

Awards

FOR EXCELLENCE 2012

The LGMA Qld Awards for Excellence - recognising outstanding achievement in Queensland local government



LEADING PROFESSIONALS IN LOCAL GOVERNMENT

2012 LGMA (QLD) AWARDS FOR EXCELLENCE

After a very successful inaugural awards dinner last year, it was with much expectation and excitement that I arrived at this year's LGMA (Qld) Awards for Excellence Gala Dinner. The Marriott Hotel in Brisbane provided a perfect location which complemented the array of black ties and beautiful dresses as a 'Who's Who' of Queensland local government gathered to celebrate the achievements of our colleagues.

And so it was that, with the meticulous planning and preparation of our own award-worthy LGMA team (Peta, Robyn, Jo, Donna and Michelle), the celebrations got underway. With the award for Young Manager of the Year having already been decided at the Future Leaders Forum earlier in the year, we began with the team awards. This year the judges found the decision-making to be tougher than ever and for most categories they also recognised runners-up.

The team categories were: Women in Local Government; Excellence in Teamwork; Excellence in Collaboration; Excellence in Sustainability; and Excellence in Innovation. An 'Above and Beyond' award was also presented to recognise an individual who has excelled. Perhaps the highlight of the night, not least of which was for the noise that it generated, was the award presented to the Queensland LGMA Management Challenge winners. As before, we kept this one until last, as it usually really gets the celebrations and party spirit going and leads nicely to the post-dinner dancing. This year saw the Tablelands Regional Council team take the honours and we wish them well in their quest to bring the national trophy back to Queensland in June.

The award categories were specifically aimed at attracting diverse nominations rather than confine them to traditional professional streams. This provided some flexibility for nominators in deciding the best fit for their nomination.

The judges received nominations from across the state, from councils large and small. The judges assessed each nomination on its merits and considered the resources available to each team, to place the smaller councils on an level playing-field with the larger local governments. The judging panel comprised Bruce Davidson and Alison Bray (both returning for a second year) and John Brady. Their task was a tough one, as I've remarked above. The LGMA (Qld) Board and all those involved in the awards this year are most appreciative for their efforts and for the skill and experience that each brought to that role.

Whilst this event would not have been such a success without all those mentioned above, including those who took the time to nominate their colleagues for these awards, the support of the sponsors was also critical. We were delighted to partner with LocalBuy, Ergon Energy, TechnologyOne, APV Valuers & Asset Management and Morrison Low and to have senior representatives from those organisations present the awards. In conclusion, my congratulations to all those nominated in

recognition of their excellent work this year and especially to our team and individual award winners. I was extremely proud to be involved in the celebrations of these achievements which are only part of the local government success story this year.

I look forward to seeing an increasing array of award nominations next year (particularly some more from the smaller councils) as we plan to hold the gala dinner at a larger venue in 2013. Make sure that you are at next year's awards when we can celebrate another year of great achievements across local government in Queensland.

Nick Clarke
President



2012 LGMA MANAGEMENT CHALLENGE - QUEENSLAND

It was one of the most anticipated awards of the night; the winner of the 2012 LGMA Management Challenge. With a number of the teams who took part in this year's challenge in attendance, there was great level of excitement as to who would be announced as this year's winner.

The Management Challenge took place in March of this year at Nudgee College in Brisbane. Held over three days, the teams participated in a series of projects and tasks based on real life scenarios in local government. Competing with other teams from across the state, they practised their teamwork, project planning and time-management skills.

Nineteen teams participated in this year's challenge which was facilitated by Peter Crockett from the Centre for Executive Development.

The teams competed on various challenges some of which included:

- A Pre-Challenge Task which asked teams to look at the theme 'The Temperature is rising' and the important roles local governments play in managing the carbon cycle.

- Looking at council's role in disaster recovery
- The management of stress within local government
- Sustainability and what it means to council and the community

The winner of this year's Management Challenge was Tablelands Regional Council who will now go on to compete in the National Management Challenge in Melbourne in June. This year's runners up were teams from Logan City Council and Brisbane City Council.

