



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

FEBRUARY 2019

**BY LOCAL GOVERNMENT,
FOR LOCAL GOVERNMENT.**



FROM THE PRESIDENT'S DESK

WELCOME MEMBERS TO 2019.

Hopefully you all had a relaxing and enjoyable break over the Christmas holidays and have returned energised and ready for what is already proving to be a busy year.

Christmas Day saw Slip (my husband) and I surrounded by family, a few "Christmas orphans" and excited grandchildren. The much-anticipated morning started with the tearing of wrapping paper by the children eagerly anticipating what was inside that heavily scrutinised gift that has been tormenting them under the Christmas tree prior to the "big day". We all ate too much, laughed together, played board games, built that mandatory Lego set (note to self – for sanity sake, no more Lego, Nanny) and loved every minute of it. It is one of my many joys in life, so bring on Christmas 2019.

Continuing with the momentum gained in 2018, the Board met in early January in Brisbane for a strategic planning workshop to set strategy for not only the next twelve months but into the future.

It was also an opportunity to reflect on achievements made through 2018 and identify different prospects to "step it up yet another level" in 2019 by taking advantage of the respectful relationship LGMA has built with the Department of Local Government.

A gap was identified by the LGMA Board of not celebrating the success and not always communicating the vital advocacy roll the organisation has been, often very quietly, undertaking on behalf of members.

The below is only a snapshot of 2018 with the Board continuing to work with all stakeholders and represent the sector as a whole.

Local Government (Councillor Complaints) and Other Legislation Amendment Act - A noteworthy LGMA effort:

- From 3 December 2018, Council CEOs will no longer undertake preliminary assessments of Councillor complaints
- Following an initial request by LGMA, a review was undertaken and the subsequent Councillor Complaints Report noted there would be a conflict of interest for CEOs in assessing a complaint against one of their Councillors. The report recommended an independent assessor be established
- The Independent Assessor is a new office created by the new LGA reforms. The Independent Assessor's functions are:
 - To investigate and deal with the conduct of Councillors in allegations of inappropriate conduct, misconduct or corrupt conduct from the CCC
 - Provide advice, training and information for dealing with this conduct
 - Prosecute offences against the conduct provisions
 - Investigate any other matters decided by the Minister

Local Government Grants Review Team

A review team has been established led by Kim Mahoney, Executive Director Grants Review, Local Government and Regional Services, Department of Local Government, Racing and Multicultural Affairs is heading the Review Team.

LGMA were invited to both submit a white paper on this review and were invited "to have a seat at the table" as a industry representative on the Grants Review Team.

Brett de Chastel is the very capable LGMA board member representative, while Peta Irvine will sit on the advisory panel.

Kim has contacted many of you directly for your input, however, I would encourage you to contact Brett at Noosa Council if you consider you have options worthy of consideration for the Review Team.

Council records – A guide for mayors, councillors and CEOs

The Crime and Corruption Commission (CCC) and Queensland State Archives set out the rules and regulations for the management of public records, including when records may be destroyed.

David Keenan has taken on the challenge as the LGMA representative to provide input into this review. Again, I encourage any member to contact David at Southern Downs Regional Council if you can provide practitioner advice on the *A guide for mayors, councillors and CEOs* document.

Amendments to support the Implementation of the Belcarra – Stage 2 and 3 Reforms:

The LGMA Board is advocating on behalf of the membership in relation to practical implementation issues arising from proposed changes to the *Local Government Act 2009* on:

- Management of Councillor material personal interests and conflict of interests
- Matters not to be discussed or decided in closed meetings
- Minutes of meetings – details of decisions about a Councillor's conflict of interest.

Transparency and Accountability of Local Government Controlled Entities:

- Controlled entities – inclusion of audited financial statements in the annual report of the council
- Advice on creation of new controlled entities

Indexation of National Competition Policy Thresholds:

- Threshold for a prescribed business activity
- Indexation of expenditure thresholds for business activities other than combined water and sewerage businesses
- Threshold for combined water and sewerage business activities

Welcome and thank you

A warm welcome to Liza Perrett, Central Queensland representative Director who was

elected in September to the position vacated by Mark Pitt. The Board looks forward to your contribution on behalf of the members, Liza, and hope you enjoy this experience.

Farewell, and many, many thanks to Mark Pitt for your contribution to the LGMA as a Director. It was a pleasure to work with you, Mark, and we look forward to your continued participation.

Women in Local Government Conference

The opportunity to host the two-day Women in Local Government Forum in Brisbane in October was one of the many highlights of my LGMA year.

To be surrounded by like-minded women supporting each other and listening to successful presenters courageous enough to expose their successes and vulnerabilities was empowering - somewhat surprisingly to me.

The presenters and panel disclosed the highs and lows of their respective careers whilst acknowledging that some of their greatest supporters or mentors had been men.

The calibre of the presenters was outstanding and keynote speaker Brooke Hanson OAM transported the whole audience over to the Olympic Games in Athens in 2004 where we excitedly "cheered" her on to win her Silver Medal in breaststroke. With the feeling of euphoria in the room, Brooke introduced us to her precious premature baby Jack and explained how she continues to deal with his devastating and irreplaceable loss. Her courage was an inspiration to all.

The Women in Local Government Forum will be held again this year and I urge our members to attend, it is well worthwhile. I congratulate the staff of the LGMA, and especially Lisa, for the delivery of this annual conference.

Year in Conclusion

Official engagements for the year ended in November after attending the final LGMA Board meeting, CEO Forum, Grant Review meeting, Indigenous Local Government Chiefs Forum, Retired Members Luncheon (another favourite function for me), LGAQ St John's Cathedral church service, LGAQ Policy Executive meeting, and finally the LGAQ annual conference.

Looking forward to another busy year ahead, and excited at the prospects of outcomes from the strategic planning workshop and the benefits that will be provided to most importantly our members.



PRESIDENT

Minister for Local Government Stirling Hinchliffe

IT ALWAYS AMAZES ME JUST HOW QUICKLY A NEW YEAR ROLLS AROUND.

There is no question 2018 was an eventful year in the Local Government sector - a year of change and reform.

While the first stage of Belcarra legislation was passed, delivering greater transparency and accountability to communities across the State, there was also a shift in how councillor complaints will be handled moving forward with the establishment of the Office of the Independent Assessor.

This new body has been set up to receive, assess, investigate and, where appropriate, refer or prosecute complaints about councillor conduct in Queensland.

The Independent Assessor has the power to determine genuine complaints more effectively and efficiently while being able to quickly dismiss vexatious complaints.

