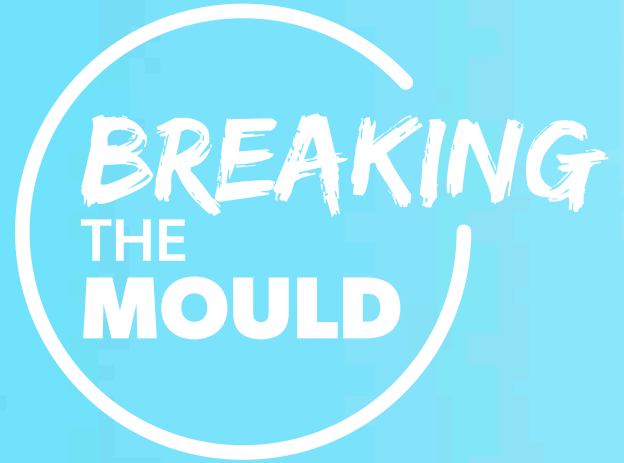
EMPOWERED

WOMEN IN LOCAL GOVERNMENT
CONFERENCE



GVERNANCE

ADVISORY SERVICE



From the

PRESIDENT'S DESK

WELCOME TO THIS QUARTER'S JOURNAL WHICH RECAPS ON A FABULOUS ANNUAL CONFERENCE HELD IN GLADSTONE.

This year's conference was particularly upbeat with some excellent presentations and keynote speakers and, once again, a great source of networking, new information and ideas. However, perhaps more importantly was the importance of the conference, and our association, reminding us all that we are not alone. Not alone in our collective 'why' and also not alone in the challenges we face as individuals. We are certainly not alone in the challenges we face as local government professionals.

It is now well established that the impact of the past two years goes far beyond whether or not we contracted the COVID virus itself or survived restrictions on movement and lockdowns. Sadly, many people lost their lives too. But there is now a lingering impact on our collective mental health and the challenges associated with the past two years and what has changed in all our lives.

A Harvard Business Review article published over a year ago recounted a survey of nearly 1500 people from across 46 countries, contrasted and compared general wellbeing and work life wellbeing in parallel.

According to the survey, "...the vast majority of us are struggling with general and workplace well-being... These struggles are affecting our mental health and involve some of the key predictors of burnout, including an unsustainable workload, the absence of a supportive community, and the feeling that you don't have control over your life and work".

It's worth having a look at because it recently prompted me to bring around twenty-five of our broader leadership team together to check-in with them and see how they were travelling. Not simply in a work sense, but in a trusted environment where we acknowledged the cross-over of work and our personal lives.

Taking the time to share just three personal, and three work-related, challenges, what ensued was a pretty powerful discussion that made it clear none of us were alone in the challenges we faced - at work or at home. Themes associated with the personal challenges of caring for aging parents, teenage children, individual and family health issues and feelings of burnout were common. Sharing them was a great equalizer and I'd encourage any group or team to have a go at this simple exercise.

Australia's latest census data revealed that more than 2.2 million people suffer from a long-term mental health condition

and that more than two in five Australian aged between 16 and 85 years have experienced a mental health disorder at some time in their life.

So, time connecting with others, whether it is at a conference, seminar, webinar or just over a coffee is the first step in seeing if someone is okay. Knowing you are not alone is another. And being a great listener is one of the most important skills we can have.

Finally, I was lucky enough to recently host a BBQ with NRL great Darius Boyd at our depot with close to 300 employees. Darius spoke openly of the mental health challenges he has faced in his very down-to-earth manner. What I took away from our discussion was the importance of having a growth mindset and surrounding yourself with positive people and practising the art of gratitude. He reached out many years ago for help and today tells the story of never being too proud to seek the assistance we all sometimes need. The message to our team was - whether we are beginning our careers, retired or somewhere in the middle - finding the support you need, normalising discussions around mental health and maintaining your social connections is the best way to stay on top of your mental game.

Source: Harvard Business Review

<https://hbr.org/2021/02/what-covid-19-has-done-to-our-well-being-in-12-charts>

PRESIDENT

Andrew Chesterman
LGMA
PRESIDENT



Andrew with Darius Boyd
at Redlands Coast

A word from
THE MINISTER

WORKING TOGETHER TO DELIVER THE BEST POSSIBLE OUTCOMES FOR COMMUNITIES ACROSS THE STATE IS AN EVER-PRESENT FOCUS OF THE QUEENSLAND GOVERNMENT.

This collaboration is no more important than through the relationship between our two levels of government.

Grassroots decision-making and service delivery is at the heart of greater liveability in our communities, and this is done best when our councils are sustainable.

We are committed to helping our councils improve their sustainability where possible, leading to increased community confidence.

It's why we continue to work in consultation with councils to develop a new approach to monitoring council sustainability.

ANOTHER INITIATIVE,
THROUGH THE
DEPARTMENT AND LGMA,
IS THE ROLE OF A LOCAL
GOVERNANCE ADVISOR
WHO IS AVAILABLE
TO ASSIST SELECTED
COUNCILS.

At the heart of this initiative is gaining a clearer understanding of each council and the sustainability challenges they face, which often extend beyond financial.

Soon, you will have the opportunity to begin getting acquainted with the new Financial Management (Sustainability) Guidelines for when they come into effect next year.

These guidelines are focusing on the financial and asset management elements of council performance.

The Department is also developing

guidance on how performance and other elements of the framework will be measured in order for the Government to provide the right assistance at the right time.

It is about helping our councils be in the best position they can to deliver for their communities.

Another initiative, through the Department and LGMA, is the role of a Local Governance Advisor who is available to assist selected councils.

At its essence, the Governance Advisory Service is about helping our councils to improve, and in doing so, be better for those they serve.

Every one of Queensland's councils is unique, and the Advisor will assist councils develop or refine core governance policies to meet their individual needs.

The aim is to implement best-practice and enhance professionalism by training officers in the implementation of the policies and their use moving forward.

The Governance Advisor will also identify and provide advice on critical challenges facing councils in governance, and could be a game-changer for many of our local governments.

The Department has funded LGMA Queensland \$380,000 to appoint the Governance Advisor for the next two years, commencing this month.

It's a fantastic initiative and I applaud LGMA Queensland for delivering this service for councils in need.

In further assistance to councillors and council officers, *LG Central* is now live since being launched at the Bush Councils Convention in July.

It's a one-stop-shop to access the Department's many resources to support effective council operations.

The resources, including policies, best practice guidelines, videos, checklists, templates and FAQs, that were formerly housed on the Department's website, are now more accessible and easier to find.

If you haven't explored *LG Central* yet, I encourage you to do so.

IN FURTHER ASSISTANCE
TO COUNCILLORS AND
COUNCIL OFFICERS,
LG CENTRAL IS NOW LIVE
SINCE BEING LAUNCHED
AT THE BUSH COUNCILS
CONVENTION IN JULY.

I'd also like to take this opportunity to congratulate Hope Vale Aboriginal Shire Council.

For the 11th year in a row, Hope Vale is the first council to receive QAO sign off on its financial statements.

This is a wonderful indictment of the hard work of the council and in particular, Shannon the CFO. Well done to everyone there.

Finally, congratulations to Peta and the team at LGMA for another successful Annual Conference in Gladstone.

These events provide an invaluable opportunity to gather and share ideas and concerns within the sector.

I'm glad so many attended.

Change for the better only happens when we come together united to make it happen.