- | | | |
|-----|-----------------------------|------------------------------------|
| 1st | Tablelands Regional Council | Team Pinnacle – The Cooling Effect |
| 2nd | Logan City Council | The Masters of Management |
| 3rd | Brisbane City Council | The Unstoppable's |

Congratulations to Tablelands Regional Council and to all teams who participated in the 2012 LGMA Management Challenge.



Tablelands Regional Council



Logan City Council



Brisbane City Council



Tablelands Regional Council

ABOVE AND BEYOND AWARD

The Above and Beyond Award is the only individual award category. It is aimed at recognising a person in local government who has gone 'above and beyond' their stated duties to provide added service to their council or community.

The winner of this category was Carlene Logan of Doomadgee Aboriginal Shire Council. The award was presented to Carlene by Tim Rose, CEO of Local Buy, who sponsored this category.

Carlene is the Office Manager at Doomadgee Aboriginal Shire Council and is responsible for the direct management of nine office staff. Her duties include looking after the administrative function of the Council, cleaning staff, as well as a Skytrans booking agency, Housing Agency, Bank, Centrelink and Post Office. Carlene trains all new staff at the council and maintains the human resources function and prepares salaries.

She has also had to relieve as CEO in their absence and performed this role in an exemplary manner despite being relatively new to council at the time.

In addition to keeping the council going, Carlene is also a strong advocate for council in the community. She is always positive and professional and she sets a great example for staff and community alike. She has an innate understanding of what the community needs and acts to address those needs in an effective and considerate way. An example given was a community party Carlene organised at a time of deep grieving in the community. Carlene collaborated with other organisations and was able to bring the community together for a shared event, recognising each child with a gift and seeking to rebuild spirit within Doomadgee.

Carlene also assists community members who don't have access to their own computer or who aren't computer literate. The trust the community places in Carlene by allowing her access to their most private information shows the esteem in which she is held in the community.

Nominated by her CEO, Janenne Graham, Janenne commented that Carlene's on-going commitment to the delivery of council services and her service to the community with tasks that would not normally fall under the council umbrella is inspiring.

Carlene is an exceptional woman who demonstrates an ongoing contribution to the community through her positive contribution within the council. Carlene performs her own role in an exemplary manner and is a role model for council staff and for the community. The council's reputation is strongly enhanced by the way in which she approaches her duties, and her willingness to go the extra mile, above and beyond expectations.

The other two finalists in this category were Luke Wallace from Redland City Council and Travis Sydes from FNQ ROC.

Travis, Regional Asset Management Coordinator, was given the fairly standard task of applying traditional asset management methodology over landscapes. However, Travis saw an opportunity to go above and beyond his stated role to the benefit of the wider area. Travis extended his application of the framework to cover four local government areas coordinating the councils and the state and federal agencies to develop a consistent approach to natural asset management across the FNQ ROC area.

Travis made an invaluable contribution to conservation planning through his work with FNQROC and developed practical and accountable biodiversity mapping for local government planning schemes. His mapping has helped to provide guidance, structure and consistency to conservation planning in the wet tropics.

Travis has gone above and beyond his role by investing huge amounts of time and effort to accommodate everyone's suggestions and make sure his mapping can be used in practical ways.

Travis was nominated by Darlene Irvine, Executive Officer at FNQ ROC.

Luke, Manager, Corporate Governance, has excelled across his broad portfolio rather than in one specific project. He has developed a highly motivated group of small teams which achieve outstanding outcomes across quite diverse corporate governance areas.

Luke has achieved this success while being very active in collaborating and supporting his local government colleagues across the state. He has participated actively in LGMA Qld events, sharing his knowledge and acquiring information to enhance his council's response to legislative reform.

Along with his achievements, Luke is held in very high regard by his staff, peers and executive team. He exhibits the highest professional standards in all of his work, regularly puts in additional effort to get things done and frequently takes on new tasks.

The most recent annual survey of staff saw Luke achieve a result 20% higher than the corporate average for managers at his level for leadership, technical and change management skills. 100% of his staff said they are motivated to do the best work they can and Luke deserves the lion's share of the credit for that.

