



FROM THE PRESIDENT'S DESK

I CAN STILL REMEMBER MY FIRST DAY IN LOCAL GOVERNMENT - WALKING TO THE FRONT RECEPTION COUNTER TRYING TO WORK OUT WHERE TO GO AND WONDERING WHAT LOCAL GOVERNMENT WAS ALL ABOUT.

Joining a council wasn't part of a career masterplan as I didn't really have one at that stage. What started out as just a job has become a lifelong journey. Who would have thought on that first day that a young Brett de Chastel would one day become State President of our professional organisation? I certainly didn't.

After my first day, it didn't take me long to realise that I loved the idea of local government. The work was interesting, the people are great and it's all about our community. I was hooked! Call me idealistic but there is something really special about being able to drive home at the end of the day and seeing where you made a difference to the community that you live in. I suspect that is what motivates so many of us working in councils.

Fast forward 30 years and here I am, older, hopefully a little wiser but still with an unbridled enthusiasm for what we do in local

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government for our communities across this State every day. As the incoming President of your Association, it gives me great pride to be able to play a part in helping to shape the future and support the next generation of leaders for our sector.

Our organisation has a proud history and a bright future. In this, my first column as president, I would like to acknowledge the wonderful leadership and dedication of Immediate Past President Susan Jarvis.

Susan has led the organisation very well for last two years, particularly with building strong working relationships at Ministerial and Director-General level. We are lucky that she is staying on as a LGMA Board member so will have the benefit of continuity with those working relationships.

I would like also to acknowledge two of our retiring Board members. Ray Burton has been a Board member since 2004 providing years of service and wise counsel to our sector. Ray has worked across many councils in Queensland and Victoria and has always been willing to "give back" to the industry by volunteering on the Board. Warren Collins is also retiring from our LGMA board. Warren has been a board member for nearly 10 years but more significantly, has also been Queensland's longest serving CEO at one council with 34 years as CEO of Cherbourg Aboriginal Shire Council. Warren is retiring to spend more time with his family but his legacy will live on with the Indigenous Leaders Forum which brings together the CEOs of our indigenous councils and is facilitated by LGMA.

Personally, I think there is no better time to become President of LGMA. There is a lot happening in our sector at the moment and there will be some great opportunities to help shape the future. Looking ahead, there are likely to be more legislative reforms which we can influence by providing practical advice to the government about what will or won't work at the coalface. We can continue to build great working relationships with the Local Government Minister and Director-General of the Department. We can continue to provide industry relevant training and professional development for staff in councils across Queensland. And most importantly, we can continue to be the leading member-based professional organisation for local government in Queensland providing you with networks and access to up-to-date information.

There is perhaps no better example of the latter than the annual Local Government Conference which was held in Townsville in September. There was a really positive vibe and I think this was due to the larger than normal attendance of younger members and potential members who brought energy and enthusiasm to the conference. The Millennial Panel and presentations by LGMA management challenge teams

from Cairns, Redland, Southern Downs and Gympie Councils were some of the highlights of the conference. Our future is in good hands with the quality, confidence and aspirations of young local government professionals shining through their presentations. One of my goals as President is to encourage a lot more, younger local government staff to join and get engaged with our professional body.

PERSONALLY, I THINK THERE IS NO BETTER TIME TO BECOME PRESIDENT OF LGMA. THERE IS A LOT HAPPENING IN OUR SECTOR AT THE MOMENT AND THERE WILL BE SOME GREAT OPPORTUNITIES TO HELP SHAPE THE FUTURE.

It was also pleasing at the conference to see the presentation of two of our annual awards. Teona Cousin from Mackay Regional Council was awarded the Young Manager of the Year and Pauline Gordon from Gympie Regional Council was awarded the Manager of the Year. Both are excellent recipients of these awards and provide great role models for others in our sector.

And so looking forward, I want to remind everyone reading this magazine that a member-based organisation is only as strong as its members. Get involved – whether attending an LGMA event, encouraging a colleague to join or talking to one of the board members about a local government issue. We are all part of the local government family that make a difference to our communities every day.

United We Stand

Brett de Chastel



Minister for Local Government *Stirling Hinchliffe*

AS YOU WOULD BE AWARE, THE LGMA RECENT ANNUAL CONFERENCE IN TOWNSVILLE WAS AS SUCCESSFUL AS EVER ATTRACTING MANY OF YOU THROUGH.

It is good that many of you are to stay home to help with the convening of your Local Disaster Management Groups and to do your firefighting jobs and support teams.

I would like to acknowledge the fantastic Local Disaster Management Groups do a good job of the disaster response in your communities.

I had the pleasure of the Queensland Fire and Emergency Services and I was so sorry to see just how close the fires came to Brisbane too.

It was a pleasure to be requested to play a role in many of the round tables of the same time.

Across Queensland, dozens of local governing bodies elected our councils

and communities that has been acknowledged as an unprecedented reality in bushfire season.

When fighting such ferocious fires, we know – you know – that the greatest weapon in a local government's arsenal is community spirit.

That community spirit embraces the residents, the local Queensland Fire and Emergency Services – volunteers and staff – and the local government authorities – and the local government authorities – before, during and after.

Many of you will have employees who are usually or volunteer firefighters.

Thank you for allowing them to belong to their community.

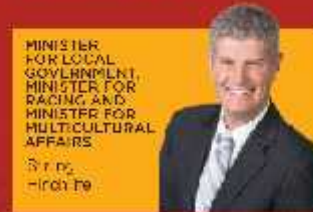
Thank you for yourselves be assisting or volunteer firefighters – it is a pleasure to thank you.

As we said, it has been an extraordinary

beginning to our bushfire season and I send you love from the Parliament. Government is doing everything in our power to ensure you stay safe.

In closing, I'd like to again acknowledge Susan Davis for her services as LGMA Queensland Executive.

Such is our fortunate job as an advocate for local government – work and sincerely wish to meet. I look forward to working with new president Brett de Chastel, who has an exciting agenda ahead.



MINISTER FOR LOCAL GOVERNMENT, RACING AND MINISTER FOR MULTICULTURAL AFFAIRS
Stirling Hinchliffe

WHEN FIGHTING SUCH FEROCIOUS FIRES, WE KNOW – YOU KNOW – THAT THE GREATEST WEAPON IN A LOCAL GOVERNMENT'S ARSENAL IS COMMUNITY SPIRIT.

THAT COMMUNITY SPIRIT EMBRACES THE RESIDENTS, THE LOCAL QUEENSLAND FIRE AND EMERGENCY SERVICES – VOLUNTEERS AND STAFF – AND THE LOCAL GOVERNMENT AUTHORITIES.

IT'S A POWERFUL PARTNERSHIP AND NO MORE SO WHEN DISASTER STREAKS – BEFORE, DURING AND AFTER.

CEO SNAPSHOT

THE LOCAL GOVERNMENT CONFERENCE IS DONE AND DUSTED, THE 2018-19 REPORTS AND FINANCIALS HAVE BEEN PRESENTED AND LODGED AND THE CALENDAR FOR THE COMING YEAR IS PREPPED AND READY TO GO!

The conference was highly informative and enjoyable with many speakers raising ideas that got us thinking. Two of the highlights for me were the Millennial Panel where four younger officers took the stage to explain what was important to them in their careers, and the Management Challenge presentation which included members from four of the 2019 participating teams. Both triggered plenty of discussion and, in some cases, a re-think of what we thought we knew.