Queensland's first Independent Assessor, Kathleen Florian, hit the ground running in December with handling complaints, and is currently in the process of visiting ROCs across the State.

Also in December, a new Code of Conduct for Councillors was introduced to enforce standards of behaviour from local government representatives.

It has a strong focus on the three 'R's - that councillors carry out their *responsibilities* conscientiously, treat people in a *respectful* way and ensure their conduct does not reflect adversely on the *reputation* of the council.

The Code is backed by a range of penalties including reprimands, orders for counselling and reimbursement of costs.

Training on the legislative changes has already been delivered by the Department to 70 councils across the state. Councillors can inform themselves about the Code of Conduct and its behavioural standards by accessing the Department's self-paced online training (www.dlgrma.qld.gov.au/local-government-reform.html). Ultimately, these reforms are about rebuilding the community's faith and trust in local government.

I know the vast majority of our councils have been working very well, quiet achievers getting the job done without fuss or recognition but unfortunately,

the sector's reputation may have been tarnished by the actions of a few.

So important is the community's faith and trust, this year will see further reforms aimed at ensuring greater transparency and accountability in the sector.

The timeliness is vital too, as each of our 77 councils prepare for the elections that are just over a year away.

In every city, town and region, Queenslanders must be able to go to the polls in March 2020 with their eyes open about the integrity of the candidates before them, confident in a system that will ensure a high standard of representation.

This is something we can all achieve together.

IT HAS A STRONG FOCUS ON THE THREE 'R'S - THAT COUNCILLORS CARRY OUT THEIR RESPONSIBILITIES CONSCIENTIOUSLY, TREAT PEOPLE IN A RESPECTFUL WAY AND ENSURE THEIR CONDUCT DOES NOT REFLECT ADVERSELY ON THE REPUTATION OF THE COUNCIL.

Those councils looking at electoral changes, including possible divisional changes or council numbers, should have lodged their requests by now for assessment. If not, they have until 1 March.

The Department will again be conducting information seminars for intending candidates this year, explaining the nomination process, including eligibility, as well as outlining what is expected of elected officials in terms of their responsibilities and behaviour. It is anticipated that some of this information will be provided in an online format as well as through face-to-face presentations.

We have some challenges ahead, but there is also much to look forward to in 2019.

Councils should be finalising their submissions for the third round of the \$600 million Works for Queensland program.

Through the first two rounds of this fantastic initiative, \$400 million has been allocated to 65 regional councils funding more than 1,350 infrastructure projects and creating or sustaining around 13,000 jobs.

It's a wonderful result for thousands of Queensland families, particularly in areas doing it tough, who are reaping the benefits of an economic boost and improved local infrastructure.

Similarly, submissions for the \$57.9 million Local Government Grants and Subsidies Program will shortly be assessed to help all Queensland councils deliver priority infrastructure and essential services for their communities.

This year, the Department will continue to work closely with councils through training and information sessions, providing the most up to date information on legislation changes and capacity building. This work will build on the legislative amendments training already delivered during 2018.

The Grants Review is also progressing, working towards implementing a model to drive consistency of administration, reporting and acquittals, reducing the number of administering agencies and minimising overlap to decrease the impact on council resources.

The strategic and efficient use of grant funding through simple, clear and customer-focused grants will benefit councils and local communities.

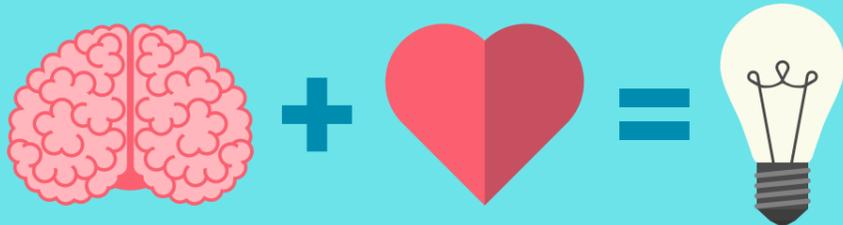
Finally, I'm excited about the year ahead and getting out to as many councils as I can in 2019.

As I have said before, my door is always open, and I am looking forward to seeing what we can achieve together for all Queensland communities.

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



THE ROLE OF *Emotional Intelligence* IN THE WORKPLACE



THE TERM EMOTIONAL INTELLIGENCE (EI) HAS BEEN AROUND SINCE THE 1960'S AND DEFINES AN INDIVIDUAL'S CAPACITY TO RECOGNISE, DISCERN, LABEL AND MANAGE THEIR OWN EMOTIONS FOR THE PURPOSES OF RATIONAL THOUGHT AND DICTATING BEHAVIOUR AS WELL AS THE ABILITY TO ADAPT THEIR EMOTIONAL RESPONSES TO DIFFERENT CONTEXTS.

In the 1990's, Emotional Intelligence became popularised through Daniel Goleman's book on the subject and entered public and professional consciousness. It has since come a long way to supplanting the more commonly used Intelligence Quotient (IQ) as a barometer for intelligence. IQ is a psychometric test that measures technical, spatial and logical reasoning for evaluating candidates at the entry level to a position. EI, on the other hand, determines how well they will do once commencing the role.

Why is this important to us?

Over the last decade, as our understanding of the importance of training not just for the purely technical but also interpersonal or soft skills has developed, Emotional Intelligence has gained traction in the corporate sector as a key ingredient of success in the workplace.

The importance of understanding Emotional Intelligence in the context of the workplace is more greatly appreciated when we examine the role of emotions in individuals and within relationships.

When individuals approach a given set of tasks, they do so on the basis of their capability to perform the task (physical), their knowledge (thought) and their motivation (emotion). If employees are given appropriate training and subsequently allocated a correlating set of responsibilities but are not connected to a strong enough purpose (apart from the fear of loss of their role and pay cheque), their actions are less likely to be infused with enthusiasm, joy or excitement; expediency trumping quality in the eventuating outcome.

In other words, simply knowing *how* to get a job done and having the capability to do it, does not compensate for *why* we should be doing it. And this is where connection to the

motivation or purpose – the doorway to our emotions – fuels our drive to take action.

As an example, if a set of administrative tasks are within my responsibilities, it is easy to fall into a monotonous and mechanised routine of simply going through the motions. If, however, I am aware of the value I bring to the organisation, how these duties fulfil its mission to deliver quality services and perhaps how this aligns with my own individual core value of helping others, I will be more motivated to complete my duties with a greater degree of competence, enjoyment and self-fulfilment.