Luke was nominated by Nick Clarke, General Manager of Governance at Redland City Council.



Nick Clarke - LGMA Qld President
Carlene Logan - Doomadgee Aboriginal Shire Council
Tim Rose - Local Buy



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EXCELLENCE IN TEAMWORK

The 2012 Awards for Excellence saw the inclusion of a new category 'Excellence in Teamwork'. Nominees in this category had to clearly demonstrate that, through effective utilisation of resources, strong collaboration, mutual understanding and good communication, they have created a team whereby the whole is greater than the sum of its parts.

The winning team had to work in a way which was responsive to the needs of the organisation and present an inspirational operating model which could be applied to Queensland local government.

The winner of this category was Logan City Council with their Asset and Services Management Service Delivery Coordination Team. The Award was presented by Noel Briggs from Technology One who sponsored this category.

The Asset and Services Management Service Delivery Coordination Team was born out of recognition of a compliance requirement and an associated opportunity to take ownership of asset and services management to achieve a sustainable progression for the organisation as a whole – rather than the more traditional piecemeal approach. The team took on the significant task of bringing together officers from across council including, amongst others, Roads Infrastructure Planning and Design, Major Venues and Facilities, Finance, Libraries and Cultural Services, DA, Information Services, Finance, Administration, Risk and Insurance, Animal & Pest Management, Waste Services and Plant Fleet Services.

Outcomes from the Asset and Services Management Service Delivery Coordination Team included:

- They developed clear and open reporting on asset and services management;
- Alignment of practices and methodologies for each asset class across council, eliminating the former silo approach and assisted in the consistent formatting of reports: and

- They integrated the legislative requirements of DLGP and other Federal and State Government bodies which provided a foundation of efficient and effective asset and services management.

The team has been very effective in achieving an excellent standard of asset and service management which is now a feature of Logan City Council.

Congratulations to Logan City Council.

Other finalists in this category were Sunshine Coast Council and Townsville City Council.

Sunshine Coast Council entered their initiative 'Seasons in the Sun'. This project aimed to raise the profile of the Sunshine Coast food and beverage industries and the region itself.

Between 40 and 50 businesses made up the 'team' and contributed extensively to the project which aimed to supply increased exposure for businesses, increased sales and a collective recognition of the Sunshine Coast as a diverse and abundant food producing region.

Townsville City Council established a project team tasked with restoring Townsville to its former state after Cyclone Yasi hit.

The team was made up of key personnel from across the city. They pooled resources, skills and ideas to tackle the recovery effort in a coordinated and systematic way. The task required the joint efforts of other local agencies including the Australian Defence Force, the SES volunteers and state and federal government agencies and businesses.

As a result, Townsville was back on its feet within seven weeks. Townsville City Council is now enhancing its disaster planning to include a well-defined disaster recovery project structure based on the Operation Restore model.



Nick Clarke
Greg Kelly - Logan City Council
Silvio Frinca - Logan City Council
Noel Briggs - Technology One



Noel Briggs - Technology One

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EXCELLENCE IN COLLABORATION

In the Excellence in Collaboration category, nominees must demonstrate genuine and effective collaboration with partners that has resulted in better outcomes for the council and the community.

This year's winner was the Sunshine Coast Council with their Collaborative Approach to Liquor Management (CALM) project. The Award was presented by James Bangay from Ergon Energy, who were the sponsors of the Collaboration category.

The goal of the CALM Sunshine Coast liquor accord is to enhance community safety and wellbeing across the region through development of, and commitment to, strategies and initiatives focused on alcohol harm minimization and community development. It is a collaboration between the Qld Police Service, Queensland Health, Queensland Transport, the Office of Liquor and Gaming Regulation and the council.

CALM is designed to assist government agencies and peak bodies achieve key results in the areas of liquor management and harm reduction and to invite licensees, traders and community members to provide initiatives to reduce alcohol-related violence, crime and drink driving offences.

The Police District Officer reported unprecedented falls in alcohol-related crime and anti-social behaviour, particularly in the Mooloolaba area that was once rated as the region's area of highest street crime prior to the establishment of CALM.