THE CONFERENCE WAS HIGHLY INFORMATIVE AND ENJOYABLE WITH MANY SPEAKERS RAISING IDEAS THAT GOT US THINKING. TWO OF THE HIGHLIGHTS FOR ME WERE THE MILLENNIAL PANEL WHERE FOUR YOUNGER OFFICERS TOOK THE STAGE TO EXPLAIN WHAT WAS IMPORTANT TO THEM IN THEIR CAREERS, AND THE MANAGEMENT CHALLENGE PRESENTATION WHICH INCLUDED MEMBERS FROM FOUR OF THE 2019 PARTICIPATING TEAMS.

As all are aware, there has been plenty of action on the legislative front with changes to the Local Government Act, Electoral Act and other subordinate legislation leading the charge. Some of these changes are immediate while others will be progressively introduced. As they start to bed down, we will continue to work with the relevant regulatory bodies to fine-tune and adjust (and there may be some adjustments required as the implementation in individual councils highlights gaps or inconsistencies).

As I write, the new *Grants to Local Government Model* has just gone live, promising a more streamlined process and, importantly, better alignment of timeframes. The consultation on the grants review was extensive and many councils and officers have had the opportunity to participate in the development of the new model.

There is a lot still to come between now and the end of the year, including the Women in Local Government Conference, *A Raft in the Currents*, three Rural Management Challenge events, two Branch Conferences (Regional Forums), two Villages, a CEO Forum, an Indigenous Council CEO Forum and the Retired Members Lunch, as well as the wrap up of Propeller, Ignite and some in-house programmes. It has been a very successful year and we look forward to replicating the successes next year, albeit with an adjusted calendar to cater for the complications of a local government election.

In LGMA news, recently the Board took time to review the contribution of long-standing members and has conferred Fellow status on a number of members who have contributed to LGMA and the sector. They include:

Warren Collins FLGMA, contribution as a Director on the Board, co-founder of the Indigenous Local Government CEO Forum, supporter and participant of LGMA events and activities and contributor to the advocacy agenda. (Member - 11 years)

Michelle Clarke FLGMA, contribution as a Director on the Board, as a regular speaker and as a contributor to *The Journal*. (Member - 12 years)

Mark Pitt FLGMA, contribution as a Director on the Board and a participant in a range of LGMA activities and events. (Member - 17 years)

Peter Byrne FLGMA, even after retirement, Peter Byrne has continued to contribute as a presenter at the *Flagship Executive Management Programme* and as a Judge of the Awards for Excellence. (Member - 24 years)

Ian Church FLGMA, contribution as a regular presenter at LGMA programmes such as the Executive Management Programme and a promoter of LGMA activities and events. (Member - 18 years)

Peter Franks FLGMA, contribution as a regular presenter at LGMA programmes

and a promoter of LGMA activities and events. (Member - 17 years)

Dave Burges FLGMA, a regular participant and keen promoter of LGMA events and benefits including coordinating Western council participation in the Rural Management Challenge. (Member - 15 years)

Kim Driver FLGMA, contribution as a regular speaker at events, participant in and promoter of LGMA activities and contributor to the advocacy agenda on governance matters. (Member - 19 years)

IT HAS BEEN A VERY SUCCESSFUL YEAR AND WE LOOK FORWARD TO REPLICATING THE SUCCESSES NEXT YEAR, ALBEIT WITH AN ADJUSTED CALENDAR TO CATER FOR THE COMPLICATIONS OF A LOCAL GOVERNMENT ELECTION.

Thank you all for your contribution over many years. LGMA would not be the supportive and relevant organisation it is if it were not for officers like our Fellows who freely offer to 'give back'.

With the AGM behind us, it is time to welcome the new Board. I look forward to working with Brett de Chastel in his role as President and with the rest of the Board team. They all volunteer their time to support LGMA and its members and we, the staff, are grateful for their expertise and commitment.

I hope to see you all at one of our many events still to come this year and please enjoy this edition of *The Journal*.



CHIEF EXECUTIVE OFFICER

DON'T GET YOUR AMBITIONS MIXED UP WITH YOUR LIMITATIONS

IT'S NOT VERY GLAMOROUS, BUT KNOWING YOUR LIMITATIONS IS ALWAYS IMPORTANT, PARTICULARLY IF YOU'RE TRYING TO SUE SOMEONE. FOR LOCAL GOVERNMENTS, THIS ISSUE HAS BEEN LAID BARE BY THE HIGH COURT IN A RECENT RATES DECISION.

Local governments are involved in some form of legal action a lot of the time, be it a court proceeding for a debt, a planning matter, issuing infringement notices or any of the many, many other legal processes councils deal with on a day-to-day basis.

For the vast majority of those processes, a limitation period applies. The purpose of the limitation period is to restrict the timeframe in which legal proceedings can be taken so that potential legal proceedings do not hang over the heads of individuals and companies indefinitely.

In many circumstances, if the limitation period is missed, there is no longer any opportunity to take the action, no matter how important it may be to the community or to the local government financially.

The High Court enters the fray

While calculating limitation periods is often straightforward, in some cases it can be more difficult. Brisbane City Council knows this better than many, after the High Court's decision in *Brisbane City Council v Amos*, which was handed down on 4 September 2019.

In that case, Council had sued a ratepayer for unpaid arrears of rates and charges. Under the *Limitation of Actions Act 1974* ("Limitations Act"), two limitation periods potentially applied: a 12 year limitation period and a 6 year limitation period.

The Council in that case argued that the 12 year period applied because the debt was owed on property, whereas the ratepayer, Amos, said the 6 year period applied because Council was making a claim against him personally.

After applying decades of legal reasoning on the Limitations Act and its many predecessors, the High Court found that the ratepayer was entitled to apply the 6 year limitation period. The difference in Council's claim against Amos was many thousands of dollars.

How long do I have?

While the decision in the *Amos* case provides certainty that the limitation period to recover arrears of rates and charges against the person is 6 years, local governments need to be aware that different limitation periods exist for different actions.

Each piece of legislation will often contain its own limitation periods and in many cases, if the limitations period has passed, the person seeking to commence legal proceedings is statute barred and there is nowhere else to go.

Each issue should be looked at carefully to avoid the risk of being barred from taking proceedings. For example:

- the limitation period for a judicial review application under the *Judicial Review Act 1991* is 28 days after a particular triggering event – for example, 28 days after the day a statement of reasons for a decision is given;
- the limitation period for taking a proceeding in the Magistrates Court under the *Planning Act 2016* is 1 year after the offence is committed, or 1 year after the offence comes to the complainant's knowledge.

The point of these examples is that each cause of action gives rise to potentially very different timeframes in which a local government is entitled to take an action.

When do I start?

Promptly!

Another thing to be aware of when calculating limitation dates is how dates are calculated.

The limitation period might be different if Day 1 of the limitation period is the day that a particular thing happens or the day after a particular thing happens.

The only thing worse than missing a limitation date altogether is missing it by a single day!

It is important to also consider if a limitation period includes all days within the period (which is typically the case), or only business days.

Break Glass in Case of Missed Date

So, is there a "Break Glass in Case of Missed Date" option?

The short answer is to assume there isn't.

Sometimes, legislation or general legal principles give a party who has missed a limitation date an opportunity to ask the Court for an extension of time to comply. However, that right is almost always a matter for the judge's discretion and is rarely given simply because the date was "missed", unless some exceptional circumstances are in play.

