

THE Journal

FEBRUARY 2023

**LG ANNUAL
CONFERENCE
2023**

**SUNSHINE COAST
29-31 AUGUST 2023**



SUPPORTING THE PROFESSIONALS SHAPING QUEENSLAND COMMUNITIES



LGMA'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 and *the journal*, please contact 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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Local Government Managers Australia – LGMA Qld



LGMA Queensland

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FROM THE PRESIDENT'S DESK

PRESIDENT

Andrew Chesterman
MLGMA

WELCOME TO 2023 AND THIS ISSUE OF THE JOURNAL. I HOPE MOST OF YOU HAVE HAD AN OPPORTUNITY TO TAKE SOME WELL-DESERVED REST OVER THE HOLIDAY PERIOD AND ARE LOOKING FORWARD TO THE YEAR AHEAD.

Once again, the rain events in parts of our State remind us that our work actually never stops. I made a point last year in my organisation to specifically thank those officers who remain on-call for our communities, and unfortunately many local government disaster arrangements are again on show. I hope those involved in the response and various recovery operations take some time to wind down.

ONCE AGAIN, THE RAIN EVENTS IN PARTS OF OUR STATE REMIND US THAT OUR WORK ACTUALLY NEVER STOPS. I MADE A POINT LAST YEAR IN MY ORGANISATION TO SPECIFICALLY THANK THOSE OFFICERS WHO REMAIN ON-CALL FOR OUR COMMUNITIES, AND UNFORTUNATELY MANY LOCAL GOVERNMENT DISASTER ARRANGEMENTS ARE AGAIN ON SHOW.

This year is an important one for LGMA. I mentioned at the Annual General Meeting, and in this column before, the Board's wish to revisit the association's purpose, branding and membership priorities.

At our January annual business planning meeting, the Board, together with Peta, have agreed to test some ideas with the membership through a series of focus groups aimed at existing and potential members. Importantly, you as our existing members should take comfort that there is no proposal for radical change, rather, the past few years have revealed some opportunities for the organisation to reconsider the breadth of our membership base and service offering.

Without a doubt, adapting to remote working and collaboration is one of those opportunities we should not let go by. There are also challenges with employee attraction and retention affecting us all.

A broader membership base will allow the association to grow and close the 'lumpiness' of member numbers who leave, and join, the association over the course of a year, continually putting into question the income which can be relied upon to develop and grow the sector.

Rest assured, the association is in good financial shape and managed extremely well, but to progress and enhance the sector through our offerings, a broader revenue base is important.

Long serving members who have been part of this 73-year-old organisation for many years, and those that see LGMA Membership as an important part of their 'personal brand', will be pleased that the Board recognises this. We discussed additional ways of acknowledging longevity, service to the

sector and contributions to LGMA itself as work to be progressed. There is clear recognition of the status of membership and the quality of any of our offerings. The Board is clear that any changes will not lessen those important elements. Quite the opposite.

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Significantly, there was an important discussion about broadening the reach of the association to acknowledge the opportunity (and risk) to the sector by building an even more highly effective, capable and effective Queensland local government sector (our current vision). The current Rules of Association (RoA) of LGMA have some subtleties important to understand with any changes proposed to be voted on by the membership.

Currently, the RoAs state that anyone with 'line-management' responsibilities working in a Queensland local

government can join as a member. Discussions by the Board agreed that new ways of working, hybrid/remote employment arrangements and matrix approaches to service delivery, effectively rule out membership of a cohort of officers who perhaps are very effective and valuable leaders without a direct reporting staff member.

We will be proposing a change to the RoA to broaden eligibility to people in leadership roles and those aspiring to be leaders in local government. This change is not designed to create an environment for rapid annual growth, but is in response to some anomalies in those able to join and recognise the value we provide to those who see their professional career in local government.

Consequently, there was also a discussion about the purpose and role of Affiliate Membership (which make up approximately 5% of our members). The Board will be proposing to remove this category recognising that many in that cohort are also under the age of 35 and will therefore continue to receive substantial annual fee discounts. We also know that some members are affiliates because of the strict interpretation of the 'line-management' terminology used in the RoA with the only difference in their membership offering to a full member being the ability to vote.

Finally, there are the issues of the LGMA name, and whether this needs a change, and the term of the LGMA Presidency (Conflict of Interest declared!).

With the changes proposed above, the Board agreed the membership strategy going forward will shape the answer to the question of the name. We discussed utilising a 'strapline' (e.g. LGMA - professionals in local government), wholesale change, adopting the local

government Professionals Australia name, or no change, and will be seeking the views of members via a series of state-wide focus groups where the other proposed changes will be explored.

When I decided to embark on this presidency, it was to make a wider contribution to the local government profession, seek ways of improving our reputation, create a more meaningful relationship with our LGAQ colleagues and develop the industry. I had a particular eye on younger professionals who wanted to make a difference and develop their careers.

LGMA hits way above its weight and I saw an opportunity to assist. With a Presidency requiring an annual Member vote, the Board will also seek Members' views at a future AGM on whether this is a contemporary approach to governing an organisation with a sense of stability, and an eye on the horizon, and will propose a longer Presidential term.

I look forward to any feedback you have as we progress and wish you well for 2023.

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A WORD FROM THE MINISTER

**DEPUTY PREMIER AND MINISTER FOR STATE DEVELOPMENT,
INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING
AND MINISTER ASSISTING THE PREMIER ON OLYMPIC
AND PARALYMPIC GAMES INFRASTRUCTURE**

Steven Miles MP

AT THE START OF A NEW YEAR, I AM ALWAYS EXCITED ABOUT WHAT CAN BE ACCOMPLISHED TO IMPROVE THE LIVES OF EVERY QUEENSLANDER OVER THE COURSE OF THE NEXT TWELVE MONTHS.

The roles we have in serving and leading our communities, place us in a privileged position of being able to make a tangible difference to their lives. It's important to not only recognise that, but also continue to improve how we offer that service and leadership.

As the year rolls forward, I know thoughts will soon be turning towards the next local government elections which are only 13 months away. We have much work to do before then.

There's no question that together we have achieved a great deal so far during this term.

Our united health response to COVID ensured Queensland was not only kept safe but also economically strong. We have positioned ourselves well as we look towards the coming decades.

Together, we have also delivered more priority and community infrastructure since March 2020.

Funding programmes such as Works for Queensland and COVID Works for Queensland, the Local Government Grants and Subsidies Programme, and the South East Queensland Community Stimulus Programme, as well as others, have made an enormous difference to the liveability of towns, cities and regions across the State.

In fact, during the course of the current local government term, well in excess of \$617 million has been allocated to councils, helping deliver more than 1,100 projects, while creating or supporting over 9,200 local jobs.

I know there is more to come.

I encourage all of our councils to make this final stage of the current term the most prosperous and rewarding for their communities.

The department is also working towards information sessions and online training in readiness for next March, to ensure that everyone is fully informed of their responsibilities and requirements should they choose to nominate as a candidate.

Needless to say, it is imperative our councils have the best people possible and are truly reflective of the communities they represent.

There will be more on this in the coming months.

The LGMA's Governance Advisory Service is also kicking goals. Liza Perrett visited several northern and far western councils before Christmas, hitting the ground running. She has been fantastic in engaging with local government and has done wonderful work in understanding the needs of the individual councils she has visited.

It is a terrific service and I urge every council that feels it could benefit from her expertise to put their hand up to benefit their communities.

I'm also thrilled the Local Housing Action Plans are moving forward through the good work of the Western Queensland Alliance of Councils and the Rural and Remote Councils Compact. The six pilot plans in Murweh, Paroo, Flinders, Blackall-Tambo, Boulia and Carpentaria will help shape the success of 22 local housing plans, aimed at helping to address one of the biggest issues facing every Australian community.

Four of the councils have called on State Government representation on their working group to progress implementation of each local housing action plan, while two of the councils are looking to prepare a housing strategy.

The Sustainability Framework is also now well advanced ahead of being put in place later in the year. I'd once again like to thank all involved in ensuring each individual council's needs will be better addressed, as opposed to a 'one-size-fits-all' approach.

In relation to maintaining community confidence in the sector and improving accountability and transparency, the Queensland Government supports, or supports in principle, all 40 recommendations handed down by the State Development and Regional Industries Committee about the Independent Assessor and councillor conduct complaints system.

The recommendations are designed to expedite the complaints process and offer greater support to both the Office of the Independent Assessor and the Councillor Conduct Tribunal to function more efficiently in the public interest.

Together, accountability and transparency form a cornerstone of good governance, so it is imperative to have a complaints framework that complements this for the community as well as for our councillors.

Again, I am looking forward to collaborating with each of our councils throughout this year.

Working together, we can have a positive impact on the lives of every Queenslanders and make 2023 a year to celebrate.



CEO SNAPSHOT

CHIEF EXECUTIVE OFFICER

Peta Irvine
MLGMA

add value to the sector or for whom we cannot deliver value.

From an organisational perspective, 2022 delivered some exceptional results through our conferences, training programme and increased reach into councils. The successes of 2022 have shaped our resourcing, focus and activities for the longer-term and, as I said, I think will have lasting change on LGMA. As a team, we plan to build on this in 2023 to ensure that every council in Queensland is receiving benefit of the LGMA network and that a larger number of local government officers know who we are and what we can offer.

These offerings include an expanded suite of villages which each have a selection of exchanges (the one-hour discussions online), webinars and, in some cases, face-to-face forums. Of course, the favourites return with the Awards for Excellence, the Australasian Management Challenge, a Propeller Programme intake, two Ignite Programme intakes, three Rural Management Challenge events and the Executive Management Programme.

The Women in Local Government Conference is back (and already at capacity) and the 2023 Local Government Conference will be held on the Sunshine Coast (Caloundra) a bit earlier than usual (29-31 August). Both are shaping up to be fun, informative and worthwhile events.

In addition to a range of member only webinars, LGMA's individual Members also have the opportunity to consider nominating for the Manager of the Year Awards, Young Manager of the Year Award and the International Managers Exchanges to Canada and New Zealand.

The Governance Advisory Service is well underway and a number of councils are

benefiting from the initiative as can be seen in the article from our Governance Advisor, Liza Perrett.

Once again, we have a huge programme and, as always, have bitten off far more than we should reasonably be able to chew – somehow, we always pull it off – all thanks to the hard working and dedicated team.

The new-look LGMA Board (almost half of the board were elected in late 2022) has now hit its straps and has a significant agenda for the year, as you will read in the President's article. It is a great time to be considering some of the matters raised and map a pathway for future growth of support provided to the sector as well as growth of the organisation.