DEPUTY PREMIER
AND MINISTER FOR
STATE DEVELOPMENT,
INFRASTRUCTURE,
LOCAL GOVERNMENT
AND PLANNING AND
MINISTER ASSISTING THE
PREMIER ON OLYMPICS
INFRASTRUCTURE

Steven Miles MP



CEO SNAPSHOT

PLENTY TO UPDATE IN THIS EDITION OF THE JOURNAL WITH THE USUAL AUGUST/SEPTEMBER WORK CYCLE OF CONFERENCES, AGMS, BOARD ELECTIONS AND MUCH MORE.

You can meet the new Board via an article later in this edition (page XX) which introduces both returning and new board members. All are looking forward to building a collegiate and inquisitive team under Andrew's leadership and leading LGMA through the next 12 months.

I am pleased to report that LGMA continues to be in a good financial position with a moderate surplus reported and sound financial management as evidenced by an unqualified audit, once again. I know I also speak on behalf of the Board when I say that we are proud of the fact that our surplus, combined with our minimal increases in administration expenses, reflects our commitment to our not-for-profit values. What the results tell us is that we have priced our services and support to ensure sustainability while not charging our members and their councils marked-up rates for the quality services we provide.

Full financials are located on the website along with the draft minutes of the AGM.

At the Annual General Meeting in Gladstone, in addition to welcoming the new board, we also welcomed two new Fellows. Evan Pardon and Liza Perrett were both conferred Fellow status as a result of their contribution over more than a decade. Well done to both, your efforts are appreciated.

President Andrew also tabled the idea of looking at LGMA's brand, noting some work has already been done towards better alignment of our values and our image. Part of this discussion includes consideration of our name. Watch this space as we develop focus groups to seek feedback on the options. (And do contact me if you have views or ideas to share in the meantime).

The organisation continues to grow to meet demand for training and development with further growth expected in coming months as we again reach capacity. Like many

organisations, working from Brisbane is no longer a requirement and LGMA has officers based in Meanjin (Brisbane), the Yuwibara lands of Mackay, the lands of the Taribelang people of Bundaberg and Girramay lands of Innisfail. We hope that this level of flexibility will assist in our coming recruitment.

THE ANNUAL CONFERENCE WAS PROBABLY MY FAVOURITE FOR MANY YEARS. IT IS ALWAYS HARD TO COMPARE EVENTS AS THEY ARE SO DIFFERENT, BUT IN 2022 WE SAW MORE NEW FACES THAN WE EVER HAVE BEFORE AND THE SESSION CONTENT FLOWED PARTICULARLY WELL (PARTLY DUE TO NO LATE COVID OR OTHER WITHDRAWALS). THE PICTURES TELL THE STORY AND THERE IS A SELECTION IN THE CONFERENCE ARTICLE ON PAGES XX. OR, IF YOU WANT MORE, VISIT OUR FACEBOOK PAGE TO SEE ALL THE PHOTOGRAPHIC EVIDENCE FROM THE EVENT.

The annual conference was probably my favourite for many years. It is always hard to compare events as they are so different, but in 2022 we saw more new faces than we ever have before and the session content flowed particularly well (partly due to no late COVID or other withdrawals). The pictures tell the story and there is a selection in the conference article on pages 11 & 12. Or, if you want more, visit our Facebook page to see all the photographic evidence from the event.

Some of the projects LGMA has been working on for a while have all come to

fruition at the same time, including the COVID Lessons Handbook, launched in this edition of *the journal* (page 4), the Governance Advisory Service (launched at conference and also featured on page 13), the officer induction programme and the commencement of a new mentoring programme.

The mentoring programme was oversubscribed and is clearly a welcome addition to LGMA's services. There are 27 mentoring pairs getting underway as we speak and I wish them each well as they embark on a new, professional relationship. Special thank you to everyone who volunteered to mentor (not all who we are utilising this time round – your turn will come!).

A few 'housekeeping issues': if you have not paid your annual subscriptions yet, they are now overdue. Please contact us and we can help you sort this out either through an immediate payment or by periodic deduction. Council subscriptions were also issued in early October. They continue to represent excellent value and provide council staff at all levels with access to a range of services. They also provide LGMA with support in its advocacy work. Again, feel free to contact any of the LGMA staff if you have any questions about these.

There are still many programmes to come between now and the end of the year. These include the Central Queensland Rural Management Challenge, a Governance Forum, a number of webinars and exchanges and the traditional last week in November rush of CEO Forum, Indigenous Council CEO Forum and Retired Member lunch. I hope to see you at one of these events.

CHIEF
EXECUTIVE
OFFICER

Peta Irvine
MLGMA



COVID-19 LESSONS HANDBOOK

LGMA IS DELIGHTED TO ANNOUNCE THE LAUNCH OF THE COVID LESSONS HANDBOOK.

This online tool will be invaluable to councils dealing with future 'unprecedented' (and even preceded) events and provides a detailed action framework to ensure that key matters are given due consideration.

Commissioned by LGMA to ensure that, as a sector, we captured the good work and the lessons that COVID-19 necessitated across Queensland councils, Gary Stevenson of Stevenson Consulting, local government tragic, long-term LGMA member and past President, surveyed

councils to ascertain their COVID-19 learnings. His research noted that every council had a differing experience and was differently prepared, resourced and challenged. Some councils were exemplars in particular areas but were under-resourced to respond to others and vice versa across the state.

By capturing the most critical lessons from councils, Gary has created a tool officers can access to view and download a framework including tiered matrices, many practical references and some templates. Just click on the COVID Handbook link to access this incredible resource.





MEET THE BOARD

The Board of LGMA is elected from, and by, the members. There are three directors elected 'at-large', i.e. financial members across the state (who are not retired from employment) can nominated and vote for these directors, and four elected to represent a specific branch. In the case of the Southern Queensland, North Queensland, South East Queensland and Central Queensland directors, only financial members who reside in the respective area can nominate and vote. All of these directors serve a three-year term.

The President is elected by all members and serves a one-year term with a maximum of two consecutive terms. All positions that are vacated in a year are generally replaced at the AGM.

The 2022 AGM saw significant turn over in the Board.



LGMA's leadership team for the coming year



Andrew Chesterman

PRESIDENT

**Chief Executive Officer
Redland City Council**

Andrew joined the Board of LGMA in May 2021. He has an extensive background in executive leadership and public administration, and has been the Chief Executive Officer of Redland City Council since 2017.

An adaptable CEO with an authentic and motivating leadership style, Andrew's wide-ranging background, includes school teaching, private sector management consulting and over 25 years in the public service across Victoria, Queensland and the United Kingdom. His ability to crystallise a big-picture vision into action leads to alignment of organisational effort which builds engagement, commitment and value.



Peter Franks

DIRECTOR (AT LARGE)

**Chief Executive Officer
Mareeba Shire Council**

As a member of LGMA for close to 20 years Peter boasts about the significant benefits he has gained through his LGMA membership, fellow members and the network that LGMA provide. Peter's early career involved work in Human Resources for Government owned development organisations and in the tertiary education sector.

From here Peter experienced his first venture into local government in 2000 when he joined Delatite Shire. In his work as Director Corporate and Community Services he was responsible for Delatite's de-amalgamation into Benella and Mansfield Shires. Peter was later appointed CEO of Livingstone Shire in 2003 where he served until its amalgamation with Rockhampton, Fitzroy and Mt Morgan in 2008. From here he ventured further north to become CEO of the newly amalgamated Mackay Regional Council.