In Brisbane City Council's case after *Amos*, the issue with the limitation period meant not only a lost opportunity to sue for thousands of dollars in unpaid rates and charges, but also liability to pay Amos' costs associated with parts of the proceeding.

The Key Takeaways

The key takeaways for local government are:

- legal proceedings are commenced for many different reasons, which means many different limitation periods can apply. Confirm the right one applies!
- if an issue comes to the attention of the local government and council is contemplating commencing legal proceedings, the first priority should be checking what limitation period applies and acting quickly.

While some things can wait (for example, to allow negotiations to happen), others cannot. A lost limitation date basically eliminates any bargaining or negotiating power a local government may have had, not to mention removing the right to proceed against the party.

Preston Law's team of seven dedicated local government lawyers and HR consultancy is part of an overall Firm of 16 lawyers and three finance professionals. Our group has decades of experience advising local government in all aspects of their legal issues.

If you have any further queries about this article or any other legal matter, please contact Julian Bodenmann on 07 4052 0717 or jbodenmann@prestonlaw.com.au.

Julian Bodenmann
Preston Law



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INDEPENDENT ASSESSOR UPDATE

THE OIA CONTINUES TO DEAL WITH A LARGE NUMBER OF COMPLAINTS WITH 979 COMPLAINTS RECEIVED AS AT 6 SEPTEMBER 2019. IT IS ANTICIPATED THAT THIS VOLUME OF COMPLAINTS IS LIKELY TO CONTINUE IN THE LEAD UP TO THE MARCH 2020 LOCAL GOVERNMENT ELECTIONS.

To manage the receipt and assessment of these complaints as efficiently as possible, we direct complainants to our web complaint form which provides:

- guidance around which matters are, and are not, within the OIA's jurisdiction;
- links to other relevant agencies, when a matter is not in the OIA's jurisdiction; and
- complaint examples which demonstrate the level of detail that is sought in a complaint to allow the OIA to assess it swiftly.

Similarly, when a matter is referred to the OIA by a council CEO, we suggest that CEO's include the following material with any complaint:

- copies of the relevant policies, procedures or local laws that were in force at the time of the complaint
- names and contact details of council staff or other councillors who may be witnesses to the councillor conduct
- copies of relevant council emails, if applicable
- for register of interests related complaints; the original signed Form

2 as submitted by the councillor to the CEO and a copy of the register of interests as published at the time

- a copy of an 'associated person' register of interests, if relevant
- advise whether the council has previously deemed a complainant to be vexatious and if so, on what basis this view was formed
- advise whether the complaint has also been forwarded to the Crime and Corruption Commission.

Again, the provision of this information allows the OIA to assess the complaint swiftly.

TO MANAGE THE RECEIPT AND ASSESSMENT OF THESE COMPLAINTS AS EFFICIENTLY AS POSSIBLE, WE DIRECT COMPLAINANTS TO OUR WEB COMPLAINT FORM

While the OIA has completed 195 investigations as at 6 September 2019, there are a further 162 outstanding investigations. While the imperative to complete investigations and progress Councillor Conduct Tribunal matters before the local government elections is understood; the volume of matters being dealt with are resulting in delays.

Consequently, investigations are being prioritised having regard to; potential continuing impact of the conduct, age of the matter, evidence preservation, public interest, seriousness, CCC oversight and whether the conduct may be systemic.

This is a dynamic process and matters may be quickly raised or lowered in priority as information is considered.

As previously reported 26% of all complaints received by the OIA relate to conflicts of interest and, significantly, this converts into 71% of all our investigations.

Finally, I would like to thank the many council officers who routinely, objectively and professionally assist OIA officers to progress assessments, investigations and/or the referral of Tribunal matters as efficiently as possible.

Kathleen Florian
Independent Assessor

Office of the Independent Assessor

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GOVERNANCE VILLAGE

GOVERNANCE FORUM

Round-Up

IN JULY, LGMA HOSTED THE GOVERNANCE FORUM OF SPENDING THE FORUM BROUGHT TOGETHER GOVERNANCE PROFESSIONALS FROM ACROSS THE STATE TO HEAR FROM A RANGE OF STAKEHOLDERS ON CURRENT ISSUES IN THE RAPIDLY MOVING LANDSCAPE IN WHICH WE ARE WORKING

Governance is not an area that generally takes centre stage, however, in the current environment of CCC investigations, less than twelve months out from an election and what seems to be never ending legislative change, governance and the need for a focus on good governance in Queensland local government is front and centre.

The day kicked off with the Independent Assessor, Kathleen Florian, providing an overview of the inner workings of the new approach to handling Councillor Conduct Complaints. After just over six months in operation, as at 30 June 2019, the Office had received 917 complaints. Kathleen highlighted the range of resources available to assist Councillors and officers available on the Office of the Independent Assessors website, including managing conflicts of interest, maintaining registers of interest and social media guides. Kathleen was asked as number of questions regarding the declaration of interests by participants, highlighting the confusion that exists across the sector and how these are managed in the current climate.

Wade Lewis, the Assistant Electoral Commission Queensland provided an outline of the role of the Commission in the lead-up to the 2020 Quadrennial Local Government Elections. Wade provided an overview of the significant changes being undertaken by the Commission in the conduct of the 2020 elections, including a more rigorous recruitment process for electoral officers and the training of those officers.

Bronwyn Blagoev, Executive Director Strategy and Service at the Department of Local Government, Racing and Multicultural

Affairs provided an update on the ongoing legislative reform agenda. As with Kathleen, Bronwyn was asked numerous questions in relation to the proposed changes to declarable conflicts. Bronwyn outlined the continuing change agenda with Belcarra 3 the next legislative cab off the rank.

Following Bronwyn, Luke Wallace from City of Gold Coast spoke about "The Customer Experience" and work being done at the Gold Coast to improve the interface with customers. This case study demonstrated Council's progress since 2010 and the more recent introduction of Local Government Platform which to date has replaced 33 legacy systems allowing a customer self-service portal where customers can lodge and track customer requests, applications and permits online as well as pay for all their city services. Luke told how the platform had reduced risk, provided cost savings and improved business outcomes for council.

The Queensland Information Commissioner, Rachael Rangihaeata told the story of Right to Information and Information Privacy in Queensland ten years on from the introduction of the legislation. Rachael also spoke about the current challenges for Queensland local government in regard to record keeping particularly with the use of technology to conduct council business such as drones and the key role of social media. In closing, Rachael highlighted the important role Right to Information and Information Privacy continues to play in achieving an open, transparent and accountable local government.

David Chapman, from the Task Exchange one of the Forum sponsors, provided a run down on some new features of LG Hub.

To conclude the day a brainstorming session was facilitated to share key risks and concerns for participants and seek input from peers on resolving these concerns. Issues including, staffing, delegations, post-election councillor induction and risk management practices were raised.

As always, this Forum provided the opportunity to connect with colleagues, share experiences, frustrations and solutions in the collective pursuit of good governance in Queensland local government.

Corrine Bischoff
Coordinator Governance and Strategy
Lockyer Valley Regional Council



2019 LOCAL GOVERNMENT CONFERENCE, TRANSFORMATIONS!

THE PERFECT TOWNSVILLE WEATHER AND RELAXED ATMOSPHERE OF THE PRESIDENT'S WELCOME ON TUESDAY AFTERNOON CERTAINLY SET THE SCENE FOR THE 2019 LGMA LOCAL GOVERNMENT CONFERENCE.

