



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

FEBRUARY 2020

BALANCING ACTS



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FROM THE PRESIDENT'S DESK

I DON'T KNOW ABOUT YOU, BUT FOR THE PAST FEW YEARS I HAVE CONFIDENTLY MADE PREDICTIONS ABOUT WHAT THE FUTURE WILL HOLD WHENEVER I AM COMING INTO A NEW YEAR. I AM GIVING UP THIS YEAR!

This is partly because of my poor track record but also because I think that after 2019, it is almost impossible to predict. Who could have foreseen what we have faced in Queensland local government in 2019? Ongoing crippling drought, major fires across the State, towns running out of water, the sackings of some major councils by the State Government, some ex Mayors and ex CEOs in jail – yep, 2019 was certainly an “interesting year”.

Now a pessimist would look at all of those events and would say that 2019 was an “annus horribilius”. I am the eternal optimist and always reflect on what we can learn from what has occurred.

I don't have 2020 vision (pun intended) but there is little doubt that there will continue to be a strong emphasis on good governance and the importance of checks and balances to ensure public accountability for the actions of a council. It will also be important for councils to promote all of the good day-to-day services that we provide that largely go unnoticed. The only publicity we seem to get as a sector these days are when things go wrong. How about we collectively promote all the things that go right every single day to provide services to our communities?

What is really missing in any discussion about local government reform at the moment is a long-term vision for our sector. Reforms over the last few years have focused primarily on improving governance and many of those reforms have been a direct response to the governance failures at a few councils. But where is the discussion about what the local government sector will look like in 20 or 30 years? Where is the conversation about what we can learn from what is happening in other jurisdictions including overseas? That is one of the reasons why one of the big projects for your LGMA in 2020 is to start that conversation. We are aiming to bring together a range of parties to look at future scenarios for our sector. Scenario planning is a great way to focus on the different futures that might exist. Your

board is looking at how we can start this conversation with key stakeholders such as the Department of Local Government, the Local Government Minister, LGAQ etc.

Of course, the last few months have also been characterised by a change in the national political landscape following the national bushfire crisis. Obviously, the human and environmental disaster that has played out across at least four states has been tragic to see. However, like many natural disasters, we see the very best of communities in times like this. Record fundraising, locals banding together to support each other and our emergency services personnel excelling in their service to the community. As we know, it is our local governments who have an understated but central role in helping to coordinate the response to make sure that our communities are looked after.

I DON'T HAVE 2020 VISION (PUN INTENDED) BUT THERE IS LITTLE DOUBT THAT THERE WILL CONTINUE TO BE A STRONG EMPHASIS ON GOOD GOVERNANCE AND THE IMPORTANCE OF CHECKS AND BALANCES TO ENSURE PUBLIC ACCOUNTABILITY FOR THE ACTIONS OF A COUNCIL. IT WILL ALSO BE IMPORTANT FOR COUNCILS TO PROMOTE ALL OF THE GOOD DAY-TO-DAY SERVICES THAT WE PROVIDE THAT LARGELY GO UNNOTICED.

I know how taxing this can be. My own Council experienced five major fire events in the last 3 months of 2019, some of which required emergency evacuations of up to 8,000 people at a time. I won't forget that stressful Friday night for a long time but time and again, you see the best of our council staff and the best of our communities when major disasters hit. Everyone simply gets in and helps out to keep our communities safe.

If nothing else, the national bushfire disaster has changed the political landscape, as well as the natural landscape, forever. Regardless of your personal view on climate change, the recent fire crisis has moved climate change from the conceptual to reality. And of course, who is it that has to deal with the practical impacts of change? Yes – local government. We need to keep planning for more extreme disaster management scenarios, potential impacts on council infrastructure, planning for new approaches to fire/flooding/housing etc. The new reality is here and the other levels of government are now realising that they need to adapt to what is happening on the ground.

Some politicians have been playing politics and all of a sudden, they realise that they need to catch up with community sentiment. We will see a different political landscape (particularly at the national level) on this issue in 2020.

And of course, the other defining moment for us all in 2020 will be the March elections. I think this will be my 9th or 10th election and they are always interesting. I am reminded of a couple of great quotes from Winston Churchill about democracy. The first one is - *“Indeed it has been said that democracy is the worst form of Government except for all those other forms that have been tried from time to time.”* And his second (and possibly better) quote is – *“The best argument against Democracy is a five-minute conversation with the average voter.”* Clearly, Sir Winston was becoming cynical in the latter stages of his career but he remains one of the great leaders in the democratic world so perhaps we can forgive him for that late life cynicism.

And so onwards with 2020. Here's to a great year where we can all make a positive difference to the communities that we serve.

Brett



PRESIDENT

Brett de Chastel

Minister for Local Government Stirling Hinchliffe

THE START OF 2020 SEES LOCAL GOVERNMENT ELECTIONS LOOMING AND AN EXCITING YEAR FOR QUEENSLAND COUNCILS. I'D LIKE TO WISH ALL CANDIDATES WELL. THE VERY ACT OF NOMINATING FOR ELECTION TO COUNCIL IS A CONTRIBUTION TO THE CIVIC LIFE OF QUEENSLAND'S MANY AND DIVERSE COMMUNITIES.

The class of 2020 will be the first to have benefited from our new mandatory training for candidates, instituted as a result of last year's local government reforms. This can only have positive benefits for the smooth and efficient running of council operations.

The training has been an outstanding success both through online and face-to-face delivery, and I'd like to thank everyone who has taken part. Feedback has been positive and, as a result of the training, we have more community members and more councillors well-versed in what is expected of campaigning, as elected representatives, and generally, what councils do.

THE CLASS OF 2020 WILL BE THE FIRST TO HAVE BENEFITED FROM OUR NEW MANDATORY TRAINING FOR CANDIDATES, INSTITUTED AS A RESULT OF LAST YEAR'S LOCAL GOVERNMENT REFORMS. THIS CAN ONLY HAVE POSITIVE BENEFITS FOR THE SMOOTH AND EFFICIENT RUNNING OF COUNCIL OPERATIONS.

Indeed, there are some who took the training and have opted not to nominate for election. I also see this as a success because public office is certainly not for all. It's far better to make that informed decision now, than have the unwelcome realisation once elected.

I'd also like to thank the department officials who tirelessly travelled the state delivering face-to-face training.

In terms of the elections on 28 March, it's vital that all candidates are aware of the need to comply with their disclosure requirements, during and beyond the campaign. It's equally important that councils observe the caretaker provisions, which come into effect after the notice of election is posted.

During the caretaker period no major policy decisions can be made and no local government or controlled entity of a local government may publish or distribute election material.

Things such as council newsletters and factsheets are prohibited from containing content that may raise the profile of a councillor and nothing that could affect the election result or influence an elector's vote must be published.

I urge all councils to ensure they are familiar with and comply with the caretaker provisions.

Local government reform was also the springboard for legislation introduced to parliament late last year, responding to concerns raised by councils over conflicts of interest. We are ensuring greater clarity around the reporting and management of conflicts of interest and councillors' registers of interest.

THIS PERIOD GIVES ME RENEWED INCENTIVE TO CONTINUE TO GET OUT AND ABOUT AS MUCH AS POSSIBLE, VISITING QUEENSLAND COUNCILS WHERE OUR MOST GRASSROOTS LEVEL OF GOVERNMENT GOES ABOUT ITS BUSINESS.

Providing more certainty will raise confidence both within councils and in their communities around this important area and improve the overall efficiency and effectiveness of the process. It will also bring greater alignment with requirements at State Government level, giving Queenslanders more consistency in relation to the conflict of interest obligations of their elected representatives, whether they are councillors or Members of Parliament.