For the last 7 ½ years Peter has been the proud CEO of Mareeba Shire Council and was the LGMA Manager of the year in 2016.



Susan Jarvis

DIRECTOR (AT LARGE)

**General Manager Finance and Corporate
South Burnett Regional Council**

Susan joined the Board of LGMA in 2013 and held the role of President from 2017 – 2019. Prior to commencing her local government career in 1996, Susan had 15 years working at an executive level in the private sector and 5 years as a Queensland Police Officer.

Employed at South Burnett Regional Council, Susan previously worked at Blackall-Tambo Regional Council; 7 years in the administration and finance department, 5 years as Executive Assistant to the Chief Executive Officer and Mayor, 5 years as Manager of Corporate Services. Susan has a great deal of respect for both past and current LGMA board members and their accomplishment in promoting this peak professional body to be the leader in excellence that it is.



Debra Howe

DIRECTOR (AT LARGE)

**General Manager Customer
and Regional Prosperity
Scenic Rim Regional Council**

Debra was appointed in 2021. Debra worked in the private sector for more than 19 years and in her 24-year career in local government has worked across a range of disciplines such as arts and culture, economic, community and tourism development, planning and development, customer contact, health, building and plumbing, environment, major capital project delivery, investment attraction, event attraction and management and placemaking and regional development.

As an experienced local government management professional who is also a highly skilled practitioner, Debra is fully committed to serving on the LGMA Board, with the support of her CEO and sees this as an opportunity to give back by utilising her knowledge and experience for the advancement of LGMA members and the local government sector.



Rob Andrews

DEPUTY PRESIDENT

DIRECTOR (SEQ)

**Chief Information Officer
Brisbane City Council**

Robert joined the board of LGMA in 2019, and is currently the Vice President. He has over 17 years local government experience working in Australia's largest local governments; the City of Gold Coast and Brisbane City Council. He has worked across a number of areas, from leading City's rating, debt recovery and banking services through to more recent executive appointments in Information Communication and Technology (ICT).

Rob's experience has included major programmes such as boundary and water reforms, system replacement, modernisation and improvement projects. His experience is supported by a Diploma of Local Government (Statutory Planning) and a Diploma of Local Government (Administration). Broader qualifications include a bachelor's degree of Business majoring in Management and Computing, and he is a qualified Certified Practising Accountant (CPA).

He believes the fundamental activities of the LGMA are local government advocacy, connectedness, and professional development which are essential for our leaders and teams.



Rachel Brophy

DIRECTOR (NQ)

**Chief Executive Officer
Douglas Shire Council**

Rachel began her journey in Local Government in 2011 as General Manager, City Services, City of Holdfast Bay in South Australia and is now currently Chief Executive Officer at Douglas Shire Council.

During her teenage years she grew up 600km south of Birdsville in a mining town. Rachel soon realised that while she had access to good services, including a swimming pool, sports fields, schools, and the movies, Indigenous children 50km east were losing their hearing because of lack of access to primary health care. This has given her a unique view and understanding of the challenges that growing up in remote Australia can entail as well as a strong sense of social justice.

Rachel has been a strong support of LGMA and continues to encourage membership and attendance from across Council at the LGMA programmes. She has also volunteered her time to present at events such as 2021 LGMA Women in Local Government Conference, 2021 LGMA State Conference - Cairns, 2022 LGMA Inspire Conference and 2022 Executive Management Programme.



Daniel Fletcher

DIRECTOR (SQ)

**General Manager Community
and Liveability
Western Downs Regional Council**

Daniel joined local government in 2015 after a career that had included working with criminals and explosives. His first council role was with Logan City Council and from there he made his way to Central Highlands Regional Council where he was General Manager of Communities.

It was here he discovered his need to expand his urban experiences to include a regional focus, which lead him to move to the Northern Territory as Chief Executive Officer at Litchfield Council. During his time in the NT, Daniel was elected as the President of LG Professionals Australia NT, representing the 3,000 diverse local government professionals across the Territory.

Daniel is now General Manager Community and Liveability at Western Downs Regional Council and his work philosophy is do something you love - then call it work.



Daniel Wagner

BRANCH DIRECTOR (CQ)

**Director Planning, Environment &
Community Services
Isaac Regional Council**

Daniel comes with over a decade of experience in the State public sector, working with local governments in Qld and NSW. Making his local government debut in 2019 Daniel has thrived on the networks, relationships and opportunities that the sector has provided him and hasn't looked back!

During his tenure at Council, Daniel has led a number of Council's major policy and strategy outcomes including completion of the new award-winning planning scheme, coastal hazard adaptation framework, social sustainability policy framework and completion of master plans and successful grant applications for a range of community assets and initiatives.

Daniel's passion lies in wanting to help shape the future of local government professionals, finding ways to attract, nurture and foster talent in the sector and ensure that Central Queensland local governments are well represented in conversations impacting our region's way of life.

BREAKING THE MOULD

Transitioning to the
next generation of leaders

LGMA QUEENSLAND ANNUAL CONFERENCE 2022

GLADSTONE | 6-8 SEPTEMBER 2022

Since the time of dreaming, Koongo, place of water, Yallarm, place of shells, and its environs have been the home of First Nations peoples — the Bailai, Gurang, Gooreng Gooreng and Taribelang Bunda nations — who are the Traditional Owners and custodians of the land and water of the Gladstone Region. It was an honour to have Gooreng Gooreng representative, Uncle Richard, welcome LGMA delegates to country.

The 2022 conference was all about the next generation of leaders; how we will attract them, how we will keep them and how we will ensure they have the skills to deliver on community needs. Throughout the conference, different presenters explored different aspects of this theme, necessarily starting with where we are now.

The opening keynote presentation from Marvin Oka, *Answering the call to leadership: when meaning and purpose matter*, started proceedings with a challenge to each of us to consider our leadership and what our employees and colleagues need from us. The call to articulate our own 'hero's journey' was both thought-provoking and inspiring.

Mark Puncher from Employer Branding Australia engineered a fabulous session to ensure that local government is the *Employer of choice 2030*. Delegates considered how local government is perceived as a sector and what this means for recruitment. By the end of this session, most delegates had a list of dos and don'ts to take back to their council and all had agreed some common elements councils can market to ensure the sector as a whole is an attractive one.

Angela Szczepanski and Gerard Timbs of Gadens followed this up with a session presenting their experiences of the *Perceptions of local government*. While the CEO panel featuring Emma Thomas from Sunshine Coast Council, Troy Fraser from Doomadgee Aboriginal Shire Council and Tim Baker from the City of Gold Coast, challenged those perceptions with a look at the reality of local government roles and expectations. The three panellists all provided a

fascinating description of their own experiences and the challenges they faced in marrying those expectations with what they actually experienced. All have had careers in other sectors and the comparisons were illuminating.

Thursday's programme commenced with the launch of the Governance Advisory Service co-hosted by LGMA's Peta Irvine and Jae Lancaster, Acting Deputy Director General, Department of State Development, Infrastructure, Local Government and Planning. A great initiative, featured in this edition of *the journal*.

Professor Kevin Desouza from QUT presented *Designing smarter communities as self-organising, capital-creating ecosystems*. His explanation of the six capitals; human, economic, natural, organisational, social and symbolic, got all thinking about which they current utilise and how to more formally recognise those that are often missed in our assessment (generally these are social and symbolic).

