



LGMA QLD  
*Awards for Excellence 2015*

THE LGMA QLD AWARDS FOR EXCELLENCE  
RECOGNISING OUTSTANDING ACHIEVEMENT IN QUEENSLAND LOCAL GOVERNMENT.

Local Government Managers Australia Queensland (LGMA Queensland) is the professional body representing the interests of local government officers across the state.



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.

LGMA Queensland is a membership-based organisation comprised of officers from all technical areas of local government and all areas of the state. Programmes offered by LGMA Queensland are characterised by their practicality and real-life applicability, drawing heavily on the experience of exceptional local government officers from all areas of council activity.

The LGMA Queensland Awards for Excellence are one of the many initiatives developed to support the sector in Queensland.

2015 LGMA  
QUEENSLAND  
*Awards for  
Excellence*



PRESIDENT'S  
MESSAGE

WELCOME TO THE 2015 LOCAL GOVERNMENT MANAGERS AUSTRALIA, QUEENSLAND AWARDS FOR EXCELLENCE PUBLICATION, THE FIFTH YEAR CELEBRATING THE ACHIEVEMENTS OF LOCAL GOVERNMENT IN QUEENSLAND.

As President, I was again honoured to be a part of the awards ceremony and assist our corporate partners with the presentation of the awards. The anticipation and excitement leading up to the announcement of the winners was evident during the evening.

The Awards for Excellence Gala Dinner is a special part of the local government calendar, giving us a chance to come together to reflect on and celebrate the innovative, creative and outstanding work we have done in our councils over the past year.

Last year's record attendance was well and truly broken at this year's Gala Dinner, with 240 people attending at the Brisbane Convention and Exhibition Centre. The increasing attendance clearly demonstrates the importance of recognising and celebrating the great work being done within our level of government and is fast becoming the 'must attend' event for local government employees.

Last year I wrote that 'business as usual' was not an option for local government and every day I am seeing or hearing about innovative ways of delivering service to our communities - whether this is through the use of technology or changes to processes to reduce red tape. The professional development programmes on offer from LGMA Queensland are helping to upskill our staff to meet the increasing demands facing the industry, as councils deliver services within a constraining financial environment.

Congratulations to all the nominees and a special congratulations to the category winners, well done and well deserved. The quality of applications in the various categories highlights the dedication and innovation shown by council staff and teams working in the sector.

One of the big announcements at the Awards for Excellence dinner is the State winner of the LGMA Australasian Management Challenge. Each year the cheers for this part of the evening are certainly the loudest. Congratulations to this year's winning team, Macka Dacka, from Mackay Regional Council. Seventeen Queensland teams competed in the Challenge amongst 111 teams which competed across Australia and New Zealand. Our sector benefits from the skills and confidence that participants who compete in the Management Challenge bring back to our councils. Everyone is a winner from this initiative.

On behalf of all in Queensland local government, I wish the Mackay Team all the very best as they represent the State at the National Management Challenge Finals in Melbourne in June.

This year, as part of the Reform of Federation, local government is provided with an opportunity to have a voice and be involved in setting a future as a genuine level of government within Australia. As a collective, we have an opportunity to showcase the effective service delivery potential of local government to the other levels of government. This will create a nexus where local government is offered a seat at the table of negotiation and not just a level of government to be consulted when it appears necessary. The LGMA Queensland Awards for Excellence certainly highlight that Queensland councils are punching above their weight, upholding local government as a genuine level of government, best positioned to deliver everyday services to everyday people who live within our communities.

**On behalf of LGMA Queensland, I hope you enjoy our special 2015 Queensland Local Government Awards for Excellence publication.**

A handwritten signature in black ink that reads "Mark Crawley". The signature is fluid and cursive, with a long horizontal stroke at the end.

MARK CRAWLEY  
PRESIDENT

## EXCELLENCE IN *Teamwork*

The Excellence in Teamwork Award was introduced as an award category in 2012, in recognition of the fact that exceptional teamwork can take a project from good to great. The Award celebrates a team that demonstrates a responsive and inspirational operational model which meets the needs of the organisation and provides positive outcomes for the community.

To be successful in this category, nominees must clearly display a sense of unity, open communication and effective resourcing, to achieve enhanced service delivery.

