



LOCAL GOVERNMENT
MANAGERS AUSTRALIA
QUEENSLAND INC.

the journal

OF LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND

OCTOBER 2020



Celebrations



FROM THE PRESIDENT'S DESK

I LOVE QUOTES. THEY PUT THINGS INTO PERSPECTIVE AND MAKE YOU REFLECT OR BE INSPIRED. PERHAPS ONE QUOTE THAT IS RELEVANT TO THIS TIME IN HISTORY IS FROM WINSTON CHURCHILL – “THOSE THAT FAIL TO LEARN FROM HISTORY, ARE CONDEMNED TO REPEAT IT”.

Leading during a pandemic is a great challenge but if we are not careful, we can lose sight of the fact that this is not the first time that communities have had to manage a pandemic. There are lessons to be learnt from previous pandemics that are somehow being lost in the frantic 24/7 news cycle of today which favours glib media commentary over substance and thoughtful analysis. As leaders, that's why it is important for us to sit back and think about what we can learn from history. Certainly, the 1919 Spanish flu pandemic taught us that major pandemics normally have multiple waves, that the economic impacts linger for years and that pandemics don't finish with a bang but with a whimper as resistance gradually builds up - whether by herd immunity or a vaccine. Unfortunately, in the “quick fix” mentality of our modern world, we have lost sight of some of the lessons of past history.

That's why as leaders, it's important for us to read widely and understand the context of the current challenges. People look to us for advice on how to manage in this complex world. In giving that advice, we need to remember the historical context and give our advice based on solid evidence. The modern new cycle rewards the “dumbing down” of debate and, of course, the reality is that the current challenges are quite complex.

For example, opinions are freely offered regarding the impact of the pandemic on the economy with blanket statements being put forward on the economic impacts. Of course, the truth is much more nuanced with some parts of the economy actually booming at this time (think the digital sector, caravan sales and wine shops) while others are doing it very tough. Even when you dig down to individual sectors such as tourism, some geographic parts of Queensland are doing well while others aren't and

some sectors of the tourism industry are doing well (caravan parks, some accommodation venues) while others are really struggling (backpackers, organised tours etc.). The reason why this detailed analysis is needed is so that we can make sure that our responses to the pandemic are tailored appropriately. Applying a blanket solution might be appropriate at a national level but at the local level we have the ability to target and focus our local solutions.

We also need to remember that many of our staff have been attracted to work in local government over the years because local government has traditionally provided certainty and security. There is not much of that around at the moment so it is natural that many of our staff are feeling anxious and uncertain about the future. That brings me to an old army saying – “*The troops never panic until they see the officers running*”. Whether we realise it or not, our staff look to leaders in their organisation to set the tone in uncertain times. What tone are you setting? I'm always impressed with those leaders who project calmness and level headedness in a crisis. That's why when emergency services personnel like ambulance staff arrive on the scene, they walk to the patient and work in a measured, non-panicked way.

Many of our staff and our community get their information from reliable sources like Facebook. (That's sarcasm in case anyone didn't realise!). Again, one of the key roles for our LGMA members as leaders of our organisations is to provide good information to the right people at the right time. We also need to be honest with our staff that sometimes, we don't have all the answers. I've started

“Sometimes, it falls upon a generation to be great. You can be that great generation. Let your greatness blossom.”

to use the term “*scenario future*” to try to describe what might be coming next. There is no one certain future. There are, however, quite a few different scenarios that might play out in the coming months/years and we need to plan for all of them. Maybe that's the best thing to tell our staff - while we aren't certain about what will happen, we have plans that can deal with those various scenarios and history will point us in the right direction to those that are most likely.

And that brings me to possibly the most important point of all. Personal resilience is absolutely critical at this time. Different things work for different people to build that resilience and fortitude during these times. For me, an important part of my routine is regular exercise and Saturday morning yoga. It clears my head and helps me focus on what is important. It doesn't matter what you do as long as you do something to enhance your personal resilience. It's our time to shine with the challenges we face.

To finish with a quote from my favourite leader, Nelson Mandela, “sometimes, it falls upon a generation to be great. you can be that great generation. let your greatness blossom.”

It's our time!

Until next time.



PRESIDENT

Brett de Chastel
FLGMA

Minister for Local Government *Stirling Hinchliffe*

IT'S HARD TO BELIEVE JUST HOW QUICKLY THIS EXTRAORDINARY YEAR IS PASSING.

To say it's been challenging would be an enormous understatement and yet, because we have worked together for our communities, Queensland's health and economy remain in a much stronger position than many other places in Australia and around the world.

Our councils have been instrumental in this success through the tremendous leadership and guidance shown throughout 2020, and for that, I thank you. Not surprisingly, some of the nominations in the LGMA Queensland Awards for Excellence in August related to COVID responses and the work carried out to help communities unite and recover.

It was indicative of 2020 that the awards themselves were conducted online rather than with a traditional large gathering in a set venue.

It was unfortunate that it had to be that way because the awards ceremony has always been a wonderful occasion and an opportunity for the sector to come together in celebration of hard work, commitment and initiative.

Of course, while we couldn't see each other in person, for those of you who watched the video, I think you actually saw more of me than you normally would - knees and all! I wear my heart on my sleeve and sometimes that also means wearing my Cairns Taipans basketball shorts (although not usually as part of a dinner suit ensemble). [Ed. see the Awards for Excellence video available online from the website to witness this injection of humour by the Minister into the Awards ceremony]

Having said that, it's important to occasionally have a bit of a laugh at ourselves, especially during the tough times.

Peta Irvine and her team did an outstanding job to bring the awards ceremony to everyone around the state and make it work so well, and I offer my congratulations to those who took out awards as well as to all of those nominated.

This excellent hard work must go on and our collaboration to keep Queensland moving forward has never been more important.

A key component of this collaboration is the \$200 million COVID Works for Queensland program, which is helping councils quickly deliver 520 infrastructure projects for their communities while providing more than 4,600 employment opportunities.

Additionally, the \$50 million Unite and Recover Community Stimulus Package is helping our South East councils deliver shovel-ready projects in our most heavily populated region.

These programmes are just part of the Queensland Government's \$7 billion *Unite and Recover for Queensland Jobs Economic Recovery Strategy*.

OUR COUNCILS HAVE BEEN INSTRUMENTAL IN THIS SUCCESS THROUGH THE TREMENDOUS LEADERSHIP AND GUIDANCE SHOWN THROUGHOUT 2020

As we look forward to recovering from the effects of the pandemic, Local Government's core business must also continue.

At the heart of this is ensuring that Queensland communities have confidence in their elected representatives and that the Local Government sector is upheld to the highest levels of transparency, accountability and integrity.

By now, most councils will have completed the training around the new legislative requirements passed by Parliament in June.

These laws were a result of feedback from councillors, chief executive officers and key stakeholders, and provide greater clarity for councillors as to their requirements in relation to reporting and managing conflicts of interest as well as their registers of interest.

This new framework includes new provisions governing what are prescribed and declarable conflicts of interest and new provisions addressing quorum concerns raised by councils.

It was important to further strengthen and clarify the process, not only to provide more certainty for councillors but also for their communities.

The amendments continue the Palaszczuk Government's rolling reform agenda to improve transparency, integrity and consistency, as we work to ensure that ours is the best Local Government system in the country.

It's also worth reiterating our offer to more than 50 eligible councils to refinance debt held with Queensland Treasury Corporation, which has the capacity to release up to \$280 million a year in cashflow across those communities.

Finally, with the State election coming shortly, I would also like to take this opportunity to say thank you for working with me as your Minister.

It has been a privilege to work with so many dedicated and passionate people in the Local Government sector for the past three years, delivering wonderful outcomes for Queensland communities.

I hope our partnership continues.

Again, thank you.