The dusk setting from The Ville's deck and lawn overlooking Cockle Bay Reef and spectacular Magnetic Island's Picnic Bay (along with a few spot fires on the horizon to remind us what our fellow Queenslanders were dealing with) was spectacular.

Outgoing President, Susan Jarvis, ably welcomed the event attendees and corporate partners and introduced the International Manager Exchangees; Alan Adcock from the Whangarei District Council, New Zealand and Nathan Peto from Canada's City of Portage la Prairie. The Young Manager of the Year was awarded to Teona Cousin of Mackay Regional Council for her contribution in establishing the economic development programme as an efficient, effective, customer focused and highly professional unit that delivers Council's economic development outcomes including Invest Mackay Conferences and Events Attraction Programme; the Sarina Sugar Shed and the Facilitating Development Policy, Activate my Place Programme and Façade Improvement Scheme. Congratulations Teona!

Wednesday morning the official plenary session commenced with Michael McQueen's session 'Prepared for Transformations'. Michael understands what it takes to thrive in a rapidly evolving world. Widely recognised for having his finger on the pulse of business and culture, he has helped some of the world's best-known brands navigate change and stay ahead of the curve. In this fast-paced and compelling session, delegates discovered the four forms of disruption for the coming decade; technological trends, organisational obsolescence, demographic shifts and remaining relevant ahead of constant change.

Jane Jennison hosted the next presentation, 'Transitioning Communities'. The Welcoming Cities Standard sets the National Standard for cultural diversity and inclusion policy and practice in Local Government – helping to create communities where everyone can belong. 'Transforming Engagement' was the next session presented by Dr Geoff Woolcock. Geoff works with a diverse range of public and private sector organisations helping develop whole of community outcome measures for a variety of social interventions, particularly in socio-economically disadvantaged communities. The CEO Panel Session Chair, Michael Fallon of Cook Shire Council asked comprehensive questions regarding

the future of the LG workforce of Gary Stevenson, CEO, Isaac Regional Council, Brett de Chastel, CEO, Noosa Council and Chris Rose, Managing Director, Crest Performance. This ever-popular, honest and insightful session enabled council officers to consider the new or different skills required in the future and how to prepare for the pending change.

Cathryn Lee of Deloitte Access Economics explored and analysed the 'Future of Work' and Neil Glentworth from OpenGov presented 'Facilitating Transparency', a review of the network and data available to public service agencies enabling improved budgeting, performance, communications, reporting and open data that ultimately results in better outcomes for the public.

Wednesday afternoon sessions closed with the AGM and quickly moved into the highly anticipated Beach vs. Bush touch footy comp! Thank you to Tim Dunne and Tim Fynes-Clinton for officiating the fast-paced sea of green and blue grudge match! The scoreboard 2-1, suggested that the Beach team captains, Ken Furdek and Guru Singh, were to be awarded the 2019 Trophy following this action-packed game! Jen McCarthy and John McDougall were fabulous Bush team captains and great sports in conceding defeat rallying their troops for the trophy presentation and post-match celebrations.

Jeff McAlister, Deputy Director-General at Department of Tourism, Major Events and Small Business commenced Thursday's plenary session, followed by the Millennial Panel who considered Designing Councils for Future Employees. This session was chaired by Bernard Smith, CEO, Gympie Regional Council and included: Tegan Collier, Noosa Council; Sha-Lane Gibson, Cook Shire Council; Kayla Hales, Mareeba Shire Council; and Luke Porter, Western Downs Regional Council. Comments from this session included: *'Good mix on the panel. Great to see the level of enthusiasm and dedication. Restores your faith in the next generation of LG professionals. Excellent and refreshing – please include in every conference agenda!'*

A busy morning tea break in the networking lounge saw the baristas keeping pace with the continuous coffee orders getting delegates ready for the short and sharp concurrent sessions featuring case studies, projects and legislation:

- Service Planning in the context of Sustainable Councils, Owen Harvey, CT Management
- Industrial Manslaughter: the new framework, Martine Care, Preston Law
- Speaking our Language, Laura Cooper, Logan City Council

- Transforming Security, Georg Thomas, Corrs Chambers Westgarth
- Collaboration in Transformation, Fiona Cullen and Keirstyn Spencer, Redman Solutions
- National Park Collaboration, Brett de Chastel, Noosa Council
- Community Builders, James O'Connor, Fraser Coast Regional Council

Next, taking centre stage was the vibrant Management Challenge collaboration featuring the Cairns Team – 100% Humidity (Sophie Barrett, Angelo Finocchiaro, Marina Dunstan), Gympie's - Empowered VI (Iona Armstrong, Dylan Teakle, Kurt Madden, Thomas Daunt, Kymbeline Russell and Sam Cook), Redland's - Red Coast Magic (Kailesh Naidu) and Southern Downs – Perfection (Carly Hansen and Sean Beck). Thank you to the participants for demystifying this strange and wonderful event.

The Hon. Stirling Hinchliffe MP, Minister for Local Government, Racing and Multicultural Affairs provided an update for the sector and Chris Helder taught us how to 'Transition from the Noise' (although he was probably one of the noisiest!). Chris is an expert in the areas of communication and influence. His high-energy presentation left us with tools to put in place to improve all areas of our lives... using the mind-body loop – posture, be present, smile, gratitude and energy. Fun and exhausting at the same time!

The dinner was the last official component of the conference, featuring the President's jacket ceremony and Manager of the Year Award. Thank you to Susan Jarvis for officiating as the LGMA Queensland President for the last two years. Congratulations and welcome to Brett de Chastel the incoming President of LGMA Queensland. Pauline Gordon was awarded the 2019 Manager of the Year for her unwavering commitment to the community, encouraging community members to express their expectations, aspirations and ideas in relation to Council programmes and projects.

This event is proudly supported by a host of corporate partners who we sincerely thank for their continued support, contributions and dedication to the sector. We could not do it without you!

Finally, thank you to our suppliers of this conference: The Ville Resort-Casino, Peter Liddle from Event Staging Management, SSS Events, Phil Copp Photography, Great Expectation Speakers, Pooles of Music and Promotivate.

See you next year at!





Canadian Comparisons

THE SAYING: SO MUCH IS DIFFERENT AND YET SO MUCH IS THE SAME IS ONE OF OUR OTHERS WHO HAVE PARTICIPATED IN THE LOCAL MANAGEMENT EXCHANGE HAVE EXPERIENCED.

Like Australia, Canada is a big country and one of enormous diversity and with over 3,600 municipalities, has many challenges for all levels of government. It was fortunate enough to send the entire conference of the Canadian Association of Municipal Administrators (CAMA), which was held in Québec City and then via to the City of Portage la Prairie in the Province of Manitoba.

One of the key roles of the local government leader is to assist the elected members in planning for the future. In early 2018, CAMA undertook a survey of its members to identify overall trends and, unsurprisingly, the outcome very much reflected the issues we face here in Queensland and Australia. They included the growing local council issues of war for talent, Manitoba restructuring, jump on innovation – especially on local government. On the subject of population and finance because of the political context of their southern neighbours, the discussions around population in Canada have a greater

tone of pushback. Even at the elected level, the ease of reporting and objectivity in political debate appears to be starting to be more widely recognised as not being a one-way street.