The legislation is intended to take effect after the elections, in a period when Queensland's newly constituted councils are bedding in and preparing for the work ahead.

This period gives me renewed incentive to continue to get out and about as much as possible, visiting Queensland councils where our most grassroots level of government goes about its business.

I look forward to working and journeying together through what promises, as I said at the outset, to be another exciting year for local government in Queensland as we continue to pursue our joint primary objective – making life better for Queenslanders in all our communities, large and small.



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

Stirling Hinchliffe

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We are dedicated to supporting local communities where our members live and work.

During 2019 we supported local councils with



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Let's Grow



CEO SNAPSHOT

2020 HAS BEGUN AND WHAT A CRAZY START IT HAS BEEN. YOU CAN'T OPEN A PAPER, TURN ON A SCREEN OR SPEAK TO SOMEONE WITHOUT THE DRAMATIC AND VARIED WEATHER EVENTS GETTING A MENTION. DROUGHT, FIRE, FLOODS, HAIL AND CYCLONES. FOR THE COMMUNITIES DEALING WITH ONE, OR MORE THAN ONE, OF THESE EVENTS, THE RECOVERY IS RIGHTLY TAKING A LOT OF ATTENTION AND RESOURCES.

We hear heart-warming stories of people stepping in to help others, we see the dedication of emergency services workers – whether they be in volunteer roles, local government or full-time emergency service professionals. On the other hand, we also know there will be questions about what could/should have been done differently to prevent, and then to respond to, all of these events. The blame game will start and all tiers of government, individual service providers and event volunteers will come in for scrutiny about their actions. This creates tensions and conflicts – conflicts that are fuelled by social media and the emphatic expression of views online (whether expert or otherwise).

For Queensland local governments, the work of cleaning up and moving forward will go on regardless. The coming election will create a distraction for many elected members as they put in the time and effort necessary to gain reselection. Officers too will dedicate time to managing and facilitating the democratic process as is the case every four years. For most in communities, I suspect the election is a small blip – a period during which the ads in the paper change, letter boxes are filled with a different type of mail and local radio stations have a new line-up of people to interview, many explaining why their colleagues or other candidates are failing in their roles. Then there is the time out to actually vote, in most cases a very small, although sometimes inconvenient, commitment.

For most local government officers, on the other hand, the work continues unabated. There is a small pause as you wait to see who the mayor and councillors will be and then things continue for a period until the new council starts to make its mark and potentially

initiate change in strategic direction.

For LGMA, the election year is always a challenging one, especially when it coincides with periods of significant legislative change and advocacy work. We know that senior staff in council will necessarily be more internally focused as they seek to support new elected members to become familiar with the workings of council and their new roles.

AS ALWAYS, 2020 WILL BE ANOTHER EVENT-PACKED YEAR WITH A RANGE OF EXCITING RETURNING FAVOURITES, SOME NEW OPPORTUNITIES AND PLENTY OF CHANCES TO LEARN AND COLLABORATE.

LGMA seeks to support this effort by collating the experience from across the state into tools councils can use to 'onboard' newly elected members. Local governments are complex and getting across all aspects of the business from water and sewerage to planning and engineering infrastructure, from community services to dogs and cats and from procurement to conflicts of interest (just to list a few), is a difficult process regardless of your background and the skills you bring to the role.

Helping officers to present information in manageable chunks which are prioritised based on need can ensure elected members are more effective in their decision-making, more quickly. Similarly, tailoring that information to individual needs can speed the process. Both the Department of Local Government and the LGAQ provide training directly to elected members and LGMA's work dovetails into these sessions.

We also know that this can be a difficult time for CEOs. In some of your councils, candidates are running on a platform of 'remove the CEO'. I always struggle with that mentality – the CEO's role is to implement the strategic decisions of council so, as an incoming candidate, if you are not happy with what council is doing, it is

unlikely to be the CEO who is the problem. If a CEO is not implementing the strategic direction of council, then that is something the sitting candidates should be addressing.

Leaving that aside, these types of platforms do create uncertainty and instability and have been shown to reduce productivity across the organisation. For CEOs, this added pressure is of course detrimental to both wellbeing and performance. But, as those of you who are regular readers of The Journal have heard me say before, one of the great things about local government is the way we support each other. In this case, a group of experienced retired CEOs have made themselves available to be a sounding board for CEOs who are facing challenging times at a personal/professional level. CEOs will also have the opportunity to discuss their preparation, challenges and experience in elections with others at the CEO Forum. With an unusually high number of CEOs facing their first election period, the advice from those who have been there before will be invaluable.

Enough about elections. As always, 2020 will be another event-packed year with a range of exciting returning favourites, some new opportunities and plenty of chances to learn and collaborate. The 2020 conference is being delivered jointly with LGPA (the national body) to offer a different perspective, some international exposure and a chance to see what is happening in other states (but still with all the things you love about our conference). The Awards for Excellence Gala is an evening not to be missed and I am always blown away by the range of initiatives that Queensland councils are working on. Nominate for these now!

A lot happening for all of us, good luck with your plans for the year and hopefully they include catching up with colleagues for networking and development and wellbeing at regular intervals.

CHIEF EXECUTIVE OFFICER



CULTURE CHANGE AT LOCKYER VALLEY REGIONAL COUNCIL

CULTURE IS A WORD OFTEN USED IN THE CONTEXT OF ORGANISATIONAL EFFECTIVENESS THESE DAYS. WE ARE TOLD THAT HAVING GOOD STRATEGIES AND PLANS IN PLACE IS NOT ENOUGH; THAT CREATING THE "RIGHT CULTURE" IS ESSENTIAL TO THE SUCCESS OF AN ORGANISATION, WHETHER IT BE A LOCAL GOVERNMENT OR ANY OTHER.

In this article I'm going to explain why I believe this to be so true and provide you with some insight into the culture change journey we are on at Lockyer Valley Regional Council.

For the sake of clarity, culture can be categorised as the way we do things within our organisations and why we do the things we do. Culture is determined by, amongst other things, the experiences we bring to our organisations; how we lead and manage; how we treat each other; how we treat customers and what they see; our own belief systems, assumptions, unwritten rules and norms; and importantly, the influence that corporate values and principals have on behaviour.

At Lockyer Valley Regional Council (LVRC), we (Executive Leadership Team) identified

some time ago that a culture had taken hold which had created a disengaged, siloed and disconnected workforce. Trust, teamwork, collaboration, communication and engagement between employees, and between employees and customers, was poor. Negative factors had taken hold, shaping our culture in a harmful way such that there was no shared understanding of what we were trying to achieve as an organisation.

Therefore, exerting positive influence to define and create the culture that we need at LVRC became a clear imperative for change. We identified that the following objectives needed to be achieved:

- Confirm our belief about the current organisational culture and define the desired future culture and how to bridge the gap.
- Improve staff leadership skills and make our leaders accountable for creating our desired culture.
- Ensure links and interdependencies between different teams and individuals are in place and working to eliminate physical and virtual silos.
- Become a more agile and flexible

organisation, comfortable with change, harnessing the ideas, talents and energy of employees at all levels.

- Improve many business processes and recognise and support existing relationships and dependencies between functions.
- Facilitate communication, information flow and recognition of dependencies.

We therefore embarked upon, with councillor support, an "Organisational Effectiveness Review", (OER), with the vision being "Lifting Council to be Better". A governance structure was set up to guide and facilitate the OER and, as all projects of this nature should have, a project plan, including risk and change management components, was developed.

The first stage of the OER involved consolidating corporate values that had been previously developed through a comprehensive staff consultation process. The values were seen as building blocks from which we could define and create our desired culture; therefore, behavioural statements to accompany each value were developed through further consultation and engagement with all staff. This resulted in "I" statements being developed to guide staff behaviours required to demonstrate each value.