Equally as important, are the workplace relationships that a professional culture is built on. Humans are social beings and our need for connection is fed by the relationships we foster. This need is inherently emotional. Therefore, our conscious understanding and management of our own and others' emotions is integral to, not only our own sense of happiness, but to the quality of our relationships and the consistency of our organisational culture. We are all probably aware of how toxic a workplace conflict can be; reducing productivity, engendering silos and much more. This is where Emotional Intelligence comes into play.

While there are several models pertaining to what exactly constitutes EI, I prefer to use the so-called Mixed Model for its simplicity of understanding and practicality of application.

The five EI constructs (capabilities) are:

SELF-AWARENESS - The ability to become aware of one's emotional range as well as how it affects others

SELF-REGULATION - The ability to manage and adapt emotions to social and personal context

SOCIAL SKILL - Influencing relationships in desired directions

EMPATHY - The ability to understand, resonate with and consider others' feelings

MOTIVATION - A connection to values that cause us to be driven to achieve

From a neurophysiological perspective, sensory input (that which comes through

our senses) travels first to the base of the brain and moves through our emotional zones on its way to our thinking centre. What this means is that we respond to external stimulus emotionally first and intellectually second. The 'thinking' part of us acts as a buffering filter for arising emotions. Therefore, if we are not aware of our emotions, we are not able to regulate them and they tend to hijack our responses.

When we are not aware of the emotions triggered within us, we are either forced to repress them or act them out. For example, if we are angered by the demands of challenging customers, we tend to either put a lid on our anger or yell in response. Neither of these is a healthy or emotionally intelligent strategy; the former turns the anger inwards hurting ourselves, the latter more than likely resulting in us looking for another job. Without self-awareness therefore, we are unable to direct our responses.

When we have greater emotional awareness, we have the power to choose what we do with these e-motions (energy in motion). When we recognise that an emotion is present, we are no longer identified with it and are therefore able to channel it in a healthier, more intelligent way.

As human beings, we all share the same emotional spectrum and if we are able to become aware of, and regulate, our own, we are intuitively able to understand and therefore empathise with the emotional experience of others. This leads to a greater level of connection within our relationships. Rather than being able to only connect to a select few individuals that share the same ideas and beliefs on an intellectual level, we are able to relate to people in general. An emotionally intelligent individual is now versed in a universal language, the language of emotions. When others feel understood and met there, they are more likely to form socially cohesive and therefore productive co-collaborative bonds.

In the next issue, I will be exploring how greater Emotional Intelligence is essential for leadership in the pioneering field of Emotional Leadership.

By Igor Vasilevitsky, LGMA

Women IN LOCAL GOVERNMENT

THE WOMEN IN LOCAL GOVERNMENT CONFERENCE WAS HOSTED AT THE GRAND CHANCELLOR BRISBANE ON 24-25 OCTOBER 2018. THE 'LOCAL GOVERNMENT THROUGH THE LOOKING GLASS' THEMED EVENT COMMENCED WITH A WELCOME FROM THE LGMA QUEENSLAND PRESIDENT, SUSAN JARVIS.

Monica Bradley's *Strategic Insights – Thriving in a Changing World* presentation set the scene for the two days! Monica clearly demonstrated that she is an articulate communicator with a dynamic personal style, effective influencing skills, affable personality and healthy sense of humour.

Begin at the Beginning was the theme for Dr Nikola Stepanov, Queensland Integrity Commissioner, who helped create a map of our professional progression to add to our success toolkit. The Department of Local Government, Racing and Multicultural Affairs' Natalie Wilde, Deputy Director-General Local Government and Regional Services shared 'her story' for the *This Way East to Quest* session.

Fiona Cullen from Redman Solutions facilitated the afternoon panel session – *The best way to explain it, is to do it!* Susan Jarvis from Blackall Tambo Regional Council was joined on stage by Liza Perrett of Isaac Regional Council, Debra Howe from Livingstone Shire Council and Sharon Ibardolaza of Mt Isa City Council in a panel session. Panellists outlined their careers and discussed the good, the bad and the ugly components of their working lives for the session titled, *The best way to explain it is to do it*. This enlightened presentation provided some great insights and personal experiences and included a few laughs along the way.

Day one concluded with a networking activity and networking event providing a great opportunity for delegates to meet some of their Queensland neighbours.

Julie Carter ably commenced Thursday's programme with *Which way you ought to go depends on where you want to get to*. Julie is from Redland City Council and has had a diverse career. She works with people every day to help them get to where they want to go and her presentation certainly resonated with many of the appreciative attendees.

Michelle Clarke is a regular presenter at LGMA events because she has had a highly successful and diverse career, faced some challenges but always manages to rise above and move forward with grace and always, always, with her reputation and integrity in tack. Asking the challenging question that Alice faced of *Who ARE you*, Michelle thoughtfully presented critical advice on how to remain true to who you are and what to do when your ethical radar starts ping.

Fiona Cochran, who has established a highly successful career in the recruitment field, knows what it takes to land that promotion and knows what can throw you out of the running. Sometimes, the recruitment process feels like the Alice quote *Why is it you are always too tall or too small*, and Fiona explained what might be going on and what to do about it.

For over a decade, LGMA has been offering members the opportunity to travel to New Zealand or California to spend time with an officer in local government there and learn about how things work in the exchange council. Members attend the LGMA equivalent conference and then host the exchange back here in return. It is a fabulous learning experience enabling life-long friendships.

Two LGMA Queensland members recently took the somewhat daunting plunge and travelled overseas to spend time with people they had never met in order to gain new ideas and understanding that they could apply in their own councils. Jodie Taylor from Western Downs Regional Council travelled to New Zealand in 2018 and Laura Nichols from Ipswich City Council was the 2017 California exchangee who travelled to California. Jodie and Laura shared their experiences, learnings and highlights of the exchange programme for their session on *Curiouser and Curiouser!*

Brooke Hanson's (OAM, Australian Swimming Champion) presentation was titled *Being the heroine in someone else's story*. What can I say – Brooke had us all motivated, pumped, inspired, in awe and in tears. She shared her motto 'believe in your dreams and never give up!' She is certainly a heroine to many people. Her achievements include: Olympic gold and silver medallist; 13 years on the Australian Swimming team; author; television presenter; product ambassador; supporter of many charities and swim clinics; but most of all an inspiring Mum. Brooke shared her personal and professional dreams, determinations, triumphs, achievements and losses. I think it is safe to say the WILG delegates left the venue clutching their 'When Silver is Gold' book, feeling uplifted, inspired and daring to follow their dreams.

Thank you to the Corporate Partners who supported the Women in Local Government Conference: Department of Local Government, Racing and Multicultural Affairs; Queensland Treasury Corporation and JLT. We sincerely appreciate your continued involvement and assistance.