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

Stirling Hinchliffe



COVID-19

A Risk Management Opportunity

2020 HAS BROUGHT UNPRECEDENTED CHALLENGES TO THE LOCAL GOVERNMENT SECTOR. JLT PUBLIC SECTOR HAS SUPPORTED MEMBER COUNCILS WITH RELEVANT RISK RELATED ADVICE AS THEY TACKLE THE UNIQUE AND COMPLEX TASK OF DETERMINING HOW THEY CAN BEST SERVE THEIR COMMUNITIES DURING THE COVID-19 PANDEMIC. MANY MEMBER COUNCILS TURNED THESE CHALLENGES INTO OPPORTUNITIES FOR CHANGE, GROWTH AND INNOVATION, OFTEN THROUGH SOLUTIONS FOUNDED ON RISK MANAGEMENT PRINCIPLES.

JLT Public Sector (as scheme manager appointed by the trustee, the LGAQ) has an expansive knowledge of local government and provides unique coverage, claims and risk management solutions for the members of the LGMS mutuals and the communities they support.

Organisational pandemic response is a practice in both science and art. Some of the major impacts at an organisational level include financial, employee safety, wellbeing and productivity, a changing risk profile and active risk management to ensure continuity of service (and this isn't limited to the development and activation of Business Continuity Plans). These considerations are by no means only introspective either, with councils actively seeking to support and build community resilience, and facilitate economic and social recovery within their local communities.

Local government specific commentary on navigating the pandemic response lifecycle as well as specific challenges and risks encountered during the COVID-19 international pandemic has been provided to member councils. These have cut across the strategic and operational activities and functions of local governments with some common examples including:

- **Events:** The decision-making process on whether to allow an event to progress has not been without its challenges during this COVID-19 period. We have provided

support to member councils in this space with a risk management focus, recommending consideration of various factors such as:

- o The reasonable foreseeability of transmission of the virus where the event takes place;
- o What control measures can be used to reduce the transmission of the virus and the likely effectiveness of those measures;
- o Whether compliance with relevant Commonwealth or State Government orders and directives can be achieved.
- **Facility Hire:** The hire of council facilities, particularly council owned and controlled halls, recreation centres and the like, has become a more complex matter as a result of COVID-19. A body of work has been completed in this area, summarised in the LGM Facility Hire Risk Management Guide which is available for download from the LGMS Member Centre, alongside other coverage and risk management materials.

COVID-19 has elevated the importance of risk management considerations in the Facility hire space, and the Guide recommends consideration of matters such as:

- o Whether a particular facility is fit for its intended purposes (in other words, its appropriateness for users), including consideration of potential hazards for users and design issues;
- o Ensuring the facility is noted on Council's asset register, regularly inspected and maintained and that specific pre and post-event inspections take place ;
- o Compliance with relevant Australian Standards and Building Codes;
- o Facility Hire Agreements which set out the duties and responsibilities of the parties in relation to the hire of the more generally alongside insurance

and indemnity matters;

- o Consideration of developing committees of management and management by contractors.
- **Directions and Legislative Changes:** Councils have faced increased duties and responsibilities through directions and legislative changes that require enforcement of COVID-19 restrictions and requirements, mostly limited to the provision of support to lead agencies. Some of the factors recommended for consideration in this space include:
 - o Consideration of the level of action, supervision and decision-making council is required to have / minded to have in relation to these matters, with a mind to the potential for council to experience increased levels of risk in relation to same;
 - o Agreements between the parties which set out the duties and responsibilities of the parties in relation to the hire of the facility more generally alongside insurance and indemnity matters.

One of the major factors to consider when approaching these matters is council's appetite for risk and the extent of existing cover.

Whilst navigating a course throughout this pandemic is one of the greatest generational challenges that will face our senior local government managers and elected representatives, the way in which LGMS members have actively sought to not only understand and manage risk but to leverage opportunities is quite inspirational.

As we look to a future in which COVID-19 may remain present for quite some time to come, JLT Public Sector remains ready to continue assisting member councils as they encounter complex challenges from coverage, claims and risk management perspectives.



CEO SNAPSHOT

I REALLY DON'T WANT TO TALK ABOUT COVID-19, PANDEMICS, UNPRECEDENTED EVENTS AND PIVOTING BUT IT IS UNAVOIDABLE IF I AM TO EXPLAIN WHAT LGMA HAS BEEN DOING AND WHY. THERE IS A SAYING YOU ALL KNOW THAT "THE MORE THINGS CHANGE, THE MORE THEY STAY THE SAME". I AM NOT SURE I BELIEVE THAT ANYMORE.

LGMA has changed, the needs of our members have changed – maybe not in fundamentals but in terms of priority and certainly in terms of delivery mechanisms. The way communities think about their councils, the way we think about the role of government and the way councils interact with staff and communities have all been altered. And although this varies across the state, there are some shifts in expectations that will remain long after 2020 has been forgotten.

Compounding the challenges for local government, a range of long anticipated legislative change has come into effect meaning adjustments for officers and elected members alike in many aspects of council governance. Consultation from the state government throughout this process has been extensive (and this rightly led to many late changes) but squeezing 'reform' between local and state government elections has meant short learning timeframes applied after the legislation eventually passed.

A welcome injection of funding for projects was announced and decisions turned around at warp speed. Again, while positive in intent, it has put pressure on councils to deliver and deliver quickly. And as restrictions drag on, communities are starting to look beyond the initial stimulus packages to see what councils can do to support them. Once again, it is worth noting that the pressures vary depending on the nature of the area, key industries, demographics and distance from borders or SEQ.

In responding to all of this, LGMA has sought to be a port in the storm, offering support while trying not to put pressure on councils and officers to contribute or becoming just one more thing to do. Our Exchanges (so far comprising Libraries, EHOs, Tourism, Sport and Recreation, Parks and Gardens and CEOs – with more to come) have been really well received

and offer a place to debrief (sometimes to vent!), learn from colleagues and share.

Interestingly, I feel that I have had better conversations with more members than I would in a normally distanced year. Picking up the phone and catching up sometimes leads to a deeper conversation that chatting at an event or programme. This has been a positive and we will continue the regular phone contact with members.

LGMA HAS CHANGED, THE NEEDS OF OUR MEMBERS HAVE CHANGED – MAYBE NOT IN FUNDAMENTALS BUT IN TERMS OF PRIORITY AND CERTAINLY IN TERMS OF DELIVERY MECHANISMS. THE WAY COMMUNITIES THINK ABOUT THEIR COUNCILS, THE WAY WE THINK ABOUT THE ROLE OF GOVERNMENT AND THE WAY COUNCILS INTERACT WITH STAFF AND COMMUNITIES HAVE ALL BEEN ALTERED.

Our other successes have been the Awards for Excellence, held virtually and thankfully not interrupted by hackers (it was my main fear), the Management Challenge (which you can read about in this edition) and the Executive Management Programme, which I think has been enhanced as a result of the longer delivery period – more time to think and load participants up with material.

Last week (at time of writing) we had the Inspire conference. Although a small (and socially distanced) group, the event had a lovely feel with high levels of engagement and plenty of fun to be had. I cannot express how fantastic it was to be out amongst our people and it offered a much needed energy boost – certainly for me but I hope for all. These events remind me why I do this job (and why I love it!).

A virtual AGM is a challenge I would have been happy to pass on but we will forge ahead with the 2020 Annual General Meeting on 5 November. Members are encouraged to attend and we hope that we can manage the business smoothly. We also held the Board of Management elections electronically. At the time of writing, we have had a 30% response rate (with a week still to go) which is the highest I have seen in my more than decade in

the role. I suspect the ease of clicking on an email means that more members get around to voting – even if the intent it is only to get rid of an email from your inbox.

In 2021, we will have a lot of programme changes. There will be a new look Propeller that I am actually quite excited about. A different experience but equally insightful and challenging. Ignite will be benched for the first half of 2021 and we will reassess subject to relaxations for the second half. You might have to wait until 2022 to do this programme :(. However, there will be more exchanges and the Awards will be back. Look out for a different and fabulous conference in late 2021!