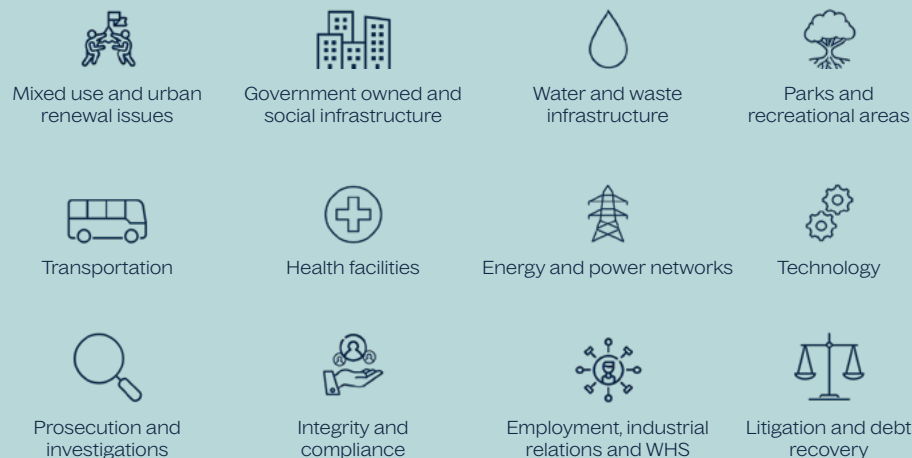
To close, I suggest that there is no better time to be a member of LGMA and there is no shortage of opportunities to engage with us, and through us, the wider sector. And when it all comes down to it, this is actually an investment in YOU. Your performance, your development, your job satisfaction and so much more.

I truly hope that I see each of you somewhere, somehow in 2023 – perhaps online at an exchange or, better still, in person at one of our fabulous events.

ABOUT GADENS

- ✓ Proudly Queensland owned and operated for over 30 years with 26 partners and more than 240 staff
- ✓ Offices in Brisbane, Sydney, Melbourne, Adelaide and an associated office in Perth
- ✓ We invest in technology to drive efficiencies and deliver solutions to meet client needs and are responsive to ever-changing business environments
- ✓ Experienced representing local councils to manage priorities, minimise risk and achieve their objectives

OUR EXPERTISE



SUPPORTING



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Five ways to make 2023 your best year yet!

1. GET ORGANISED

Our emails and disorganised inboxes can be the biggest productivity sappers we have. Make 2023 the year you get those emails under control.

Apply the one-touch (or two at the most) email principle where an email is read only once rather than being scanned in your reading pane every time you scroll through your inbox.

Read it once and then use the three D's method where you Do it, Delete it or Delegate it. File as required and you never have to see it again. You will not believe how much of your time this frees up!

2. LEARN

Because we are busy, things without deadlines often get pushed aside. But some of those are the things that will help us grow as professionals and people.

In 2023, schedule time for learning. It could be meeting a more experienced colleague for a chat, doing reading which stretches your thinking or understanding, knocking off some of the free, online learning modules offered, talking to someone in another council doing a similar role or formal and informal study. Diarise it now to ensure you make time to grow.

3. GET HEALTHY (AND WEALTHY?)

Pay yourself every time you exercise. Say what??? Yes, set an amount you can afford and get into the habit of paying that amount into a piggy bank or account every time you undertake a certain level of exercise.

Make the amount relevant to your baseline. If you already exercise daily, perhaps \$1 a session is all you need. If you got into couch potato mode during COVID and are starting from scratch, perhaps \$5 a session will get you off that couch.

Put it aside and watch it grow as your health and wellbeing grows.

4. EXPAND YOUR HORIZONS

Ward off boredom, dementia and keep your mind active. Do something new every week.

You could:

- Eat something you have never tried (even if it looks gross or weird)
- Do a physical activity you have never done, maybe try a new sport
- Watch or read something that has never interested you before (ask for recommendations from colleagues and friends)

- Take on a cryptic crossword or sudoku
- Play a new board game
- Try an artistic activity (you don't have to be good, just have a go)
- Go somewhere you have never been (starting in your local area - maybe a museum or heritage building)
- Talk to someone you think you have nothing in common with - be curious, seek to understand them

5. FIND JOY IN SMALL THINGS

Create a list of the small things that give you joy. Perhaps it is sitting on the back deck with a cuppa, chasing a ball around the back yard with the kids or grandkids, teaching the dog a new trick, cooking your favourite childhood meal (even if that is fishfingers, peas and mash), driving with all the windows open, feet in the sand, feet in mud, singing in the car at the top of your lungs...whatever takes you to that comfortable, content place.

Keep this list handy so when you need a pick me up, the options are there. Pick one and watch your mood improve when you spend a small amount of time doing something that brings you joy.

2022 NATIONAL FEDERATION

AWARDS FOR LOCAL GOVERNMENT

A celebration of outstanding achievement in Australian local government

THE 2022 NATIONAL FEDERATION AWARDS FOR LOCAL GOVERNMENT WERE HOSTED BY LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA IN NOVEMBER 2022. THESE AWARDS BRING TOGETHER THE BEST OF THE BEST FROM EACH STATE TO COMPETE FOR A NATIONAL TITLE.

In 2022, Queensland councils were well represented with finalists in many categories and three national winners.

In the Partnerships and Collaboration category, Balonne Shire Council took out the Award for their project, the Hub. The Hub is an inclusive place supporting lifelong learning, innovation and collaboration and provides higher education support with dedicated learning and study places in the rural area to support people to study while still on the land.

Highly commended in the category were Shire of Donnybrook Balingup for its Station Square Project and Shellharbour City Council's The Waterfront, Shell Cove.

In the Community Service Delivery category, Ipswich City Council took the gong for the Ipswich Children's library, an innovative and first of its kind library offering a safe and comfortable child-friendly space which includes specially designed book classification and search tools.

Highly commended in this category were Cumberland City Council for the Community Sports Hub, City of Adelaide for their Permit Assessment Process and Brimbank

City Council for the Safer Families in Brimbank programme.

A new award category was introduced in 2022. The Blanche Perry Award, named after the first female Shire/Town Clerk of a local government in Australia, Blanche Perry (nee Smith) who was Shire Clerk at Nebo from 1918, recognises programmes supporting diversity and inclusion. In a delightful example of serendipity, the inaugural Blanche Perry Award went to a Queensland council. Burke Shire Council won the award for a Staff Housing Project which seeks to provide local staff with access to housing through a home ownership scheme in which staff are likely the first in family to ever own a home.

The Emerging Leader Award showcased a quality field of go-getters including: Matt Gibbs, Borough of Queenscliffe, Samantha Fletcher, Campbelltown City Council, Matthew Sexton, City of Adelaide, Brittany Cover, City of Kalamunda and Cassie Curulli, Shire of Harvey. Cassie Curulli was announced the Emerging Leader of the Year representing the finest up and comers in Western Australian local government.

In the Award for Environment and Sustainability, Darebin City Council took the win for the Victoria Energy Collaboration. Led by Darebin City Council, the Victorian Energy Collaboration is the largest emissions reduction project ever undertaken by local governments in Australia, with 46 Victorian Councils pooling their electricity needs into one, long-term contract for 100% renewable energy.

Highly commended in the category was our own, Logan City Councils, Net Zero and Next Gen Climate Resilience along with the City of Cockburn, Renewable Energy Programme.

The highly contested Innovative Management Award was won by Wollondilly Shire Council for their Integrated Services Delivery Programme. This programme has revolutionised Council's service delivery, customer service and business efficiencies, creating benefits for the organisation and the community.

Highly commended for an Innovative Management Initiative were Central Coast Council for the Fleet and Driver Management Transformation and City of Stirling for its Relationship Management System.

Another new award, the inaugural Raymond West Award conferred on Graeme Fleming PSM of NSW for his long and distinguished contribution to the local government sector.

These awards showcased the diverse, ground-breaking, and sometimes sheer hard slog work undertaken by councils across Australia. Recognising the finalists not only acts as a congratulations to officers involved but it provides a platform for other councils to view and learn from colleagues across our vast land. Look up projects of interest and share the expertise for the benefit of our communities.

2023 YOUNG MANAGER OF THE YEAR AWARD

FOR LEADERSHIP AND MANAGEMENT EXCELLENCE



NOMINATE
NOW

As part of LGMA's commitment to developing the next generation of leaders in local government, we are delighted to invite nominations for the 2023 Young Manager of the Year for Leadership and Management Excellence.

The Award acknowledges and encourages leadership and management excellence and is presented to a young local government employee who has made an outstanding contribution to the positive growth of their council and community.

The Award is open to Managers aged 35 years or younger, who are employed by a Queensland local government and

are a LGMA member (if not already an LGMA member now, you may join to be eligible for nomination).

Nominations can be made by employers, mayors, councillors, supervisors or co-workers. For more information view: Invitation to Nominate - Young Manager of the Year 2023.pdf www.lgmaqlld.org.au

Nominations are open now and close Wednesday the 19th of April at 3pm.

The 2023 Young Manager of the Year will be announced at the Awards for Excellence Gala on Thursday 25 May 2023 at the State Library of Queensland.



INTERNATIONAL MANAGER EXCHANGE

- nominations now open

LGMA is offering the opportunity for two Members to participate in a unique professional development experience by attending a local government conference in New Zealand or Canada. In conjunction with the Taituarā (NZ) and CAMA (Canada), LGMA will send one member to attend the Taituarā Annual Conference which will be held from 23-24 November 2023 in Hastings, New Zealand, and one member to attend the CAMA Conference in Huntsville, Ontario from 29-31 May 2023.

Applications Close 15 March 2023.

Visit the LGMA website for more information

GOVERNANCE

ADVISORY SERVICE

GOVERNANCE IS ABOUT ENSURING CONSISTENCY, FAIRNESS AND SUPPORTS DECISION MAKING.

THE GOVERNANCE ADVISORY SERVICE HAS BEEN OPERATING FOR FIVE MONTHS AND HAS HIT THE GROUND RUNNING.

In the first month key reference tools were developed and published to assist all councils to identify key governance policies; aimed to either support legislative compliance and/or best practice governance.

These included a Policy Compliance Matrix, Corporate Policy Framework template, Governance Framework template and an annual calendar checklist. A Self-Assessment Health Check was also developed as a preliminary tool for CEOs and executives to capture the state of their organisation in respect to key governance practices.