Thank you also to delegates and councils for supporting this event and providing us with feedback and what was a highly rated event.

We look forward to hosting the 2019 Women in Local Government Conference on 7-8 November in Brisbane and look forward to seeing you there!



NEW ZEALAND

INTERNATIONAL MANAGER EXCHANGE PROGRAMME

Jodie Taylor

WESTERN DOWNS REGIONAL COUNCIL GENERAL MANAGER QUENCHES CURIOSITY WITH INTERNATIONAL EXCHANGE

Before I went to the International Management Exchange Programme with Local Government Managers Australia, I didn't really know what to expect.

I was curious about what New Zealand would be like and how they did things differently to us. What did they do better than us and what did they find more challenging?

I was privileged to be hosted by Marianne (Maz) Cavanagh, her husband Noel and two daughters, Lila and Ella and spent much of my visit with the Whanganui District Council.

Whanganui was one of the first cities to be founded in New Zealand and is located on the West Coast of the North Island – two and a half hours north of the Capital Wellington and a one-hour flight from Auckland.

The Whanganui District covers 2,337 square kilometres with a population of 44,500. The town itself is lush and green with lots of heritage buildings set against the beautiful backdrop of Mt Ruapehu, a spectacular mountain covered in snow.

The district accommodates a large aged population and a population with a considerably lower average income than New Zealand as a whole.

But one of the things the area does boast is affordable housing, with an average value of \$238,000 and land with sea views which can be purchased for around \$150,000.

The beautiful Whanganui River is New Zealand's longest navigable waterway measuring nearly 300km in length. It runs from Mount Tongariro, through the middle

I WAS CURIOUS ABOUT WHAT NEW ZEALAND WOULD BE LIKE AND HOW THEY DID THINGS DIFFERENTLY TO US. WHAT DID THEY DO BETTER THAN US AND WHAT DID THEY FIND MORE CHALLENGING?

of Whanganui, to the Tasman Sea.

In March 2017 the New Zealand Parliament passed a historic Bill to recognise the special relationship between the Whanganui River and Whanganui Iwi.

The Bill passed by the Government provided the river's long-term protection and restoration by making it a person in the eyes of the law. This is interesting because it's the first river in the world to be bestowed

with legal personhood. As of March 2017, the only other natural asset in the world that has this legal status is the Ganges.

This gives you an indication of how seriously the people of New Zealand treat their natural assets. The legal status of the river means if someone abused or harmed it, the law now sees no difference between harming the tribe or harming the river because they are one and the same. It has its own legal identity with all the corresponding rights, duties and liabilities of a legal person.

One of the functions I manage at Western Downs Regional Council is Economic Development, so I am always curious about the economy of regions I visit.

Whanganui has a strong industrial base, with a history of niche manufacturing and engineering operations. Much of Whanganui's economy also relates directly to the fertile and prosperous farming hinterland used largely for sheep grazing, beef and dairy farming, forestry and some horticulture and orcharding.

I was particularly surprised by the number of large manufacturing industry businesses in Whanganui that supply national and international markets. These included Mars Petcare; Tasman Tanning which produces high quality leathers for manufacturers around the world, including BMW; Pacific Helmets are international manufacturers of fire, rescue, sports and ATV helmets; GDM Group supplies retail outfitting (shop fit-outs) to businesses such as Rodd & Gunn,



Liquorland and Australian Geographic; Q West Boat Builders manufacture pleasure craft, catamarans, fishing and charter craft, ferries, high speed craft and work boats for national and international markets and Open Country Dairy manufactures low thermophile and high heat stable whole milk powders for supply to the international market.

Creatives and Education:

Whanganui has been a popular destination for working artists since 1987, when the Whanganui School of Design first opened. Students and instructors formed the foundation of a thriving visual arts community that continues to attract creatives, including writers, musicians and actors.

In addition, the town has several galleries and creative studios including the New Zealand glassworks and the famous Serjeant Gallery, which is home to the largest collection of artwork in New Zealand outside of Auckland.

Whanganui is also home to a number of Tertiary Providers including an International Commercial Pilot Academy – a facility that provides Pilot training to international students.

Government Structure:

Topographically, Whanganui couldn't be more different to the plains of the Western Downs. But it wasn't just the landscape that was different.

New Zealand only has two levels of Government compared to our three. Central Government, which is like the Federal Government in Australia, is elected every three years and Local Government. The local government sector in New Zealand consists of:

- 11 Regional Councils,
- 61 Territorial Councils - 11 City Councils and 50 District Councils, and
- 6 Unitary Councils which are territorial authorities with Regional Council responsibilities.

Whanganui District Council:

The Whanganui District Council sits within the Horizons Regional Council area along with nine other district Councils. Residents of Whanganui District pay rates to the District Council and to the Horizons Regional Council.

Whanganui is a Council of thirteen elected members, twelve Councillors and the Mayor, Hamish McDouall.

FUN FACT: Mayor McDouall was the youngest winner of New Zealand Sale of the Century in 1989 and a year later became Champion of Mastermind.

TOPOGRAPHICALLY, WHANGANUI COULDN'T BE MORE DIFFERENT TO THE PLAINS OF THE WESTERN DOWNS. BUT IT WASN'T JUST THE LANDSCAPE THAT WAS DIFFERENT.

In addition, they have a Rural Community Board – with seven elected representatives.

The role of the Board is to represent, and act as an advocate for, the interest of the rural community. The Chair of the Board, David Matthews, attends Council Meetings and sits at the table but does not vote.



Whanganui District Council employs 220 staff and is led by a Chief Executive and five General Managers. Whereas here at Western Downs Regional Council, we employ around 700 staff and are led by a Chief Executive Officer and three General Managers.

My host, Maz is the Council's Principle Advisor. She works across the Executive Leadership Team on organisational strategic projects and oversees, the corporate planning and reporting tasks such as annual reports, long term plans, and annual plans.

She also manages international relations with two Sister Cities – one in Japan and another with Toowoomba Regional Council (which is our neighbouring Council).

Recently Whanganui went through a culture change programme across the organisation. Change can often present a lot of challenges. WDRC has also been through changes in recent years so I was interested to see what this looked like for Whanganui Council.

Leadership and people management issues are the same across all Councils, and as we all know, strong leadership can make a real difference in the culture of an organisation. The Executive Leadership Team adopted and released their 2018 to 2020 Strategic Plan while I was in Whanganui. In speaking with staff across different levels of the Whanganui District Council, I constantly heard about the positive changes in culture since CEO Kym Fell and the Leadership Team were appointed.