In other changes, the new world means different staffing needs. We were fortunate to be carrying some vacancies going into March and this has meant better flexibility to adjust than we may have otherwise had. LGMA welcomes Fiona Cullen (recently of Redman Solutions) and Cass Nieling (recently Flight Centre) to the team in what can only be described as jack of all trade roles, (official titles are Programme Facilitator and Relationship Officer). Both bring extensive experience, diverse skills and energy, and they will be a great complement to Lisa, Leanne and I as we move towards the end of the year and into a fresh 2021. Members should look forward to a call from one of us in the near future.

With everything that is going on, and some people in desperate need of leave, LGMA will close from 4 December until early January. You can still contact us in an emergency but, with no programmes in place, we will try and take some much-needed R&R in that generally slower period.

Our almost-last event for the year will be the Retired Members' Christmas lunch on 20 November and I look forward to seeing many of you there to share stories and reminisce on life pre-pandemic.

Take care until we catch up in person.

CHIEF EXECUTIVE OFFICER

Peta Irvine
MLGMA





AUSTRALASIAN MANAGEMENT CHALLENGE 2020

IT ALL STARTED IN OCTOBER 2019, WHEN I DECIDED TO SUBMIT AN EXPRESSION OF INTEREST TO REPRESENT REDLAND CITY COUNCIL IN THE 2020 LGMA AUSTRALASIAN MANAGEMENT CHALLENGE (THE CHALLENGE). WHAT WAS I LOOKING FOR? WHERE DID IT FIT WITHIN MY CAREER GOALS? WHAT WAS THE RETURN ON INVESTMENT FOR MY TIME?

My name is Jodie Rafter and I am a Recruitment Officer within our People Development Team. I have worked in Local Government for 11 years with over 10 years at Redland City Council. My decision to join the Challenge Team for 2020 started as a conversation with Mentor, Laurena Reissman, who was part of the Australasian Management Challenge 2017 runner-up team, Red-e-mon-Go. Her experience and the overall purpose of the Challenge resonated with me and I thought this opportunity could help build my self-confidence and improve my skills in the areas of problem solving, leadership and time management. With my career goal in mind to develop and become a valued leader in our organisation, I decided to jump in feet first!

Then 2020 happened...

2020

What a busy start to the year it was. Whilst I was acting Team Leader for three months, I was also kicking off the facilitation of the organisation wide Customer Charter and Service Standards training sessions and regularly meeting with the Challenge Team and our two Mentors. It was exciting!

We were the first all-female Redland City Council team and realised very quickly

that drawing a diverse team together from across six different business areas was not an easy feat! We may have initially found it challenging to synthesise our diverse views, ideas and experiences and agreeing on suitable team name seemed impossible, but somehow, before we noticed, the Sharkettes were born.

COVID-19 and its impact

Suddenly COVID-19 hit and changed everything. Training sessions were put on hold, rotational working from home became the norm, along with social distancing and the closure of some of our business areas.

The impact of COVID-19 on our professional and private lives made it hard to stay on track with the Challenge expectations. For our team it meant that organising suitable times for meetings and dividing workloads between us to work on separately, while home schooling children and dealing with the pressures of this pandemic, was crucial. But despite initial delays and uncertainties with the Challenge we Sharkettes pushed on and were able to submit the pre-challenge tasks on time. With the help of our mentors we persevered and stayed on track.

Then the news arrived – the Australasian Management Challenge 2020 was going virtual! This meant no face- to-face Challenge but an online delivery of tasks instead and the requirement to submit an introduction video prior to Challenge Day. We were lucky one of our Sharkettes team members was an Information Technology specialist and could guide us through these unique circumstances.

I still vividly recollect starting to work on our introduction video and realising that we didn't just have a quality and capable

team, we had built strong friendships with each other and that perhaps nothing could stop us - not even COVID-19. Virtual Challenge, we were ready!

Challenge Day

Challenge Day was exciting and terrifying at the same time. Instead of the face to face event, teams were online. I knew we were prepared and that we would work together as a team to complete the many tasks at hand. Brainstorming, working to our strength, and prioritising our tasks were all key to a successful day. Our Sharkettes' energy throughout the day didn't falter, something our team can be proud of!

A debrief over a glass of champagne ended our day perfectly, discussing what we did well and where we could see room to grow. Writing skills, presentation skills, creativity and trust in each other were all hot topics.

My takeaways

So, did the Australasian Management Challenge 2020 hold up to my expectations? Did I come away with both improved and new skills? Is this something I would advocate to other employees within Redland City Council?

The answer is an easy yes!

I learned that to be a successful team you need to know each other, be willing to learn and grow together, understand each other's skills and strengths and capitalise on them, and access support and guidance to close the gaps. To be a leader who will motivate, innovate and shape a team is still high on my career goals and I'm grateful for the confidence I have gained having been a part of the Challenge in 2020.

Jodie Rafter

OFFICE OF THE INDEPENDENT ASSESSOR: Update

2020 IS A BIG YEAR FOR LOCAL GOVERNMENT IN QUEENSLAND. IN THE FIRST HALF, THERE WERE THE STATEWIDE QUADRENNIAL ELECTIONS, HELD IN THE MIDST OF THE COVID-19 PANDEMIC AND NOW IMPORTANT NEW LAWS GOVERNING CONFLICTS OF INTEREST (COI) HAVE COME INTO EFFECT.

The new legislation differs from the previous conflict of interest framework in five key respects. This column highlights these five areas of change and explores, from the perspective of senior local government managers, some possible implications or things to consider to support your council's transition to the framework.

Material personal interests and conflicts of interest have been replaced by prescribed conflicts of interest and declarable conflicts of interest. It is important to know whether a conflict of interest is prescribed or declarable as the management of each category differs significantly.

- Consider the value of workshoping the types of conflicts of interest that frequently arise in your council to ensure it is understood (a) in what circumstances a conflict of interest will be prescribed or declarable; and (b) what the process is for dealing with a prescribed and a declarable conflict of interest. A workshop that looks at these fundamental changes might be of assistance in proactively identifying questions that you or your councillors need to have answered.

Conflict of interest obligations are no longer limited to council meetings but now apply more broadly to any decision that a councillor is wholly or partly responsible for making and any consideration or discussion that leads to making such a decision.

- This extends the conflict of interest framework to workshops, briefings, pre-meetings and potentially a range of other discussions which may lead to a decision being made by a councillor/s. For example, this obligation would capture decisions around the expenditure of discretionary funds that are received by some divisional councillors.

This is likely to be an area where some awareness raising is

necessary. Consideration should also be given to the processes and procedures which could be put in place to support early identification and management of conflicts of interest in this broader context.

Each councillor is now responsible for deciding whether they have a prescribed or declarable conflict of interest as there is no longer a statutory mechanism that allows them to declare a personal interest and allow the other councillors to decide if it is a conflict of interest.

- While councillors are responsible for identifying and disclosing a conflict of interest, consider what can be done to assist them to understand their new obligations. Do councillors know who they can speak to internally and externally when they have questions or are seeking advice?

Recently, the LGAQ and OIA released a conflict of interest app that is suitable for mobile devices. It aims to assist councillors to identify whether a prescribed or a declarable conflict of interest exists. The app may also be of assistance to senior council officers in exploring the scope of the new framework.

Conflict of interest declarations need to be made when a councillor first becomes aware of the issue. If that happens outside a council meeting, the councillor is required to advise the CEO in writing as soon as practicable. They must also give notice of the prescribed or declarable conflict of interest at the next ordinary council or committee meeting where the relevant matter is to be considered and decided.

- Examine what this means for your recordkeeping systems. Does your council have systems to receive (with date and time recorded), store, search and retrieve conflict of interest declarations made to CEO's? Are the staff, who prepare meeting minutes for ordinary council and committee meetings, aware of what must be captured in minutes in relation to declarations made and votes undertaken? (Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020 s150FA or s177X for Brisbane City Council (BCC)).