The CALM programme has strengthened partnerships with CALM accord members, state and local government and non-government agencies in working together on a common goal of safe and healthy communities through responsible alcohol management.

Congratulations to Sunshine Coast Regional Council.

Other finalists in this category included Townsville with their 'Together Townsville' programme and Cook Shire Council for the Cooktown Events Centre.

The Together Townsville programme was an Australian local government first. The programme's framework facilitates the coordination and management of mutually beneficial partnerships between council, the private sector and the community.

Since the programme launch, council established partnerships for the delivery of more than 50 initiatives, ranging from community events to infrastructure projects.

For the council, the benefits have included strengthened community ties, a pool of resources to fund larger, more significant projects and shared knowledge, skills and resources.

This proactive approach by Townsville City Council in securing partnerships ensures the ongoing delivery of community events, programmes and infrastructure which directly benefits the community with little or no financial impact on their residents or rate payers.

Cook Shire Council opened the Cooktown Events Centre in 2011; this was a culmination of over 20 years of aspiration and vision. Its development necessitated a long-term collaboration involving local agencies, state government agencies and council.

The Centre is a sporting, educational, conference, social, cultural, entertainment facility. It is also a Category 5 cyclone shelter and evacuation centre hub that will serve the South East Cape York Peninsula region well into the future.

The centre has also hosted some major expos, conferences and events which the region has been unable to cater for previously. The Jobs & Training Expo was a major success with 43 agencies and employment providers offering stalls and careers information for local residents in the South East Cape.

The benefits, economically, socially and culturally, have already outweighed the operational costs of the centre to date.



Lynda Fraser - Sunshine Coast Regional Council



Nick Clarke
Lynda Fraser - Sunshine Coast Regional Council
James Bangay - Ergon Energy

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EXCELLENCE IN SUSTAINABILITY

Nominees for the Sustainability category must demonstrate long-term solutions which have contributed to the sustainability of the council or an area or project. They also demonstrate responsiveness to community, workplace or industry needs.

This year's winner was Cairns Regional Council with their Corporate Sustainability Framework. APV Valuers & Asset Management sponsored the category and the award was presented by Lachlan Black.

The aim of Cairns Regional Council's project was to demystify the term "sustainability". They implemented a strategic corporate framework to communicate terminology, context and application of sustainability across the organisation.

The sustainability framework has been progressively implemented over the past three years and has delivered a strong foundation to ensure long-term solutions and effective change management. Bringing together a suite of tools, the framework demonstrates council's commitment to delivering leadership outcomes which last longer than a single political term. The building blocks of the frameworks are council's: Corporate Sustainability Policy; Carbon Emissions Reduction Policy; the Sustainable Change Strategy; Sustainable Building Design Checklist; the Energy and Emissions Data Management System; and the annual State of the Environment Report – Sustainability Scorecard.

The Sustainability Scorecard project has been a key driver in the change management process by articulating what sustainability means to council and presenting a tool for assessing and measuring sustainability performance across all work areas.

The Framework has assisted staff to question, undertake research and to compare outcomes and costs to achieve more sustainable outcomes for the council and the community. The positive outcomes are evidenced in greater recycled product selection, reduced electricity consumption, reduced impact on the environment, greater restoration of the natural environment, more thorough consideration of disaster preparedness and improved use of local suppliers.

Testament to the effectiveness of the framework is a reduction of carbon emissions by 42% on the 2007/08 levels. This will come from a range of projects across the organisation. The framework has received aspirational interest for introduction in other local governments locally and nationally.

Congratulations Cairns Regional Council.

Other finalists in this category included Redland City Council for the 10 Bin Option Menu and Sunshine Coast Council for the Maroochy Bushland Botanic Garden Arts and Ecology Centre.

Redland City Council introduced their new 10 Bin Menu Option from 1 July 2011, allowing residents to 'mix and match' different sizes of recycling and waste bins to suit their household needs and thereby advance the strategic goals of council to minimise waste to landfill.