Some of their biggest challenges as a Council have been the failure of the Waste Water Treatment Plan which had to be replaced at a cost of \$40 million.





Another significant Challenge for the Whanganui District Council and all Councils in New Zealand is the legislative requirements around consultation. Councils are required to develop long term plans – which are for a period of ten years. In addition to the development of these, each Council must develop a long-term plan consultation document which on average were fifty to sixty pages in total.

These consultation documents must demonstrate the community consultation process and are submitted to Central Government to be audited.

A typical community consultation process includes:

- Pre-engagement;
- Adoption to proceed to consultation;
- Formal public consultation – which is typically a minimum of one month;
- Hearings;
- Deliberations;
- Adoption by Council or in some cases not!

THE LGMA INITIATIVE IS ABSOLUTELY BRILLIANT AND I CANNOT THANK PETA AND THE LGMA TEAM ENOUGH FOR PROVIDING ME WITH THIS OPPORTUNITY, SOLGM FOR SUPPORTING MY ATTENDANCE AT THEIR COMMUNITY FORUM AND OF COURSE THE WESTERN DOWNS REGIONAL COUNCIL FOR PROVIDING ME SUPPORT ALONG THE WAY.

Some Council representatives I spoke with mentioned the community consultation process took approximately eight months. I certainly sensed a level of frustration around these requirements from the various Council representatives I met in Rotorua at the Society of Local Government Managers Community Forum during my visit.

During my International Exchange to Whanganui, I learnt a lot about how the different Councils work but I also learnt a lot about myself.

So, what were my key learnings the International Exchange Programme?

Well I made a concerted effort to learn about the New Zealand wine by tasting several wine varieties – of particular enjoyment was the Martinborough Te Tera Pinot Noir.

Who knew I had a creative streak, but I became a Glass Paperweight Extraordinaire - making my own unique glass paperweight!

We are a competitive bunch –The Bledisloe Cup (the Australia vs New Zealand rugby union match) – is not a good time to visit New Zealand and stay with staunch Kiwi supporters as an Aussie.

They have no animals in New Zealand that can harm you – their pests are possums and stoats (a stoat is like a meercat) - I mean seriously their most significant pest is a possum.....!

I learnt quite a bit about the Maori culture and how language is different across different Maori tribes.

The North Island of New Zealand is beautiful – green landscapes, plenty of water but unlike us here in Queensland they have black mineral sand on the west coast. I am told it is very hot to walk on in summer months.

The thermal ponds in Rotorua have a strong smell but not as offensive as I had been led to believe. I can certainly understand why some people have been badly burnt – in the cool months the bubbling water does look inviting but will shed skin straight off you.

Something the Kivis do really well is tourism and I think we need to take a leaf (of Silver Fern) out of their book. It's done by everyone from the ground up in Whanganui and all businesses get behind

tourism; not just motels. This is a real focus for us on the Western Downs, so it's been great to see it in practice in New Zealand.

I had always considered myself a confident person, but I did have some apprehension before leaving. I stepped out of my comfort zone and I believe I made an impression (hopefully good) with those that I met over my two weeks.

I would encourage anyone that has the slightest interest in participating in an Exchange to do it.

The LGMA initiative is absolutely brilliant and I cannot thank Peta and the LGMA team enough for providing me with this opportunity, SOLGM for supporting my attendance at their Community Forum and of course the Western Downs Regional Council for providing me support along the way.

For more information
www.lgmaqlld.org.au/International-Manager-Exchange



HIGH PERFORMANCE

**BRISBANE
26-27 March 2019
LGMA Queensland
Inspire Conference 2019**



UNDER-30S IN LOCAL GOVERNMENT

LOOK AROUND ANY GOVERNMENT OFFICE IN QUEENSLAND AND YOU CAN EXPECT TO SEE UP TO 15% OF STAFF AGED 30 OR LESS AS REPORTED IN THE SEPTEMBER 2018 QUEENSLAND PUBLIC SERVICE WORKFORCE STATISTICS REPORT.

Some of these staff may have been born as recently as 2002, the same year Steven Bradbury won gold at the winter Olympics! Knowing how to engage with millennials or 'Gen Y', as they're often known interchangeably, can be the difference between a happy, motivated worker, and one who feels isolated. It also opens councils up to new ideas and innovations.

While Gen Ys, like other age groups, are not a homogenous group, it's worth highlighting some similarities so that we can start to identify ways to engage with this cohort.

For some staff, they may have studied hard (or not so hard) at university and landed a job in council, often with an attitude of "it's a foot in the door", supporting their aspirations to move laterally in the organisation or progress their career internally with the expectation of opportunities presenting themselves in time. The concept of one career for life may be largely obsolete, with younger staff preferring to change jobs and change them often. In my own case, I started as an Environmental Health Officer and transitioned to Sport and Recreation.

Research conducted by Forbes shows that job-hopping is the norm for younger workers, and millennials are changing jobs more often than any other generation, as doing so is more likely to earn them a higher wage, enable them to develop their careers quickly and help them blend into work culture more easily.

Although employers looking for longevity and consistency in new recruits may see this as a negative trait, local governments that know how to harness the energy and enthusiasm of younger staff, can reap unique rewards. Successful engagement

and guidance of younger staff promises mutually positive benefits for the organisation by harnessing new ideas and perspectives whilst also contributing to the younger staff's professional journey.

Growing up in a time where information is readily accessible at the touch of a button on a phone or tablet, younger staff may get bored easily if they are not stimulated in their roles. This is evidenced by staff checking their phones all the time and scrolling through Facebook or Instagram searching for the latest memes. This can have an impact on team dynamics, workplace culture and productivity with colleagues and management growing frustrated by the behaviour of seemingly disinterested younger staff. The cumulative effect is low job satisfaction for the employee who may eventually leave for another opportunity somewhere else.

The need for networks and social inclusion are important for younger staff to perform optimally. Recent research conducted at Noosa Council demonstrates that of staff aged 30 and under, close to 40% of participants reported feeling isolated as a younger person at Council with one staff member stating that this ultimately lead to them searching for job opportunities outside council.

Noosa Council recognises the importance of engaging younger staff and recently began piloting a younger staff engagement initiative. This is an innovative programme run by younger staff, for younger staff. The vision of this programme is to improve workplace culture, accessibility and opportunities for younger staff to take control of their careers. It also recognises that younger people in Council may lack confidence and are less likely to have a strong voice within larger Council decision-making processes. The benefits include: having a group of younger staff that can be mobilised quickly to respond to any emerging issues within local government; providing a platform for younger staff to raise issues impacting

them; and sharing ideas with like-minded co-workers in a comfortable environment and the opportunity to "reverse mentor".