There is a new definition of ordinary business matters (Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020 s150EF or s177C for BCC). They are now limited to matters which solely relate to:

- Councillor remuneration, reimbursement of councillor expenses, superannuation, or insurance for councillors
- Rates, charges and fixing of cost recovery fees
- Making or amending a planning scheme that applies to the entire council area
- A resolution required for the adoption or amendment of the budget
- Matters that are of interest to councillors as a candidate for election or appointment as mayor, deputy mayor, councillor, committee member

Does your council identify on the council agenda whether a matter is considered to be an ordinary business matter? This could be of assistance, particularly in relation to the various types of planning documents considered by council i.e. what types of planning documents will or won't be ordinary business matters?

I trust this outline will help senior local government managers to navigate these changes, especially as you will be an important source of advice and guidance. As always, the OIA will monitor and report on any trends and issues going forward to help educate and inform the sector, and to promote compliance with the new laws by our community leaders.

INDEPENDENT ASSESSOR

Kathleen Florian





IMPACT

LGMA QUEENSLAND INSPIRE CONFERENCE 2020
BRISBANE | 7-8 OCTOBER 2020

Inspire
2020

WE DID IT! AFTER A POSTPONEMENT AND MULTIPLE HURDLES FROM THE PANDEMIC – WE FINALLY HOSTED A FACE-TO-FACE EVENT AND MANAGED TO GET ACROSS THE EVER-MOVING FINISHING LINE. THANK YOU TO THE EXTREMELY PATIENT DELEGATES AND CORPORATE PARTNERS FOR STICKING WITH US. IT WAS AMAZING TO SEE SMILING FACES, CHATTING, NETWORKING AND COLLABORATION, ONCE AGAIN.

Day one kicked off with an amazing presentation from Professor Alex Hannant from the Yunus Centre at Griffith University. Setting the tone for the conference, the key theme being 'Getting to better in a post-COVID world'. Alex calmly walked us through taking stock of Australia's position following 200 years of growth. He challenged our thinking and reviewed VUCA - volatility, uncertainty, complexity and ambiguity along with the impacts of inequality.

Stories of better included how organisations can have a collective impact of better business including examples from Outland Denim and Food Connect. Alex discussed better institutions and better civic innovation prior to reviewing Global Goals for Sustainable Development as outlined on the slide below. The key message was 'there's opportunity ahead.... But can we learn our way towards it?' #Learntobetter – a great way to start the conference.

Following in Alex's footsteps, Brett de Chastel hosted the *Impact through Education* session including educating the community, educating Councillors, educating the team and educating you (the individual). Brett elaborated on the IAP2 Spectrum of Public Participation along with Noosa Council's Community Jury and education to support council's strategies. As always, Brett's pearls of wisdom kept the audience smiling and engaged.

Linda Cardew from Cook Shire Council and Andrew Johnson of Somerset Regional Council joined Brett de Chastel on stage to form the *CEO Panel* discussion. Peta Irvine navigated the discussion through personal experiences, how councils impact communities, responsibilities and recommendations to council along with the 'plan B's'.

Day one closed with delegates workshoping *The COVID overlay* just prior

to the socially-distanced networking event on the deck - munching away on fish and chips, juggling a cold drink and watching the sun set across the Brisbane skyline.

Day two commenced with Michelle Griffin from Logan City Council, John Oberhardt from Redland City Council and Robert Ryan of Mackay Regional Council the panellists for the *Impact through Community Design* session. Michelle, John and Robert shared case studies outlining the challenges and successes of the diverse socio-demographic needs of their communities' programmes and processes, providing different approaches for other councils' consideration.

The *Impact through Physical Design* session was hosted by Matthew Rolley of AECOM who delivered the ABC approach of Place Focus to unlock potential and deliver change. Ambition, balance and community were the key topics along with the implications of our decisions and Matthew discussed some successful case studies including Stones Corner's Hanlon Park project, Mackay's waterfront re-development and Landsborough's Place Making.

The *Impact through our People* presentation was hosted by Cecil Barnard from Western Downs Regional Council, Nicole Bunning from Sunshine Coast Council and Dan McPherson from Lockyer Valley Regional Council. This trio shared their recent experiences including COVID responses; change implementation; empowering managers; enabling coaching skills; and attaining the 'desired culture', providing delegates with some key strategies for consideration.

The final speaker for the conference was Lucy Bloom who ably made an impact with her bright pink hair, great attitude and

signature laugh along with amazing tales to tell. Border closures meant that Lucy was zoomed to us through the magic (sometimes) of technology. Walking us through her action-packed life and career, Lucy elaborated about transitioning from a Jillaroo (which will knock the Princess out of you) to university and eventually her own advertising agency. Her path included a life altering road accident that enabled her to *chase the squirrels* to eventually seek out a career as a doula and CEO of a brand-new women's health organisation, funding a network of hospitals in Ethiopia. She then went on to transform a Cambodian children's charity as its first CEO. She is the creator of the world's first childbirth education programme for men run in local pubs all over Australia and she's the first and only Aussie named in the world top 30 #socialceos.

Lucy's key messages included: courage (do the things you are scared of); showing up and behaving with grace; kindness; optimism; collaboration; humour; adapt to change and celebrate successes! Oh, nearly forgot to mention that 'no' is not a terminal condition and a wasband (a combination of - was and husband) were the other laugh out loud moments.

Thank you to the corporate partners who supported the Inspire Conference once again: King and Company Solicitors; LGIAsuper; Preston Law; the Department of Local Government, Racing and Multicultural Affairs; the Mead Perry Group and JLT. We sincerely appreciate your support and involvement. Thank you also to Hotel Grand Chancellor Brisbane and Scene Change for assisting us with the event.

We look forward to the opportunity of seeing you at a live LGMA Queensland event soon – be inspired!



CREATING IMPACTFUL LEADERS

DELEGATES AT THE 2020 INSPIRE CONFERENCE GATHERED TOGETHER AT THE END OF THE CONFERENCE TO DISCUSS THEIR TAKE-AWAY MESSAGES. THINKING ABOUT WHAT THEY HAD HEARD BOTH ON THE STAGE AND DURING THEIR DISCUSSIONS, THEY COMPILED A LIST OF THEIR BEST ADVICE TO COUNCIL MANAGERS AND COLLEAGUES FOR A BETTER ORGANISATION.

TRUST, UNDERSTANDING AND INCLUSION

Inclusion is a necessary building block for the development of trust and understanding. Being open about deliberations and decisions, freely sharing information and openly addressing issues and challenges builds a sense of inclusion and cooperation. This leads to improved engagement and thereby performance.

LISTEN

Really a subset of the above, 'Listen' has been included as a stand-alone item because it was felt that it needed to be highlighted as a skill leaders must acquire. The ability to listen with an open mind rather than just listening to respond is necessary for engagement. It also ensures that leaders get the benefit of all experiences and views in the organisation.

Noting the challenges of a socially distanced world, leaders were encouraged to use the tools available (virtual meetings) to spend genuine time with their people; time where they concentrate on tone, building relationships and checking in to see if everyone is okay.

APPRECIATE

Inspire delegates stressed that the importance and impact of praise should not be underestimated. Praise can be private or it can take the form of public recognition but, in either case, it should be genuine, immediate and specific.

COLLABORATION

Silos were identified as an ongoing issue in councils. How does, and how well does, your council collaborate across departments? What are the mechanisms and opportunities available to bring people together across functional areas for more considered, thorough and holistic approaches?

TRAIN, MENTOR AND COACH

All three skills (training, mentoring and coaching) should be part of the organisation's go-to toolkit to support and develop staff with all three required for different people at different times. Ensure managers understand how to do all three and when to apply each.

BE VISIBLE

Although harder during a pandemic, managers need to be seen by staff. Spending time getting to know people across your teams is critical in building trust and understanding.

SHARE GOALS AND ASPIRATIONS... CONSTANTLY

Goals and aspirations which are talked about constantly, are front of mind and are therefore more likely to be achieved. Set and forget vision statement means that the further away from senior management you are, the more diluted the goals and aspirations become.

CULTIVATE FLEXIBILITY

In a rapidly changing world, flexibility has been identified as a core skill for successful leaders. Local government structures and the legislative environment do not easily lend themselves towards flexibility however the capacity to be flexible while managing governance is critical and should be actively developed.