This Department of Local Government funded role will continue to work with councils in a non-statutory capacity to provide targeted support to council staff, tailoring the development of new or adopted policies and procedures for councils' specific circumstances. In addition, the Governance Advisor will be developing a library of key governance templates for all councils to access.

Approximately 15 councils have engaged with the Governance Advisor, with several attendances at CEO and Governance Forums by the Governance Advisor.

There are many common themes impacting councils in the governance area, notwithstanding the recruitment and retention of staff that is affecting all the sector. Many regional and rural councils have the added burden of a reduced pool of available recruits and the transient nature of some of these areas.

Some of the early observations include:

- outdated governance frameworks, such as a corporate policy framework
- minimal governance awareness training, in particular at induction
- outdated policies or procedures (and risks of these being in conflict)
- lack of an annual corporate calendar or checklist, i.e. statutory or non-statutory actions to support good governance
- disconnect between opportunities with the inter-relationship between good decisions and complaints

For an organisation to be effective it must have strong, yet adaptable, governance systems in place and a strong awareness and ownership of these across the organisation. Good governance assists to:

- meet legislative requirements;
- ensure consistency;
- support good decision making;
- support transparency and accountability;
- eliminate confusion and/or 'how do we do that' factor;
- build community trust; and
- improve efficiency and service delivery.

For more information on the Governance Advisory Service and how you can benefit, visit the LGMA website. Please contact Liza Perrett, Governance Advisor any time on (07) 3063 0688 or GA@lgmaqlid.org.au.

There are many common themes impacting councils in the governance area, notwithstanding the recruitment and retention of staff that is affecting all the sector. Many regional and rural councils have the added burden of a reduced pool of available recruits and the transient nature of some of these areas.

Case Study

I have been working with Charters Towers Regional Council (Charters Towers) as a pilot for the Governance Advisory Service.

At the outset, I want to acknowledge the commitment and engagement of everyone at Charters Towers. Charters Towers is definitely operating soundly. But like so many councils, availability of resources, the transient nature of the region and competing priorities often impacts the opportunity to undertake a health check and review areas of governance.

So where did we begin?

ELT and key staff completed the Health Check Self-Assessment. This is a great starting point to gauge the general understanding, position and appetite of governance in an organisation. There were no red flags in the summary of findings from

this self-assessment. A key observation was the commitment of everyone at ELT to improving best practice and governance in the organisation.

Upon a review of the Compliance Policy Matrix, some gaps and opportunities were identified. We developed an action plan, including opportunities for quick wins for Council to consider. These quick wins covered some minor improvements to some policies, including name changes to ensure there are synergies with legislation.

Specific opportunities for improvement are the review of the Corporate Policy Framework, Governance awareness refreshers for all staff and consideration of developing a document control framework that will link directly into their Quality Management System.

In addition to these opportunities, through reviewing current processes and that of other local government policies and externally public documentation, a few observations inconsistencies in interpretation have been identified. I have raised these directly with the Department of Local Government and we are progressing discussions to develop consistent messaging to Councils. Watch this space.

The Charters Towers action plan is underway, and work is progressing. As part of the free Governance Advisory Service, my time is to support and action some of the groundwork, develop documents in consultation with Council and also deliver training and awareness. Please check out our LGMA website and if you see an opportunity, please contact me anytime.

• IMPLEMENTING GOOD GOVERNANCE PRACTICES IN YOUR COUNCIL

• FREE SERVICE TO ALL COUNCILS TO TAILOR YOUR GOVERNANCE DOCUMENTS

• BUILD TRUST WITHIN YOUR COUNCIL AND COMMUNITY THROUGH GOOD GOVERNANCE

• TAILORED TRAINING FOR YOUR COUNCIL

Psychosocial Risks

a new dawn for Work Health and Safety in Queensland



In recent years, there has been an increased focus on the importance of addressing psychosocial risks in the workplace. This is due to the growing body of evidence linking poor mental health to a range of workplace hazards and accidents. While there is no single cause of poor mental health, work-related stressors can play a significant role. In fact, studies have shown that up to 64% of all workers will experience some form of work-related stress at some point in their career in Australia.¹

So, what exactly are psychosocial risks? And what can be done to mitigate them?

What is Psychosocial Risk?

Psychosocial risks are those that relate to a person's psychological and social wellbeing. They can be caused by many different factors, including work-related stress, bullying and harassment, and can lead to a range of health problems.

It is defined as a risk to the health or safety of a worker that:

- arises from or relates to:
 - the design or management of work;
 - a work environment;
 - plant at a workplace; or
 - workplace interactions or behaviours; and

- may cause psychological harm, whether or not the hazard may also cause physical harm.
- These risks could arise by way of the design of the work itself – take for example the naturally hectic area of call centres. The psychosocial risk in such environments may be higher than others due to the management of the work. Another example might be formal performance management steps taken or discussions around working from home and flexibility plans.

What is the new Primary Duty?

It is now a requirement of the *Work Health and Safety Act 2011* (the Act) that persons conducting a business or undertaking (PCBU) must ensure, as far as is reasonably practicable, the psychological health of workers and the **elimination** or minimisation of risks to psychological health arising from work-related stress.

This is commonly referred to as the 'primary duty of care'.

The primary duty of care applies to all PCBUs regardless of their size or industry sector. It is an ongoing duty that requires PCBUs to take proactive steps to identify and control psychosocial risks in the workplace.

From April 2023 the duty goes further:

- Expressly requiring a recognition to consider the psychosocial risks to meet the primary duty;
- Imposing an express obligation to manage and identify the psychosocial risks via risk management on the basis of elimination and if not reasonably practicable to do so minimisation of that risk using the hierarchy of controls.

What does this mean for the duty holder?

From April 2023 there will now be a positive obligation on the duty holder to:

- determine control measures implemented; and
- all relevant matters including:
 - the duration, frequency or severity of the exposure of workers to psychosocial hazards and how the psychosocial hazards may interact or combine;
 - the design of work;
 - the systems of work;
 - the design and layout and environmental conditions of the workplace, including
 - safe means of entering and exiting the workplace; and
 - facilities for the welfare of workers;

- the design and layout, and environmental conditions, of workers' accommodation;
- the substances and structures at the workplace;
- the workplace interactions or behaviours; and
- the information, training, instruction and supervision provided to workers.

Duty holders will need to demonstrate:

- Deadlines set are reasonable;
- The tools, equipment and support provided to perform the role or meet deadlines are adequate;
- Menial tasks outside of the job description are a regular feature of work;
- Distribution of work and capacity;
- Observation of resilience (or lack thereof); and
- Sufficient workplace training

What needs to be done?

There are a number of ways to manage psychosocial risks in the workplace.

These include:

- Providing support and training for employees – the [NB Employment Law](#) team are running specific management training programmes to educate managers and decision makers on the new changes especially in the context of mental illness, psychological safety, psychosocial risks and potential legal claims in jurisdictions such as unfair dismissal, general protections and discrimination, workers compensation and workplace health and safety – [click here](#) for more information
- Implementing policies and procedures for the elimination and if not reasonably practicable to do so minimisation of that risk using the hierarchy of controls.

Give [NB Employment Law](#) a call we offer an obligation free consultation and are happy to help.

Reach out via service@nb-lawyers.com.au or +61 (07) 3876 5111 to book an appointment.

¹ <https://7news.com.au/lifestyle/health-wellbeing/many-australians-frequently-stress-at-work-c-1913638>

Jonathan Mamaril, Director

Jonathan Mamaril leads a team of handpicked experts in the area of employment law who focus on educating clients to avoid headaches, provide advice on issues before they fester and when action needs to be taken and there is a problem mitigate risk and liability. With a core value of helping first and providing practical advice, Jonathan is a sought-after advisor to a number of Employers and as a speaker for forums and seminars where his expertise is invaluable as a leader in this area as a lawyer for employers.

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If you're going to make an assumption – make it a generous one

For local government officers, the combination of multiple disaster recovery efforts, copious unplanned leave due to illness, the inability to fill a large number of vacancies and the unrelenting expectation to deliver essential services to the community, has left many of us feeling burnt-out and belligerent. Our resilience buffer has been relentlessly eroded, meaning we need to bring all our compassion and understanding to the workplace as we strive to deliver together.

But with our own buffers low, how much easier is it to make rapid judgments about a situation (rather than taking the time to be curious and find compassion) and then act on those? When it all goes wrong, we will invariably blame the communication for the poor outcome.

During a recent leadership programme workshop, the discussion turned to the issue of poor communication as the primary cause of frustration, friction and conflict within and across teams. It became clear as the discussion unfolded that, even though we like to blame communication as the cause of conflict, communication

is merely the conduit. The cause of the conflict more often lies in the meaning we attach to the communication (or lack thereof) and whether that meaning is judgmental and rigid or compassionate and curious.

As humans, we are meaning-making machines. Whether we like it or not, all day, every day, we filter and interpret verbal and non-verbal signals, behaviours and information and apply meaning to the patterns we observe. It is part of our inbuilt survival mechanism which means it is always automatically running in the background as part of our subconscious. So, if we're automatically going to make assumptions about ourselves and others, what would be the outcome if those assumptions were generous, rather than judgmental, in nature?

The following scenario, shared by a local government manager during the recent workshop, serves as a simple illustration of how our ability to make assumptions about the actions of others can either lead us to take action from a place of judgement or from a place of compassion.

Here are the observable facts of the scenario:

- The locks on an equipment storage shed were changed.
- The following morning at 6am, the works team arrived at the shed to access essential equipment prior to heading out to a scheduled job.
- The keys that the works team had for the equipment shed did not fit the locks.

- The works team had to wait for someone from the facilities team to come and open the shed.
- This situation caused the works team schedule to be delayed by an hour which then caused a flow-on effect of delays for other scheduled jobs for the rest of the week.

During a recent leadership programme workshop, the discussion turned to the issue of poor communication as the primary cause of frustration, friction and conflict within and across teams.

If you were faced with this situation, what are some of the automatic assumptions you would jump to in your own mind? Here are a few of the things that went through the Works Supervisor's mind that morning:

- The facilities team are a bunch of disorganised, inconsiderate nuffies!
- How disrespectful can you get? Surely it occurred to someone

in the facilities team that a change of locks would impact other teams and people in the organisation.

- How hard is it to pick up the phone and have a two-minute conversation about something as simple as a change of locks?

Now, with all these judgmental assumptions flying around in their head, the Works Supervisor picked up the phone and had a conversation with the Facilities Supervisor. You can probably imagine how well the conversation went. Suffice to say that, after some choice words were exchanged and a plan to get the new set of keys driven out to the shed was devised, the interaction left both parties feeling less than complimentary about their colleague.