We then embarked upon a pilot engagement and information gathering workshop with the Leadership (Management) team, with the express purpose of informing the phases of the OER, including the desired culture. We also worked with the Leadership team in designing a Leadership Position Description (PD) specifically for leaders at LVRC. The PD sets out the skills and capabilities that leaders at LVRC are expected to demonstrate with a focus on leading people and setting direction, creating a positive culture and demonstrating council's values. The PD makes it clear that our leaders are empowered to act and find risk-based solutions.

The Leadership PD was used as the basis for leadership conversations between the CEO and direct reports and Executive Managers and direct reports. The conversations were formal with ratings given for the level of leadership skills able to be



demonstrated against the capabilities and behaviours articulated in the PD. Interviews resulted in the identification of skills gaps and a development plan to bridge those. In some cases, the conversations revealed different pathways.

The next stage involved OER workshops with all staff. Approximately 300 staff (or 86% of council's workforce) attended the workshops and provided input into the OER process. Specifically, this input was focused on culture, hot spots and values. Hot spots were identified as what is not working well in the organisation and included a variety of functions such as communication, asset management and project management. The workshops were run by an external facilitator and provided much valuable input into the OER process. A formal report was then provided, including 22 recommended strategies for improving organisational effectiveness.

As an example of the input provided by staff to the OER workshops, which I found particularly insightful, when asked to ascribe a colour, animal and vehicle as a way of confirming our belief about the state of the current culture and determining the desired future culture, staff provided the following responses: (with verbatim comments explaining the choice in italics)

CURRENT CULTURE

- Grey
 - o *Organisational direction is hazy, obscure, lacking direction*
 - o *Indecision, frustration and uncertainty*
- Cattle Dog
 - o *Workers want to please but need direction*
 - o *Desire to please but afraid to make decisions; industrious but easily misdirected*
- Bus
 - o *Top heavy, lots of passengers*

- o *Driver is the only one who knows where to go, and passengers sit quietly*

FUTURE DESIRED CULTURE

- Green
 - o *Prosperous, new growth, new beginnings, promote health and wellbeing*
 - o *Signifies GO; encourage growth in individuals in turn growing organisation*
- Meerkat
 - o *Working as a group; on the same team*
 - o *Working together heading in the one direction*
- Toyota Land Cruiser
 - o *Reliable under pressure; accomplish the task*
 - o *Go anywhere, versatile, efficient but also enjoyable*

The above comments confirmed the findings of the Executive Leadership Team about the current culture of LVRC. They have also given us something clear and tangible to aim for in creating our desired future culture: it will have a strong focus on leadership and people with our corporate values as the building blocks by which we shape behaviour. Employees will be actively engaged in our organisation and trust, communication, teamwork, business improvement and customer focus will be essential ingredients. We will have a shared vision and understanding of LVRC's direction.

Of the 22 suggested strategies to improve organisational effectiveness, one was to realign functions within the organisation; partly as a response to the identification of hot spots. This process is underway with all the associated consequences and obligations of bringing like functions

together, changing reporting lines and reducing the number of management positions. Significant consultation has been undertaken with individual and groups of staff about the realignment as well as the Joint Consultative Committee.

Realigning the organisation and changing the structure is one component of our culture change journey. The important thing is to have the right people with the right skills in place which is why most of the recommended strategies focus on developing leaders with strong people skills, improving communication and engagement, harnessing staff creativity and innovation, making leaders accountable for developing the desired culture and focusing on our corporate values.

Of course, this whole process required the in-principle support of the Mayor and Councillors, as well as specific resolutions for the high-level organisational structure changes. Council has been kept fully informed by way of workshops at critical junctures throughout the process and will be requested to formally endorse the OER Workshop Report and recommendations as well as the high-level organisational structure resulting from the realignment.

The culture change journey is ongoing and the strategies that we have for improving our organisation will become embedded in our normal, day-to-day business practices.



MANAGING MENTAL HEALTH IN THE WORKPLACE



THIS DAY AND AGE MOST PEOPLE TAKE FOR GRANTED THEIR HEALTH AND WELLBEING, THAT IS UNTIL THEY SUFFER AN INJURY.

Sometimes, these injuries occur in the workplace. As work related stress is a growing concern around the world, it is becoming increasingly common that the injury is psychological, rather than physical. These injuries can happen at any time. It could happen at your predominant place of employment, whilst you are offsite visiting clients or at worksites. It can even happen whilst you are travelling to and from work.

Unlike psychological injuries, physical injuries such as a broken leg, or a fractured wrist are easy to identify. However, work-related mental health conditions (aka psychological injuries) have become a major concern in the workplace, because not only do they affect our mental state they can also result in negative physical symptoms.

They also have a negative effect on the workplace. Claims involving mental health conditions are usually associated with long periods away from work and higher than average claim costs. Safe Work Australia reports that each year 7200 workers are compensated for work-related mental health conditions and approximately \$543 million is paid in workers compensation for psychological injuries.

Claims involving psychological injuries are also on the rise. Did you know that it is estimated that 50 per cent of the workforce will have suffered from some form of mental illness by the end of 2020? Research indicates that job stress and other work-related psychological hazards are emerging as the leading contributors to the burden of occupational disease and injury.

WHAT IS A WORK-RELATED PSYCHOLOGICAL INJURY?

In accordance with the *Workers Compensation and Rehabilitation Act 2003*, a work-related psychological injury must have arisen out of, or in the course of employment. However, employment must be a significant contributing factor to the injury. Therefore, it excludes psychological disorders arising out of, or in the course of:

- Reasonable management action taken in a reasonable way
- A worker's expectation or perception of reasonable management action being taken against the worker
- Action by the Workers Compensation Regulator or an insurer in connection with a worker's application for compensation.

Reasonable management action, taken in a reasonable way can include: -

- An action taken to discipline, transfer or dismiss a worker;
- A decision not to award a benefit in connection to a worker's employment, including promotions, reclassification or transfer.

WHO HAS OBLIGATIONS, AND WHAT ARE THEY IN RELATION TO PSYCHOLOGICAL HEALTH AND SAFETY?

An **employer** has the primary duty to ensure, so far as reasonably practicable, workers and other people are not exposed to psychological health and safety risks.

An **officer**, including senior executive officers of Council, have a duty to exercise due diligence to ensure the employer complies with their duties under the health and safety laws. This includes taking steps to understand psychological hazards and risks associated with the workplace and ensuring appropriate

resources and processes eliminate or minimise risks to psychological health.

Workers have a duty to take reasonable care for their own health and safety and to not adversely affect the health and safety of other persons. Workers must comply with reasonable instructions, as far as they are reasonably able, and co-operate with reasonable policies and procedures as well as their obligations as local government officers.

HOW SHOULD RISKS TO PSYCHOLOGICAL HEALTH AND SAFETY BE MANAGED?

Managing work health and safety risks is an on-going process. Risk management is a proactive process that helps you respond to change and facilitate continuous improvement. The risk management process can be used and involves four steps:

1. Identify psychosocial hazards
2. Assess the risk
3. Control risks
4. Review risk controls

You may also consider the need for mental health first aid officers within your workplace. Having appropriately trained employees can assist both workers, who may be at risk of a psychological injury, and employers.

Effective management of psychological health and safety risks starts with a commitment from everyone that operates in a workplace. For more information on how you can ensure your work environment is not exposed to psychological health and safety risks, get in touch with Preston Law on 4052 0700 and speak to an employment lawyer today.