This was developed ahead of the State waste strategy and was driven by the need to become more sustainable. Council noted that Queensland has the largest amount of waste created per person of any State and, as the population grows, so more waste is produced.

A new, green waste bin collection service has been introduced which diverts clean vegetation to a composting facility. Supported with an ongoing marketing campaign the initiative has seen a 14% reduction in kerbside waste and increased collection of high quality green waste.

The Sunshine Coast Council has created an exemplar of optimum sustainable architecture and landscape design: the Maroochy Bushland Botanic Gardens Arts and Ecology Centre. The Arts and Ecology Centre is a key component of the Maroochy Bushland Botanic Gardens Master Plan and was built to enable the Gardens to fulfil their cultural, environmental and economic roles and responsibilities. It's the first of its kind on the Sunshine Coast and offers new insights into the region's ecology.

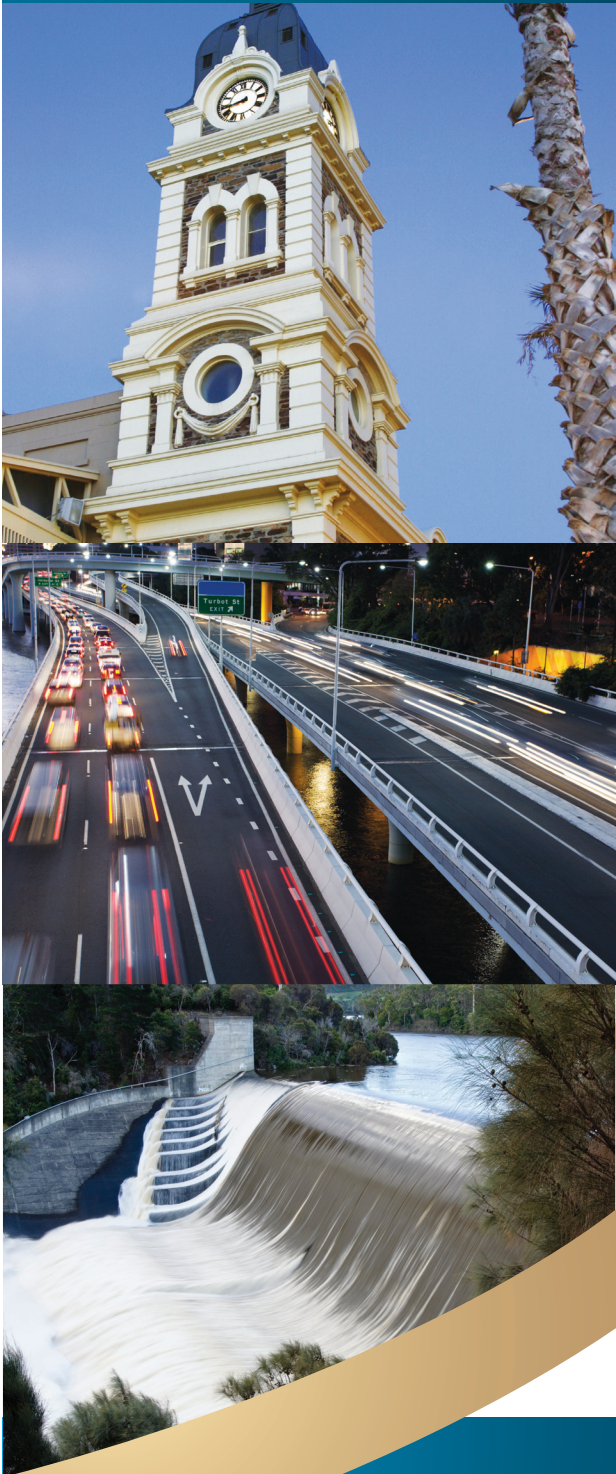
The project has been extremely successful in achieving its desired outcomes and is a prime example of ecologically sustainable building design which can be used for community interaction and will be a valuable addition to the region's nature-based tourism. The Arts and Ecology Centre is a benchmark for other developments and will be an engaging and relevant public place into the future.