Similar to Queensland, in recent times, Canada has seen an increase in the turnover of the position of the CMO, being the city administrator (CAO). CAMA has taken active steps in acknowledgment of this, including the preparation of education around political acumen and the requirements required by a successful leader to ensure the appropriate level of education and knowledge across the municipal landscape. We know and recognise these skills, however, it is in the case of retaining on them frequently and ensuring we are supporting them to do their best work. CAMA's 10 pillars are:

1. INTEGRITY

Maintaining your integrity is crucial to achieving success as a CMO. This is the foundation of your actions as well as supporting ethical behaviour on the part of your elected officials.

2. ROLES

Council, the CAO and other Senior Administrators must all have a clear grasp of their role in municipal government. Council

creations, training and mentorship are key to understanding the boundaries and mitigating the inevitable power imbalances between roles.

3. PRIORITIES

As a CMO your actions should be aligned with those of Council. It is the time to learn what Council's priorities are and do what is needed to deliver them.

4. TRUST

Establishing trust is a cornerstone of leadership and lays the foundation for political success. Trust is not a given and must be earned through your actions.

5. RESPECT

Even if you do not agree with your political leader or the decisions they make, you must always respect them and demonstrate this respect to your staff and the public.

6. TRANSPARENCY

Maintain a culture of transparency and to create between you and your Council. Being transparent about what is going on, building relationships that will support your career now and into the future.

7. RELATIONSHIP-BUILDING

Work at building rapport with staff. Whether it is your staff, your Council, your municipal neighbours, the media or the public, the provision of data at the relationship-building goes a long way towards achieving the goals of your municipality.

8. NEUTRALITY

Leave the politics to the politicians. The role of the ECQ is to ensure an unbiased environment while offering the best advice possible to the elected officials, making the distinction and providing leadership to the municipal staff.

9. COMMUNICATION

Communication is not only what you say, but how you say it. Take the time to listen to Council members and other stakeholders to fully understand where they are coming from and to tailor the information you provide. Be open and respectful to your diverse views on Council and towards the staff serving personally.

10. FEEDBACK

Do not be afraid to ask for feedback. Meeting with your Council formally and informally can help ensure you are aligned with the strategic plan they have set for the municipality. Finding a mentor can also be a valuable resource for working through challenging situations and having someone to go to for support.

Against this backdrop, the conference had an obvious theme: building and being resilient for the future. There was a much discussion around the dynamic and sometimes conflicting environment of the local government sector works.

Many challenging questions were posed at the time: financing, did I have an individual budget? When will there be a conversation with someone? Do they leave your premises? Do they expect to be compensated? Should you be compensated? A panel of experts on these topics was held, and the attendees were able to ask questions and get answers.

My time was spent with the ECQ and representatives of the Queensland Council of Municipalities (QCM) and the Queensland Council of Government Officers (QCGO). With a number of speakers from the QCM and QCGO, it was a great opportunity to hear from the industry and to see how they are successfully managing their own municipalities. It was a great opportunity to hear from the industry and to see how they are successfully managing their own municipalities. It was a great opportunity to hear from the industry and to see how they are successfully managing their own municipalities.

high attendance of 1000 and an average number of 1000 attendees.

Notion attended the GWA staff conference in Townsville and the highly successful Management Challenge which was introduced. The conference was an initiative with Nalheri, look away to be successful running GWA.

It is said that local government practitioners consistently seek to fill out with their peers.

In reference to a question about learning and development, a CEO of a local Council said it is important to get out of the municipality and get out of the state and get out of the country. It is important to have the opportunity to meet our local and our knowledge base and stay abreast of what is happening in local government.

**Bernard Smith
CEO, Gympie Regional Council**



Bernard Smith, Mayor, Gympie Regional Council, speaking at the Local Government Conference in Townsville.

2020 LOCAL GOVERNMENT ELECTIONS - ECQ UPDATE

THE ELECTORAL COMMISSION OF QUEENSLAND (ECQ) IS ACCELERATING ITS PLANNING AND PREPARATIONS FOR DELIVERY OF THE LOCAL GOVERNMENT QUADRENNIAL ELECTIONS ON 28 MARCH 2020.

Delivery of the elections is a major logistical exercise, involving the election of mayors and councillors to a total of 579 roles across all 77 of Queensland's local government areas, for a four-year term.

The ECQ has already commenced planning for approximately 40 individual projects which will combine to constitute the full election event. This includes:

- preparation of accurate electoral rolls
- appointment, training and performance assessment of Returning Officers, Assistant Returning Officers and other temporary election staff
- design, printing, distribution and secure storage of ballot papers
- delivery and resourcing of venues, like polling booths and Returning Officer offices, with all necessary materials and technologies
- provision of multiple voting channels such as polling booths for early voting and polling day, mobile polling booths, postal and declaration voting, electoral visitor voting and electronically assisted voting
- seeking opportunities to improve polling booth accessibility for all members of the community, including those living with a disability, the elderly and those whose first language is not English

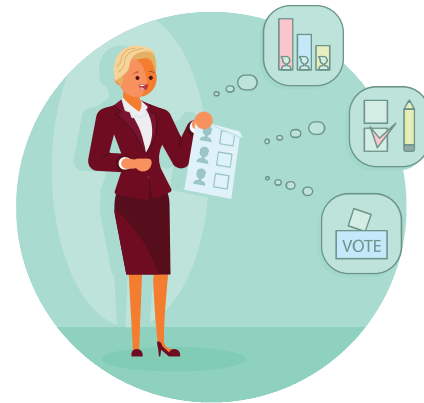
- communication activities to provide key election information to all voters, including election details, voting options and the voting system
- administering nominations and ensuring political parties and candidates are adhering to legislative requirements
- voting, counting and declaring election results
- enforcement and compliance action for offences such as failure to vote, as well as disclosure of gifts, loans and expenditure by political parties and candidates, and
- reviewing and publicly reporting on the ECQ's conduct of the election.

In planning for the conduct of the elections, the ECQ is engaging closely with each individual council on arrangements to ensure election delivery meets local needs. This consultation commenced early in 2019, with the Electoral Commissioner personally contacting the chief executive officer of every council in Queensland to advise of the ECQ's preparation progress and seek advice about priorities and issues for consideration by the ECQ.

This consultation has continued through a programme of visits to councils across Queensland by senior ECQ representatives, including the Electoral Commissioner and Assistant Electoral Commissioner. These meetings have allowed the ECQ to inform councils of the plans for the 2020 local government elections and facilitated frank, honest and open dialogue.

The ECQ relies heavily on local knowledge as election delivery can be impacted by factors such as the size and remoteness of the local government area, whether the election will be attendance, full postal or a hybrid of the two, and the growth in demand for early voting services. The ECQ will continue to work closely with councils to plan services including polling booth locations, arrangements for postal ballots, early voting and voter engagement strategies.

The ECQ is also working closely with the Department of Local Government, Racing and Multicultural Affairs regarding proposed amendments to local government electoral laws currently before the Parliament, to ensure new systems and processes can be implemented prior to the 2020 local government elections. Subject to passage



of the legislation, the ECQ will communicate with affected stakeholders, including councillors, on relevant operational changes. As was the case with previous changes to electoral legislation, such as the Prohibited Donors Scheme, the ECQ will support affected stakeholders with tools and assistance they require to comply with their legislated obligations.

COSTS

In preparation for delivery of the 2020 local government elections, the ECQ undertook a comprehensive review of budgeting and accounting practices to develop an accurate estimate of the actual costs of conducting the elections. The ECQ has engaged with councils early, openly and transparently about the budget, cost-saving measures and logistics at the local level.