Reverse mentoring can be an effective practice that provides an opportunity for younger staff to advise senior staff in emerging issues such as technology and social media and for more senior staff to pass on their valuable knowledge and skills. Evidence demonstrates that younger staff respond well if they feel valued, trusted and empowered. Relationship expert, Laney Zukerman, states that "by creating a mindset that we can learn from them, the relationship can be harmonious. In turn, they respect and admire the life lessons we offer."

Anecdotal data from younger staff at Noosa Council highlighted a willingness to participate in these activities, however revealed that younger staff weren't sure how to go about achieving this. As such, advocacy by senior management for younger staff to be included in activities outside the scope of their normal role is very important. Examples of this include participation in council meetings, tender panels, 'job swaps', hot-desking and opportunities to liaise with human resources on professional development opportunities including study assistance. These tasks can also be viewed as stretch assignments, which can in turn develop employee empowerment, adaptability, a sense of value and increased career ambition.

Young people are an important part of communities across Queensland and so it's important their age group, interests, needs and traits are represented within the organisation.

It is important to be proactive to ensure councils remain relevant in the way they do business today, and into the future. So next time you are walking through the office and notice the younger staff around you, stop and chat to them. You never know, they might have something special to offer or a new perspective to share on an important issue!

Mark Borgert (self-confessed under 30 from Noosa Shire Council)

THE ART OF CEO-SHIP



IN JULY I WAS VERY FORTUNATE TO JOIN A FANTASTIC GROUP OF COUNCIL OFFICERS TO UNDERTAKE LGMA'S EXECUTIVE MANAGEMENT PROGRAMME.

The Programme provided an intensive, 3-day insight into the role of the local government chief executive officer, one of the toughest jobs around at the moment. A masterclass was given by current and former CEOs detailing a range of emerging challenges including Belcarra findings and implications, inconsistencies in the *Local Government Act*, financial sustainability, governance, turnover of senior officers and, probably the most important, managing up.

To be honest, I could have asked question after question for weeks but the programme really did bring home that challenges faced by today's CEOs change as often as the sun rises. Success in this environment is only measured by the performance of the organisation you lead and how you conduct yourself as a person. Every member of the group would have developed professionally and personally with the programme reinforcing current values and traits that I believe are important and introducing some new ones.

Every session brought many new lessons but here are five of the takeaway lessons for me:

CHECK YOUR EGO

First lesson of the day pulled apart who the CEO is, what they do and what they should be about. As officers we serve the community, but as members of an executive team, we lead and represent the values of the organisation. Good CEO's and executives don't bring their ego through the office doors. They are adaptable, predictable and consistent leaders. As the leader of the organisation, it is the CEO's responsibility to ensure common direction, stability and create a working interface between elected representatives and the staff.

MANAGE UP AND DOWN

As still a relatively new member of Council's executive team, this is very much front and centre issue for me at the moment. Awareness is the key, be aware what's going on below you, beside you and above you at all times. There are many traps and pitfalls for those who don't manage people well and it's important to communicate your decisions and thoughts with those who need to know. Above all else, as the CEO you are ultimately responsible for the organisation and you should never compromise on your responsibilities and integrity.

ANY PERSON WHO IS LOOKING TO TAKE THAT NEXT STEP IN LOCAL GOVERNMENT MANAGEMENT SHOULD THINK ABOUT ATTENDING THE PROGRAMME TO GET A FIRST-CLASS INSIGHT.

BE ORGANISED, BE PREPARED, BE SMART

Have organisational plans and strategies, have policies that work, be diligent about your risks, deliver on programmes, monitor and manage performance. These are fundamental elements of a CEO's armoury which ensure planned execution rather than being executed. Plans and policies can sit on the shelf if you let them but if you use them properly, they can go beyond value as a book end and actually be the creator (and defence) of clear direction, stability and consistency from council down through the organisation. We are all familiar with the traditional quarterly report, but you need to ensure that the organisation is actually

delivering and where it's not, make sure you understand and respond those issues. You do not have to be an expert in all areas but you are ultimately responsible for your own diligence in ensuring the decision making and capability of your organisation is in line with objectives. Also, be wary of the shiny new piece of infrastructure that everyone thinks is a good idea...

LEADERS LIVE IN FISHBOWLS

Everyone has been seen in a fishbowl at some point and, as CEO, you live in one. It is so important that you walk the talk when you make decisions for the organisation or its people. It's even more critical when you are establishing new standards or the "unwritten rules". That doesn't mean you need to be regimental, you need set professional standards and be an engaging leader.

IT'S OK TO SMILE

I left this one for last because I believe it was the most important, and it's now written somewhere discreet in my office. We are always time poor, we are always going from challenge to challenge, navigating people above and below, but many of us never stop and think about what has been achieved. I know personally that I don't say thank you to staff as much as I should. Most of us really enjoy what we do and love to see people's ideas and efforts become successes. We all should take some time to reflect on the positives, especially if we think we are doing it a bit tough. It's ok to smile, even if someone sees you.

I would like to thank Peta, Hayden and the CEO presenters who gave up their time to deliver a fantastic development programme. Any person who is looking to take that next step in local government management should think about attending the programme to get a first-class insight.

**Aaron Meehan, MLGMA
South Burnett Regional Council**



SOCIAL MEDIA AS A CONNECTOR

MORE AND MORE MEMBERS ARE FINDING THAT SOCIAL MEDIA IS A GOOD WAY TO KEEP ABREAST OF CHANGES AND INITIATIVES AND TO CONNECT WITH OTHER MEMBERS

LGMA has sought to use its social media presence to facilitate some of this connection and we are particularly active on Facebook and becoming more active on LinkedIn (although members are still not embracing this tool to the same extent).

LGMA's Facebook page continues to get more interest as more local government officers find us, like us and create their own content via comments. They engage in greater sharing across the platform. At this stage, it is very much a social page, allowing officers to talk about events, happenings in their region and showcase via pictures (lots of pictures!). There is room for more: more content; more input; more sharing. Feel free to add to the page, whether it be social or professional (usual content rules apply) and let others know what is happening in your council or region.

Do you have something you want to share?

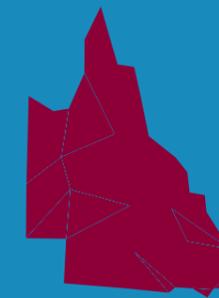
If you would prefer a face-to-face audience and you have something of note to talk about, there are options beyond the social media platforms. With a wide range of forums, conferences and training on this year, there are plenty of opportunities to share what you know with colleagues around the state. If you are doing something

that is of interest to others, think about sharing via a forum or event. Let LGMA know what it is you think would be of interest and we will help find the best way to share that knowledge with colleagues so all can learn from your efforts.