This year, Ipswich City Council's Black Snake Creek Restoration Project was identified by the judges as the team that best represented the values of this award.

Over recent years, Black Snake Creek had been impacted by flooding and an associated decline in water quality. As a result, the creek and surrounds had lost some of its appeal and the area was not being fully utilised by the community. Early on in the planning process, extensive stakeholder consultation identified residents' neutral or negative attitude towards the area.

Setting out to restore community passion and pride in the area, the council pulled together a dedicated and diverse team to reinvigorate the reserve. The Black Snake Creek Reference Group was formed and included members of the community, council staff from a range of different departments, the Mayor, councillors and state government representatives. Leadership was shown by Mayor Paul Pisasle, Councillor David Pahlke and Councillor Heather Morrow, who advocated and lobbied for funding the restoration project.

What was particularly interesting about the team process was that it was hard to identify leaders or drivers, with each of the team members contributing expertise and effort when required. In fact, council's great success in this project was creating an environment for teamwork to happen and then getting out of the way to let it happen - where appropriate contributing expertise, seeking funding and providing support, as required by the project.

Judges noted that a shared commitment within the team, self-leadership by team members, careful planning and effective ongoing communication were key elements in ensuring the project was a success.

The area surrounding Black Snake Creek has been transformed into an inviting space for the community to enjoy. The area now features a rejuvenated waterway, attractive landscape design, signature planting and natural refuges for native wildlife. Work was also undertaken to reduce erosion and sediment being carried down the creek. The parkland is once again a facility the community can enjoy and an area of which Marburg residents can be proud.

Representatives from the group were in attendance to receive their award. Mark Crawley presented the award on behalf of Conrad Martens, Investigation and Fraud Security Risk Consultant of Active Assurance.

*Congratulations  
Ipswich City Council*



TEAMWORK WINNERS  
JIM LINDSAY AND CARMEN MARSHALL  
(IPSWICH CITY COUNCIL) WITH MARK CRAWLEY

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## WOMEN IN *Local Government*

The Women in Local Government Award recognises a council which has actively sought to enhance opportunities for women in local government, especially in making the transition to senior management roles.

This category was developed in response to issues identified during 2010: The Year of Women in Local Government. Forums, discussions and reports conducted during the year highlighted the need to actively support the career progression of female local government employees from middle management into senior management roles. Since that time, despite the efforts of many councils, progress has generally been slow and the findings from 2010 hold true today.

This year's winner is Douglas Shire Council.

Douglas Shire Council has taken significant steps to address the gender imbalance in local government, through a range of simple but important initiatives. These include the introduction of a parenting room for breastfeeding women and a safe place for children who need to wait before or after school, flexible start and finish times, part-time and work-from-home arrangements and flexible leave provisions, including for study. The combination of initiatives has created an environment that supports mothers returning to work and parents remaining in the workforce.

Recruitment practices adopted by Douglas Shire Council explicitly encourage women to apply for non-traditional roles within the outdoor workforce and are supported by opportunities to undertake training such as power-line awareness, asbestos awareness, chainsaw training and 4WD recovery.

Douglas Shire Council has also invested heavily in its employees' professional and career development across the board. The council has four female staff currently undertaking the Diploma of Local Government Administration and a trainee working towards her Certificate 3 in Business Administration.

These and other initiatives demonstrate Douglas Shire Council's commitment to fostering the careers of women within local government. Their success to date is clear, with the Management Team, (from first to third line management positions), achieving gender balance.

Linda Cardew, Chief Executive Officer of Douglas Shire Council was presented with the award by Deb Colledge, Executive Client Manager, on behalf of category sponsor, Local Buy.

*Congratulations  
Douglas Shire Council*



LINDA CARDEW ACCEPTED THE WOMEN IN LOCAL GOVERNMENT AWARD ON BEHALF OF DOUGLAS SHIRE COUNCIL, WITH DEB COLLEDGE (LOCAL BUY) AND MARK CRAWLEY

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*Awards for  
Excellence 2015*







## EXCELLENCE IN *Sustainability*

In the Excellence in Sustainability category, nominations must demonstrate long-term solutions which have contributed to the financial, social or environmental sustainability of the council, area or project and have delivered improved outcomes or reduced resourcing implications.