If you were faced with a similar situation, what is the likelihood that your initial, knee-jerk reaction would be something like those outlined above? If we're being honest with ourselves, on most days the likelihood would be high?

So, how do we change this about ourselves? How do we interrupt our automatic assumptions? How do we improve our communication and get better outcomes?

The answer is (relatively) simple – if you're going to operate from an automatic assumption, make it a generous one.

The most generous assumptions that we could make about another person are these, "Everyone is doing the best they know how" followed by, "If they already knew a better way, they'd already be doing it that way." Generosity goes hand in hand with curiosity so it may be a case of, "Wow, I wonder what is going on in their team that they had to make this change and were unable to close the loop and let us know?"

Sounds easy but in the moment, it can be difficult. The first step when this type of issue occurs is to take a deep breath. Then deliberately engage your compassion with a statement about the other party "Oh dear, they must be feeling pretty bad about locking us out right about now." Next comes the curiosity, "I wonder what is going

on and did they even know we would need to get in this morning?." Lastly is the resolution, "How can I help them understand and find a way to ensure this does not reoccur?"

What's interesting about choosing to take on these assumptions is that whether they are or they aren't doing the best they know how, choosing to relate to people from this frame of mind makes it infinitely easier for you to interact with them from a place of compassion. Paradoxically, compassion is an inherently selfish way of approaching life - choosing compassion makes your life easier.

Furthermore, when we choose to communicate from a place of compassion and understanding, we increase the likelihood that the communication is respectful, productive, effective, and even good. When we choose this approach, we also increase opportunity to build trust, which is the number one ingredient that

must be present for people and organisations to work effectively together.

So next time you catch yourself making an assumption that may be justifiably judgmental, but not necessarily compassionate, choose to be generous with your fellow human beings instead. You never know, the automatic assumption they then make about you in response could make all the difference.









Fiona Cullen



LGMA Programmes 2023 – PROFESSIONAL DEVELOPMENT PATHWAYS

LGMA offers a suite of individual professional development and training programmes targeting individual leadership and management development.

All of the programmes are designed to develop the skills and competencies of local government officers via experiential learning. This means that all programmes include hands-on, targeted activities that are relevant to the local government context, while providing extensive interaction between participants.

		OFFICERS	SUPERVISORS, TEAM LEADERS, COORDINATORS	MANAGERS	DIRECTORS & GENERAL MANAGERS	CHIEF EXECUTIVE OFFICERS
 EXECUTIVE MANAGEMENT PROGRAMME	The Executive Management Programme professional development programme is aimed at local government professionals who seek to develop a more complete understanding of the role of the Chief Executive Officer within the Queensland local government context.					
 CEO FORUM	Regular forums to address topical issues facing CEOs, discuss key industry trends and provide ongoing professional development, support and networking.					
 ILG CHIEFS	Regular forums for CEOs of indigenous councils to address topical issues, including issues specific to indigenous councils, key industry trends and provide ongoing professional development, support and networking.					
 Mentoring Programme	The Mentoring Programme provides professional development, career advancement and networking. This is a mixed-format programme that includes phone, face-to-face, webinars, articles and discussions.					
 LGMA PROPELLER PROGRAMME	Propeller Programme develops people at all levels to lead local government into the future. It offers a combination of expert input and experiential learning models, providing intensive interaction between participants. (Duration: 7½ months)					

		OFFICERS	SUPERVISORS, TEAM LEADERS, COORDINATORS	MANAGERS	DIRECTORS & GENERAL MANAGERS	CHIEF EXECUTIVE OFFICERS
 ignite LGMA QUEENSLAND	Focusing on core management capabilities, the Ignite programme builds self-awareness as well as skills in mentoring and developing individuals and teams. (Duration: 6 months)					
 AUSTRALASIAN Management Challenge	The Australasian Management Challenge is a sophisticated team development programme that provides real life problem-solving experiences relevant to local government in a fun and competitive environment, pitting team against team to maximise learning.					
 RURAL MANAGEMENT CHALLENGE	The Rural Management Challenge is a team development programme based on a simulation of real-life local government management challenges comprising of a series of typical events, situations and tasks.					
 VILLAGES	<p>The LGMA Villages have been 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. There are three different levels you can participate at: Exchanges, Forums and Webinars.</p> <ul style="list-style-type: none"> • Communications, Marketing and Social Media • Community Services • Compliance • Customer Service • Environmental Health • Executive Assistants / Office Professionals • Facilities and Venues • Finance, Payroll and Rates • Governance • Heritage Officers • Information, Communication and Technology (ICT) • Libraries • Parks, Gardens and Open Spaces • People and Culture • Procurement • Records Management • Sport and Recreation • Tourism / Economic Development • Waste Management and Resource Recovery • Work, Health and Safety 					

RURAL MANAGEMENT CHALLENGE

Wrap up

The 2022 Rural Management Challenge saw nineteen teams from thirteen councils battle it out across Southern, North and Central Queensland regions to take home bragging rights and a trophy.

Everyone who participated walked away with further insight into local government activities and tasks that they might not have had exposure to before. Not only that, but participants had an opportunity to challenge themselves to tackle new tasks, all while making new connections both within their council and the wider local government community. These connections are crucial to the discovery of new ideas and creating a community of local government officers who can brainstorm and share ideas amongst one another.

In the Central Queensland event, eight teams participated at the Rockhampton Showgrounds. Despite being the last event, and late in the year, the energy the teams brought to the day was inspiring. Central Highlands team, Highland Gems came out victorious in this event.



Highland Gems – Central Highlands Regional Council



The Rural Management Challenge went to Mount Isa for the first time ever, with the 2022 North Queensland event hosted by a very welcoming Mount Isa City Council. This was a tight competition and a host team took out the win, Team Veela.



Team Veela – Mount Isa City Council

South Burnett Regional Council was the host of the Southern Queensland event which included a Meet and Greet function at the Kingaroy Town Hall while the Challenge itself was in Nanango. A great way to see some of the region and members of all of the seven participating teams took full advantage. Again, the host council scored the top place with the team Bunya MVPs.

LGMA would like to take this opportunity to thank those who were involved with setting up and packing down the events, all team mentors, observers, actors and to all councils that stepped up, challenged themselves and participated. A special mention to those councils that hosted this event, South Burnett Regional Council, Mount Isa City Council and Rockhampton Regional Council without any of this the event wouldn't be what it is.



Bunya MVPs – South Burnett Regional Council



Daniel Fletcher
MLGMA

General Manager Community and Liveability
Western Downs Regional Council



Basically, local government officers are wizards. You could probably just call any of us Gandalf and not even mildly offend anyone.



Local Government: Can We versus Should We

Toilet flushes like clockwork (magic!).

Turn any household tap on - drinking quality water comes streaming out (magic!).

Animal management officers arrive to respond to that cheeky wandering dog (magic!).

Rubbish in the bin which you place out the front of your home has just disappeared (magic!).

Parks, playgrounds and community facilities are available to enjoy (magic!).

Local libraries quench the thirst for learning and connect community members to the world (magic!).

Family and friends are looking forward to the new (or regular) community event that is being held this weekend (magic!).

This list could go on.

Basically, local government officers are wizards. You could probably just call any of us Gandalf and not even mildly offend anyone.

Being a public servant is often a thankless role, highly criticised through unkind stereotypes. With the rapid ascendancy of social media, fake news and the ever-increasingly desire for people to be outraged, local government is an easy target that typically doesn't fight back. We just brush it off and get on with the

business of running the city or town (which is generally the community that we live in) with periodic trips to a local café to download any residual frustrations.

Personally, I don't drink coffee. Well, at least I don't drink it with any regularity and certainly not for the taste. I recognise I am in the minority here and there is chance that on the basis we prefer people who are similar to us, some will depart from reading on. In my defence, there have been days that I have tortured my mind and taste buds, squinting and squirming while I digest and endure a coffee or, more accurately, the caffeine infusion necessary to proceed through the remainder of the day. I will, however, happily enjoy a tea or even a hot chocolate - often to judgemental and quizzical looks of my colleagues - just to ensure the social convention of 'catching-up for a coffee' is mildly retained. Let's face it, we all need a safe space to download our troubles and if caffeine-induced conversations support this, I'm all in.

Wouldn't it just be easier if I gave up my aversion to coffee (and what's left of my self-esteem) and just grew up and evolved to enjoy the oven roasted coffee delights like the rest of the "normal" adult human population?

Well, probably. But my response to that is a hard no. *Because I can, doesn't mean I should.*

You're probably wondering what my feeble caffeine stance has to do with what local government does, well.....

Local government in Australia is a complex and multifaceted institution, with a wide range of responsibilities and functions - kind of like individual choices of hot drinks, maybe not. While local government is often seen as having a primarily administrative and service delivery role, it also plays a vital role in shaping the social, economic and political fabric of communities across the country. However, the question of what things local government should be doing, versus what things it can do, is a topic that has been widely discussed in the literature, regularly discussed in council boardrooms across Australia and anywhere where people not actively involved express their strong views.

Recent work by Professor Joseph Drew highlights the complexity of local government in Australia and the ongoing debate about the role and responsibilities of local government. Drew argues that there are both discretionary and non-discretionary local government goods and services. Things such as festivals and astronomy centres fit the first category, whilst public goods such as roads and essential infrastructure dominate the later. Moreover, Drew insists that non-discretionary goods and services must be prioritised and points to

the growing remit of discretionary projects as both the cause of fiscal distress and also the reason why local government sometimes doesn't have the capacity to deliver on essential projects. Indeed, Drew is something of a local government maximalist and would advocate for local government providing far more of the goods and services currently delivered by state and federal tiers.

However, to be able to do so, Drew feels that councils need to make sharper distinctions between 'wants' and 'needs'. Notably, Drew does not think that 'wants' should go unsatisfied - rather he calls on local governments to help groups co-ordinate and meet their own goals, rather than simply providing a finished product to them. Otherwise stated, Drew believes councils ought to work with groups to help them - not simply do the work for them. By understanding these distinctions better, Drew feels that local governments would free up capacity for essential services and infrastructure - and hence ultimately better deliver for their broader communities.