BUILD CONFIDENCE THROUGH ACCESSIBILITY

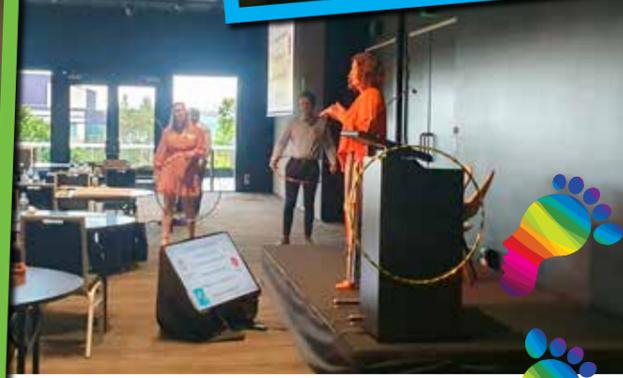
What access do staff have to the ELT? Are there options to give staff some exposure before they are required to formally present to the ELT or Council so that when they do, it is a familiar setting?

STAY IN YOUR LANE

Inspire delegates noted that while managers are generally promoted for their expertise, this can mean letting go of areas of expertise is difficult. This is exacerbated when it occurs at senior management and especially CEO level, for example the engineer CEO. Being able to let go of the expertise and allow those below to undertake their roles is not only sensible from a productivity perspective, but it also builds skills and depth in your organisation.

Presented in order of priority as identified by the delegates.





LGMA QUEENSLAND
AWARDS FOR EXCELLENCE 2020

FOR THE FIRST TIME, IN 2020 THE LGMA QUEENSLAND AWARDS FOR EXCELLENCE CELEBRATION WAS LIVE-STREAMED DIRECT TO COUNCIL VENUES ON THURSDAY, 27 AUGUST 2020.

Thirty-five Queensland councils joined in the 'socially-distanced' event to cheer on colleagues and counterparts alike. The individually themed functions ranged from Home Grown, Tropicana, Fishy, Casino Royale, Naturally Beautiful and everything

in between. Thank you to the following councils for taking the time to showcase their work for the benefit of others.

Balonne Shire Council, Bulloo Shire Council, Cairns Regional Council, Carpentaria Shire Council, Cassowary Coast Regional Council, Central Highlands Regional Council, Cook Shire Council, Douglas Shire Council, Fraser Coast Regional Council, Gympie Regional Council, Ipswich City Council, Isaac Regional Council, Logan City Council, Longreach Regional Council, Mareeba Shire

Council, Moreton Bay Regional Council, Pomppuraaw Aboriginal Shire Council, Redland City Council, Rockhampton Regional Council, Scenic Rim Regional Council, Somerset Regional Council, South Burnett Regional Council, Sunshine Coast Council, Tablelands Regional Council, Toowoomba Regional Council, Torres Strait Islands Regional Council, Western Downs Regional Council and Whitsunday Regional Council.

CONGRATULATIONS TO THE AWARD WINNERS

Doing More with Less

Cook Shire Council – Community Resiliency Blitz

proudly supported by the Department of Local Government, Racing and Multicultural Affairs

Above and Beyond

Bernard Dorante – Torres Strait Islands Regional Council

proudly supported by LGIA Super

Sustainability

Isaac Regional Council – Water and Waste Integrated Management System

proudly supported by Yurika

Innovation

Moreton Bay Regional Council – Artificial Intelligence Asset Scanning System

proudly supported by King and Company Solicitors

Teamwork

Scenic Rim Regional Council – Teamwork Approach to Worldwide Pandemic

proudly supported by LGMS

Community Shaping

Carpentaria Shire Council – Little Fish, Big Impact – Les Wilson Barramundi Discovery Centre

proudly supported by Preston Law

Workplace Wellbeing

Somerset Regional Council – Team Somerset Wellness Program

proudly supported by Preston Law

Collaboration

Logan City Council – Street Pavement Rehabilitation Project

proudly supported by the Department of Local Government, Racing and Multicultural Affairs

YOUNG MANAGER OF THE YEAR

Daniel Bradford – Cassowary Coast Regional Council

proudly supported by LGIA Super

2020 AUSTRALASIAN MANAGEMENT CHALLENGE, QUEENSLAND

proudly supported by JLT

Winner: Whitsunday Regional Council – Whitsunday Warriors

Second Place: Noosa Council – Hanging Zen

Third Place: Townsville City Council – [Alt]ernative Soul/ution



Whitsunday Mocktails – Celebrating in Style along with the Whitsunday Warriors



Bernard Dorante – awarded Above and Beyond in 2020

Lockyer Valley Regional Council



Redland City Council – (from left to right)
• Amanda Daly – Head of People, Culture and Organisational Performance
• Andrew Chesterman – Chief Executive Officer
• Cr Karen Williams – Mayor of Redland City
• Deborah Corbett-Hall – Chief Financial Officer

Thank you to Event Staging Management and the State Library Queensland for providing expert technical assistance and guidance throughout the webinar event and preparations. The pre-recorded component of the live-streamed webinar was held at one of our favourite venues - Shangri La Gardens at Wynnum who have been in operation since the early 1960's. They have hosted an array of our Award Gala Dinners as well as the Ignite and Propeller programmes across many years. Sadly, the venue is closing down in preparation for sale. Thank you to Shangri La's Functions Manager, Kerry Thompson and her team for their amazing service, catering, assistance and attention to detail. You certainly made our events and programmes seamless, professional and a pleasure to arrange – we wish you well for the future.



Moreton Bay Regional Council celebrating and socially distancing



Bulloo Shire Council

We could not host the Awards for Excellence without the support from our Corporate Partners. Thank you to the Department of Local Government, Racing and Multicultural Affairs; LGIA Super; Yurika; King and Company Solicitors; Local Government Mutual Services and Preston Law. LGMA sincerely appreciates your support and co-operation with the ever-changing logistics of hosting an awards ceremony during a pandemic when the goal posts kept moving!



Townsville City Council – [Alt]ernative Soul/ution



Cook Shire Council

Due to the restrictions, all award nominations were featured on Facebook and LinkedIn in the lead up to the August announcements. Congratulations to all nominating councils - you certainly made the judges' role extremely difficult this year from the perspective of both volume and calibre. The various projects presented in the nominations are testament to the diversity, dedication, innovation and collaboration that is Queensland local government. Well done to all the council teams and staff working extremely hard across the sector. We look forward to sharing the details of the 2021 Awards for Excellence with you shortly.



Young Manager of the Year: Daniel Bradford of Cassowary Coast Regional Council



Somerset Regional Council



Noosa's Hanging Zen



A COVID-SAFE CAPE -

A Cook Shire Reflection



IN 2015 WHEN BILL GATES WARNED THE WORLD OF THE SOCIAL AND ECONOMIC CONSEQUENCES OF A FUTURE, INEVITABLE, GLOBAL PANDEMIC, HIS PROPHETIC WORDS PROBABLY FAILED TO REGISTER WITH THOSE OF US ENJOYING REMOTE COUNTRY LIVING IN FAR NORTH QUEENSLAND. NOW, JUST SIX MONTHS OR SO AFTER COVID-19 EMERGED AS A RECOGNISABLE THREAT, THE NUMBER OF GLOBAL INFECTIONS HAS EXCEEDED 31 MILLION WITH ALMOST ONE MILLION DEATHS.

Every community and each Council have their own COVID stories to tell, with the endings yet to be revealed. We have all experienced some impact, whether at work, family or health issues, community well-being, financial challenges or through restrictions that are continuing to evolve. Our thoughts are with those who are suffering in some way – always a reminder of the reach of local government, the services councils offer and the networks we tap into and leverage for the benefit of our residents and businesses.

Cook Shire's story is a snapshot of one council's experience up on the Cape York Peninsula. Covering 106,000 sq kms, our communities comprise the major service

centre of Cooktown (pop approx. 2600) and the smaller towns of Coen and Laura with a majority of Indigenous residents. There are cattle stations and folk living on country, and small communities who have supported each other across generations. Others have come from southern states chasing lifestyle, opportunities and the peace of the Cape's vast wilderness. It is possible to drive for 12 hours through Cook Shire and not cross into another local government area.