The concurrent sessions followed the morning tea break. Delegates thoroughly enjoyed each of the three sessions. Thank you to Gary Stevenson for the *Lessons from COVID*; Cecil Barnard for *Leading a successful multi-generational*

The 2022 conference was all about the next generation of leaders; how we will attract them, how we will keep them and how we will ensure they have the skills to deliver on community needs.

workforce and Rob Hall from .id (informed decisions) for the Demographic and economic disruption presentation.

Alison Smith, Julie Barr and Daniel Fletcher discussed the *Local government workforce*. This session generated plenty of questions and ideas sparked as each presented thoughts on attraction and retention. Professor Santina Bertone reviewed the *Future of work – implications for local government and regional renewal* and offered useful research into the expectations and demands of our future workforces and flagged some of the opportunities for partnerships to support.

The closing keynote session featured Paul Hockey *It's all about your perspective!* Through his actions and approach, Paul showed us what we can achieve and inspired delegates to bring a positive, can do mindset to our work and lives.

Thank you to all the presenters. LGMA delegates sincerely appreciate your time, content and expertise. Their feedback was positive and highlighted the importance of continued discussions, thinking strategically, networking, collaboration and planning for the future.

From a social perspective, the two and a half days of the Annual Conference commenced with the President's Welcome Reception at the Lightbox Piazza, Gladstone Entertainment

Convention Centre. LGMA Queensland President, Andrew Chesterman, welcomed guests and officially commenced proceedings for the conference. The mild afternoon lent itself to set the scene for a relaxing start to the overall event. It was great to network with new contacts and connect with friends and colleagues.

Delegates also met the International Manager Exchangee, Doug Tate from Central Hawkes Bay District Council. Sunshine Coast Council's Kim Driver will be joining Doug as the LGMA Exchangee to New Zealand.

As the sun began to set after sessions on Wednesday, the Beach versus Bush grudge match, sorry, Soccer game, was a key highlight of the day, especially for the winning (although, it should be noted for the record that a formal challenge has been submitted about the result. Beach players and supporters). Congratulations to the participants and the cheer squads!

The Gladstone City bus tour on Thursday afternoon included: the Gladstone Marina, CQ University and Spinnaker Park, Gladstone Powerhouse, Round Hill Lookout, Tondoon Botanic Gardens, the Philip Street Communities and Families Precinct, East Shores Precinct and Auckland House.

The Mexican Hat Dance made a comeback at the Fiesta-themed

conference dinner which featured the announcement of the 2022 Manager of the Year Award. Congratulations to Leisa Dowling, CEO, Gladstone Regional Council – a very deserving recipient.

A sincere thank you to LGMA's corporate partners. The conference would not be possible without your continued support, dedication and contribution.

Finally, thank you to our conference suppliers: Gladstone Entertainment Convention Centre, Compass Events, Great Expectation Speakers, Moonlight Entertainment, Get Smart Promotions and Photopia.

We look forward to seeing you all at next year's conference – location yet to be announced.



GOVERNANCE

ADVISORY SERVICE

AT THE LG CONFERENCE, THE LGMA AND THE DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING WERE DELIVERED TO ANNOUNCE THE LAUNCH OF THE GOVERNANCE ADVISORY SERVICE.

Looking to fill a capacity gap many remote and regional councils experience due to high turnover, difficulty attracting staff, generally huge workloads and ever-changing demands, LGMA devised a solution which seeks to break the cycle and ensure that the foundations of good governance are in place. Evidence suggests that where a framework of governance policy and practice is in place, the potential consequences of high turnover and workloads can be mitigated.

Pitching the idea to the Department, they were keen to come on board to support this practical and hands-on attempt to support councils before the situation becomes dire. The Queensland Government has support full funding for two-years which means this service can be offered largely free of charge to councils in need.

The Governance Advisor will work with councils in a non-statutory capacity to provide targeted support to council staff, tailoring the development of new or adapted policies and procedures to councils' specific circumstances,

providing important, on-the-ground training and implementation and intensive follow-up to ensure that policies and procedures are embedded in practice. The position will lead non-statutory, place-based responses to councils who are identified or who self-identify as needing assistance.

Specifically, the Governance Advisor will improve governance practices across Queensland councils by:

- working with the Department to develop a library of key policy, reporting and monitoring documents;
- supporting the implementation of good governance practices in councils of varying sizes; and
- working with individual councils to tailor documents, train staff and assist in the implementation and consistent adoption across councils.

The position will be located with, and managed by, LGMA and will report monthly to the Joint Reference Group which the Department is a member of.

About me... I have over 29 years of local government experience spanning three councils across metropolitan and regional Queensland. My focus has been on good governance and implementing corporate wide business improvements, combined with a practical and commonsense approach.



And now, introducing the new Governance Advisor, in her own words is Liza Perrett who was appointed after a meritorious selection process conducted by the Joint Reference Group earlier this year.

I am so excited to have recently joined LGMA Queensland as the Governance Advisor. By the time you are reading this, I would have had my feet under the table for about four weeks of this very exciting two-year, State Government funded position.

So, what is the purpose of this position? It is to support and assist Councils in the development of a suite of tailored tools that can be easily implemented in your organisation, to ensure you have best-practice policies and governance documents and processes in place.

The aim is to support Councils to meet their statutory obligations and also create efficient and

transparent policies and systems which allow staff to get on with the job while also assisting Council make decisions.

As Governance Advisor, my role is to work with your Council (where required) and other stakeholders to develop a library of key policies and supporting corporate documents. The focus will be to support the implementation of good governance practices in councils, of varying sizes. I will work with individual councils to tailor documents, train staff and assist in their implementation as appropriate. My time will be allocated through a prioritisation framework developed by the Joint Reference Group to ensure that councils with greatest need and associated commitment receive priority service.

About me... I have over 29 years of local government experience spanning three councils across metropolitan and regional Queensland. My focus has

been on good governance and implementing corporate wide business improvements, combined with a practical and commonsense approach.

Want to know more, visit the LGMA website or email GA@lgmaql.org.au.

Liza Perrett
LGMA
GOVERNANCE ADVISOR





LGMA VILLAGES

ROLE-SPECIFIC EXCHANGES PROFESSIONAL DEVELOPMENT OPPORTUNITIES

THE LGMA VILLAGE EXCHANGES WERE CREATED TO PROVIDE QUEENSLAND LOCAL GOVERNMENT PROFESSIONALS WORKING IN SIMILAR FIELDS WITH THE OPPORTUNITY TO COME TOGETHER TO NETWORK AND SHARE EXPERIENCES.

These events are a fantastic opportunity to learn from each other, network, discuss best practice and talk about changes and the latest developments in your role specific area of local government.

The Village Exchanges have been extremely popular the last couple of years and now it is time to lift a level – and we would love your help!

For each of the Village Exchanges, LGMA is seeking to create an Executive Committee of 2-3 council officers who can assist with building the network of participating officers but, most of all, driving the ever-important conversations and Exchange agendas. Using your expertise in the field, you can suggest topics and speakers and help lead the conversation to maximise the benefit for all participants.

LGMA will continue to schedule and facilitate each Exchange. Executive Committee Members will be involved with creating the agenda for 3-4 Exchanges per calendar year and participating in the discussion boards on the LGMA website.