RURAL MANAGEMENT CHALLENGE

IN LATE 2019, 25 COUNCIL TEAMS ADOPTED THE FICTIONAL BANKSIA SHIRE COUNCIL PERSONA AND TOOK ON THE CHALLENGE OF DEALING WITH THE RANGE OF CHALLENGES THEIR NEWLY ADOPTED COMMUNITY WAS FACING.

Banksia Shire is a large council (of area, population is under 10,000) with a small coastline and western regions which include mining communities. It has good tourism potential (including some dinosaur fossils) and a small agricultural community which is under stress due to the drought/flood cycle of recent years. As a result of amalgamation in 2008, it now services three key communities which are very diverse both socio-demographically and in their expectations of council and its priorities.

During the day that teams acted as the Executive Management of Banksia Shire, they had to deal with a wide range of matters, most of which will be familiar situations for many of you in your own areas.

Banksia has three sporting clubs who claim financial stress as a result of increasing costs (one of which was water). These Clubs each want council to prop them up financially through grants and/or through relaxation of charges. They all submitted their cases and the 25 Banksia executive teams had to determine how they would respond to each. The facilitator was delighted to report that the processes adopted would have put the federal government to shame – neither a whiteboard nor pork barrel in sight!

Banksia council is on the front foot when it comes to weather event mitigation (remember, this was late 2019 so perhaps they were ahead of the game in their preparation). They are planning an education campaign for tourists and locals to ensure that no one, including the grey nomads who travel through the Shire, are caught in the expected annual floods. Teams designed the communication plans, ensuring that they tailored their messages to the wide range of affected groups.

Teams also had to work out what to do about a report which showed some anomalies in council vehicle usage, fuel purchases and mileage. They not only had to recommend actions to deal with the immediate issues and address any potential fraud but also had to consider how to mitigate this in the long term

through policies, training and potentially technological solutions.

Understanding the importance of measuring staff productivity and satisfaction, they also designed a streamlined and targeted survey concept to replace the traditional annual staff satisfaction survey. They had a difficult discussion with an officer who went off-script on a serious matter causing reputation damage to council.

The Mayor fronted up unexpectedly to get a media release done criticising the federal government for holding up the release of the dinosaur fossils for public visitation. Not long after that diplomatic effort of managing conflicting interests, a small group from the Friends of the Library Association staged a sit-in at the customer service area. They demanded a return of traditional library opening hours after a recent decision by council was implemented, shifting hours to cater for a wider range of community.

The teams also had to determine how a new grant allocation would be spent by developing a comprehensive community engagement plan, ensuring that even those quieter residents get a voice. And there was more...

And that was just in one day!

A great effort by all teams with teamwork, creativity and solid hard work on display.

In addition to the very valuable learning and silo-breaking, there was a competitive element and the winners for the events were:

SOUTHERN QUEENSLAND

Winner

Southern Downs Regional Council, CSI

2nd Place

Toowoomba Regional Council, Toowoomba Challengers

3rd Place

Western Downs Regional Council, Wind Turbines

NORTH QUEENSLAND

Winner

Cairns Regional Council, Feel the Sting

2nd Place

Douglas Shire Council, Tropical Avengers

3rd Place

Cassowary Coast Regional Council, Reef Rollers

CENTRAL QUEENSLAND

Winner

Isaac Regional Council, All Eyes on Isaac

2nd Place

Rockhampton Regional Council, Cape-a-Bull

3rd Place

Rockhampton Regional Council, Unbeefables



THE Leadership APPROACH

My most recent leadership experience has been working in and around IT leadership roles, building and developing teams to deliver technology services in local government, and it's not always a smooth journey. This article outlines some of the capabilities I believe evolving IT leaders need - hopefully these insights will provide you with ideas to think about as you consider your own professional development and that of your teams.

THE LEADERSHIP APPROACH FOR EVOLVING IT LEADERS

Technology is and will continue to have an increasing role in improving and changing the way services are delivered to our community and local government organisations.

IT leaders play a critical role in ensuring that technology can be leveraged to deliver organisational value. Increasingly, this is no longer just about the technology itself, although a thorough understanding of contemporary and emerging technologies is important. IT leaders must have the ability to evangelise, consult, influence and manage change across the organisation.

Like any leadership position, IT leaders must be commercially astute, have vision for change, be effective people leaders, great communicators, manage business partner relations and be results orientated. Increasingly, the key capabilities for an evolving and effective IT leader to invest in are strategic leadership, innovation, collaboration and change management.

STRATEGIC LEADERSHIP

Naturally, a large part of our working weeks are spent managing the operations we're responsible for. However, to be an effective IT leader, we must proactively dedicate time to strategic thought leadership and actions.

We must be well informed by local and global environmental factors and trends influencing and impacting the industries we

LEADING THROUGH TECHNOLOGICAL CHANGE

Welcome to the first edition of The Journal for 2020. This is my first time writing for The Journal and the first opportunity I have had to introduce myself as one of the newest Board members.

I was delighted to find out that I had been nominated to the Board as the SEQ Branch Director. It is critical that as leaders in local government we have an advocacy group representing our collective interests in the industry. LGMA Queensland is a great network of people and resources, whose depth of experience and knowledge of local government is second to none. Some of my immediate activities will include ensuring that we continue to demonstrate the value of being a member of the association and ensuring we are attractive to a diverse membership base.

work in: government, technology and other related industries. Having acquired this knowledge, connections can be formed to identify opportunities or mitigate risks for the organisation.

A simple example to demonstrate this is the changing nature of the workforce as a result of process automation, initially for a number of administrative tasks but longer term for specialist roles. A recent observation was that the average lawyer spends 25 to 40 percent of their time on activities that don't require a lawyer - combine that with the knowledge that the legal technology market is growing substantially (estimated to be worth US\$16 billion this year). What impact will process automation have on your organisation? Where could the additional capacity be best used by the organisation? How would we deal with change impacts on staff? Are our retraining and professional development programmes suitable for this level of change? What technology investments do we need to make to achieve these outcomes?

Being equipped with this knowledge positions you as a leader ready and able to contribute to the strategic conversations and planning activities for the organisation, influencing and inspiring the organisation to respond. A shift from communicating where the organisation has been to where it's going. Influencing and inspiring is what separates good leaders from managers and this is increasingly the case for IT leaders.

INNOVATION

Innovation isn't about a team of technical resources sitting in a room coming up with good ideas or buying the "latest" technology product. It's about shifting the mindset and culture of the organisation to challenge the status quo; break free from current ways of working and try new approaches; and to have the tools and frameworks to encourage taking calculated risks.

In an organisation where there is an innovative mindset and culture, everyone is responsible for innovation. Good innovation could come in the form of fostering cross-disciplinary teams coming together to work on solving a particular pain-point; or an experienced boiler-maker coming up with a safety feature on a piece of machinery specific to a local government function. It's

TIP FOR 2020

When putting a date on documents you are signing this year, always write the year in full (i.e. 12/1/2020). This will prevent anyone amending the date by adding a number after the '20' to create a new date.

encouraging the mindset to challenge the current state; the confidence for individuals and teams to express ideas; and the frameworks and tools to capitalise on the opportunity.

As IT leaders we must lead the way when it comes to building an innovation culture and mindset. Demonstrate how multi-disciplinary teams deliver great outcomes and share these stories with your strategic partners; ensure that the methods and frameworks you're responsible for offer the delivery cadence required to seize innovative ideas that deliver value; and that you personally provide space for your teams to offer innovative solutions.

COLLABORATION

Create a great network of professionals to seek and share advice. Good leaders continuously collaborate in their networks, using their peers and partners to share ideas and thoughts long before they become commitments or delivery activities. This is critical given the broad nature of influence and decision making required by IT leaders. This may be confronting at first, but in a well-supported environment where collaboration is two-way, you'll be surprised by the outcomes that this type of collaboration can achieve.