Like all councils, Cook was faced with the immediate challenges of organisational and operational assessments, business continuity reviews and the potential redeployment of staff. Pandemic plans were developed or were underway and staff progressively transitioned into work-from-home arrangements. Then, one Saturday in March, the State advised Council of its impending plans to close access to Cook Shire and consequently to our neighbouring Aboriginal Shires.

Within hours and days, the State established vehicle, air and sea checkpoints, physical barriers went up, the police and the army were mobilised and procedures and exempt entry categories were developed. Not surprisingly, Council phones started ringing and community emotions ran high. We redeployed six Council staff to set up a call centre dedicated to

COVID-related inquiries and established a process for the initial assessment of entry applications. Within the week the Commonwealth Government passed a Biosecurity Determination, effectively legally prohibiting general access to the Cape.

Numerous logistical challenges arose: many questions around the operation of the new Determination, decisions regarding eligibility to travel and the development of an application process. The alignment of role of the Commonwealth Human Biosecurity Officer with the Cape's LDMG Chairs, appeals against decisions to refuse entry, the intercepting responsibilities of the Commonwealth, Queensland Health, Emergency Management, state agencies responsible for the health and well-being of Indigenous communities and local government all presented significant operational challenges. Cook's LDMG delegates met every day, during this time, seven days a week. Over time, with much perseverance and patience, the numerous agencies and Cape councils worked in partnership to achieve the main aim of the 'lockdown' – to keep the Coronavirus out of the Cape. We landed in an entirely new political and operational space all the while with a newly elected council, annual strategic planning and budget preparation to keep us fully occupied. Agency and Council staff with family and partners 'south

ON THE OTHER HAND, THE COMMUNITY BEGAN TO APPLAUD THE SANCTITY OF THE COVID-SAFE CAPE. BUYING LOCAL AND LIVING LOCAL, COCOONED IN A TRAVEL BUBBLE WHERE ADVENTURE AND FISHING COULD CONTINUE UNINTERRUPTED GENERATED AN APPRECIATION OF ALL THE EXTRAORDINARY QUALITIES THAT MAKE THE CAPE WHAT IT IS.

of the border' worked in anticipation of a reunion after three months' separation.

There is no question that the lockdown came at a significant cost to some individuals and some businesses – although not to all. The relaxation of rules afforded to many Queensland residents were viewed with cynicism by Cape communities. A 50 km travel radius did not take most Cook Shire residents even to the next town. Critical medical and dental services provided from outside the Shire were generally inaccessible except to clients of Queensland Health, and for those, accessing any kind of medical services, including maternity services, generally required a subsequent minimum two-week hotel-quarantine stay. It was uncomfortable territory for many who were at home in the bush, not in a city hotel. It was still early days in the COVID journey when the routine Shire challenges of distance and isolation, presence at milestone family events, custody arrangements, travel to and from boarding schools, were all up-ended through the lockdown. Much of the work of visiting contractors stopped overnight and with it, all income.

On the other hand, the community began to applaud the sanctity of the COVID-safe Cape. Buying local and living local, cocooned in a travel bubble where adventure and fishing could continue uninterrupted generated an appreciation of all the extraordinary qualities that make the Cape what it is. Some local businesses had their best quarter ever while government agencies partnered to achieve the common goal of community safety and well-being.

Live COVID experiences across the state, it is a tale of multiple realities. Lockdown was hard, confronting and riddled with personal and professional stresses and challenges. It is not a year we will soon forget.

To date there has not been a single case of COVID-19 infection.

CHIEF EXECUTIVE OFFICER

Linda Cardew



FACTS

COVID-19

How the global pandemic impacted the business of Council

CALL CENTRE STATISTICS

- December 2019**
A novel corona virus was detected in Wuhan China.
- 30 January 2020**
The World Health Organisation (WHO) declared a Public Health Emergency of International Concern.
- 25 January 2020**
The first case of coronavirus is detected in Australia in Victoria.
- 27 February**
The Prime Minister declared the COVID-19 outbreak a national pandemic.
- 12 March 2020**
The World Health Organisation declares COVID-19 a global pandemic. Australia introduced travel restrictions and self-isolation following WHO pandemic declaration.
- 22 March 2020**
A disaster declaration was issued across Queensland, due to the risks posed by the developing COVID-19 pandemic. A vehicle checkpoint was established on the Mulligan Highway at Mt Carbine.
- 26 March 2020**
Cape York became a Designated Biosecurity Area (DBA).
- 26 March 2020**
Cook Shire Council opens dedicated COVID-19 Call Centre.

106

Days the Call Centre was activated

8,496

Phone calls received to the Cook Shire Council's dedicated COVID-19 Call Centre

4,914

Emails received to the call centre email address

1,101

Walk-in enquiries to the front counter at the Cook Shire Council Main Administration Building

646

Applications processed (not including essential service applications)

52,942

Combined number of page views of Council's two COVID-19 webpages

0

Number of cases reported in Cape York during Call Centre Activation

WHERE ARE THEY NOW

- YOUNG MANAGER OF THE YEAR RECIPIENTS

MOST YEARS, LGMA CONFERS THE YOUNG MANAGER OF THE YEAR AWARD ONTO A LOCAL GOVERNMENT OFFICER (UNDER 35) WHO HAS SHOWN GREAT LEADERSHIP AND COMMITMENT TO THE SECTOR. WE LOOK BACK ON PAST WINNERS AND WHERE THEY ARE NOW:



2002

Julie Reitano

Julie was the Director Finance and Community Services at Gladstone Regional Council when she received the award, she has since been CEO of Gladstone Regional Council and is currently CEO of Maranoa Regional Council.

2004

Jason Bradshaw

Jason was the Deputy Chief Executive Officer/ Executive Manager Corporate Services at Livingstone Shire Council. He has since held a number of CEO roles and is currently Director Corporate Services at Whitsunday Regional Council.



2007

Kent Stroud

Kent was the Manager Community Support at Pine Rivers Shire Council. He later moved to Brisbane City Council where he spent 12 years in community roles and is currently the Manager Property Services at Toowoomba Regional Council.



2008

Leo Jensen

Leo was the Manager Planning and Environment at Caboolture Shire Council. His career has taken him around Queensland to councils of all sizes in planning and advisory roles. He has also Chaired the LGAQ Planning and Development Advisory Committee and held NED roles with PIA. Leo currently works with local government through his consultancy business.



2009

Leanne Rogers

Leanne was the Director Corporate Services at Flinders Shire Council. Leanne has left local government, following her other love (horses) and is based on a station near Hughenden.



2010

Matthew Johns

Matthew was the Customer Service Manager at Logan City Council. He has remained at council, growing the team and its reach. His current title is Customer Experience and Engagement Manager where he oversees a sophisticated programme servicing the needs of Logan's diverse, multicultural community.



2011

Gerard Carlyon

Gerard was the Director, Community and Client Services at Mackay Regional Council. In 2018, he moved to Fraser Coast Regional Council where he holds the role of Director Development and Community.



2012

Jennifer Gisler

Jennifer was Jennifer Haines at that time and was the Service Manager Health and Environment at Redland City Council. Jennifer has remained at Redland and is Program Leader, Planning Performance and Improvement.



2013

Jane Stroud

Jane was Jane Frawley at that time and was the Manger Community Services at Logan City Council. She has had a mobile career, working in a number of councils before taking on her current role of Director Sustainable Development at Southern Downs Regional Council.



2016

Hans Muller

Hans held the role of Manager Strategic Works at Longreach Regional Council at the time of receiving the Award. He is currently Asset Management Engineer with Peak Services.



2017

Nils Hay

Nils was the Deputy CEO at Burke Shire Council. In 2018, he moved west to WA to take on the role of CEO at the Shire of Mingenew.



2019

Teona Cousin

Teona received her award in 2019 and continues in her role of Manager Economic Development and Tourism at Mackay Regional Council. This year, she was appointed to the Women in Local Government Advisory Committee of LGPA.