The costs of the 2020 elections will be impacted by a number of factors, such as the implementation of a broad range of electoral process improvements recommended by the independent review of the conduct of the 2016 local government elections, including a comprehensive workforce program for recruitment, training and payment of temporary election staff. Additionally, the numbers of electors in Queensland and the actual cost of base services required to deliver elections, such as labour, accommodation, postage and other operational costs are continuing to increase. In comparison, for the 2016 elections, significant subsidies were provided for the concurrent conduct of the referendum on four-year fixed terms, reducing the cost required to be recovered from councils.



The ECQ is utilising its expertise in event and project management, as well as working closely with councils, to place downward pressure on costs. However, the key priority for the ECQ is to deliver high-quality and locally appropriate electoral services to all Queenslanders, regardless of where they live.

TECHNOLOGY

The ECQ is in the process of enhancing its ICT systems and capabilities, including the development of a new and comprehensive Election Management System for use at the 2020 elections. This new system will provide an integrated and secure solution for many of the processes necessary to deliver the elections. The solution will create efficiencies in election administration and replace several manual paper-based processes.

The Election Management System will provide electors, candidates and election staff with access to a wide range of new services. For example:

- electors will have access to electoral information through a self-service portal available across a range of devices
- processes for recruitment, training, performance, assessment and remuneration of temporary election staff will be online, and
- dedicated portals will be available to candidates and political parties to manage nominations, reporting and access to supporting information and election results.

Technology will remain a core feature in the ECQ's service delivery to increase transparency, ensure elector expectations are met and efficiencies realised. Electors will be receiving targeted communications via electronic channels such as email, SMS and an increased social media presence. Each elector will also receive a Voter Information Card, which can be used to facilitate electronic mark off on the electoral roll and speed up processing in polling booths. Additionally, the 2020 local government election will be first major local government event where candidates will be disclosing gifts in real time on the Electronic Disclosure System.



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NEW WEBSITE AND LOGO

The ECQ has recently redesigned its website (www.ecq.qld.gov.au) to improve access to information about Queensland's electoral system. The website has a modern, user-friendly format, which is easy to navigate and optimised for use on mobile devices. The website also meets universally recognised accessibility guidelines to ensure that content is accessible to people with disabilities, and that electoral information is available to a broad audience regardless of age, education or ability. Further functionality will be rolled out in advance of the 2020 local government elections.

In conjunction with the website refresh, a new ECQ logo was launched on 1 July 2019. This is the first update to the ECQ

logo since its establishment in 1992. The logo symbolises diversity and unity across the state and represents a timely modernisation of the ECQ's corporate identity in advance of the 2020 elections.

The ECQ welcomes any comments or feedback and can be contacted at 1300 881 665 or ecq@ecq.qld.gov.au.



2019 MANAGER OF THE YEAR AWARD

Pauline Gordon

ONE OF THE HIGHLIGHTS OF THE GALA DINNER AT THE LOCAL GOVERNMENT CONFERENCE IS THE ANNOUNCEMENT OF THE MANAGER OF THE YEAR AWARD.

Traditionally, when announcing the winner, the LGMA CEO explains why the recipient has been nominated, attempting to keep the actual identify obscure for as long as possible. Gender, role and council are not divulged until towards the very end of the achievements' list.

This year, the team from Gympie and surrounding areas knew exactly who was being praised at about the half-way mark. The recipient, however, remained in the dark until the final words. To say Pauline Gordon was surprised would be an understatement!

Pauline Gordon is the Director Corporate and Community Services for Gympie Regional Council, a role she commenced in 2017. With the Award presented by Noel Atkinson from CQ University, Pauline was recognised for 'an outstanding contribution to growth in the economic and social prosperity of the Gympie region and her genuine passion for the community'.

Manager of the Year nominations are often supported by testimonials from elected members and business or community leaders. In Pauline's case, Mayor Mick Curran highlighted Pauline's commitment to the community, her inclusive and genuine approach and her consistently positive attitude towards leadership and partnership with her own team and community groups, businesses and residents. Lillian Burke, Butchulla Elder and President of Cooooloola Aboriginal Services, praises Pauline and her staff for their caring and respectful approach and extensive cultural awareness. Auntie Lillian describes her as a 'very caring and sensitive lady yet still professional'.

Since commencing Pauline's leadership is creating change in thinking and approaches to reconciliation and Council's relationship with First Nations People. She is a strong advocate for recognition of the traditional owners of the land, driving completion of a Reconciliation Action Plan that will be practically applied across Council. This is evidenced through her ongoing work with the Wakka, Butchulla and Kabi people, indigenous to the Gympie region.

UNDOUBTEDLY PAULINE'S GREATEST SKILL IS HER ABILITY TO DEVELOP RELATIONSHIPS WITH OTHERS. HER INTERPERSONAL SKILLS ARE EXEMPLARY, AND SHE SHOWS GENUINE CARE AND CONCERN FOR ALL PEOPLE WITH WHOM SHE IS INTERACTING, WHETHER LAISING INDIVIDUALLY, OR AS PART OF A LARGER GROUP.

A genuine passion for the community and the drive to see the Gympie region grow and prosper are the foundations on which Pauline has established herself within the broader Gympie region. She is unwavering in her commitment to the community and encourages community members to express their expectations, aspirations and ideas in relation to council programmes and projects.

With a background in community development, Pauline has a strong understanding of regional disparities, socio-economic and political conditions and community resources. Following the Woolooga fires in 2018, Pauline activated a community recovery process, providing much needed resources and support to affected residents. She gathered a multifunctional team from across Council, engaged the community and corporate sectors and empowered them all to act within their levels of expertise to minimise the effects of the fires as much as possible.

Pauline's career history is evidence of her drive for growth in her chosen field. She seeks opportunities to develop as a leader, bringing new skills and energy into the workplace. She attends both leadership and discipline-specific conferences and training to fill self-identified skill gaps and is willing to learn from others when needed. She is part way through completing her Master of Business Administration, providing a theoretical basis for her extensive community-based work.

In relation to the development of staff, Pauline creates opportunities for staff to develop personally and professionally, not only in their chosen field of expertise, but across all disciplines of Council. At a recent breakfast of over 100 business leaders, Pauline encouraged and supported staff from across her directorate to facilitate discussion at tables, giving staff an understanding of the issues business leaders are facing and an opportunity for involvement in resolving these issues. Pauline is both empowering and excels in giving feedback that serves to build confidence in others. She recently mentored the Gympie Regional Council LGMA Management Challenge Team: "Pauline's passion, dedication and expertise proved paramount to our success



in the LGMA Management Challenge. Her genuine approach to our development led to us a top scope in teamwork. We could not have done this without her mentorship." – The Empowered VI.

She is equally invested in growing the economic and social prosperity of the region and has a deep understanding of the social and environmental impact financial decisions made by Council may have and strives to ensure this is accounted for in the delivery of services to the community. Pauline has implemented a revised budget bidding system to reflect best practice. In requesting funds from Council, staff are required to produce a cost benefit analysis covering financial, environmental and social impacts.

As with all Council's, there is an expectation from the community that Council does more with less. Pauline responds to this through effective deployment of resources, systems and processes to achieve optimal effectiveness and efficiency. Pauline is currently leading Councillors and staff through a process of re-writing Council's general ledger, the heart of Council's financial systems and processes.