There is also a perspective that local government should play a more active role in shaping the social, economic and political development of communities. This perspective is based on the idea that local government has a unique role in promoting the wellbeing and

development of its community. For example, local government can implement economic development programmes, social programmes and community engagement initiatives to improve the overall quality of life for its citizens (Wanna, 2018). Moreover, local government can play a vital role in promoting equity and social justice by ensuring that the needs of marginalised and disadvantaged groups are adequately addressed. This then opens the Pandora's box of whether local government should provide the services or adopt a strong advocacy role.

A further consideration is the balance between local and state government responsibilities. While local government has certain powers and responsibilities under its state or territory legislation, some argue that state government should also have a more active role in certain areas such as land-use planning, infrastructure development, and transportation (Saulwick, 2019). This is due to the fact that these areas often have far-reaching implications that extend beyond the boundaries of a single local government area. Furthermore, there are concerns that local government may not have the capacity or expertise to effectively manage these areas.

In light of these competing perspectives, it is important to consider the broader context in which local government operates. Local

government is subject to a range of constraints and pressures, including financial, legal and political. These constraints and pressures can limit the scope of local government action and influence the choices that local government makes. The relationship between local government and other levels of government, as well as the relationship between local government and the community, are additional influences on decision making. In times of increasing financial pressures on households and councils, identifying what services and to what level should be paid for through rates revenue, what through charges and what through user pays fees becomes a critical consideration for all councils

In conclusion, the complexity of local government in Australia is evident in the ongoing debate about its role and responsibilities. While there is agreement that local government should provide basic services and infrastructure, there are divergent views about the extent to which local government should also be involved in shaping the social, economic and political development of communities. Ultimately, the role and responsibilities of local government must be considered in the broader context of the constraints and pressures that local government faces, as well as the relationship between local government and other levels of government and the community.

My passion is to establish a rigorous evidential base to make things better for communities. Indeed, I have even started a YouTube channel for people equally as passionate about local government (search ‘Professor Joseph Drew’).



Let’s see what Professor Joseph Drew has to say about all this:

Me: So, you’re really into this local government academic stuff, right?

Prof. JD: As sad as it sounds, it has been my life for the last few decades. My passion is to establish a rigorous evidential base to make things better for communities. Indeed, I have even started a YouTube channel for people equally as passionate about local government (search ‘Professor Joseph Drew’).

Me: Do you drink coffee?

Prof. JD: Only occasionally – I much prefer matcha (Japanese green tea which I got hooked on while working there as an academic) and gruit (I use a sixteenth century recipe to brew my own beer).

Me: Great, now that is sorted. Is there a difference between what things local governments in Australia can and should do?

Prof. JD: The whole reason for having local government – any government for that matter – is to assist people to work together for the common good (the help accruing to people as a result of their co-operation). However, over the last decade or so the emphasis has shifted from government co-ordinating efforts, to instead ‘providing’ finished products.

There is a large literature on the ‘principle of subsidiarity’ that explains the main problems with a ‘provider’ government mentality. First, when government take on functions better suited to community groups and

individual people then this consumes the ‘existential space’ for more efficient delivery mechanisms. Years ago, benevolent foundations used to provide a much broader array of offerings mostly through the volunteer efforts of their members – but more and more have withdrawn from doing so as government has encroached on their turf. Second, when government provides – instead of merely helping – people and groups are deprived of the opportunity to form collaborative side-products such as the friendship and sense of pride that comes from working towards a common goal. Third, there are some pretty clear ethical problems that emerge when discretionary projects are funded by the compulsory ratepayer donor (rather than voluntary donations of time and money as occurred in the past). Fourth, government is slowly buckling under the financial strain that it has taken on by providing an ever-expanding range of discretionary products and services.

Thus, far from making our communities stronger ‘provider’ governments have tended to cause community groups to wither, unwittingly reduced levels of volunteerism (and hence societal bonds) and visited a good deal of inequity on the broader population (who often don’t even know that they have been forced to donate their rate money to meet the wants of others). In addition, because councils face obstacles increasing revenue, significant fiscal distress has emerged. We already have a number of councils in Australia under administration because they have become financially unsustainable, and many more are

currently in serious strife.

As I outline in my recent book – Saving Local Government – there are a number of practical things that councils can do to shift back from a ‘provider’ and instead once again become a ‘helper’. Generally, it is harder work to ‘help’ rather than ‘do’. But the truth of the matter is that no-one has ever grown or taken pride in something done to them – instead communities grow stronger when they receive help to work for their own goals. As I often remark to people – if my parents had continued to carry me around like a baby forever then I would never have learned to walk and thus realise my full potential. In similar vein, I believe that it is time for governments to stop carrying our communities – instead they need to take their hands and help them to metaphorically walk again and thus fully realise their potential.

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LG ANNUAL CONFERENCE 2023

Wellbeing

Wellbeing in Focus

Woohoo - we are off to the Sunshine Coast!

Save the dates:
Tuesday 29 - Thursday 31 August 2023!

Destination: Caloundra!

Venue: The Events Centre Caloundra:
20 Minchinton Street, Caloundra QLD 4551



SCHEDULE:

Tuesday 29 August 2023

3.30pm – 4.30pm Registration
4.30pm – 6.30pm President’s Welcome Reception
Evening at Leisure

Wednesday 30 August 2023

8.45am Welcome
9.00am – 3.00pm Conference Sessions
3.00pm LGMA AGM
4.00pm – 5.30pm Beach vs. Bush Challenge
Evening at Leisure

Thursday 31 August 2023

8.30am – 3.00pm Conference Sessions
6.30pm – 10.30pm Gala Dinner

Registration: Early Bird - on or before 30 June 2023 / Standard from 1-30 July / Late from 31 July
Council Officer Registration \$1350 Early Bird / \$1580 Standard / \$1830 Late
Full details will be available soon on the conference brochure.





ACCOUNTABILITY AND INTEGRITY –

a must in the modern local government

Over the past couple of months, I have read and seen articles about trust in leadership, integrity and accountability and gave some thought to putting pen to paper as we embark on promoting local government as a great place to work and build a great career. Let me be up-front and admit that I am a local government tragic. I love this tier of government for its people, its commitment to community and the impact it makes.

So, it is disappointing and distressing for me to see some of the negative behaviours evident in leadership worldwide making their way into the sector. I believe we need to act now and do some work on cleaning up the image of local government if we are to position the sector as attractive to those who might be considering what can be a very rewarding career in public office serving the community.

Having spent more than 20 years as a CEO in Queensland councils,

I'm conscious of the need to operate at all times with the highest level of integrity; holding ourselves and others accountable to maintain and instil trust in leadership. While this should apply to all tiers of government, big and small business alike, there has been a visible reduction in accountability demonstrated over recent years amongst our leaders.

And worse yet, while many local government leaders at all levels model solid accountability and integrity daily, this shift towards reduced integrity is becoming a growing issue even in local government.

There is an old saying "the standard you walk past is the standard you accept". Regrettably, it appears that walking past below-par behaviour is becoming too often the norm and is starting to have an impact on new people entering local government. Rather than assimilating the written and stated policy of a council, they

witness the behaviour displayed by their leaders (and/or the behaviours leaders walk past) and very soon start to adopt similar behaviours themselves. This is not the start we want for new people entering our level of Government.

Those working in local government do so because there is no greater satisfaction than being able to make decisions and carry out our roles and responsibilities which contribute to, or improve, the quality of life for many citizens that live in the communities across the world. I have found in my travels that local government the world **over** is very similar in many aspects. Local government has many career opportunities and offers a high level of diversity, especially in the smaller local governments.

No one really goes to work to do a bad job and while most people go to work to do a good job, we do have some people (even in leadership roles) who are not

holding themselves accountable and not operating with the highest levels of integrity that is often expected of leaders now.

Exacerbating this issue is the fact that, in local government (as is the case with most large organisations) over the years we have promoted staff into management and leadership roles due to their service to the organisation and often without the necessary support and training to allow them to succeed in those positions. Now we are critical that they are not managing their staff well nor adequately overseeing the performance of those staff. As an industry, we need to urgently provide these leaders with the skills they need to ensure accountability and most importantly service delivery to the community.

If the argument for accountability is not clear, here are some thoughts from Warren Buffett (American business magnate, investor and philanthropist) who says you can spot a great leader by simply looking for this one trait – Integrity. In an article on Inc.com by Marcel Schwantes, Mr Buffett explains:

1. Integrity ultimately builds trust;
2. Integrity saves you money and time; and
3. Integrity outperforms the competition.

A copy of the article can be found following the link below.

<https://www.inc.com/marcel-schwantes/warren-buffett-says-you-can-spot-a-great-leader-by-just-looking-for-this-1-trait.html>

Local government is also getting a reputation for not planning properly and spending the grant funds allocated to projects by the other levels of Government (our funding partners) due to poor project management skills/resources. Representative bodies like LGAQ and ALGA are advocating for additional funds

for local government and some of the responses coming back is that local government cannot spend the money they are receiving now. This was the message I got from a Federal Government Minister when I met with them in Canberra during my term as the Federal President of Local Government Professionals Australia. To address this, we need to upskill our staff where necessary and hold them accountable for the delivery of projects and programmes in accordance with the funding agreements.

For local government to be a rewarding career choice for people considering the move, we need to ensure that we remain professional, have the highest levels of trust and integrity (our communities will certainly expect that) and deliver on our promises by completing projects on time and on budget – all the while holding ourselves, our colleagues and our people accountable for a job done well.

I recently read a LinkedIn post from Holly Ranson "we need to restore Trust and Faith in Leadership". Holly discusses in her interview with David Koch that people are following the behaviour and not the word. *"we keep seeing the word trust popping up so much in conversation in business and globally in the last couple of years because trust has been in crisis"*

<https://www.linkedin.com/feed/update/urn:li:activity:6992637117524819968/>

One of the ways I ensure I maintain my integrity standards is that I hold membership of a number of member-based organisations that each have a Charter or a Code of Ethics for members as a guide to *"ensure the highest standards of ethical behaviour, which is the hallmark of professionalism"* (LGMA Qld – Code of Ethics). My memberships include: LGMA, Local Government Professionals Australia, International City/County Managers Association (ICMA –

U.S.A.) and the Australian Institute of Company Directors (AICD).

I would encourage all leaders in local government to join a member-based organisation and abide by the ethical principles and rules associated with the membership. Just as importantly, make the most of your membership by attending various functions, undertake and engage in professional development and network with like-minded individuals and hold yourself accountable for your performance and delivery. I challenge you to go further and hold your colleagues accountable if they don't hold themselves accountable.