2020

Dan Bradford

The ink has barely dried on Dan's certificate and we look forward to watching his career unfold.



BEYOND FIRST RESPONSE

COVID-19 — workplace transformation

CAST YOUR MIND BACK TO A LIFE BEFORE MARCH 2020, BEFORE COVID-19 WAS A THING, OR WHEN IT WAS JUST A THING IN WUHAN CHINA, SOME FAR AWAY LIVE PRODUCE MARKET. I REMEMBER STARTING 2020 WITH ZEAL, LOOKING FORWARD TO PLANNING MY SON'S 18TH BIRTHDAY TRIP TO AMERICA. WELL THAT DIDN'T HAPPEN! INSTEAD, CORONAVIRUS CAME TO OUR SHORES. WE WORKED FROM HOME, SCHOOL WAS SUSPENDED, OUR KIDS LEARNT OR DID NOT LEARN UNDER PARENTAL (AND SOMETIMES SIBLING OR GRANDPARENT) SUPERVISION, WE STOPPED ALL BUT ESSENTIAL OUTINGS AND WE WASHED OUR HANDS WITH FOCUS AND VIGOUR.

Now it's October. Some parts of Queensland never saw an active case - what a blessing. In the Southeast Queensland corner, where I live, we saw a few. Queensland had identified 1,161 cases as at October 12.

Until 2020, I had never planned, nor had responded to, a worldwide pandemic. And I suspect that, apart from a vague line in risk management plans, most of us in all tiers of government (hopefully excepting those in CDC and the like) hadn't either. But yet, here we are. Politicians at the state and federal level are saying 'kick start the economy' and money is flying out of treasury at a never before seen rate of knots.

Workplaces have also had to respond in unexpected ways. When I shop at Aldi, my forever cheery checkout operator is behind a Perspex screen. At my local mall, Aldi had screens up about two weeks before the competition.

So, what is happening in your workplace and to your workforce now that we are well and truly beyond the first response and we understand COVID-19 is a 'here to stay' kind of proposition?

When we think about workforce transformation, we think about agility to move with evolving workforce requirements, like responding to the post COVID-19 operating environment. (Noting that 'post COVID-19' is probable a misleading term, as we are nowhere near post that situation). Yet workforce transformation is now able to be motivated or lead by the COVID-19 situation.

Resistance to workforce change, normally a hallmark of most corporate cultures, has been whooshed out the door in a flurry of activity designed to allow us to cope, get us up and functioning again. The usual barriers to workforce transformation, being resistance from employees, lack of a clear business case and lack of understanding have been bulldozed out the way, squashed under a pandemic of shared angst and all answered with the same call to arms; stop the transmission of COVID-19, flatten the curve.

When I went looking for examples of great responses, Fujitsu jumped out as one organisation that appears to be meeting the challenge head on. Announcing on October 9 the roll out of its FUJITSU Work Life Shift suite of solutions, this package is to deliver "a transformative experience that reimagines working styles for the New Normal era". Wow, that is quite a pitch. As a leading Japanese information and communication technology giant, with 130,000 employees globally and a total leg up in the tech space,

I would expect something special.

While a bit short on details, the Work Life Shift solution accelerates the move that organisations may want to make to new working styles that are seen as essential to making organisations more resilient in the face of new circumstances (code word for COVID-19 and any more global pandemics hiding in the wings).

Based on Fujitsu's own internal corporate experience, from a five-year strategic transformation starting in 2015, there are three categories, with seven solutions and associated services. Let's unpack and see what we might learn.

Smart Working – Realisation of Optimal Working Styles

Solutions include modern workspaces, secure remote working and establishment of a zero-trust network.

Organisations worldwide have quickly embraced remote working since COVID-19 came to be but being swift may have meant that we now have security and quality issues. So how does Fujitsu plan to address those?

Their thinking utilises Microsoft 365, Microsoft Teams and Box, based on global, common templates. Their secure, remote, working environment is a cloud-based virtual desktop with no data left on thin-client devices used to access

the virtual desktop, thus minimising the risk of information leakage due to loss or theft of a particular device.

Services like cloud managed workspaces, virtual desktop infrastructure and zero-trust security, mean that no one is trusted by default from inside or outside the network and verification and continuous authentication is required from everyone wanting to gain access to resources on the network. This, many IT experts suggest, is the pathway forward.

Borderless Office – Re-evaluating Existing Office Norms

Solutions include a customer experience centre and amped up workplace support. Services include intelligent customer service desks and extended online support.

COVID-19 has made it clear that many employees may benefit from increasingly flexible ways of working, including when and where work takes place. The flipside of this is a new burden on IT officers to respond to inquiries and deliver support outside the standard Monday to Friday, 9am to 5pm window.

Fujitsu has decided to provide support regardless of time or place by digitizing operations using its own digitized service desks. A digitized service desk environment may create

automated ticket management, centralised databases, automated workflows, including notifications and escalations, proactive 'self heal/self help' options and multilingual support.

The focus of the customer experience centre is working in a mobile way, acknowledging the ever growing demand for phone, web and chat service delivery. Plus, a new acceptance that the work from home or working remotely creates new customer issues, like device damage from spills, trips, falls and drops and collection of devices from residential homes. Thus, the borderless office is born.

Culture Change – Transforming Organisational Culture

There is no argument that organisational cultural change is with us now, perhaps at an accelerated rate. Initially COVID-19 meant an end to water cooler conversations and casual drop ins. Any decent manager worth their company car was pondering how to influence their team culture via long distance, rather than being up close and personal.

The way teams work, meet and collaborate may now be changing for the long term. All of us have by now been party to less than successful video calls and other work arounds, including virtual whiteboards and

While COVID-19 may not force our hands, maybe it will give us a little, incentivised shove in an alternative direction.

more. So, what is needed to manage productivity in the new world?

Fujitsu believes that facilitated communication is one of the answers. Their thinking is that virtual collaboration may benefit from facilitated co-working environments that provide a shared, virtual space to enhance team creativity and productivity.

This may mean a space where 'remote from each other teams' can work in the same virtual space, can simultaneously input, output, share and edit various data types such as text files, movies, audio, handwritten characters and CAD data.

So, what now? You might be reading this and thinking 'my team never left the building' and so workforce transformation can wait a while. That may be true, or what might happen is your highly skilled, highly valued employees may beat you to the punch. Just maybe, that Council down the highway who offers flexible hours with work from home options, may entice over your best and brightest to add to their human resource flock.

While COVID-19 may not force our hands, maybe it will give us a little, incentivised shove in an alternative direction.

Leanne Mash



RETHINKING COUNCIL APPROACHES TO volunteering



IDEAS FROM THE 2020 AUSTRALASIAN MANAGEMENT CHALLENGE TEAMS.

The 2020 Management Challenge teams across Australia and New Zealand were tasked with considering new approaches to, or ideas for, volunteering that would deliver value to council and community and also provide high satisfaction to current or potential volunteers. The 14 Queensland teams undertook research and consultation across council and the community to develop their ideas. In so doing, they considered community need and current service gaps, council resourcing implications, alignment with other council initiatives and strategic plans and community expectations.

The topic was even more poignant in a COVID-19 environment than it was when originally conceived.

Reflecting the diversity of councils, Queensland teams proposed a wide range of ideas. The most popular was a volunteer coordination hub, which was variously conceived by different teams as a physical venue to connect volunteers, an online portal or a mobile app. The choice of mechanism was clearly shaped by consultation undertaken and the identified preferences of the community.

The projects developed by the teams from Brisbane City Council (The Volunteer Hub), Central Highlands Regional Council (ACTIVE app), Redland City Council (Village Improvement Program Reporting Application – working with the already high numbers of volunteers in the area), Southern Downs Regional Council (Hands UP Volunteer Portal) and the Sunshine Coast Council (Biosphere Volunteer Program) all offered variations on this theme.