Nick Clarke
Erin Marsterson - Cairns Regional Council
Lachlan Black - APV Valuers & Asset Management

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EXCELLENCE IN INNOVATION

Nominees in the Innovation category must demonstrate an innovative approach to a problem or issue which has resulted in an improvement in organisational performance and/or productivity, client service or provision of services.

This year's winner was Lockyer Valley Regional Council with their Strengthening Grantham Project. The award was presented by Stephen Bunting from Morrison Low who sponsored the Innovation category.

The Strengthening Grantham Project was initiated in response to the devastating floods which took place in January 2011. Grantham was the single-most devastated community when floodwater swept through the valley, taking lives and property.

Driven by a very real and immediate concern that residents would permanently leave the community, council proposed a new Master Plan for Grantham that would secure the future of the township. The concept was simple yet unprecedented – to relocate the community to higher ground, out of the flood zone, as part of an Australian-first voluntary land swap agreement.

Lockyer Valley Regional Council acquired a 935 acre land parcel and, in consultation with planning experts, developed a master planned community complete with essential services and improved road and rail access and social infrastructure.

Community facilities included a school site, parklands and memorial gardens.

The voluntary land swap was the cornerstone of the Grantham Master Plan, enabling residents to effectively 'swap' their flood affected properties for the opportunity to build on higher, and safer, ground within the community.

Extensive community consultation ensured that the project was a success with 70 families to date participating in the voluntary ballot for land. The first of these moved into their homes in time for Christmas last year – an incredible feat in under 12 months since the tragedy.

The Strengthening Grantham Project continues to be one of the most concentrated reconstruction projects associated with the January 2011 floods and is one of a kind in Australia.

Congratulations Lockyer Valley Regional Council.



Ian Flint - CEO Lockyer Valley Regional Council
Megan Flint

Other finalists in this category included the Sunshine Coast Council for the Caloundra Landfill Piggyback Liner and Cairns Regional Council with their Service Quality Strategy 'Connecting' Programme.

Close to capacity in 2010, the Sunshine Coast Council identified the Caloundra landfill as requiring expansion and upgrading for disposal of residual waste. Due to logistics and cost it was deemed necessary to extend the life of the existing landfill.

In a Queensland first, the landfill was expanded vertically with the construction of a Piggyback Liner that essentially "piggybacks" on to an old, unlined waste site. This extended the life of the landfill by approximately two years and allowed time for the council to purchase the adjoining land.

The Piggyback Liner Project was an environmentally friendly interim solution to the issue of the Sunshine Coast's diminishing landfill airspace and, as one of the first constructed in Queensland, the project has great potential as a benchmark for projects of a similar nature.

Two years ago, Cairns Regional Council recognised the need to develop and implement a council-wide service quality strategy aimed at improving both customer service culture and the services offered to the community. As a result the 'Connecting' programme was born. The programme developed teams across council to use data-based problem solving techniques based on customer feedback and best practice.

To date, over 30 teams from all areas of council have analysed and acted on data obtained from over 1900 customer responses to surveys about how the council is performing and what can be improved. This has been extremely well received by community and employees.

Year-on-year, overall customer satisfaction has increased and there are countless success stories with internal customer satisfaction increasing by 100% in the period and a clear increase in customer satisfaction which has been essential to Cairns Regional Council achieving remarkable results.



Nick Clarke
Ian Flint
Stephen Bunting - Morrison Low

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WOMEN IN LOCAL GOVERNMENT AWARD

The Women in Local Government category seeks to recognise a project which has directly contributed to enhancing opportunities for women and responds to the on-going issues facing women seeking careers in local government.

The Women in Local Government category was developed in response to findings from *2012: The Year of Women in Local Government*. Discussions and forums during the year highlighted the fact that, although well represented in local government across the state, women struggled to move from middle management into the senior management teams of councils. A range of reasons were identified and councils were encouraged to consider initiatives to better utilise their skilled women and support their continued development. Many councils took up the challenge and have implemented a range of programmes to better engage this group of officers.

The 2012 winner of this category was Cairns Regional Council for their Springboard Women's Development Programme. This award was presented by Debra Colledge, Executive Manager Client Services from Local Buy who once again sponsored this Award category.