The project will reduce the total number of ledger accounts from a staggering and unmanageable 120,000 ledger lines to less than 200. This will result in increased functionality, effective horizontal and vertical financial reporting and, in turn, greater accountability and transparency of spend across Council.

Pauline not only encourages but supports her team's ability to innovate. Through gentle encouragement and freedom to act, Pauline is building a culture within Council that encourages and rewards innovation and challenges the status quo. "Show me where it says that" is a phrase often used to encourage staff to seek a better way to do things and to challenge accepted norms and behaviours. Pauline puts her own words into practice, applying and sharing critical thinking to all tasks. This can be as simple as reducing the required paperwork for simple tasks or as complex as a full review of how technology is used within Council.

Undoubtedly Pauline's greatest skill is her ability to develop relationships with others. Her interpersonal skills are exemplary, and she shows genuine care and concern for all people with whom she is interacting, whether liaising individually, or as part of a larger group. Pauline listens with empathy and has an innate ability to hear how people are feeling. She optimistically interacts with assurance and professionalism.

A very worthy recipient, congratulations Pauline!

Pauline received \$4,000 towards a professional development activity of her choice.

2019 YOUNG MANAGER OF THE YEAR AWARD

Teona Cousin

THE YOUNG MANAGER OF THE YEAR AWARD FOR LEADERSHIP AND MANAGEMENT EXCELLENCE RECOGNISES LEADERSHIP AND MANAGEMENT EXCELLENCE BY A QUEENSLAND LOCAL GOVERNMENT EMPLOYEE (35 OR UNDER) WHO HAS DEMONSTRATED OUTSTANDING COMMITMENT IN THE SECTOR AND WHOSE PERFORMANCE IS WORTHY OF SPECIAL RECOGNITION.

Patrick Day from MacDonnell's Law presented a somewhat shocked and thrilled Teona Cousin with the LGMA Queensland Young Manager of the Year Award at the President's Welcome during the Local Government Conference. Teona was recognised for her significant contribution in driving change and innovation in economic development initiatives in her region. Teona's achievements have been highly visible and, in fact, have themselves received numerous awards. This includes the establishment and implementation of the Invest Mackay Conferences and Events Attraction Programme to increase business and recreation travel to the region. The programme has been highly successful in drawing large scale events to Mackay, such as the Elton John concert in 2017. This has led to significant economic benefit to the local economy through increased visitation to the region and thus improved liveability.

Teona is a highly skilled economic development practitioner and experienced local government professional. She has extensive local government experience as, after graduating with a Bachelor of Economics, she worked at Lake Macquarie City Council, Singleton Council and now Mackay Regional Council. She was formally appointed to the role of Manager Economic Development in June 2017, after a period acting in the role.

Mackay Regional Council has had to deal with the downturn of the mining and resources industry and Teona was involved in a range of initiatives providing alternative supporting economic stimuli to mitigate some of the impacts on the wider community. She has made significant contribution to the establishment and implementation of Council's Facilitating Development Policy, Activate my Place programme and Facade Improvement Scheme.



TEONA WAS RECOGNISED FOR HER SIGNIFICANT CONTRIBUTION IN DRIVING CHANGE AND INNOVATION IN ECONOMIC DEVELOPMENT INITIATIVES IN HER REGION.

Teona has improved the efficiency of a major tourism attraction in the Mackay region, the Sarina Sugar Shed. She led improvements in governance, increasing revenue and decreasing expenditure associated with the operations of the Sugar Shed. She has also been overseeing the City Centre Programme including the highly successful Fifth Lane project and has had extensive involvement in major capital projects such as Sugar Bowl Mackay.

Teona has assisted with the finalisation of the Mackay Regional Council Economic Development Strategy 2015-2020 and is now overseeing the development of a revised Economic Development Strategy 2020-2025.

To summarise, the nominators said that the 2019 Young Manger of the Year has established an economic development programme which is efficient, effective, customer focussed and which delivery Councils' economic outcomes. Well done, Teona.

The award is proudly sponsored by MacDonnell's Law and the recipient receives \$1,500 towards professional development.

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[^]Upfront course cost will increase to \$9990 from 1 January 2020. Applicants must enrol prior to 31 December 2019 to take advantage of the introductory \$7002 upfront course cost.

Critical Roles, Critical Networks

NETWORKING WITH PEERS CAN BE VITAL IN NOT ONLY KNOWING YOU ARE NOT 'DOING IT ALONE' BUT ALSO TO KNOW YOU HAVE OTHERS TO ASSIST AND PROVIDE ADVICE WITH SIMILAR CONCERNS OR CHALLENGES.

Local government is certainly not immune from the complicated challenges of technology, compliance and governance matters that other sectors face. However, having a supportive and knowledgeable network has proven to be very valuable in navigating these challenges.

The Local Government Chief Officers Group, Executive Assistants Alliance (LG COG EAA) seeks to provide such a network. Recently holding their second annual meeting on the Fraser Coast, it was an opportunity for delegates to expand their networks and build supporting relationships with people doing similar roles.

As Executive Assistants to CEO's/GM's of local governments across Australia and New Zealand, the meeting was an opportunity to share the challenges, knowledge and experience with others that perform a role that has many similarities regardless of the differences in Council structure and legislation across Australia and New Zealand.

The primary role of the Alliance is to provide support to the CEOs/GMs in the Local Government, Chief Officers Group (LG COG). Having the ability to bring together their EAs has been very successful and created a valuable resource of experience and knowledge.

Topics during the two days focussed on technology, training, networking ideas, achievements, communication and common challenges.

Technology and the way we do business was a key topic and provided an insightful and factual opportunity to hear and learn how other councils are embracing or struggling with technology challenges. Common concerns, frustrations and triumphs discussed provided an opportunity to learn from each other and take away some ideas and possible solutions.

Many EAs find themselves being early participants in new technology trial as well as end users and trainers. This can be both frustrating and daunting if appropriate support networks and dedicated training times are not in place. Having the ability to

THE PRIMARY ROLE OF THE ALLIANCE IS TO PROVIDE SUPPORT TO THE CEOs/GMS IN THE LOCAL GOVERNMENT, CHIEF OFFICERS GROUP (LG COG). HAVING THE ABILITY TO BRING TOGETHER THEIR EAS HAS BEEN VERY SUCCESSFUL AND CREATED A VALUABLE RESOURCE OF EXPERIENCE AND KNOWLEDGE.

consult with other users that have already been working with the new technology can be instrumental in the successful and timely implementation and rollout of new technology.

The preparation and minuting of Council meeting agenda's, Executive meetings and Council briefings is one common task undertaken by all councils and changes in technology are making these tasks more efficient and streamlined. CEOs and GMs rely heavily on EAs to ensure new technology is implemented successfully and does not cause any unnecessary concerns or angst for Elected Members and Executives who rely on the agendas and minutes to perform their roles. So being able to troubleshoot with other users is valuable.

Ample time was provided for EAs during the meeting to put forward their challenges or experiences to the group with feedback provided by other EAs both during the meeting and socially. The feedback received was extremely positive and reinforced the value of this alliance/network.

Topics for discussion during the meeting were collated following a delegate survey after the previous meeting and frequently asked questions by CEO's and GM's raised during the year.