Members are encouraged to abide by the Code of Ethics to ensure the highest standards of ethical behaviour. The LGMA Queensland Code of Ethics is well documented, and the principles and rules are well laid out and detailed. Copy available at the link below: -

<https://www.lgmaqlld.org.au/resources/Documents/Governance/Code%20of%20Ethics%20-%20LGMA%20Qld%20Members.pdf>

Personal accountability, operating with the highest levels of integrity and restoring trust in leadership will provide a platform for excellence in local government and create an environment where considering a career in local government is front of mind for young people.



Mark Crawley
FLGMA
CEO Carpentaria Shire Council



Local government – The Preferred and Model Client?

It is well understood that the operating environment for local government is challenging. From navigating Queensland government funding requirements and timelines to managing supply chain, resourcing and cost variations. One of the key contributors to project success is attracting quality engineering, design and advisory services. In an environment of unprecedented investment in infrastructure, suppliers are more focussed than ever on a client's procurement practices and behaviours to decide what work to take on. Consult Australia believes it can help local governments seize the opportunity for change.

As the representative for these quality businesses in design, advisory and engineering, Consult Australia is keen to work closely with local governments to secure their status as preferred clients. The way to do this is to demonstrate key model client behaviours that Consult Australia champions.

At the core, a government 'Model Client' acknowledges that it has the benefit of an inherent power imbalance and is committed to addressing that imbalance by operating in good faith and acting ethically, fairly, and honestly in all dealings without leveraging status, power or authority to gain unfair benefit or advantage. That overarching obligation is demonstrated by the Model Client behaviours.

Consult Australia first published its Model Client Policy in 2018 and refreshed it in 2022 in partnership with the Australian Constructors Association, noting the importance of industry partnering for change.

CASE FOR CHANGE

Government procurement has become increasingly complex and onerous for suppliers due to problematic procurement processes and difficult contracting terms. Engagement between stakeholders (including government clients, insurers, constructors, and designers) too often is marred by various forms of contractual dispute, rather than productive behaviour built on fair risk allocations. This practice is having significant

negative impacts on the insurance market that Consult Australia and Australian Constructors Association members rely on to remain in business (including professional indemnity (PI) and public liability (PL) insurance).

Tendering practices requiring lowest price at the tender box are compounding adversarial behaviours, particularly when risks are not properly priced or catered for. Onerous and unnecessary contract terms and conditions further drive these negative behaviours. Adversarial contract terms are more likely to lead to disputation instead of collaborative problem solving.

By committing to the model client behaviours, local governments will not only improve their relationships with the supply chain, but they will also drive positive change in the industry more broadly. Ultimately this will lead to an uplift in productivity for all parties and more accurate project costs for the client, as contractors and consultants will not be forced to price for disproportionate risk or spend significant sums on lawyers and experts because of claims.

THE MODEL CLIENT BEHAVIOURS

A model client:

1. Understands the commercial risks, market conditions and different roles of the industry suppliers, using that knowledge to balance the risk exposure of all parties (for example, minimises the use of security deposits for contractors and sets reasonable insurance limits and limits of liability for consultants)
2. Undertakes appropriate risk identification, assessment, mitigation and management including by understanding the particular project risks
3. Has clear, consistent and transparent tender processes, evaluation criteria and provides quality documentation including well-structured and accurate briefs, providing reasonable review and response times (the key benefit flowing from this is reduced cost of bidding)
4. Always considers business and industry sustainability, by avoiding unnecessary pressure on parties. For example:
 - a. setting fair and reasonable assessment of stipends to account for costs to consultants and contractors
 - b. always settling invoices on time and ensuring that contract negotiations are fair; not a 'take it or leave it' approach
 - c. provides fair assessments and timely payments for work undertaken particularly in relation to additional works and claims.
5. Avoids use of non-standard or heavily amended contracts and prioritises collaborative contracting including appropriate liability frameworks, maintaining proportionate liability, balanced rights/obligation, and placing risks with the party best able to manage them
6. Avoids the practice of multiple rounds of best and final offers
7. Fosters a collaborative culture. This includes through early engagement, supporting and driving innovation and maintaining open and constructive communication between all parties
8. Plans and prioritises projects and avoids making assumptions about industry capacity. This includes having a genuine commitment to improved culture, mental health and diversity and observing industry closure times (for example Christmas tender blackout periods).



Consult Australia has been engaging with local governments around the country to identify ways in which they can move to model client behaviours. We share our insights on professional indemnity insurance as it is impacted by contracting and procurement practices. If you would like to discuss how to improve your procurement of design, advisory and engineering services, Consult Australia would be pleased to assist.

kristine@consultaustalia.com.au

Kristine Banks

Manager, Consult Australia, Qld and Tas

LGMA QUEENSLAND Awards

FOR EXCELLENCE 2023

The LGMA Awards for Excellence recognising outstanding achievement in Queensland Local Government.

Local Government Managers Australia is delighted to present a programme which acknowledges and celebrates the outstanding work undertaken by local governments across Queensland. The LGMA Awards for Excellence recognise the best of local government initiatives in the state, noting the differing environments and communities that local government serves.

AWARD NOMINATIONS

Award Categories:

The categories are designed to be flexible - recognising that local government is at the forefront of innovation and operates in a rapidly changing environment. Categories are not intended to be limited to particular areas of local government activity. Instead, they are applicable to activities across the whole of local government.

- Above and Beyond**
- Collaboration**
- Community Shaping**
- Doing more with Less (Category 1 Councils)**
- Innovation**
- Sustainability**
- Teamwork**
- Workplace Wellbeing**
- Australasian Management Challenge (Queensland)**

Council subscribers of LGMA may nominate projects for the LGMA Awards for Excellence. Councils may submit numerous projects. Multiple nominations are permitted in all categories. A fee of \$350 applies for each nomination. Visit LGMA website for the nomination guidelines.

KEY DATES

Award nominations open:
3 November 2022

Award nominations close:
3.00pm on Wednesday
19 April 2023

Judging period:
24 April - 12 May 2023

**Award announcements -
Gala Celebration:**
Thursday 25 May 2023

AWARDS FOR EXCELLENCE GALA CELEBRATION

Date:
Thursday 25 May 2023

Tickets available soon:

- Council Officer Individual
Rate \$135.00 per person
- Council Officers' Package for
5 Attendees \$555.00 per pack
- Council Officer Virtual
Attendance (Zoom)
\$85.00 per logon

Dress Code:
Cocktail or Business Casual -
As the venue temperature
may vary, we suggest wearing
layered clothing so that you are
comfortable throughout the event.

Venue:
State Library of Queensland,
Cultural Centre, Stanley Place,
South Bank, Brisbane - Level 2
Auditorium 1 - Award
Announcements
Queensland Terrace -
Celebratory Networking Event

TIMES:

3.30-4.00pm
Registrations/Seated -
Auditorium 1 - Tiered Seating

4.00-5.15pm
Award Announcements -
Finalists and Winners (order of
sequence is to be determined)

- Innovation Award
- Workplace Wellbeing Award
- Community Shaping Award
- Sustainability Award
- Collaboration Award
- Teamwork Award
- Doing More with Less Award
- Above and Beyond Award
- Australasian Management
Challenge - Third place,
Second place, Winners

Kay McGrath is the Master of
Ceremonies. Kay will announce
the finalists of each award
category. She will then invite a
representative from the award

corporate partnership to join
her on stage. The corporate
partner will then be announcing
the winner of the category.

Award winner/s will need to go
on stage to collect their trophy
and certificate from the corporate
partner. The photographer will
take photos of the winning entry
representatives. Winning entries
will not be asked to comment.

5.15-7.30pm
Celebratory Networking Event -
Queensland Terrace - Stand up event.

Drinks, Canapes and Finger Food
will be served.

Finalists can collect their
certificates and have their
photographs taken during
the networking event in the
Queensland Terrace.

VIRTUAL ATTENDANCE

Councils who are unable to be
represented in person on the
night, will be sent a Zoom link
to join the event for the Award
Announcements. We have
decided to keep this process
simple once again and we will
utilise your amazing nomination
content, media releases, videos
and photos to represent
non-attending councils.

For information or assistance, please contact Lisa Hamilton - LGMA Queensland on 07 3174 5005.

THANK YOU CORPORATE PARTNERS



right by your side



2023

LEADERSHIP TRENDS AND FACTORS TO CONSIDER



The world around us is changing at an accelerating speed. Rapid technological advances, innovation, digitisation and a pandemic have had a profound impact on the way we work. This was accelerated by the COVID-19 pandemic which forced us to think differently about our work practices and therefore the way we lead our teams. Local governments across Queensland faced diverse challenges in respect to the COVID-19 response.

But how have these circumstances driven new norms for the way we work and, as a result, what do leaders who want to thrive in this environment need to consider? How have these circumstances shaped the expectations of our incoming generation of employees and leaders?

This article explores just a few of the leadership trends and factors to consider for current and aspiring leaders.

HYBRID WORKING

As we emerged from the hybrid work practices driven by the pandemic, we also faced a strong labour market and talent shortages. To keep the best talent, we're required to think about how we improve the employee experience and getting the hybrid work model right is certainly one of the factors. Hybrid working also offers a much broader talent pool if we are willing to look outside our own council boundaries.

In general, most organisations are opting for a hybrid work model. Hybrid work models come in many forms, with varying degrees of flexibility. Flexibility for employees to choose where they work; what hours they work; what days they work; and the amount they work. There is risk and opportunity in hybrid work models. Many leaders report that it improves productivity, wellbeing and trust, however, that it may worsen innovation, collaboration and connection to culture.

So, we need to be aware of these risks and opportunities and be intentional in our approaches to hybrid work. How are our office spaces designed to support collaboration (break out spaces, pods for Teams/Zoom calls, smart technology in meeting rooms); what rituals might we put in place to ensure we maintain connection with our teams and to our desired culture (regular stand-up meetings in hybrid-style, monthly town-halls in-person)? How might we recognise great work and performance, even though we're not seeing it happen in-front of us (shout-out boards and service metrics)?

As leaders we need to have trust and expect an increase in autonomy of our teams and introduce work practices that optimise hybrid work models based on our organisation's appetite and circumstances for this type of model. Importantly, we will need to be able to demonstrate that service levels and output has been maintained or improved.

ARTIFICIAL INTELLIGENCE (AI) AND AUTOMATION

On face value it sounds like something from the kid's television show the Jetsons, which was popular when I was growing up. But the reality is that there are capabilities here and now being used in our industry to optimise operations and there is plenty more opportunity to be gained by considering how these capabilities might be applied.