Or perhaps your team has created a new process, innovated, exemplified teamwork and collaboration or otherwise established a new best practice benchmark? Have you thought about entering this project for the Awards for Excellence? These are open now (details via the website) and are a great way to showcase the great work of Queensland councils. The submission process is simple and low-key and you have until 11 April to get your submission in.

On the social side, LGMA would love to have the Friday Funny on our Facebook page contributed by members. Cartoons, jokes, stories; if it's funny, we will give it a run. Even Dad jokes are okay (hmmmm, to a point, Ed.).

So, for the social media junkies among you, make LGMA a regular haunt and for those who have yet to engage online, despite the horror stories, there are clear professional benefits and you may find dipping a toe in the water is not as threatening as you think.



Rural Challenges

CHALLENGE QUEENSLAND COUNCILS

IN LATE 2018, 23 TEAMS PARTICIPATED IN RURAL MANAGEMENT CHALLENGE EVENTS. EVENTS WERE HELD IN DALBY, CAIRNS AND ROCKHAMPTON WITH TEAMS COMING FROM AS FAR AS QUILPIE, MORNINGTON ISLAND AND BURKE SHIRES.

The tasks were challenging but diverse enough to allow teams to showcase their specific expertise.

The pre-challenge task undertaken by the teams prior to the event asked them to consider economic development opportunities in their communities. The array of ideas developed included aged care initiatives, tourism proposals, infrastructure development, sporting and recreational concepts designed to improve quality of life for residents (there was some competition between a couple of councils to secure the rev-head market), jobs-generating initiatives and industrial hemp production (the team promoting hemp did not serve hemp brownies to win over the judges – just in case you were wondering!).

Some were well outside current local government expertise and offered fresh ideas about how council could capitalise on skills or resources to the benefit of the community. In many cases, the role for council in the proposal was one of empowerment and facilitation; council partnering with community groups and business to assist in the development of initiatives.

The North Queensland challenge was the most diverse in terms of participating councils and this was highlighted by both the pre-challenge task reports and the

introductions - which included tropical fruit smoothies (thank you Cassowary Coast), a sing-a-long and a bit of good-natured sledging. Whitsunday Council's team had the hardest road to the challenge with a fire on the highway meaning that they had a six hour wait on the road on the way to challenge. But, in true local government resilient style, they persevered, arriving in time to catch a few Zzzzs before the challenge began.

One of the stand-out performances of the day was Burke Shire's handling of a difficult conversation with an employee. All teams excelled in particular tasks and final scores were close with less than a point between the top three.

Cairns Regional Council's team, Tropic Thunder, took out this event. This energetic team performed consistently throughout the day and produced a quality reports in the short timeframes allocated.

The Dalby event made use of the newly refurbished Dalby Event Centre. Councils participating in this event have greater similarities than those in the northern challenge and this was evident in their reports and approach where there was a high degree of consistency - highlighting some of the systemic and environmental challenges facing SQ councils.

Western Downs CEO, Ross Musgrove, took on the role of Mayor, 'acting' impatient and time-poor, wanting quick answers and an explanation of benefits for the region. He forced teams to hone in on community benefits, demanding answers about job creation in the 2-minute pitch that teams had to deliver.

Interestingly, every team 'won' a task and it was difficult to tell who had taken out the event until the final scores were in and weightings allocated. The winner, for the second consecutive year, was Southern Downs Regional Council. A relatively young team, PIErfection, worked hard but seemed to have lots of fun along the way, which showed in their presentations and the reports delivered.

In Rockhampton, poetry and music featured in the introductions. Breakdancing turtles, knights on white horses bearing shields and an original musical composition were all on show. Steve Gatt played the role of 'problem' works manager and certainly put the teams through their paces; being both defensive and aggressive in receiving the carefully worded feedback teams delivered.

Once again, we had a second in a row winner, with Rockhampton Regional Council's team, Rocky River Risers, taking out the win.

As happens every year, seeing the teams on show and the way they tackle tasks which are well outside their experience shows the depth of capability across councils. Although the tasks might be outside comfort zones, every team has a go at working through a solution. Many of these teams will now go on to compete in the Australian Management Challenge in April/May.

2018 WINNERS WERE

- SOUTHERN DOWNS REGIONAL COUNCIL
- CAIRNS REGIONAL COUNCIL
- ROCKHAMPTON REGIONAL COUNCIL





RETIRED MEMBERS *Lunch*

ONE OF THE LAST EVENTS ON THE LGMA CALENDAR EACH YEAR IS THE RETIRED MEMBERS' CHRISTMAS LUNCH.

It is a chance to catch up with others in the sector and is usually attended by a mix of retired and working members. The lunch is characterised by plenty of good cheer and, although no one admits it, lots of friendly teasing and some tall stories.

LGMA President, Susan Jarvis, always ensures that she makes time in her diary for this event, speaking with pride and joy about the retired members' contributions and their continued engagement with "The Institute" (note for newer members, LGMA's prior names included the term 'Institute' instead of 'Association' and it is how we were most commonly referred to throughout most of the retired members' careers).

Attendees were made welcome with drinks and delicious plates of crudités and dips in the foyer of the Hotel Jen in Brisbane, one of the last functions to be held there before it was demolished to make way for the cross-river rail. The dining room, beautifully and elegantly set-up was soon abuzz with energy and laughter as lunch goes

moved through to find seats next to old (of duration not necessarily age!) friends and colleagues. It was the end of November, so everyone was primed for celebrations and pre-Christmas gatherings. As such, we all enjoyed a roast turkey roulade with traditional stuffing and, of course, Christmas pudding with a touch of brandy anglaise, strawberry and basil compote.

The conversation spectrum was wide, flowing between the past and present of local government with lots of comparisons made – some highly complimentary to the current environment and others reminiscing about things that are regrettably long-gone. For example, there was interesting discussion about the fact that today's officers can source and move information quickly and seamlessly from a technological perspective but the range of modern restrictions (and red tape) governing what and how we can do that from a governance perspective, mean that the technical capability improvements are greatly mitigated.

Members discussed life after local government and caught each other up on their families, hobbies and travels (lots of travels!). The group took time

to acknowledge those who had passed and, in particular, the recent passing of John Smith. LGMA was fortunate to have undertaken an oral history interview with John just weeks before his passing and we were struck by his knowledge, approach and sheer love of the sector. The video interview with Mr Smith is now available in our website. It is a very emotional testament and we thank John's family profusely for allowing us the use of the material so that John's experience can be passed to others.