Cairns Regional Council's Springboard initiative is an important part of council's commitment to offering a robust learning and development programme which caters to the needs of staff.

The *2010 Year of Women in Local Government* identified a need for Cairns Regional Council to enhance opportunities for women in their workforce. As a result the Springboard Women's Development initiative was launched.

The objectives were to:

- Foster the personal and career development of women;
- Help women identify values, skills and strengths;
- Increase women's confidence and assertiveness;
- Provide practical models for goal setting, planning and problem solving; and
- Develop networking and relationship building skills.

Through the initiative, Cairns Regional Council sought to create an opportunity for individual and professional development that would encourage and enable women to take the plunge and 'go for that role' that they had always wanted but hadn't been able to do. With strong support from the Leadership team and driven by the People and Organisational Development Branch, the programme is already showing strong outcomes which have included an increase in internal applications for vacancies, the establishment of a Springboard network, clarity in direction for women's careers and reignited passion and ambition in their female workforce.

Cairns Regional Council has scheduled to deliver two programmes annually - adding to the 127 officers (or a quarter of the female workforce) who have already undertaken the programme.

Learning & Development Coordinator, Jenni Dillon, nominated the initiative and was there to accept the trophy on the night.

Congratulations to Cairns Regional Council.



Nick Clarke
Jenni Dillon - Cairns Regional Council
Debra Colledge - Local Buy

Local Government Managers Australia (LGMA) is the leading professional association representing officers and aspiring professionals in Australia. It was founded in 1936 and since that time has continued to expand with over 2,500 members across Australia.



LGMA Queensland is committed to the development and improvement of local government management. We are also committed to ensuring that our members are at the forefront of change and innovation and to maintaining a high level of professional and ethical standards.

We continuously ensure that our members remain up-to-date with the ever changing environment that is Queensland local government. We also take an active role in promoting better standards in local government, in lobbying for changes to the system of local government and in presenting local government as an essential contributor to better communities.

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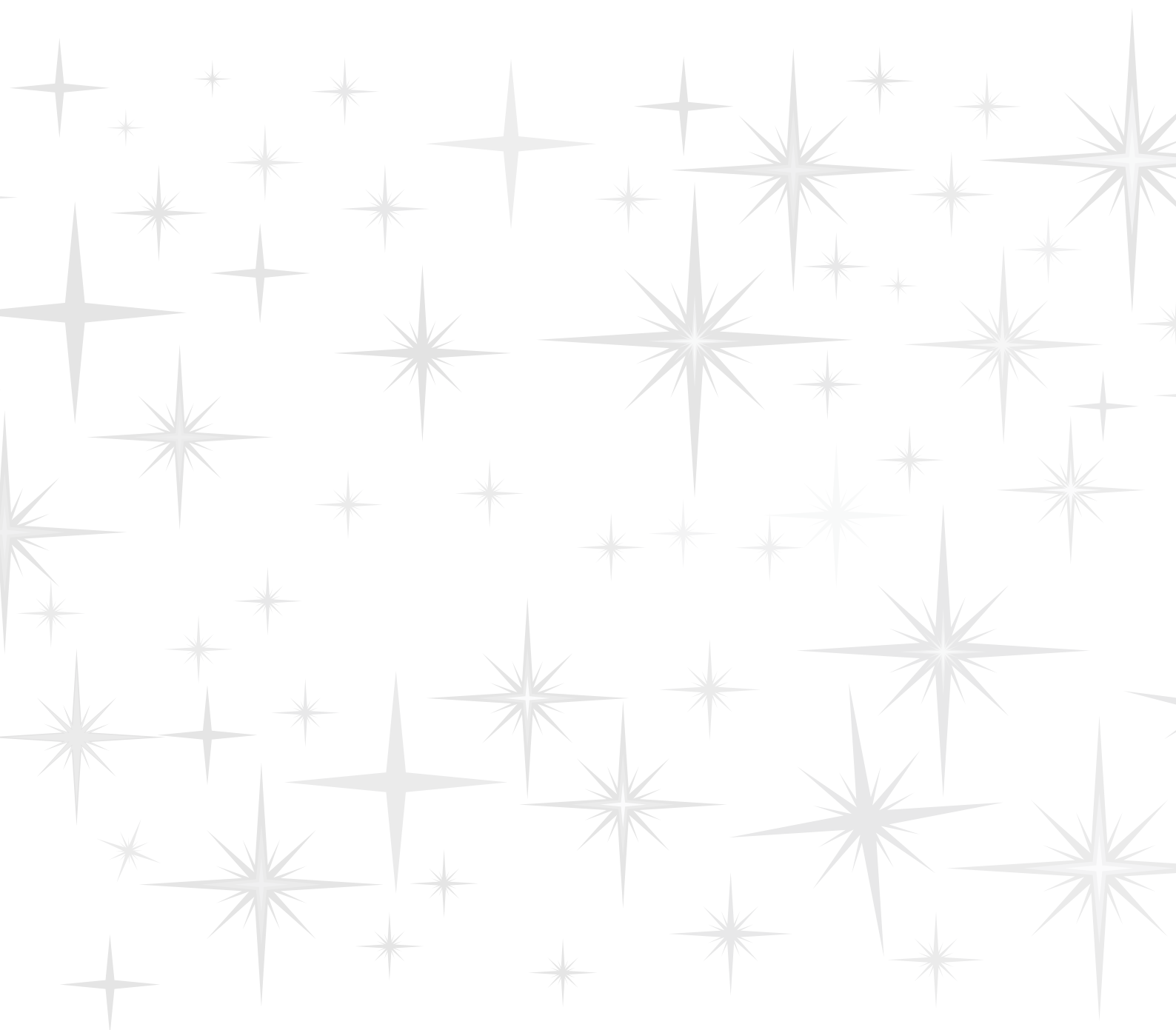
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2012 LGMA QUEENSLAND