A recent example in a South-East Queensland Council is using a "Google-street" like car with cameras on top of the car, driving around the streets of their Council area. The video footage is then being used to automatically identify where an advertising device was detected and checks the property database to determine whether a valid permit exists for the advertising device based on the location of the sign. The system then produces a list of non-compliant properties for Council officers to review and act on. There have already been a number of other use cases identified for the video footage in the future.

Other examples include managing protected vegetation by comparing satellite imagery at scale and cross-checking it in the property systems to determine whether there was an approved permit for clearing. Or where previously manual steps of receiving, processing and then saving an email with attachments from a customer into the appropriate records management and customer requests systems are now all automated, ready for an officer to start fulfilling the request.

Then there's the emerging improvements in AI models that are becoming increasingly able to answer any question we put to them. The type of capability that has forced universities to rethink exams and other assessments. Ask it a question and it will give

our customers an answer: Where can I pay my rates bill?; How do I register my dog?; Or perhaps for our officers in the future: assess an application made for a material change of use, using our relevant planning scheme? Try it, it will surprise you.

So, identify the business use cases, set priorities and create a plan for where you might consider AI and automation based on the appetite and change readiness of your council and maintain a link to ethical, compliant, risk-aware and privacy-observing practices.

TALENT MANAGEMENT - RETENTION AND ATTRACTION

Staff attrition is going up. A tight labour market creates opportunities for the best talent to leave the organisation, and we're observing record numbers quitting their jobs and changing industries all together. This is compounded by the fact that as council's many of us have an aging workforce that may also take the opportunity of borders and countries reopening to retire and travel abroad (approaching a "talent cliff"!).

Workers are looking for flexibility and the skills we need are also evolving quickly. Working as an IT leader: yesterday, it was cloud services skills; today, it's AI skills; and tomorrow, maybe it will be blockchain skills. Increased flexibility requires new ways of connecting talent to the work that needs to be done.

Promoting councils and our sector as an employment path with multiple career journeys will be attractive to our millennials and generation Z workforce who are looking to diversify their careers - it is estimated that Gen Z will have 17 jobs across 5 different careers in their lifetime. There are also benefits in cross-council employment transfers, not only

is the knowledge applicable, but employee entitlements transfer - how well is this known if you don't already work in the industry?

For retaining employees, how well are we succession planning and having development conversations that deliberately provides opportunities in other areas of council. There are some very deliberate ways that leaders can formalise these opportunities, including an internal marketplace to connect talent and skills to work opportunities and traditional succession planning approaches for the longer term. Seeking feedback from our teams about their employee experience, measuring employee experience and acting on these insights is also a critical step to ensuring we are retaining staff.

For attracting employees, some councils are already moving to talent acquisition and engagement platforms that leverage your employer brand to attract and engage a pipeline of qualified candidates before you even have a vacancy. Candidates register on the platform with a description of their skills and employers they'd like to work for and are somewhat qualified for when you have a job requirement.

As leaders, a combination of these strategies is worth considering in the current climate.

ADAPTABILITY

An uncertain macro-environment, increasing digital disruption and an ever-shifting workforce (just to name a few) are all indicators of leadership that needs to be adaptable.

So, what are some of the qualities and approaches that support adaptability? Two concepts to explore are: 1) a continuous improvement culture; and 2) co-leadership, a move away from the idea that "one smart person"

should be relied upon to run large departments or major projects.

A continuous improvement culture will position your teams for adaptability. Most of us understand what continuous improvement is, but what steps should we take to affect culture? Organisational culture is the sum of the individual experiences our employee's encounter at work. So that means everything they observe you and the team doing, matters. It also suggests that you should approach culture through continuous "nudges" rather than trying to improve it through a single large-scale approach. Look to establish principles or guidelines with your teams that instils the culture you want for your teams. For a continuous improvement culture, consider introducing principles like "progress over perfection"; or "there is no failure - only feedback".

If our problems are getting more complex to solve, what better way than to "team-up" our most talented leaders to answer them. Co-leadership, in its most simple form, might just be "teaming-up" two of your leaders as a sounding board on work they would not normally collaborate on or having the operations manager chair the strategy meeting. You might move to more formal joint accountabilities for section heads. If effective, it will lead to more creative and strategic solutions for your teams. A secondary benefit is removing the sometimes-felt isolation and loneliness that many executives experience. There will of course be challenges such as managing expectations of the leaders, differences in leadership styles, effective communication, and sharing decision making. Be careful to consider some of the risks too, potentially slower decision-making and confusion for teams on "who's responsible".

I invite you to consider both approaches with your teams.

CONCLUSION

Establishing new work practices and approaches to the way we lead teams, that fully leverages the opportunities in the way we work and the technology that is available (and emerging), will be one of the determinators for how successful we will be in the future. It will also influence the experience we create for our teams, and therefore the impact we can have in our communities.

Importantly, and to finish by quoting Simon Sinek, "People don't buy what you do; **they buy why you do it** and what you do simply proves what you believe". The circumstances of the pandemic drove people to think about their purpose and the difference they might make through their work. What better place to do that than in local government - improving the community for which you live in? Start with thinking about your own purpose for working in local government, and share that with your team. Ask them to reflect on their purpose for working in local government. If you have the same experience I have had doing this with my teams, it will energise you every day.



Robert Andrews
MLGMA

Deputy President and
Director (SEQ) - LGMA

Opinions expressed are solely my own and do not express the views or opinions of my employer.



MEET THE MEMBER

Dan McPherson

**Group Manager People,
Customer and
Corporate Services**

Lockyer Valley
Regional Council

Why did you join LGMA?

Former CEO, Ian Flint, encouraged me to join and I went to my first LGMA conference in Rocky, I think back in 2008. I got a lot from the conference and, as this was my first role in local government, the conference and subsequent networking proved to be, and still does, provide valuable insight into the workings of local government.

What do you value the most about being an LGMA member?

The ability to tap into the vast network of colleagues across the State, the development opportunities that are provided for staff through LGMA programmes such as Ignite and Propellor. Many of our staff have been on such programmes and have applied the learnings in the workplace. Recently LGMA facilitated our Leadership Development programme with over 60 staff attending the programme. The feedback received has been excellent, thank you, Fiona.

How have LGMA services (programmes, conferences, events, exchanges, training etc.) helped you in your career?

I would love to do an exchange programme, but I don't think my three boys would let me unless I took them with me. Recently I have become a mentor under the LGMA mentoring programme and I am thoroughly enjoying it. I am learning a number of things and hopefully passing on some of what I have learnt onto my protégé. As stated, Lockyer Valley Regional Council has participated in many LGMA programmes, and I have seen the benefits of such programmes when staff apply the learnings back at the workplace. That is the real benefit, watching staff grow and become more self-assured in what they do in applying the so called 'soft' skills when working with their teams or across council, and delivering better outcomes for our community.

You mentioned going to your first conference in Rockhampton when taking up your first ever role in local government, what made you want to join local government?

Well joining local government (Boonah Shire Council), at the time was fortunate as I had just assisted

my previous employer in Melbourne to break down and sell the assets of the multibillion-dollar business so that left me unemployed. I was on the internet and saw this job for a HR Manager in lovely Boonah and, as my Mum and Dad had been in Queensland for many years, I decided to apply and that would be my entry to sunny Queensland. I was interviewed by Tony Magner and Patrick Murphy in Boonah and joined shortly afterwards. I thoroughly enjoyed my time with Boonah and subsequently Scenic Rim Regional Council, so much that 10 years later I am still with local government. It's a fascinating place to work, no two days are the same. The staff at local government are great to work with you make many connections and many friends.

When asked about LGMA services and how they have helped, you mentioned you would love to do an exchange programme, but you weren't sure your three boys would let you. Can you tell us a little more?

I am an older Dad. Julie and I struggled for many many years to have kids and finally 3 beautiful boys arrived. Lochlan the eldest at 9 years and the twins at 7 years. We live in the beautiful Lockyer Valley and we all love the many things to do in the Valley, exploring the countryside, swimming, going to fabulous Fairways Park or skateboarding at the local park. We take Keef (named after Keith Richards of the Rolling Stones), our Staffy everywhere we go, after all he is family too. I think my experience as a Dad is a little different as I am older but I cherish each and every day with them, lots of hugs, watergun fights in our pool, lots of watching movies together. My boys are Marvel fans and I am DC Comics but really only the Batman franchise, as long as the movies are entertaining I don't mind.



MEET THE MEMBER

Lidewij Koene-Sloss

Economic Development Manager

Western Downs Regional Council



What is the most rewarding experience that you have had so far while working in Western Downs Regional Council/ local government?

Having worked in the Economic Development team since 2018, there are a number of programmes and initiatives that we have delivered in partnerships over the past five years. It is very rewarding seeing our teams and other stakeholders working together to deliver initiatives and witnessing the positive impact of those. However, most humbling is the acceptance I experience on a daily basis. Both the community and organisation have welcomed me with open arms and continue to support me in my role. I've learned so much over the past years about the local communities, the region's history and industries, and that would not have been possible without all the knowledge and stories that people/ individuals have been willing to share with me. The Western Downs community has given me 'a home away from home' and I feel humbled working for Western Downs Regional Council and being in a position to support growth in the region.

Why did you join LGMA?

I recently joined LGMA to seek professional development support and also to build connections with a network of peers. Last year, I commenced in my role as Economic Development Manager and I hope to continue to develop and hone my skills.

How have LGMA programmes, conferences or exchanges helped you in your career?

Participating in the Australasian Management Challenge was a great opportunity to test my leadership ability, facilitating teamwork and decision-making skills. Since then, I've coached one of our Rural Management Challenge teams and whilst preparing the team for the challenge day, I have equally learned from the coaching experience.

Something most people don't know about you?

2021 and 2022 were big years for me personally. I became a mother of our beautiful son Luca in 2021 and 'finally' got married in 2022 to my husband Jeremy after a long wait due to COVID. I'm aiming to spend more time outdoors in 2023. This year, I've joined our local Women 7's rugby team again after a few years off and I can't wait to put my footy boots back on.

What's one bucket list item?

We are now proud owners of a camper trailer, and I am excited to see more of Australia. I hope to have visited all the states and territories one day.



MEET THE MEMBER

Ron Petterson

Manager Community Services

Balonne Shire Council



What is the most rewarding experience that you have had so far while working in Balonne Shire Council/ local government?

I often reflect on the changing landscape of local government and the transition over the years from councils working to the three R's (Rates, Roads and Rubbish) to local governments having a greater social conscience. Today we are seeing a solid shift in councils working in areas not previously seen.