Where idea sharing occurs early in the process, the celebration of success, or constructive reflection on issues, will be more widely shared which reinforces a commitment to the network and value in the collaboration.

CHANGE MANAGEMENT

If people have the right attitude to technology, disruptions coming at speed become more manageable. This requires IT leaders that are trusted and can 'story-tell' the need for change, shifting them from being order takers to strategic partners that influence the culture of the organisation ready for the level of change required.

A connection with people and teams at an emotional level is required, generating empathy and faith in the vision and need for change - generating an adaptability in people and having them become our change champions.

It is also critical that change is aligned to the broader organisational objectives. What

seems like a good idea from a technology perspective may not be aligned with the organisational agenda, or more often, the timing is not aligned. An example in local governments may be the concept of a modern workspace - many organisations all over the world are embracing innovative ways of working, particularly in teams and from disperse locations. But is this required yet in your local government, is there an appetite culturally to move to this model? Timing can be everything when it comes to embracing some of the contemporary technologies in your organisations - make sure the capabilities are on your roadmaps and that the organisation truly appreciates the benefits, but more importantly, that your timing with the organisation's objectives and readiness is appropriately aligned. Change readiness assessments are a great tool to use with your strategic partners to ensure you get these timings right.

Lastly resilience and negotiation capabilities. Faced with ambitious endeavours, IT leadership can be difficult and there will be many challenges with leading large-scale change. Resilience is a key to success and should be practised to ensure that change management activities stay the course. Be a good negotiator and provide your teams with negotiation training; and introduce and educate your teams to frameworks such as the Kotter Model to support change efforts.

I am really looking forward to continuing to be a part of the LGMA Queensland journey, and to assist and represent you in your aspirations as local government leaders. Please feel free to reach out to me on any matters you believe are relevant, I'll be very happy to assist.

DIRECTOR SEQ

Robert Andrews



Update from

THE NATIONAL BOARD

A LOT HAS BEEN HAPPENING AT THE NATIONAL OFFICE OF LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA (LGPA) AND THE FOLLOWING IS PROVIDED BY WAY OF AN UPDATE ON OUR ACTIVITIES IN THE RECENT MONTHS.

ADVOCACY

In September we met with Minister Nola Marino, Assistant Minister for Regional Services, Decentralisation and Local Government, Minister Mark Cooltong, Minister for Regional Services, Decentralisation and Local Government and a number of senior department heads at the Department of Infrastructure, Transport, Cities and Regional Development and the Department of Industry, Innovation and Science in Canberra.

Our meeting with Minister Marino was to discuss financial sustainability, grant programmes and the future direction of regional development policy and 'Regional Deals'. The assistant minister advised that local government needed to be more organised on project delivery and work was being done in relation to guidelines for Regional Deals, noting not everyone will get a Regional Deal.

With Minister Coulson, we discussed Financial Assistance Grants and how LGPA may be able to assist in tracking grant impacts. There is certainly a need to provide more information on how important this funding is to local government and continued service provision in communities – a further opportunity for LGPA to highlight some good work being done by councils.

First Assistant Secretary, Regional and Local Government Division, Di Hallam, advised that the spending of grants by local government is low and suggested local government needs to get more organised. We identified good opportunities to work closely together with the Department in the future.

Richard Woods, First Assistant Secretary, City Policy Division also discussed our financial sustainability. Richard is responsible for the Smart Cities Plan and City Deals, which was outlined, as was the work being done by LGPA to improve the workforce and integrity of the sector.



Signing MOU between LG Professionals Australia and ICMA with ICMA President Karen Pindos and ICMA Executive Director Marc Ott.

All meetings appeared to go very well and Clare Sullivan, our CEO, is working to establish and build relationships within the Federal Departments to benefit the sector as a whole. We are confident that by remaining in constant contact with the senior officers within the Department we will be in a position to be on hand to assist in framing policy that impacts our communities into the future.

SUBMISSIONS

In November, LGPA made a submission to the Federal Government in relation to Cyber Security. The basis of our submission was that we had identified five ways that the Australian Government could support local government in improving cyber security, those being: -

1. developing a minimum set of standards and compliance certifications or expanding the application of existing Commonwealth standards to local government;
2. increasing Government-provided incentives and training in the recruitment of skilled IT workers in the cybersecurity field, particularly in encouraging work in regional and remote areas;
3. providing resources and training assistance to improve or deliver cyber awareness training for the broader local government workforce;

4. improving access to relevant material through filters or industry specific pathways to improve uptake of the Australian Government's Australian Cyber Security Centre resource site; and
5. assisting in the identification and classing of critical infrastructure and then developing appropriate management plans to increase the understanding of risk and thus the security of this infrastructure.

More recently we provided a media release in relation to the Call for National Leadership on the Waste Export Ban.

LGPA identified the following ways to support local government to support the ban:

1. promoting and supporting the development of regional recycling hubs across Australia through collaboration between local government and private enterprise;
2. considering State and Federal investment opportunities into recycling infrastructure from supporting start-up technologies to upgrading existing facilities and constructing new, high-quality reprocessing and repurposing facilities;
3. changing procurement policies for all levels of government to include the use of locally processed recycled materials in projects;

4. encouraging State Governments to reinvest a higher proportion of State levies back into councils for the investment into recycling;
5. providing national policy guidance and standards on kerbside recycling and education programmes including product stewardship and reducing single-use packaging; and
6. reviewing the current recycling sector for more transparency, quality assurance and competition.

The full media releases on both submissions are available on the website <https://lgprofessionalsaustralia.org.au>.

CANBERRA BEHIND THE SCENES

The 'Canberra Behind the Scenes' initiative offered a true 'Canberra experience'. The event opened with a dinner at Canberra's iconic Ottoman Cuisine which allowed for introductions and networking between local government officials, proving just as valuable to delegates as the main event.

Thirty-five local government delegates seized the opportunity to attend the meetings between the heads of Federal Government departments and local government Minister's and themselves, representing their councils. Those meetings also provided the opportunity to network with senior government officials and find out from the decision makers in Canberra where funding programmes really lie. This initiative was well received, a sell-out, and future similar events are being arranged for 2020. The feedback from those who attended the exclusive event was extremely positive and attendees got value from their attendance.

OVERSEAS REPRESENTATION – SOLACE (UK) AND ICMA (USA)

In October, I was fortunate to represent LGPA at the conferences of SOLACE in Birmingham and ICMA in Nashville. We have reciprocal arrangements with both.

While it is important to keep the International ties strong and continuously look for opportunities to work and share, it was also valuable to experience first-hand the impacts faced by senior executives serving their communities in other countries.

The services provided may vary but impacts faced are very similar. At the SOLACE and ICMA conferences dealing with financial sustainability was at the top of the list. Particularly in the UK, the level of financial support from Central Government is impacting the delivery of services and the councils there are looking at other revenue streams.

The SOLACE conference was well attended with over 500 delegates attending the three days. The theme of the conference was "A fresh perspective on the future" and whilst we have our differences in relation to the services we provide, there are more similarities than differences.

Financial Sustainability and Integrity were two themes evident across the presentations throughout the conference. The conference programme included keynotes, plenary, sub-plenary and breakout sessions. There were four themes to the sub-plenary sessions: Organisations of the Future; Places of the Future; Communities of the Future; and Workforce of the Future. These themes flowed through to the break-out sessions also.

At the ICMA Conference in Nashville, there were record numbers with over 5,000 delegates in attendance. The venue was the Music Centre which is an enormous facility that spans 3 blocks and has four levels. The conference utilised all four levels and almost all available meeting rooms. Sessions were categorised under: Learning Labs; Education Sessions; Solutions Track; Field Demonstration; and Roundtables.