Benefits for Executive Committee Members include:

- One year's complimentary LGMA membership (individual) – valued at up to \$409 - the amazing membership inclusions (such as complimentary webinars and an annual coaching session) are fully outlined on the membership page of the LGMA website
- Raising your professional profile, skills and abilities (bragging rights on LinkedIn and your CV)
- The opportunity for personal and professional growth in a safe environment

- Connecting with like-minded officers at different Queensland locations
- Networking across councils
- Sharing information and building conversations on the discussion boards
- Sharing your knowledge, experience and giving back to the LG community

If you would like to be a part of this professional development opportunity, please visit the website or call us on 07 3174 5006 for further information and assistance. We look forward to discussing this great opportunity with you.



LGMA – THE HOME OF QUEENSLAND LOCAL GOVERNMENT OFFICERS.
YOU'VE GOT THIS, WE'VE GOT YOU.

Our purpose is to help Employers and Business Owners to overcome legal obstacles.



Lawyers for Employers

OBLIGATION FREE CONSULTATION

Our Values



HELP FIRST



PRACTICAL



PRODUCE RESULTS



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LGMA PROPELLER PROGRAMME

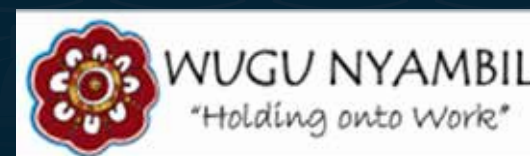
Propeller takes flight



The 2022 Propeller cohort at Mackay Regional Council with Acting CEO Angela Hays and Mayor Greg Williamson.



Whitsunday Regional Council and the Propeller delegates at lunch learning about coffee from Whitsunday Gold Coffee before heading out to Shute Harbour to see the post Cyclone Debbie reconstruction of the marine terminal.



Yarrabah is known as 'paradise by the sea'

FOLLOWING A DELAYED START DUE TO THE ONGOING COVID RESTRICTIONS AND THE FEBRUARY WEATHER EVENTS, PROPELLER 2022 FINALLY TOOK FLIGHT.

The group of 15 came together in Brisbane at the end of April for a two-day Introductory Forum. Placed into three teams of four, each willingly accepted the challenge of organising their share of the six workshops to engage and learn about LG from the perspective of other Queensland councils.

For the first two workshops in early June, the Propeller cohort travelled to Yuwibara lands where Mackay Regional Council hosted and the Ngaro lands, hosted by Whitsunday Regional Council. They experienced the value of collaboration, networking and information sharing from the two amazing host councils.

The workshop topics at Mackay included: the corporate plan, community

engagement, a values-based culture, employee engagement/high performance, the Mackay waterfront project, engaging with the regional aspect of the Mackay area and the current challenges that council face. The Whitsunday workshop focused on tourism, economic development and disaster management followed by visits to the council operated airport and Shute Harbour.

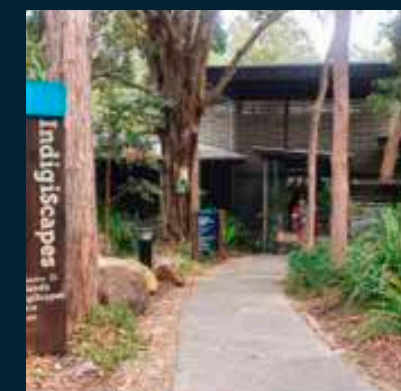
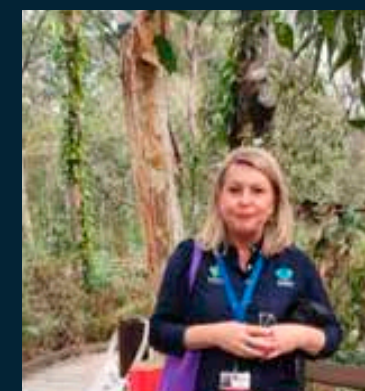
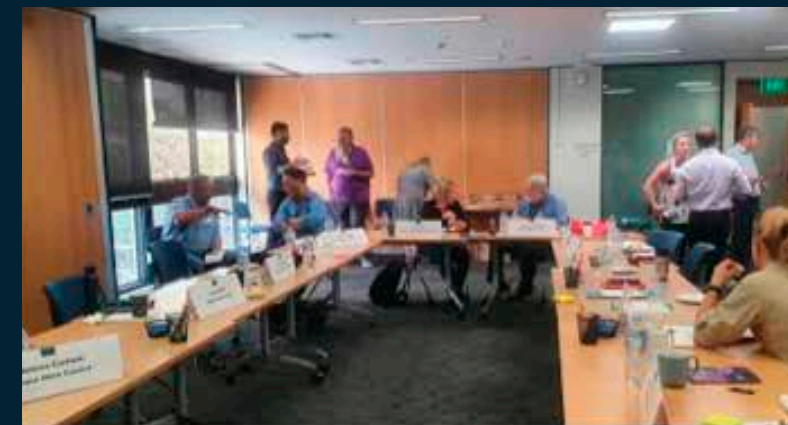
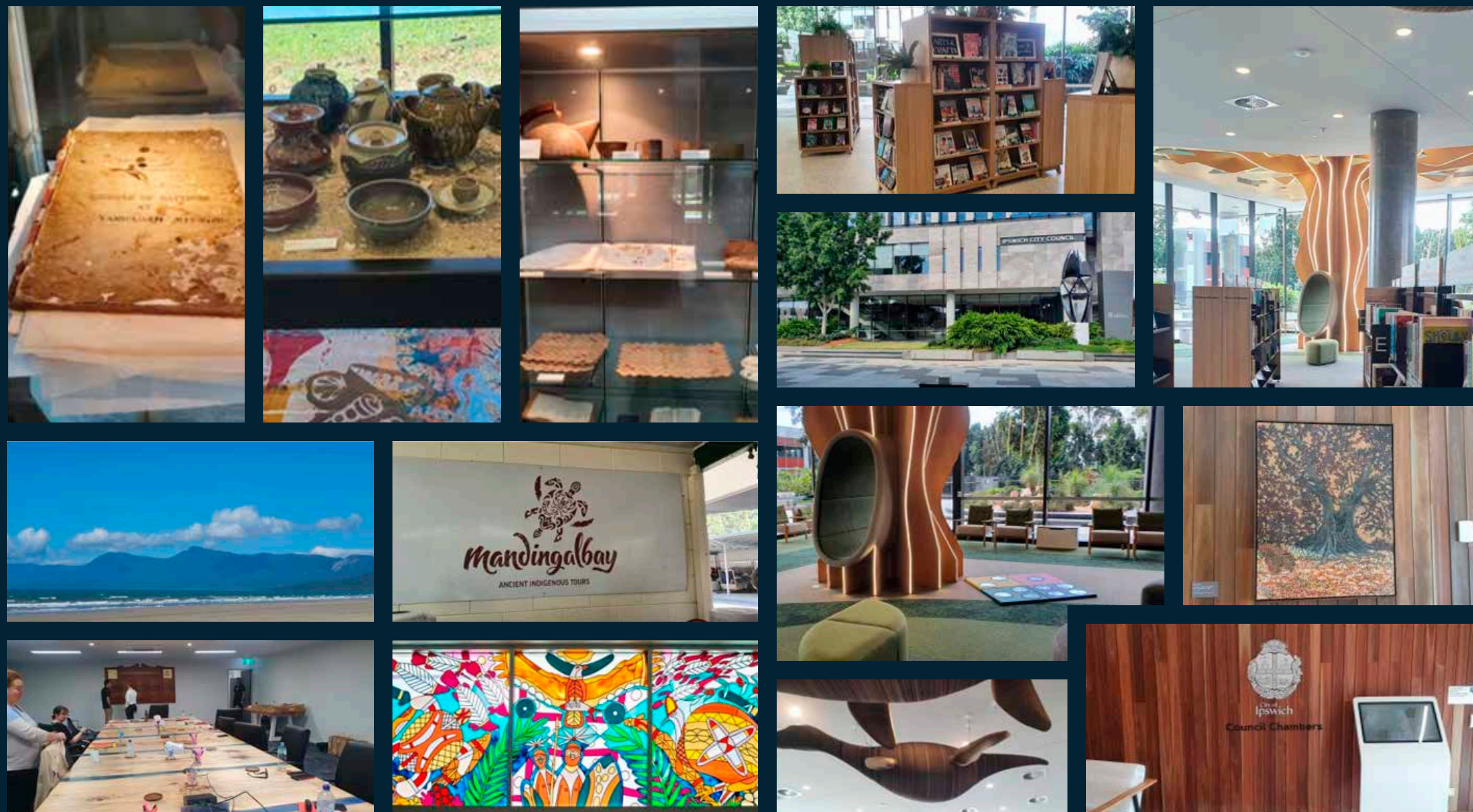
At the end of July, we headed off to Cairns Regional Council on Gimuy-Walubara Yidinji lands and Yarrabah Aboriginal Shire Council which is on the traditional lands of the Gunggandji and Yidinji people (and now home to indigenous people from other language groups as a result of forcible relocations in its history). It was great to meet Cairns Mayor Bob Manning and the Cairns team who were so very generous with their time and sharing the Cairns Regional Council story.