This year, Logan City Council's Pressure and Leakage Management Program (PLMP) took out the award.

Logan City Council provides water distribution and retail services to almost 100,000 customers in Logan City. As a response to the Millennium drought, the Logan community was experiencing severe water restrictions and residents had significantly reduced their water consumption. Residents faced escalating water charges due to increasing bulk water costs. At the same time, the frequency of pipe leaks and bursts was also on the rise, particularly in areas where water pressure was high. These pipe leaks and bursts caused disruption for residents, with frequent water outages and flooding in localised areas.

Taking a responsible and proactive approach, council initiated the Pressure and Leakage Management Program to create a more sustainable water distribution network. This program focussed on analysing and modelling water pressure, reducing water losses caused by leakages, installing district water meters and adding pressure-reducing infrastructure across the city. These initiatives achieved cost savings and a reduction in water wasted through unnecessary losses.

The PLMP has demonstrated excellent outcomes, saving water, time and money, both for council and for the community. Council has saved 4500 million litres through a 38% reduction in pipe bursts and leakage and over \$14.6m in bulk water costs. The program has extended the operating life of existing water assets, meaning less

frequent repair and replacement and greater life expectancy of the network. Approximately 85% of the Logan area is now pressure and leakage managed and council is currently extending the PLMP infrastructure to the Beenleigh community.

Logan's PLMP has achieved better than world class performance standards for water leakage and as the program is highly replicable, it can be held up as a model for other water service providers across the State.

In making the award, judges recognised that Logan's Pressure and Leakage Management Program has continued to enhance the environmental, economic and social sustainability of the city.

Recognised as a finalist in this category was Lockyer Valley Regional Council. Responding to public concerns over flying fox populations, the council's environmental planning team developed a Statement of Management Intent, a policy which delineates a 'sliding scale' of the most cost-effective remedial options available. This has allowed council to find a balance between community amenity and flying fox roost management.

Representatives from Logan City Council received the award from Gordon Taylor, Acting Chief Executive, on behalf of the category sponsor, Ergon Energy.

*Congratulations  
Logan City Council*



COUNCILLOR DON PETERSEN AND  
TONY GOODHEW (LOGAN CITY COUNCIL),  
SUSTAINABILITY AWARD WINNERS,  
WITH MARK CRAWLEY AND  
GORDON TAYLOR (ERGON ENERGY)

# Rewarding excellence in sustainability



At Ergon, we're committed to working together with local councils and communities to create a bright future for regional Queensland. That's why we provide grants through our Community Fund to help not-for-profit organisations turn their short-term projects into long-term community benefits.

We believe in empowering change at the local level and are proud to sponsor the LGMA Queensland Award for Excellence in Sustainability.

Find out how to involve your community at [ergon.com.au/communityfund](https://www.ergon.com.au/communityfund)



## EXCELLENCE IN *Collaboration*

The Excellence in Collaboration Award celebrates those councils who demonstrate genuine and effective collaboration with partners, resulting in better outcomes for their council and community.

This year's winner is Redland City Council for their project, Toondah Harbour and Weinam Creek Priority Development Areas.

Redland City Council realised that, in recent years, its ferry terminals and transport hubs, Toondah Harbour and Weinam Creek, had become run-down and under-utilised. As a result, there was no opportunity for economic development arising from the facilities.

Over the past two years, Redland City Council and the state government have taken a collaborative approach to urban planning on the two projects, leading to the council's development and declaration of its Toondah Harbour and Weinam Creek Priority Development Areas plan. Through its collaboration with Economic Development Queensland, Redland City Council is now at the forefront on an exciting development scheme. The declaration of the 67 hectare development will provide opportunities for the transformation of the spaces into residential development, tourism and retail development, and the creation of open spaces, ferry terminals and, potentially, a private berth marina.

The Excellence in Collaboration Award recognises that Redland City Council's success can be attributed to the creation of an enduring, positive partnership

between the council and state government.

Judges noted that the successful collaboration also included a wide range of professionals such as planners, lawyers, accountants, council representatives and peak bodies.