There are certainly opportunities to continue our work with our international affiliates and a lot we can learn from, and share with, one another. The international theme was very evident at the ICMA with a series of international meetings and events. They take the 'I' in ICMA very seriously but still acknowledge they should not lose sight of the issues facing the US.

During my time at the international sessions there was a request from delegates to hear more from Australia at future events. LGPA has submitted three conference papers for consideration at the 2020 ICMA Conference.

A subscription service is available for news from the National Office by going to the website and 'Subscribe to Local Government Update' at the bottom of the page.

I hope this update is useful and I look forward to seeing you all at the joint LGPA/LGMA Conference on the Sunshine Coast in August.

ONE OF THE COMMENTS FROM AN ATTENDEE AT THE EVENT:

"THIS WAS A HIGH-QUALITY EVENT. I WILL CERTAINLY BE SUGGESTING OTHER MEMBERS OF MY SMT ATTEND IF RUN AGAIN."

– BRETT STONESTREET, GRIFFITH CITY COUNCIL

LGPA PRESIDENT
CEO CARPENTARIA
SHIRE COUNCIL

Mark Crawley





OBSERVATIONS ON LEADERSHIP – A MILITARY PERSPECTIVE

“THE MILITARY IS SET APART FROM OTHER PROFESSIONS BECAUSE SOLDIERS MUST BE PREPARED TO USE DEADLY FORCE AND HAVE THE COURAGE TO OVERCOME HOSTILE FORCES. ARMY LEADERS EXERCISE A PROFOUND RESPONSIBILITY BECAUSE THE CONSEQUENCES OF THEIR DECISIONS AND ACTIONS AFFECT THE LIVES OF SOLDIERS, THEIR FAMILIES, THE ENEMY AND NON-COMBATANTS. LEADERS DRAW FROM DEEP-ROOTED VALUES AND PROFESSIONAL COMPETENCE TO DEMONSTRATE RESOLVE TO DO WHAT IS RIGHT AT THE RIGHT TIME FOR THE RIGHT REASON.” 1

Although the above quote has been taken from US doctrine, it is an apt description of the vital importance of good leadership within a military context worldwide. However, good leadership is also critical for the effective functioning of all organisations. As a solicitor acting for LGM Queensland since its inception in 1994, defending local governments against public liability and professional indemnity claims, I have observed many situations resulting in injury or economic loss that was caused, indirectly, by failures of leadership. 25 years as an army reserve officer in the Royal Australian Infantry Corps of the Australian Army, including the last three years as a Company Commander of 150 men and women, has also given me personal insight into what works – and doesn't – when leading subordinates.

MISSION COMMAND

As a starting point, it is necessary to understand that, while individual leadership styles vary, the Australian military's approach to command and leadership is based on Mission Command – in short, directing the effort to achieve a why, but not how. Giving all subordinates the commander's purpose, method, end state and key tasks to be achieved allows a subordinate freedoms of action, and promotes disciplined initiative and ingenuity. Of course, any constraints considered necessary are imposed upon the subordinate. The subordinate develops a plan, (where time permits) back briefs the commander to ensure that the plan aligns

with the commander's overall plan, receives any necessary guidance and clarification of the commander's intent, then executes the plan.

While a commander will oversee the entire plan, they will often focus most upon the main effort – that part of the plan that is most crucial to achieving the overall mission – safe in the knowledge that all subordinates understand the commander's intent and can continue to play their part in the orchestrated outcome without close supervision.

AS A STARTING POINT, IT IS NECESSARY TO UNDERSTAND THAT, WHILE INDIVIDUAL LEADERSHIP STYLES VARY, THE AUSTRALIAN MILITARY'S APPROACH TO COMMAND AND LEADERSHIP IS BASED ON MISSION COMMAND – IN SHORT, DIRECTING THE EFFORT TO ACHIEVE A WHY, BUT NOT HOW.

It is therefore crucial, in any new team or as the situation changes, to set the scene for all subordinates so that they understand why they are doing something, not only what. This ensures all are working towards the common goal, giving a sense purpose

and belonging to the team.

While corporate management does not necessarily entail the same imperative of fast decision-making processes to exploit opportunities as they present, the use of such a system has benefits to any organisation and the following observations can be effectively applied in any situation.

OBSERVATIONS

Personal and Professional Integrity - A leader must always do the right thing, whether someone is looking or not. Core values of a leader are underpinned by ethical conduct and good ethics are not a hit and miss concept to be observed sometimes but not others. A good leader should always have the personal and professional integrity to make the (sometimes hard) decision to do the right thing, every time.

Develop the Individual - Professional development of each team member is important – not only for their own development but for the organisation. Key personnel may become incapacitated or leave the team and redundancy of talent is critical to ensure smooth transition of staff.

To ensure an individual is developed to their full potential, a leader needs knowledge of the individual's strengths and weaknesses. It also requires a certain element of trust that the individual will remain with the organisation. However, a concern that an upskilled employee will leave should not be a reason not to invest in the individual – failure to do so will be even more likely to

produce that outcome.

Maintaining an individual's interest in the job and keeping it challenging assists retention. Organisations should institutionalise interesting, effective and challenging training for staff at all levels. It should be part of the normal business of the organisation and should be viewed as a critical activity to be planned, resourced and integrated into all the collective and individual activities conducted by the organisation. Staff should be given more responsibility commensurate with their training and capabilities. Further, taking a holistic view of the organisation is necessary - enabling (and encouraging) lateral transfers internally will be of considerable benefit to the organisation, and if this thinking is adopted across the whole organisation, will produce opportunities for new, pre-skilled members of your team.

Develop the Team - Any team will involve people with different skill sets, skill levels and life experiences. Ensuring a tight team will not only reduce time taken in dealing with distracting HR issues but will allow the team to leverage talented individuals – a force-multiplier providing outcomes better than each individual effort can provide. Sometimes, the composition of a team will need to change to align with the task at hand. Success will depend on a small team's ability to readily build relationships with others within the wider organisation. Interaction with, and training delivered by, other sections of the organisation is an excellent way of developing deeper understanding across the organisation and enables task-oriented teams to quickly form and reform, depending on the specific task at hand.

At a less macro level, cohesiveness of the team will develop a sense of belonging, a desire to meaningfully contribute to the team goals and retention of talent. A cohesive team is based on mutual trust, up, down and amongst peers - trust in ability and in performance.



Mark is a Partner of King and Company Solicitors and for in excess of 25 years has defended local governments from civil litigation claims. In his parallel career, he is a Major in the Royal Australian Infantry of the Australian Army and has gained significant experience in the application of tactical and operational planning, leadership, management and teamwork. He has held various command positions, and has been awarded prizes for tactical planning excellence, and the prestigious Sword of Honour. Until 1 January 2020 he was Officer Commanding Bravo Company, 9th Battalion, the Royal Queensland Regiment. During this tenure he also deployed on Operation Sovereign Borders, in the role of Officer Commanding the Transit Security Element of Joint Task Force 639. He is currently posted to the Australian Command and Staff College (Reserve), where he is studying for promotion to Lieutenant Colonel. The views expressed in this article are those of the author, and do not purport to reflect the views or opinions of the Australian Army.

1. Army Doctrine Reference Publication 6-22: Army Leadership.

LEADERSHIP STYLES WILL VARY WITH THE INDIVIDUAL AND WHAT IS EFFECTIVE IN SOME SITUATIONS WON'T BE IN OTHERS.

Plan Two Down, Task One Down - While it is imperative that your plan produces the effect you require, unless there is good reason, it is unwise to unnecessarily restrict or usurp the authority of the immediate subordinate in their decision-making process. Doing so results in micromanagement that fails to develop your immediate subordinate and has the potential to affect how their subordinates see their superior. When giving a task, where possible, give it to the subordinate that has the assets or abilities within their team, and trust them to assign the tasks accordingly. If no subordinate team has the required asset or skillset within it, the solution should be task-assigned for the project.