Each Propeller participant was actively engaged in the topics of discussion: First

People's Action Plan, corporate plan/organisational values, Northern Beaches leisure trail, Palm Cove and city centre master plans, dining precinct, climate change strategy, the materials recycling facility and the coastal hazard adaptation strategy.

The Propeller group then headed out to Yarrabah Aboriginal Shire Council. We were welcomed by Leona Worrell, Mayor Ross Andrews and Acting CEO Richard Wright. The guided tour hosted by Vincent Schrieber certainly explained why Yarrabah is known as 'paradise by the sea'.

The group also heard from Rob Friskin of Wugu Nyambil Limited (Wugu) which is the first place-based and community-led employment service to be established by the Australian Government. Wugu opened its doors to the Yarrabah community on 2 July 2018. It is a community-led employment service. Its staff are either Yarrabah residents or have a close connection to the Yarrabah community.



Yarrabah is the traditional country of the Gunggandji and Mandingalbay Yidinji people. The Propeller group were extremely fortunate to visit the Djunbunji Rangers and hear about the Mandingalbay Ancient Indigenous Tours and their future projects – visit mandingalbay.com.au for further information.

Another highlight was visiting the Yarrabah Arts and Cultural Precinct (YA&CP). Simone Arnol has managed the YA&CP since 2020. It is a dynamic space for local artists to create art, strengthen culture and acknowledge history. Established in 2002, the Precinct offers unique Indigenous experiences including the Menmyny Museum, the Yarrabah Arts Centre and a rainforest boardwalk, featuring the beautiful Cairns Fan Palm.

The September workshops were hosted by Ipswich and Redland City Councils. Ipswich Mayor Teresa Harding and Sonia Cooper – CEO, welcomed the group to the home of the people of the Yugara language group and highlighted the challenges and opportunities of a metropolitan council.

One of the topics of the day included: how can metro councils support regional councils? Carl Manton from Goondiwindi Regional Council just so happened to be in town and assisted the discussion talking through some of the regional components of Queensland local governments such as five major highways, a hydrogen project and wind farm.

The Propeller group heard about the City of Ipswich's organisational structure and how they have managed historical events and continue to build community trust. The Ipswich liveability department discussed all things community, culture and economic development and the flow-on effects of a dramatic population increase of 316,000 people by 2041. A tour of the Safe City office, Ipswich Library, the Children's Library and the Nicholas Street council building completed a great day of collaboration and learning.

The sixth and final workshop for Propeller 2022 was at Redlands City Council on Quandamooka lands. Welcomed by the leadership team we had an overview of Council and their corporate plan, people strategy and an update on the creative

arts and the Birkdale Community Land Precinct.

The group headed out to Indigiscapes and Ranger Stacey (yes, the real Ranger Stacey) guided the teams to the Tallowood Tree whilst outlining the wildlife rescue operations. A visit to the Botanic Gardens completed another amazing workshop.

Throughout the seven-month programme, the propeller participants met with their counterparts at each of the host councils, broadening their networking abilities and creating bonds across councils.

View the 2022 cohorts' memoir and project on the LGMA website from the end of October.

Thank you to the 2022 host councils:

- Mackay Regional Council
- Whitsunday Regional Council
- Cairns Regional Council
- Yarrabah Aboriginal Shire Council
- Ipswich City Council
- Redland City Council.

Thank you to the Propeller delegates' councils:

- Isaac Regional Council
- Whitsunday Regional Council
- Cairns Regional Council
- Banana Shire Council
- Gladstone Regional Council
- Goondiwindi Regional Council
- Fraser Coast Regional Council
- Lockyer Valley Regional Council
- Mackay Regional Council
- Western Downs Regional Council
- South Burnett Regional Council
- Redland City Council.

We sincerely appreciated the collaboration, generosity and most of all, passion for your communities and councils. Thank you, we thoroughly enjoyed working with you.

Propeller 2023 nominations are open from 24 October until 27 February. The programme will run from March to September and will include nine workshops (3 in Brisbane and 6 in Councils).

Lisa Hamilton

2022 MANAGER OF THE YEAR –

LEISA DOWLING

ANNOUNCED AT THE LOCAL GOVERNMENT CONFERENCE, THE 2022 MANAGER OF THE YEAR IS LEISA DOWLING. LEISA IS A VISIONARY LEADER WHO HAS FOSTERED A PROUD AND MOTIVATED WORKFORCE AS CEO OF GLADSTONE REGIONAL COUNCIL.

Leisa joined Gladstone Regional Council in 2010 and, becoming CEO in 2018, has successfully delivered a major transition from a traditional council structure to a highly effective tailored operating mode. She engaged employees and management in a corporate planning process which refocussed the plan, goals and vision. The resulting vision, Connect, Innovate, Diversity, has clearly defined projects and goals.

Leisa also introduced an annual theme for all employers and each theme builds upon the previous year. These themes are so well articulated and clear that they can be applied across the entire workforce. For example, the 2022 theme of *Proudly GRC* aspires to be a workplace everyone one can feel proud of. Previous themes were 2021's *Collective Delivery*, focusing on individual and collective responsibility for all aspects of service, *Be Pragmatic* in 2020 which was about sensible and effective decision making and use of resources and 2019's *Making it Easier* which focused on doing more with the same and finding efficiencies and simplifications.

Leisa engenders ownership of the vision through the organisation with regular and open communication. She makes a conscious effort to meet face-to-face with employees at all levels and she is regularly out and about in high-vis.