In my role at Balonne Shire, this has perfect synergy. One focus I feel especially privileged to work on at Balonne Shire Council is in the Mental Health and Psychological well-being sector. Council spearheaded a 3-year, in-house mental health and well-being strategy and implemented a number of key mental health and well-being programmes within the community. This resulted in Council being recognised with an award at the 2022 Queensland Mental Health Awards. I felt incredibly proud to be part of it.

Why did you join LGMA?

Networking, building relationships with other managers, sharing ideas, problem/solution sharing, webinars, training and opportunities for both personal and professional development.

What do you value the most about being an LGMA member?

I love the networking and village sessions. I get a lot of value from being able to build connections with other local government senior staff and shared experiences and knowledge. This has been an invaluable source of personal and professional development.

Something most people don't know about you?

My first job was as a DJ at a roller-skating rink!

What's one bucket list item?

I am a bit of a history buff and love watching documentaries about Egypt, Templar Knights and religious and world history. So, I would love to explore places like the Pyramids in Egypt, Machu Picchu, Stonehenge and so on.

Herb Oliver

In 2022 we said goodbye to a local government legend. Herb Oliver PSM, FLGMA (Life) passed away in November 2022. Herb and Mary were regular attendees at the annual Retired Member lunch and kept abreast of happenings with colleagues and the sector.

Herb had a long and illustrious career in Queensland local government commencing when he finished school and started his first job as a Junior Clerk at Isis Shire Council in Childers, aged around 15.

After Isis Shire he went to Flinders Shire Council in Hughenden as Assistant to the Shire Clerk and decided to study for the Local Government Clerk's Certificate. In those days you had to pass special exams in relation to Local Government Accounting and Local Government Law to enable you to practise as a Shire Clerk or Town Clerk. Herb sailed through these exams and they were successfully completed before he was 21 years old.

His next move was to Crows Nest Shire Council as Assistant Shire Clerk. It was while he was at Crows Nest that he and Mary got married and so began Team Oliver, or MEMHO as they became known (well before combining names became trendy!).

In 1995, Herb was appointed Shire Clerk at Miriam Vale - he was just 23 years old. We are fortunate that we have the story of this appointment in his own words.

"Mary and I left Crows Nest, in our brand new Morris Minor utility and set off for Miriam Vale - a long dusty and bumpy journey in those days - the bitumen on the Bruce Highway ended at Gin Gin and the section from there to Miriam Vale was notorious for the number of accidents, which had claimed many lives.

We arrived in Miriam Vale on Friday afternoon to be greeted by the Chairman of the Shire, who proudly directed us to our new home - a small two-bedroom flat attached to the Shire Office, which consisted of one

room, with a strongroom attached to the side of it. This magnificent room was the administration offices, and the Council Meeting Chamber - there was a "thunder box" toilet block in the yard, which served the flat, the shire office and the Council depot.

We accepted the flat with gratitude. Before leaving, the Chairman very kindly showed me how to operate the lighting system for the flat, and the Shire Offices. It consisted of a cylinder filled partially with shellite. From this engine room the gas was piped around the building to a few points where a light with a mantle, similar to the pressure lights of today, was lit with a taper and with a resultant bang, the light ignited. Provided you pumped hard enough, the flat and the office would be sufficiently lit.

When the lights began to fade, it was necessary to race out to the cylinder on the front verandah, where you pumped vigorously and the lights came on brightly again, for a short time. This "state of the art" lighting system, and the fact that there was no television in Australia during the five years that I was Shire Clerk at Miriam Vale, may have resulted in Mary presenting us with three bouncing babies during our stay."

The next move for the Olivers was Kolan Shire Council where Herb was appointed Shire Clerk. During

his 24 years in Gin Gin, Herb took a very active interest in what was then called the Institute of Municipal Administration (now LGMA). Herb became a member and was Queensland Divisional President 1980-1982. Herb then served as Federal President in 1982-1983. Herb has been awarded the Certificate of Merit and made a Life Member of the LGMA.

Town Clerk and City Administrator of Maryborough City Council, Noel Gorrie, was surprised and delighted when he found an application from Herb for the role of Deputy. Herb served as Deputy Town Clerk at Maryborough City Council until his retirement.

Noel remembers Herb as a stickler for correct procedure and protocol in the office and he always called people by their title. Other LGMA members remember his warmth, his clever, cheeky humour, his incredible memory and his love of telling stories. He enjoyed golf, was an avid military history buff and kept his mind active, writing stories and papers long after his retirement, always abreast of current happening and curious about changes in the sector.

Herb was awarded the Public Service Medal (PSM) in the Australia Day Honours on 26 January 1991, the same year he retired from full-time employment.



Herb and Mary Oliver on the occasion of Herb receiving recognition for 60 years' service to LGMA, Bunya Mountains, 2014.

Much of this article is credited to Noel Gorrie, FLGMA, who presented the eulogy at Herb's funeral.

Bruce Edmonds

Bruce Edmonds' career as a local government manager was somewhat unusual for his time in that almost all his service in local government was as town clerk (CEO), his mother and father were born in Ipswich and Dalby and these were the two cities he served and, after completing local government service, he became a consultant to local government - one of the first.

Harry Bruce Edmonds was born in Manly (now part of the Brisbane local government area) on 23 January 1937. With a father who was a music teacher, Bruce and his brother, John, learned to play the harmonica and throughout their youth and into adulthood they performed publicly, on the radio and on television at its onset in 1959.

He was also an avid cricket player, partly inspired by seeing Bradman and Hassett score centuries in the first post-war ashes test at the Gabba. Bruce referred to cricket as his 'lifetime sporting love'.

Upon finishing high school, Bruce became a junior clerk in the Coordinator Generals Sub-Department of what is now Premier and Cabinet. He spent twelve years with the department in the Records, Works Programmes and Finance Branches. During this time, he studied accountancy at UQ.

In 1955, he joined the Royal Australian Air Force Active Reserve based at Amberley. A commitment he held for many years.

In 1964, Bruce became Assistant Administration Officer in the Local Government Department (reporting to Ken Mead and Harold Jacobs FLGMA). This was the start of his fascination with local government and, in this role, he played a major part in the implementation of the radical City of Brisbane Town Planning Act 1964.

In 1970, Bruce was appointed Deputy Town Clerk of Dalby Town Council and

only eight months later became the Town Clerk. Bruce's contribution in this role was significant and included navigating the electricity supply battle from 1973 (the Electricity Commission proposed to take electricity supply back from councils), the provision of a fully reticulated gas supply to industrial, commercial and domestic consumers (a plan Bruce devised) and the establishment of the Dalby Agricultural College.

With those, and many other, achievements under his belt, Bruce was appointed Town Clerk at Ipswich City Council where he worked to bring to fruition the \$150 million Inner City Redevelopment Plan. In this role, he also devised the concept of Easements in Strata, which was then widely adopted across the State.

On leaving Ipswich City, Bruce moved to Brisbane with his family and began consulting to the sector. In his consulting roles he worked with councils from the Gold Coast to the Cape. He was also heavily involved in boundary work with the Local Government Commissioner at the time, Greg Hoffmann FLGMA, the Waste Management Research and Development company and was part of the Local Government Training Council.



Bruce Edmonds (right) (IMM representative on the Local Government Training Council) presents John Hooper with his Management Development Program Diploma.

Bruce had four children with his wife, Daphne who he married after a whirlwind courtship resulting from a meeting at the Cloudland Ballroom.

Bruce passed away in January 2023.

In 1964, Bruce became Assistant Administration Officer in the Local Government Department. This was the start of his fascination with local government and, in this role, he played a major part in the implementation of the radical City of Brisbane Town Planning Act 1964.

RETIRED MEMBER LUNCH - 2022



As another year passes so too does LGMA's annual retired member lunch. This event was held on the 25 November at the Ship Inn, located in South Brisbane, and was not only an opportunity for our retired members to catch up and talk about their time working at council, but to celebrate the year that was and wish everyone a Merry Christmas and a Happy New Year.

From beginning to end the event ran smoothly and the food was enjoyed by all. It was evident talking amongst everyone that our retired members look forward to this event above all other events held at LGMA. They continue to be passionate about their jobs and the impact they had on their wider community during their time as officers in Queensland local governments.

We were also lucky enough to have a few board members attend; Susan Jarvis and Rachel Brophy, a special mention to Susan for saying a few words to all our members.

A final thank you to everyone who attended and for everyone who shared their stories and experiences the event wouldn't be what it is without those who get involved and attend.

MOVERS AND SHAKERS

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

Kevin Bell	CEO Kowanyama Aboriginal Shire Council
Andrew Boardman	CEO Diamantina Shire Council
Warren Bunker	CEO Whitsunday Regional Council
Jacqui Creswell	CEO Croydon Shire Council
Tiffany Dare	Acting CEO Bulloo Shire Council
Dale Dickson	CEO Mount Isa City Council
Dirk Dowling	CEO Winton Shire Council
Robert Jennings	CEO Gympie Regional Council
David Keenan	CEO Scenic Rim Regional Council
Scott Owen	CEO Mackay Regional Council
Mike Lollback	CEO Barcoo Shire Council
Kristine Smith	CEO Woorabinda Aboriginal Shire Council
Sabine Taylor	CEO Murweh Shire 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



CALENDAR OF EVENTS 2023

MARCH 2023

- 1 Sport and Recreation Exchange
- 1 People and Culture Exchange
- 1 Workplace Health and Safety Exchange
- 2 Library Exchange
- 2 Rates Exchange
- 2 Senior Exec Connect
- 2 Waste Management and Resource Recovery Exchange
- 8-9 Women in Local Government Conference (Brisbane)
- 10 Indigenous Local Government CEO Forum (Cairns)
- 16 Whistleblowing, Complaints Management Webinar - Part 2
- 21-22 People and Culture Forum (Brisbane)
- 28-29 Propeller Programme Introductory Forum (Brisbane)
- 30 CEO Forum (Brisbane)

APRIL 2023

- 6 Senior Exec Connect
- 19 Awards for Excellence Nominations Close at 3:00pm
- 19-20 Australasian Management Challenge

MAY 2023

- 3 Environmental Health Officers' Exchange
- 3 Governance Exchange
- 3 Records Exchange
- 4 Senior Exec Connect
- 4 Customer Service Exchange
- 9 Executive Assistants' Exchange
- 9 ICT Exchange
- 10 Compliance Exchange
- 11 Waste Management and Resource Recovery Exchange
- 18 Member Only Webinar
- 25 Awards for Excellence (Brisbane)



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