Keep the team informed - Situations will often change. Like commanders, managers will demand timely and accurate reports of new developments. However, it is crucial to also keep the whole team informed of changes that come from such developments, and how that affects the plan. This enables shared understanding and ensures that all are on track on the current version of the plan.

Deal with Staff Issues - It is important that you not only deal with staffing issues in a timely way, but that you are seen to do so. Often, the individual concerned may not be aware of their performance issues and early counselling will resolve the issue before it becomes a problem. Staffing problems that are left to fester cause morale problems within the team and can have the unintended effect of the wrong staff members leaving. Where there is a problem requiring more severe action, the band aid should be ripped off quickly (with the appropriate legal and HR requirements in place). Sitting on one's hands in the hope that the problem will resolve itself will rarely produce the desired result.

Accept Prudent Risk - Micromanagement is rarely welcome. Subordinates should be given freedom of actions, with defined

left and right of arcs, so that they know their constraints and opportunities. Once a person's skillsets are known, additional freedoms can be granted or guidance provided in appropriate areas. But the individual must be permitted to have certain freedoms of action, both in order to develop their sense of responsibility and so that you can make an assessment of their abilities under different situations (which leads us to the final point).

Permit Failure - Failures provide the best lessons. Where possible, a subordinate should be given permission to fail. This develops initiative, and encourages investment in your plan. Failures should, of course, be corrected, but the opportunity to have the responsible individual learn the lesson first hand is invaluable to their professional (and personal) development.

CONCLUSION

Leadership styles will vary with the individual and what is effective in some situations won't be in others. The above observations can be applied throughout any style of leadership and at all levels. Empowering the individual and the team will have noticeable results in the cohesiveness of the group and the effect that it can achieve, leading to better, faster decisions, a desire to be an effective member of a team and retention of quality people.



THINKING ABOUT ADOPTING NEW TECHNOLOGY? THINK ABOUT PRIVACY RISKS!

Have you implemented or are you looking to introduce new technology that will bring innovation to projects, services, initiatives and systems?

Smart technologies are opening doors to new ways of doing things from tailored apps that help solve or report problems, to equipment, hubs and sensors that can improve public safety, environmental impacts, energy consumption and local planning.

We all strive to be innovative and create smarter ways to work, but what if this smart tech starts to impact on the privacy of the people you serve? If new technology fails to protect an individual's personal information, it can erode trust, jeopardise public take-up of services, expose individuals to risk and damage council's reputation.

Privacy Impact Assessments (otherwise known as PIA) are a simple and widely adopted tool that can help councils identify and minimise the privacy risks to themselves and the community. Governments and businesses have increasingly used PIAs in Australia and abroad to help ensure good outcomes for projects, policies and new technology.

DID YOU KNOW...?

Last year in Queensland, 61 local governments self-assessed their privacy performance. Eighty-nine percent said they had work to do when it comes to carrying out effective PIAs in their local government.

PRIVACY IMPACT ASSESSMENT

If your council is thinking of introducing new tech that involves handling people's personal information, it's important to consider all the possible impacts.

A PIA is simply a tool to:

- identify the impact that a project might have on the privacy of an individual's personal information
- make recommendations on how to mitigate those identified risks.

Councils must comply with Queensland's Information Privacy Act (IP Act) and a PIA aims to uncover any risks of non-compliance and aid compliance.

Queensland Privacy Commissioner, Phil Green, says while the IP Act doesn't explicitly require agencies to undertake PIAs, it's good practice and should be part of core business activities when planning new projects involving personal information.

"We strongly encourage taking a 'privacy by design' approach and making privacy a key consideration in the early stages of a project and throughout its lifecycle," Mr Green says. "On top of this, making PIAs publicly available is essential to building community trust and confidence in the uptake of these new initiatives."

WHEN TO DO A PIA

A PIA should be conducted early enough in the development of a project so its findings can influence the design. It should also be revisited and updated if changes to the project may create new privacy impacts that weren't previously considered. PIAs should continue to be reassessed once the project is in operation too.

The full PIA process is outlined in the Office of the Information Commissioner's Guideline: Undertaking a Privacy Impact Assessment, which is available on their website, along with supporting resources, such as the threshold privacy assessment tool and PIA report template. While each project is different, a PIA should generally include the following steps:

1. Conduct a threshold assessment
2. Plan the PIA
3. Describe the project
4. Identify and consult with stakeholders
5. Map the personal information flow
6. Identify the privacy impacts
7. Identify options to address the privacy impacts
8. Produce a PIA report
9. Respond and review

CASE STUDY: THE BENEFITS OF DOING A PIA

A local government organisation designs a mobile app so residents can report on the location of potholes. It offers a range of efficiencies such as preventing damage to vehicles and speeding up the process of locating and fixing potholes. At face value, the app doesn't appear to be risky but, on closer inspection, while carrying out a PIA we find it could:

- collect unnecessary audio information
- ask inappropriate and unnecessary demographic questions
- use an insecure channel to communicate data back to a server
- aggregate data about the location of the mobile device with other data
- use location data to uniquely identify individuals
- sell data to car manufacturers about how their cars handled potholes
- disclose someone's location allowing their house to be robbed when they aren't at home.

These are just a few of the possible privacy impacts for residents who use the app. So, what are some of the controls that could be put in place to mitigate the identified privacy risks? Some examples include:

- adopt a policy that prohibits or limits collection of personal information and combining data with external data sources
- exclude collection of car information
- obfuscate the communication channel with encryption
- audit the mobile app's records to ensure they aren't selling data to third parties.

(This example is taken from the work of privacy expert Jason Cronk and his book Strategic Privacy by Design, an IAPP publication, pp. 140-143)

FOR MORE INFORMATION

Visit the Office of the Information Commissioner's website www.oic.qld.gov.au

Contact the OIC Enquiries Service for assistance or if you have questions:

Phone: (07) 3234 7373 or 1800 642 753
Email: enquiries@oic.qld.gov.au

QUEENSLAND PRIVACY
COMMISSIONER, OFFICE
OF THE INFORMATION
COMMISSIONER

Phil Green





WHAT TO EXPECT IN THE 2020 LOCAL GOVERNMENT ELECTIONS – ECQ UPDATE

THE ELECTORAL COMMISSION OF QUEENSLAND (ECQ) IS COMPLETING FINAL PREPARATIONS FOR THE 2020 LOCAL GOVERNMENT QUADRENNIAL ELECTIONS AS THE DATE OF THE ELECTION APPROACHES.

Shortly, local governments across Queensland will see the results of these preparations and an update on the behind-the-scenes preparations is provided below. Leading into the impending commencement of the caretaker period for councils, here is what to expect in the period leading up to and following a local government election.

THE ELECTION PERIOD

With election day set to be 28 March 2020, the ECQ intends to publish the Notice of Election on 22 February, which will mark the commencement of the election period as well as the caretaker period. Caretaker period will likely extend past election day up until all mayoral and councillor elections within a local government area are declared and the results displayed in the local government's public office. For more information on caretaker period, the Department of Local Government, Racing and Multicultural Affairs has released a factsheet that can be found on their website.

ELECTION STAFF

At the end of 2019, the ECQ delivered face-to-face training for 147 Returning Officers (ROs) and Assistant Returning Officers (AROs) over a seven-week period in both Brisbane and Cairns. These ROs and AROs, who are appointed by the ECQ to be responsible for the conduct of the election in each local government area, received five days of training on each stage of the election including:

- recruitment of staff
- candidate nominations
- voting systems
- counts, and
- declaring the results of the election.