She encourages new structure, practices and ideas at every opportunity. This is embedded into the executive team meetings where continuous improvement is always on the agenda. During the COVID-19 crisis, Leisa responded quickly and effectively to secure service provision

for the community.

Rather than taking a hierarchical approach to leadership, Leisa recognises that everyone has the potential to be a leader and encourages all to step up and lead. She has made major improvements to succession planning for managers, team leader and specialists. She has also initiated a quarterly senior leaders' forum where she updates leaders on council strategy and invites feedback. She demands that information and agendas for ELT meetings be shared with staff, creating a genuinely transparent decision-making process whilst building trust.

Leisa maintains organisational awareness of triple bottom line issues through her outstanding communication methods. On any given day, you are more likely to find Leisa actively engaging with the community, stakeholders and employees rather than sitting behind a desk. Along with her visible presence on the ground, she builds awareness through regular updates, from addressing social and environmental issues on the intranet to distributing summary documents to level three leaders following executive meetings.

Her effective deployment of resources is cemented by her exceptional awareness and deep understanding of Council's business operations. She is curious and information-hungry, always listening to understand. She embraces opportunities to achieve greater effectiveness and efficiency, carefully working through business cases for ideas.

Leisa genuinely cares about her community and region and her every action is focused on how to serve them better. She regularly mobilises her extensive network to involve the organisation in relevant issues of regional state and national significance, such as her renewable energy project facilitation.

Leisa values employees and understands

the importance of assistance to allow the whole team to grow. Employee training from depot operators to the Mayor, are all provided with access to training and encouraged to pursue their ambitions.

A keyway Leisa achieves employee career development is in her approach to succession planning. In every performance plan is a section on aspirations and how these align with career development. This prompts an important and illuminating conversation, creating opportunities for managers to better support the growth of their employees.

Leisa's professional and ethical standards are unquestionable. Employees report that she is an amazing role model who embodies their values. Notable amongst these are ethics and Leisa is passionate about ensuring Gladstone Regional Council is an ethical council.

A worthy winner, Leisa's name now features on the perpetual trophy and she receives \$4,000 towards professional development.

Congratulations, Leisa.



Professor Santina Bertone of CQ University presenting Leisa Dowling with the 2022 Manager of the Year Award.

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TAFE AND UNIVERSITY QUALIFICATIONS

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



LEADING PROFESSIONALS IN LOCAL GOVERNMENT



MEET THE MEMBER

ANDREW BOARDMAN

Director Infrastructure Services,
Balonne Shire Council

How long have you been Director Infrastructure Services at Balonne Shire Council?

I have been with council for three and a half years.

What is on your bucket list?

Professionally:

I would love to start a family-run consulting business in the future (when the kids are grown-up which is a long way off!).

Personally:

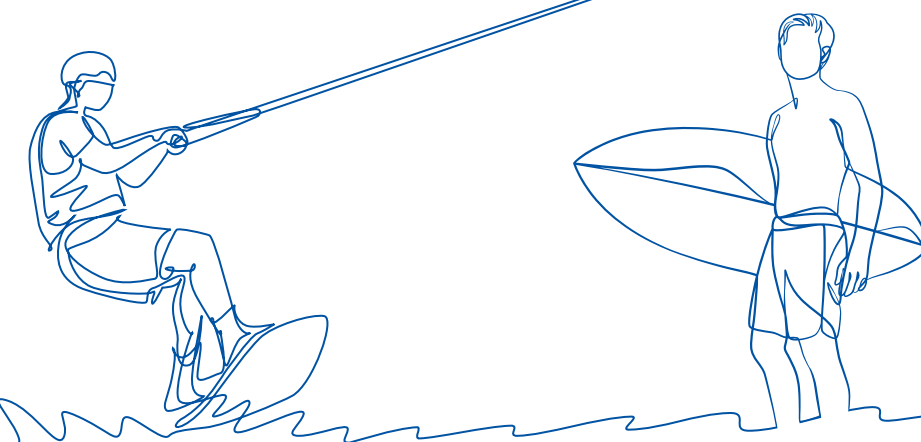
I love water sports including surfing, skiing and wakeboarding. Having our home next to a river or lake would be first prize along with being able to take the boat out every day.

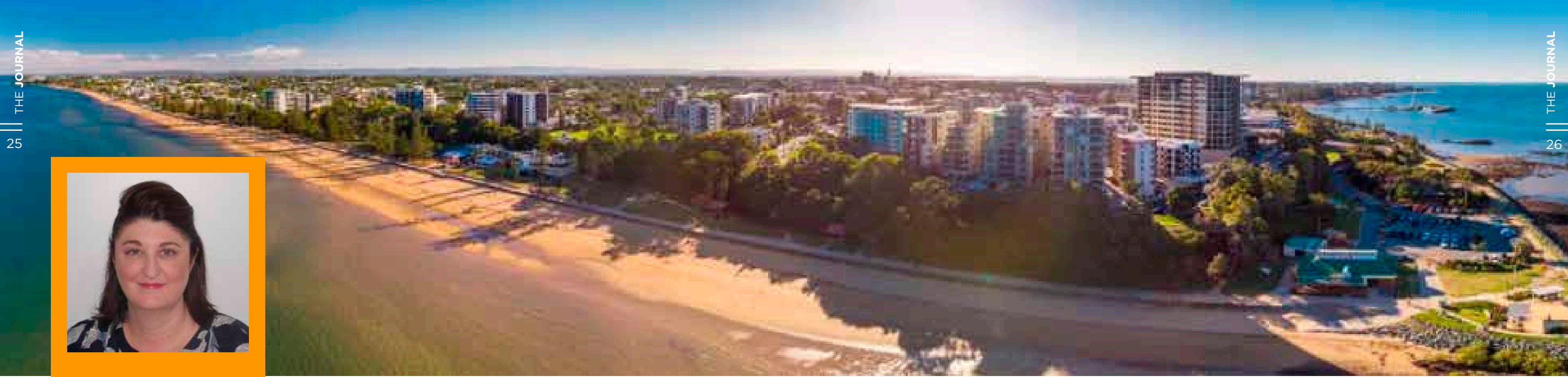
What keeps you up at night?

Three young children! The oldest is five and the youngest are one year old twins.

What gets you out of bed each morning?

I love seeing what each new day will bring, the challenges to be solved and ways to improve, both personally and professionally.





MEET THE MEMBER

ROBYN MOFFAT
Manager Environmental Services,
Moreton Bay Regional Council

How long have you been Manager Environmental Services at Moreton Bay Regional Council?

I have been leading the Environment team at Moreton Bay Regional Council for the past seven years and have held various other roles within the organisation since 1995. My career journey at Moreton Bay has offered many different opportunities, all of which have focused on our community.

What is on your bucket list?

Professionally:

I had the opportunity to undertake an Australian Institute of Company Directors course a couple of years ago and thoroughly enjoyed the opportunity. Since then (and because of the response to the pandemic), I've been completing various on-line courses on a variety of topics focusing on environmental management and how advances in technology and strong partnerships with the community can make a definable difference locally and globally.

I am keen to keep exploring the synergies between local government, technology and community partnerships and being able to showcase some of the amazing projects that Moreton Bay Regional Council has delivered. I'm particularly proud of Council's koala conservation initiatives which have directly resulted in an increase in koala populations across some parts of the region. There's still a lot to focus on to secure the long-term survival of koalas and our other endangered wildlife across South-East Queensland, however, when we work together, we can make a difference.