The Oral History Project, of which John's interview is a part, aims to collect the memories of retired members and share their lessons and experiences for the benefit of current and future members. Their stories are recorded and uploaded on our website on a monthly basis. It is a long-term project that is supported in a voluntary capacity by members who run the interview and the results are highly rewarding for everyone involved. If you are eager to tell your story or willing to interview our retired members, please let LGMA know.

LGMA looks forward to seeing retired and not-yet-retired members at the 2019 lunch on 22 November in Brisbane.



MEET THE MEMBER

MORGAN BELL

"In my role, I am able to build relationships with both inside and outside staff."

FOR LGMA MEMBER, MORGAN BELL, WORKING IN THE 'HEART' OF QUEENSLAND BRINGS PLENTY OF JOB SATISFACTION. ENTHUSIASM ABOUT HER JOB AND COMMUNITY, MORGAN TOLD US THAT LONGREACH IS ALL ABOUT THE HUMBLE AND WARM LOCAL ATTITUDE THAT IS REFLECTED IN THE PLEASURE OF SAYING HELLO TO EVERY SINGLE PERSON ON THE WAY TO THE OFFICE EACH AND EVERY DAY.

Morgan is the Work Health and Safety Administration Officer at Longreach Regional Council, a supportive role that she admits gives her a great sense of achievement.

"You have workers willing to come to you to build their knowledge and understanding. In my role, I am able to build relationships with both inside and outside staff."

Longreach's economy relies primarily on the wool and beef industry and Morgan believes that this has helped shape the warm and approachable character of their people – working with animals and being responsible for their health and well-being gives people not only a common interest but a common approach of caring. The town's welcome sign is a reminder for visitors that you have hit the outback and the "Gateway to the Outback" has long been a must-stop place along the Matilda Way. A visit to the Stockman's Hall of Fame, paying tribute to pioneers of the Australian outback and its agriculture a bucket list item for many.

The outback comes with its own challenges, such as low population density, but Morgan says the challenges facing councils are far more global than local. While facing the impacts of climate change, there is also the realisation that all governments are struggling to secure the delivery of services within the financial constraints of their budgets.

"It is this ongoing conflict between providing the best and most vibrant solutions for our communities and ensuring the local government's ongoing sustainability that challenges local government officers on a regular basis."

Morgan is not discouraged by the sometimes-daunting challenges and believes that working in local government is an amazing opportunity to stretch her comfort zone and grow at a personal and professional level.

This approach is reflected in Morgan's attitude towards life. She confessed to the LGMA team that she would love to try bungee jumping or sky diving despite a fear of heights! Knowing Morgan's approach to her professional responsibilities, we can't help but think that she may jump, but she would have done plenty of due diligence beforehand. Evident in her work with Longreach Regional Council, Morgan takes safety very seriously and lives by the motto that "the behaviour you walk past is the behaviour that you condone."

Wise words!

CALENDAR OF EVENTS 2019

FEBRUARY

- 1 Ignite North Queensland nominations open
- 6-7 Ignite Workshops 1 and 2 - Brisbane
- 25 Young Manager of the Year and International Manager Exchange - nominations close
- 27-28 Propeller Programme Introductory Forum - Brisbane

MARCH

- 5 Human Resources and Learning & Development Forums – Brisbane
- 6 Communications/Media and Customer Service Forums – Brisbane
- 14 Indigenous Local Government CEO Forum - Cairns
- 26-27 Inspire (Future Leaders Forum - the next chapter) – Brisbane
- 29 CEO Forum

APRIL

- 1 Executive Management Programme nominations open
- 11 LGMA Queensland Awards for Excellence nominations close
- 12 Ignite North Queensland nominations close
- 30 1 May – Australasian Management Challenge

MAY

- 7 Manager of the Year nominations open
- 22-23 Ignite Workshops 1 and 2 – Cairns
- 29 Community Engagement Forum - Brisbane
- 30 LGMA Queensland Awards for Excellence Gala Dinner

JUNE

- 25 Executive Management Programme nominations close

JULY

- 4 LGMA Queensland Board of Management nominations open
- 17 Governance Forum – Brisbane
- 18 Compliance Forum – Brisbane
- 26 Indigenous Local Government CEO Forum – Cairns
- 30, 31 July and 1 Aug Executive Management Programme - Brisbane

AUGUST

- 2 Manager of the Year nominations close
- 5 Board of Management nominations close

SEPTEMBER

- 10 - 12 LGMA Queensland Local Government Conference
- 11 LGMA Queensland Annual General Meeting

OCTOBER

- 16 Tourism and Economic Development Forum – Townsville
- 17 Animal Management Forum – Townsville
- 23 Rural Management Challenge – SQ
- 30 Rural Management Challenge – NQ
- 31 Regional Forum - NQ

NOVEMBER

- 7 - 8 Women in Local Government Conference – Brisbane
- 21 CEO Forum - Brisbane
- 22 Indigenous Local Government CEO Forum – Brisbane
- 22 Retired Members' Christmas Lunche
- 27 Rural Management Challenge – CQ
- 28 Regional Forum - CQ

LGMA Queensland invites you to attend the

AWARDS FOR EXCELLENCE 2019

GALA AWARDS DINNER

TO ACKNOWLEDGE AND CELEBRATE THE ACHIEVEMENTS OF QUEENSLAND LOCAL GOVERNMENT

The following Award categories will be presented during the night:

**SUSTAINABILITY ♦ INNOVATION ♦ ABOVE AND BEYOND
DOING MORE WITH LESS ♦ COMMUNITY SHAPING
TEAMWORK ♦ COLLABORATION ♦ WORKPLACE WELLBEING**

WINNER 2019 LGMA MANAGEMENT CHALLENGE (QUEENSLAND)

Thursday, 30 May 2019
Register online - www.lgmaqld.org.au

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:

Ricki Bruhn
Winton Shire Council

Leisa Dowling
Gladstone Regional Council

Jason Bradshaw
Somerset Regional Council

David Farmer
Ipswich City Council

Mark Stoermer
Douglas Shire Council

Bob Bain has retired after a long career and we think you will find him at the track watching his horses train.

Sharon Daishe has moved to NSW to take up a role (but we hope she will continue to share her knowledge and approach at various LGMA events).

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's mission is to lead, advocate for and support Queensland local government managers: providing relevant and quality professional development opportunities; and actively contributing to the advancement of local government in Queensland.

For more information about LGMA Queensland and *The Journal*, please contact us at admin@lgmaql.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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