"The opportunity to organise and host this meeting was a great opportunity to find strengths and abilities often not required in the day-to-day role of an EA. To be able to stand in front of a group of 45 people for two days and actively facilitate a meeting/training session provided the chance to grow personally and professionally, it was as valuable experience that went beyond personal development training that I have previously attended," Peter McDonnell, host of the LG COG EAA meeting Fraser Coast 2019.

Peter McDonnell
Senior Executive Assistant to the CEO
Fraser Coast Regional Council



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MEET THE MEMBER

JAMES O'CONNOR
 07 222945
 Fraser Coast Regional Council

"... [understanding] needs and expectations is vital for Councils focused on the long term sustainable future of our region."

Growing up in regional Queensland, James O'Connor has found his niche at the Fraser Coast Regional Council as Coordinator, Community Development and Engagement, a role which has offered him the diverse and community-focused opportunities that he was seeking.

"Once I started with Council, I realised the opportunities for me to explore pathways and develop my career were unlimited. I feel that local government provides an opportunity to directly impact our communities and to see the difference we can make to our regions. This is what I love about the work that we do."

James shared his views about the challenges faced by councils, reiterating one we have heard from our 'Meet the Member' subjects before. That is the common perception that councils' biggest struggles come from the challenge of seeking to balance the community's expectations with the capacity and need to deliver essential services in an environment where the costs of that delivery are constantly rising.

From the point of view of someone dedicated to the community, James is strongly committed to meeting the objective of delivering transparency when engaging with the community and taking the time to understand their needs.

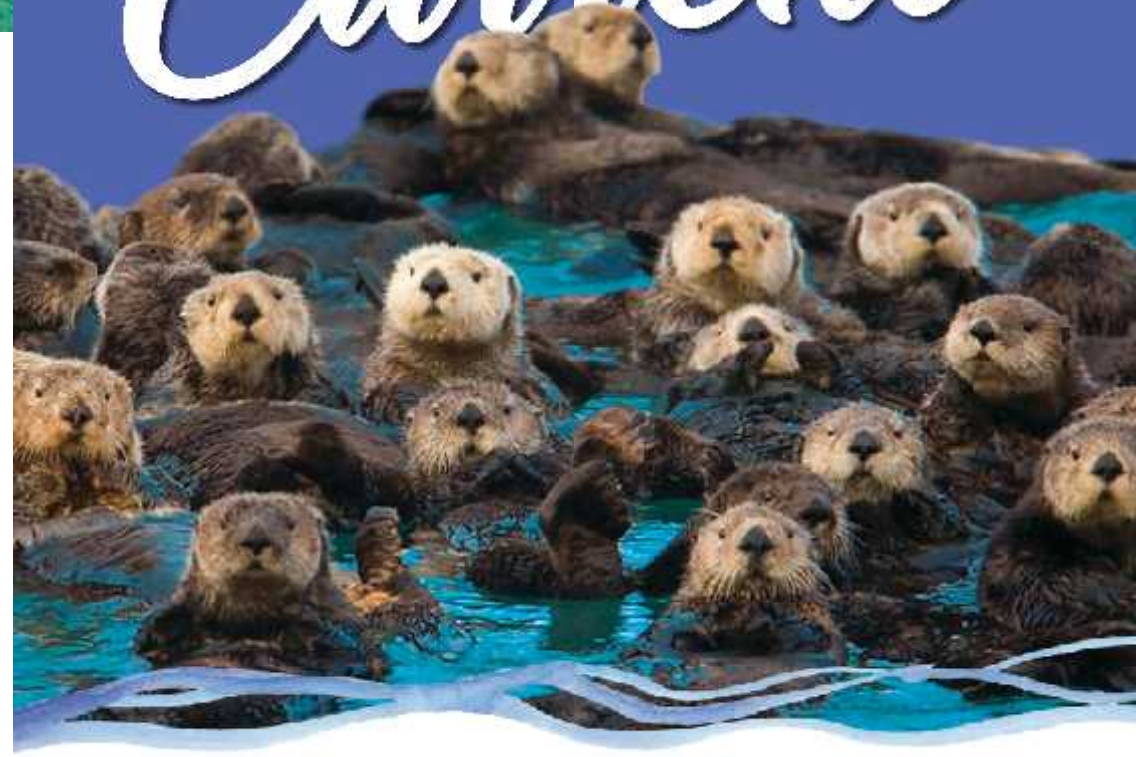
"... [understanding] needs and expectations is vital for Councils focused on the long term sustainable future of our region".

James is a dedicated local government officer who takes pride in being a recent graduate of LGMA's 2018 Ignite Programme. This has given him the opportunity to advance his career, acquiring more skills and being exposed to more challenges. He feels more confident now to say that the sector is challenging yet rewarding "...you get out of it what you put in...". Putting his beliefs into practise, James presented on a Fraser Coast initiative, the Community Builders Programme, at the recent Local Government Conference in Townsville.

With a quote to summarise his approach, James referenced Edmund Burke, "All that is necessary for triumph of evil is for good men to do nothing".

On the personal side, in his spare time, this self-confessed country boy loves his V8's as much as curling up on his couch with his cats and dog. He also enjoys all his local regional has to offer. For those of you who are unfamiliar with the area, centred on the twin cities of Hervey Bay and Maryborough, the Fraser Coast Regional Council contains world-heritage listed Fraser Island, the largest sand island in the world. Fraser Island boasts that it offers a place where you can unwind and be amazed by the incredible sapphire blues and emerald green of both the ocean on one side and the stunning freshwater lakes, such as Lake McKenzie, on the other. If you visit, get James to show you around!

A Raft in the Current



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LGMA LOCAL GOVERNMENT MANAGERS AUSTRALIA QUEENSLAND INC.

LEADING PROFESSIONALS IN LOCAL GOVERNMENT



CALENDAR OF EVENTS 2019

OCTOBER

- 23 Rural Management Challenge SEQ – Starbörge
- 30 Rural Management Challenge NQ – Cairns
- 31 NQ Regional Forum – Cairns

NOVEMBER

- 1 Tourism and Economic Development Forum – Cairns
- 1 Animal Management Forum – Cairns
- 7 - 8 Women in Local Government Conference – Brisbane
- 15 CEO Forum – Brisbane
- TBC ILG Forum – Brisbane
- 22 Retired Members Christmas Luncheon – Brisbane
- 27 Rural Management Challenge CQ – Yeppoon
- 28 NQ Regional Forum – Yeppoon

LGMA Date Claimers

Mark your Calendars!

MOVERS and SHAKERS

In this Movers and Shakers we note the following changes and appointments:

Newly appointed since the last edition of the Journal are the following CEOs:

Rachel Cooper
North Burnett Regional Council

Kenn Donohoe
Whitsunday Regional Council

Graeme Gillam
Northern Peninsula Area Regional Council

Gary Uhlmann
Kowanyama Aboriginal Shire Council

Stephen Wilton
Wujal-Wujal Aboriginal Shire Council

Leon Yeatman
Yarrabah Aboriginal Shire Council

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

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

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



LGMA Queensland is a not-for-profit, advocacy and support organisation for local government managers, working to ensure high quality, sustainable development, social, economic and service provision to the Queensland local government community.

For more information visit www.lgmaqld.org.au

The journal is published twice a year, to inform and educate local government managers. It is a free publication, available to all local government managers in Queensland. It is published by the Queensland Local Government Managers Association (QLGMA) and is a not-for-profit organisation. It is published by the Queensland Local Government Managers Association (QLGMA) and is a not-for-profit organisation.

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