The other topic which I'm keen to explore more deeply is the role of our traditional custodians in caring for country and establishing ongoing strong partnerships with our local Aboriginal and Torres Strait Islander community. We recently delivered a wonderful partnership project which involved salvaging twenty-six, very large, habitat trees and relocating them to nature reserves. Some of these large trees were left in piles, providing habitat to ground dwelling species and others were kept upright, providing habitat for birds, gliders and other species who rely on hollows. I'm keen to keep progressing these types of initiatives and promoting the tangible environmental outcomes these partnerships provide.

Personally:

Like many, I have an extensive list of places to explore, some of which are in our own 'backyard' and others abroad.

Next year I am off to the Red Centre to explore our outback, followed by (fingers crossed) a short trip later in the year to New Zealand's South Island. Bucket list? Perhaps a bungy jump if I am feeling brave.

In my free time I bake and create celebration cakes for friends and family. I have an exceedingly long list of images that inspire me to create, so my cake-making bucket list is never ending!



What keeps you up at night?

It is not often, but at times I do wake up in the middle of the night and think 'What else is there? We are not making enough of a difference yet!'

Conservation tends to take centre stage in these thoughts and luckily, I am surrounded by wonderful colleagues who share my passion for creating strong collaborations and for making a difference every day. They are always supportive of my morning statement of 'So, this is what I thought of last night, what do you think of ...?' for which I am incredibly grateful!

What gets you out of bed each morning?

As a natural early riser, I usually jump out of bed 'full of beans' and start the day with a walk accompanied by my four-legged bestie. I love to watch the sunrise and to listen to the early morning bird song.

I also use this time to revise 'in my head' plans for the day and week ahead. Like many others, I usually have more things on my 'to do' list than time. However, I find this routine useful to prioritise what is important, what is urgent and what I can do to support my team.

One of Robyn's creations

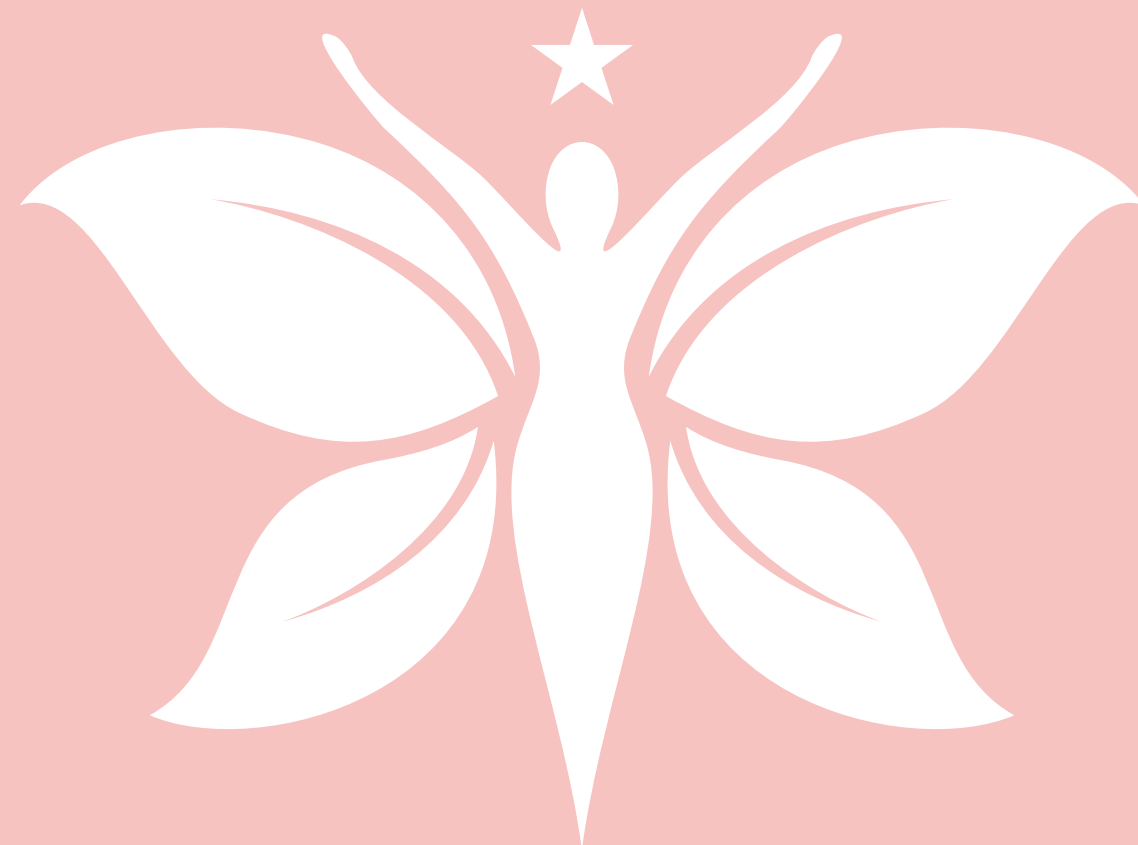


MOVERS AND SHAKERS

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

Brian Joiner	CEO Cook Shire Council
Michelle McFadyen	Acting CEO Diamantina Shire Council
Thomas Smith	CEO Mapoon Aboriginal Shire Council
Caroline McMahon	Acting CEO Scenic Rim Regional Council
Kiley Hanslow	CEO Wujal Wujal Aboriginal Shire Council
Richard Wright	Acting CEO Yarrabah Aboriginal Shire Council
Martin Drydale	CEO Charters Towers 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



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CONFERENCE
8 - 9 MARCH 2023



CALENDAR OF EVENTS 2022/23

OCTOBER 2022

27 Governance Forum

NOVEMBER 2022

1 Tourism Exchange
1 People and Culture Exchange
2 Sport and Recreation Exchange
2 Governance Exchange
3 Library Exchange
8 Compliance Exchange
8 Parks and Gardens Exchange
9 Environmental Health Exchange
10 Customer Service Exchange
10 Executive Assistants' Exchange
15 Rates Exchange
16 Rural Management Challenge (CQ)
24 CEO Forum (Brisbane)
25 ILG CEO Forum (Brisbane)
25 Retired Members' Luncheon (Brisbane)

FEBRUARY 2023

1 Workplace Health and Safety Webinar
2 WILG Superannuation Webinar
7 Compliance Exchange
7 Customer Service Exchange
8 Environmental Health Officers' Exchange
8 Governance Exchange
8 Procurement Exchange
9 ICT Exchange
9 Executive Assistants' Exchange
10 Ignite Programme Nominations Close
16 Fraud Webinar Part 1 of 2
22-23 Ignite Programme
Introductory Forum (Brisbane)
22 Grant Writing Webinar Part 1 of 3
23 Member Only Webinar
27 Propeller Programme Nominations Close
28 Parks and Gardens Exchange
28 Tourism Exchange

MARCH 2023

1 Sport and Recreation Exchange
1 People and Culture Exchange
1 Workplace Health and Safety Exchange
2 Library Exchange
2 Rates Exchange
3 ILG Forum
7 Grant Writing Webinar Part 2 of 3
8-9 Women in Local Government Conference
(Brisbane)
16 Fraud Webinar Part 1 of 2
22 Grant Writing Webinar Part 3 of 3
28-29 Propeller Programme
Introductory Forum (Brisbane)
28-29 Ignite Programme
Introductory Forum (Cairns)
30 CEO Forum





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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