To ensure ROs and AROs are well resourced for their role, the face-to-face training will be supplemented by online training and handbooks. ROs and AROs will receive further face-to-face training in January and February on the use of a new election management system.

ROs and AROs will shortly be moving into office locations in their respective local government areas, which in most cases will be open following the Notice of Election.

To deliver an election, the ECQ relies on thousands of staff across the state to work before, on or after election day. To recruit enough staff, an Expression of Interest has been open for people to register with the ECQ. To date, almost 8000 people have registered an application for a range of roles including supervisors for polling booths, issuing officers and count assistants. Anyone interested in applying can:

- go to the 'Working at an election' page of the ECQ's website
- click on "Online Portal"
- Click on "Register online now" and select "lodge an expression of interest"
- Select the local government area you wish to work at, and
- Complete the full application as requested.

Lodging an expression of interest takes approximately 20 minutes. ROs will review applications for their local government area with offers of employment due to start from around eight weeks before the election, and continuing through the election period.

AWARENESS-RAISING ACTIVITIES

Leading into the election, the ECQ will deliver a broad awareness-raising campaign aimed at ensuring voters are informed about the date of the election, the voting options available and the need to ensure enrolment details are up-to-date. The campaign will be delivered through a range of channels including television, radio, print and digital to ensure broad reach across all voters in Queensland. A Voter Information Card will be sent to voters to ensure they are aware of the election and provide efficiencies in the voting process. Additionally, a trial of an electronic Voter Information Card will also be undertaken to provide the card in electronic form to voters who have listed their email address on the electoral roll.

ELECTION LOCATIONS

Across Queensland, there will be over 1,300 polling locations operating on election day and approximately 140 early voting centres. The location and operating hours of all polling booths and early voting centres will be available on the ECQ website following the Notice of Election. In most instances, early voting will be available for two weeks prior to election day operating from 9am to 5pm in the first week and extending to 6pm in the second week. On election day, all polling booths will open between 8am and 6pm, however, it is recommended to confirm the operating hours of a particular polling booth on the ECQ website.

FULL POSTAL BALLOTS

The Minister for Local Government, Racing and Multicultural Affairs has approved the local governments that can undertake full postal or hybrid ballots. Electors in postal ballot areas will automatically have postal ballot material sent to them. Affected local governments can assist in ensuring electors are aware that postal ballots are being conducted through including details of postal ballots in council communications to the community. Electors should also be encouraged to check their enrolment with the Australian Electoral Commission to ensure their address details are up to date.

THE COUNTING PROCESS

After the close of polls at 6pm on election day, a preliminary count will be conducted in polling booths and the results progressively published on the ECQ website. Preliminary counts are unofficial and the ECQ does not declare a result based on the outcome of these results. The official count commences under the control of ROs from the Monday after election day. The website will be continually updated as counting is conducted.

In instances where the outcome is not clear in the official count, due to the number of outstanding postal votes being greater than the margin between the two final candidates, the ECQ is required to wait 10 days after the election to allow for postal votes to arrive. The cut off for the return of postal votes will be 7 April 2020 after which the results can be finalised and declared.

CANDIDATE RESPONSIBILITIES

At the Notice of Election, nominations for the elections will also open to any eligible person to run for election as a Mayor or Councillor. Any announced candidate who had already made public their intention to run for a local government election prior to the Notice of Election must formally nominate. Under new requirements, candidates must complete mandatory 'So you want to be a councillor' training delivered by the Department of Local Government, Racing and Multicultural

Affairs. Additionally, if the announced candidates have collected any gifts or incurred any electoral expenditure prior to nomination, these must also be disclosed to the ECQ through the Electronic Disclosure System. The ECQ has published a range of resources, including handbooks, fact sheets and guides, explaining nomination and disclosure requirements which are available on the ECQ website.

It is also important to be aware that successful candidates cannot take office until they have complied with their obligation to lodge an election return to the ECQ within 15 weeks of election day. CEOs will be notified roughly 10 weeks after election day if a successful candidate has not lodged an election return. Any individuals who believe internet access may be an issue for disclosure by candidates should advise the ECQ who can provide paper forms as an alternative.

KEY ELECTION DATES



There are several stages to the election process. The proposed dates for the key stages of the 2020 local government elections are listed below. These dates are subject to change and will be formally confirmed upon publication of the Notice of Election.

22 February	Notice of Election
22 February to 3 March	Candidate nominations
22 February to 28 March	Postal voting
28 February	Close of electoral roll
4 March	Ballot paper draw
4 March to 19 March	How-to-vote card review
From 16 March	Early voting commences
28 March	Election day
13 July	Election summary returns due



RETIRED MEMBERS LUNCH



The annual retired members Christmas lunch was held in November at the Pullman Hotel which overlooks King George Square, Albert Street Uniting Church and the Brisbane City Christmas tree (which had just had its lights turned on). A relaxed lunch, everyone enjoyed catching up and sharing tales.

A number of members received certificates recognising their long association with LGMA, IMM and, in some cases even IMA. These were announced at the AGM but we had not had an opportunity to present in person until this luncheon. There were:

20 years
Ian Badham
Carl Manton
Chris Payne

30 years
Ian Flint

40 years
Murray Hilton
Graeme Kanofski
Gary Kellar
Graham Reid

50 years
Ron Irvine

Vince Corbin OAM achieved 60 years of affiliation. Regrettably, Vince was suffering from respiratory issues as a result of the bush fires in his region and was unable to attend. But such is his commitment that he sent his lovely wife Karen along to represent him and accept the certificate on his behalf.



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:

Zala Chatur
CEO Cherbourg Aboriginal Shire Council
Greg Chemello
CEO Moreton Bay Regional Council

Paul Hockings
CEO Barcoo Shire Council
Andrew Johnson
CEO Somerset Regional Council
Garry Jeffries
CEO Doomadgee Aboriginal Shire Council
Mark Kelleher
CEO Hope Vale 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

CALENDAR OF EVENTS 2020



FEBRUARY

14 Australasian Management Challenge – nominations close

MARCH

4 Human Resources Forum – Brisbane
4 Onboarding Forum (for Council Officers) – Brisbane
5 CEO Forum and Dinner – Brisbane
6 ILG CEO Forum - Brisbane
28 Queensland Election

APRIL

1 International Manager Exchange – nominations close
6 Young Manager of the Year – nominations close
8 LGMA Queensland Awards for Excellence – nominations close
29-30 Inspire Conference – Brisbane

MAY

6-7 Australasian Management Challenge (teams will be allocated to one of these days)
27 Forum - Brisbane
28 LGMA Queensland Awards for Excellence Gala Dinner

JUNE

16 Office Professionals Forum – Brisbane
16 Communications Forum – Brisbane

JULY

29 Manager of the Year – nominations close

AUGUST

4 Procurement Forum – Cairns
5 Governance Forum - Cairns
6 ILG CEO Forum – Cairns
24-26 LGMA Queensland Local Government Conference

SEPTEMBER

8-10 Executive Management Programme - Brisbane

OCTOBER

7-8 Women in Local Government – Brisbane
14 Human Resources Forum – Townsville
14 Finance Forum - Townsville
21 SQ Rural Management Challenge
22 SQ Regional Branch Forum

NOVEMBER

11 NQ Rural Management Challenge
12 NQ Regional Branch Forum
19 CEO Forum - Brisbane
20 ILG CEO Forum – Brisbane
20 Retired Members' Christmas Luncheon
25 CQ Rural Management Challenge
26 CQ Regional Branch Forum



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

For more information about LGMA Queensland and *The Journal*, please contact us at admin@lgmaqld.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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DESIGN & PRINT

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