Professional Development Pathway

		Officers	Supervisors, Team Leaders & Coordinators	Managers	Directors & General Managers	Chief Executive Officers
Executive Management in Queensland Local Government	This professional development programme is aimed at local government professionals who desire to develop a more complete understanding of the role of the Chief Executive Officer within the Queensland Local Government system.				✓	✓
CEO Forum	Regular forums to address topical issues from a CEO's perspective as well as providing ongoing professional development and networking.					✓
 m.a.s.c.	Regular forums to address topical issues, including issues specific to indigenous councils, as well as providing ongoing professional development and networking.					✓
Future Leaders Forum	A 2 day event, providing informative and interactive forums for officers looking to further their career in local government. The event provides valuable networking opportunities with some of Queensland's brightest talents.	✓	✓	✓		
 Propeller Programme	Propeller programme develops people at all levels to lead local government into the future. It offers a combination of expert input and experiential learning models, providing intensive interaction between participants.	✓	✓	✓	✓	
 ignite LGMA QUEENSLAND	Ignite provides those people who have limited experience in managing and leading people to develop the competencies required to be successful in their role.		✓	✓		
Women's Mentoring Programme	The programme aims to support and guide professional women within local government to: broaden their knowledge of leadership and business; build their networks internally and externally; create career development opportunities; and engage with senior leaders.	✓	✓	✓	✓	
Mentoring Minds	Designed to provide personalised professional development, career advancement and networking, this highly flexible programme is aimed at officers within local government who aspire to further their careers within the sector.	✓	✓	✓	✓	✓
 LGMA Management Challenge	The LGMA Management Challenge is a sophisticated team development programme that provides real life problem solving experiences relevant to local government.	✓	✓	✓	✓	
Rural Management Challenge	The Rural Management Challenge is a team development programme based on a simulation of real-life local authority management and comprises a series of typical events, situations and tasks.	✓	✓	✓	✓	
Mini Management Challenge	The Mini Management Challenge is a team building activity, based on the State/Rural Management Challenges and customised for application within a single council.	✓	✓	✓	✓	✓



LEADING PROFESSIONALS IN LOCAL GOVERNMENT