Whitsunday, Central Highlands and Isaac Regional Councils all submitted waste management initiatives. In the case of Whitsunday Regional Council, this took the form of a community-driven waste recovery centre and Tip Shop. The team identified

suitable locations, considered availability of volunteers and found high levels of support across the community for the initiative.

Central Highlands Regional Council's initiative utilises volunteers to implement a compost initiative for organic waste and its subsequent use as a planting medium. Linked to Council's 10-year Waste Reduction and Recycling Plan, the decentralised compost initiative starts with residents receiving a composting bin and expands from there.

The team from Western Downs Regional Council developed an innovative project, the Australian Traveller Trail, which seeks to link travellers to volunteer work across Australia. Accessing existing skills, travellers can undertake work in the communities they visit, enhancing their experience of that community and providing much needed support along the way.

Isaac Regional Council's team proposed using waste as a tool to provide hands-on training to youth through a Trade Shed. The Trade Shed shows young people how to upcycle goods, teaching a range of technical and life skills in the process. This programme linked to Isaac Regional Council's Waste Strategy and also addresses employment challenges for youth in the area through a partnership with youth, volunteers and council.

Taking advantage of their climate, the team from Cairns Regional Council proposed a Ride2Work programme which utilises volunteers as ride leaders, teaching others about safety, amenity and the benefits of physical activity. This programme seeks to improve health and wellbeing of the community, reduce impacts of transport on biodiversity, increase connection and engagement and create positive behaviour change.

Recognising the impact of COVID-19 on the arts, Townsville City Council proposed a two-day arts festival, hosted online and featuring local performers. This festival,

created in Townsville, for Townsville, is an opportunity for professionals, amateurs and emerging artists to connect with the community online, providing a cultural experience that was inaccessible to the community during social distancing restrictions. The proposal neatly brings together goals under the Libraries Strategy, Arts Strategy, Corporate Plan, Diversity and Inclusion Plan and the Events Strategy.

Rockhampton Regional Council's team identified three possible projects and, after consultation internally and externally, selected the neighbourhood beautification initiative. This community-led programme for place-based improvement utilises community champions who will take on leadership roles and drive beautification projects in their neighbourhood. The NeighbourUp project is designed to allow volunteers to commit only small amounts of time at any point, making it more accessible for the demographic targeted.

Lockyer Valley's initiative, Bridging the Gap, considered the language, literacy and numeracy challenge that many community members face. Using volunteers in the community, the Bridging the Gap programme seeks to provide support to residents including with general literacy and numeracy and also with life skills such as filling out forms, accessing online services, completing applications and reading and understanding documents, to name a few.

And last but not least, Noosa Council delivered a Climate Change Champions programme which seeks to build climate awareness and understanding across the shire, galvanising the community for grassroots, community-led action. This initiative follows on from the declaration of a climate emergency by Noosa Council in 2019 (the first Queensland council to do so).

14 Teams, 14 different initiatives to support the work of volunteers. We hope to see some of them implemented in Queensland councils in the future.

"IF OUR HOPES OF BUILDING A BETTER AND SAFER WORLD ARE TO BECOME MORE THAN WISHFUL THINKING, WE WILL NEED THE ENGAGEMENT OF VOLUNTEERS MORE THAN EVER."

KOFI ANNAN

GLADSTONE REGIONAL COUNCIL GET MOBILE WITH ONLINE WORKS PROGRAM

MAINTAINING COMPLEX SPREADSHEETS, SECOND GUESSING SERVICE LEVELS, COLLECTING ROAD ASSET DATA THAT NO ONE USES, JUGGLING BUDGET IMPLICATIONS, AND TRYING TO COMMUNICATE THE BIGGER PICTURE TO COUNCIL ARE COMMON FRUSTRATIONS ASSOCIATED WITH FORWARD WORKS PROGRAMMING.

But not so for the team at Gladstone Regional Council who now deliver their works programs live via an online GIS platform with the ability to make practical engineering adjustments in the field that automatically update the bottom line in real time.

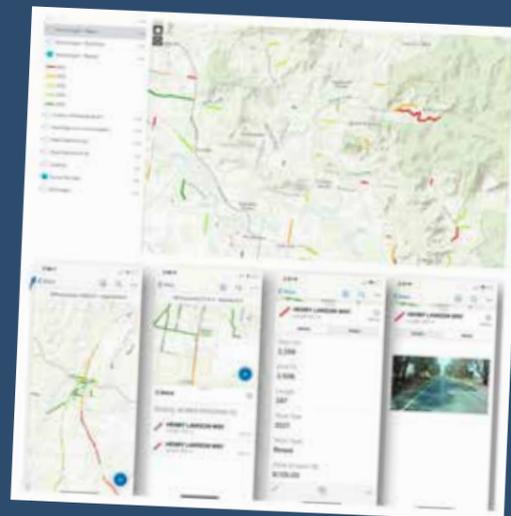
Visually engaging and easy to navigate, online mapping of the works program communicates where planned works are located in the region using traffic light colours. The integrated mobility tool automatically syncs back to the online works program allowing field staff to go paperless. And all this without the need for specialised software or IT expertise.

Powering this innovative technology is a detailed data set collected and modelled by consulting engineering firm SHEPHERD as part of completing Council's road condition survey, comprehensive revaluation and road renewal program.

Council's works programs were developed using defined service level metrics integrated with high definition imagery and GIS data captured by SHEPHERD's unique Road Asset Condition Assessment System RACAS® (watch the demo www.racas.com.au). Effective modelling tools were also applied to the data set, balancing theory with practical delivery to ensure outcomes that meet both engineering and financial requirements.

Using knowledge held within the organisation as well as the expertise and tools of SHEPHERD, Gladstone Regional Council has significantly advanced its Road Asset Management.

For intelligent asset management solutions that work, talk to the SHEPHERD team.



A snapshot of Gladstone Regional Council's online mapping of its Works Program.



Ready for the Wet Season?



The tropical cyclone season is fast approaching – do you have pre-disaster evidence of your road network?

Quickly capture the condition of your network prior to an event with SHEPHERD's cost-effective Road Asset Condition System RACAS®

Engage us to survey your sealed or unsealed roads or we can train your staff in one day.

Get disaster ready today – Visit our RACAS website or call Stephen Hegedus on 0417 076 345 to arrange an onsite or online demo.



CALENDAR OF EVENTS 2020

OCTOBER

- 28 Nominations for the Empathy and Resilience Seminar Series open
- 29 Governance Exchange
- 29 Environmental Health Officers' Exchange
- 29 Sport and Recreation Officers' Exchange

NOVEMBER

- 3 Nominations for 2021 Awards for Excellence Open
- 5 LGMA Annual General Meeting
- 5 Library Officers' Exchange
- 5 Council SMOKO
- 5 LGMA Queensland Annual General Meeting
- 11 Resilience on the front line seminar (online)
- 12 Executive Assistants' Exchange
- 18 Customer empathy profiling seminar (online)
- 19 CEO Forum
- 20 Retired Members' Christmas Luncheon
- 25 CQ RMC – Hosted by Isaac Regional Council – Moranbah
- 25 Personal resilience and stress management seminar (online)
- 26 ILG Forum - Cairns

DECEMBER

- 3 Library Officers' Exchange
- 3 Council SMOKO



LGMA Date Claimers



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

MOVERS and SHAKERS

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

Steven Boxall and Craig Doyle have both accepted roles back in the private sector.

WE WELCOME:

- Shane Gray as CEO at Gympie Regional Council
- Dave Burges has moved to the CEO role at Southern Downs Regional Council
- Cassie White has returned home as CEO of Paroo Shire Council
- Ken Timms as CEO at Etheridge Shire Council

- Michael Thomson as CEO at Mackay Regional Council
- Emma Thomas as CEO at Sunshine Coast Council

RELIEVING AS CEO ARE:

- David Keenan at Mount Isa Regional Council
- Brett Walsh at Barcaldine Regional Council
- Tim Rose at Quilpie Shire Council
- John Kelly at McKinlay Shire Council
- Renee Williams at Northern Peninsula Area Regional Council



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.

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DESIGN & PRINT

BrandGrowth
www.brandgrowth.com.au

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