Council's objective to achieve rich stakeholder engagement that reflected a deep understanding of the vision, values and aspirations of the Redland community was successfully achieved. This project demonstrated how a robust community, industry and government collaborative engagement programme can deliver results for communities and positive economic benefits for Queensland.

Representatives from Redland City Council received the award from Bronwyn Blagoev, Director Policy, Legal and Corporate Support, on behalf of the category sponsor, the Department of Infrastructure, Local Government and Planning.

Also recognised in this category were finalists: Central Highlands Regional Council and Woorabinda Aboriginal Shire Council, which had collaborated on a workforce strategic planning project; Mornington Shire Council which focused on successful collaborations with State Government, Federal Government and non-government organisations; and Scenic Rim Regional Council's new customer centre in Boonah, offering a one-stop-shop for some State Government services.

*Congratulations  
Redland City Council*



COLLABORATION WINNERS  
PETER KELLEY, BERNARD HOUSTON  
AND SCOTT HUTCHISON  
(REDLAND CITY COUNCIL)  
WITH MARK CRAWLEY AND  
BRONWYN BLAGOEV (DILGP)



## Our department name may have changed, but our focus is still on offering great service.

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- Leading infrastructure planning
- Supporting and empowering Queensland's councils through our regional services network
- Delivering planning services
- Coordinating community recovery and building resilience during natural disasters
- Economic Development Queensland

To find out more, visit [dilgp.qld.gov.au](http://dilgp.qld.gov.au)

## EXCELLENCE IN *Innovation*

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

The Excellence in Innovation category attracts a high volume of nominations each year, reflecting the importance the sector places on the creation of new technologies and processes in the interest of improved operational performance.

This year, the winner is Sunshine Coast Council for their Public Development Information Report initiative.

Council planning schemes and their accompanying mapping can appear complex and far too technical for members of the public and professionals who try to access them. Sunshine Coast has sought to simplify their planning scheme for residents and other interested parties who want to better understand their area.

The Development Information Report, created by Sunshine Coast Council in late 2014, has made it significantly easier for users to access town planning information for individual properties. The report allows users on desktop or mobile devices to enter a property address and instantly receive planning scheme information, interactive maps and other site information.

Since its launch, the tool has been used over 10,000 times and is now averaging 1,000 users per week. It has received fantastic feedback from the community and industry and has been beneficial to landowners, potential purchasers, real estate agents and building certifiers. This innovation has reduced call centre time and has provided more accessible and more understandable town planning information.

The innovation was developed in-house for less than \$10,000, using existing Cloud-hosted planning scheme information. Feedback indicates that Sunshine Coast Council's Development Information Report is one of the easiest planning scheme tools to have been provided by a local government. Other business units have taken an interest in the tool, including developing similar applications for Environmental Reports and Disaster Management Impact Profiles.

The project is part of a broader council strategy that has focused on the council's ePlanning capabilities to support the local planning industry. These capabilities include

electronic lodgement, development application tracking, interactive mapping and statistical indicator publications.

Mark Fox and Luke Flanagan from Sunshine Coast Council, received the award from Stephen Bunting, Senior Consultant of Morrison Low.

Also recognised in this category were finalists Ipswich City Council and Townsville City Council.

Facing increased violence towards its parking officers, Ipswich City Council needed a safer way to conduct compliance functions, protecting officers from risk and to reduce parking offences at school drop off/pick up zones. The development of a mobile camera solution, which utilises automatic number plate recognition, has improved evidence of offences, fewer customer disputes, high levels of Police support and a significant effect in positively changing driver behaviour. The project has demonstrated that emerging technologies can be deployed innovatively by local government and that long-term benefits can be achieved through such innovation.

Over a four year period, Townsville City Council faced a ten per cent increase in complaints about aggressive dogs and traditional publicity campaigns hadn't had any effect. The council's innovation was a confrontational and hard-hitting campaign which used an image of a dog attack victim to spread the message, to change owner and community attitudes. The frequency and severity of dog attacks has dropped and the result has put an end to five consecutive years' of growth in dog attacks.

### *Congratulations Sunshine Coast Council*



INNOVATION WINNERS MARK FOX AND LUKE FLANAGAN  
(SUNSHINE COAST COUNCIL ) WITH MARK CRAWLEY AND  
STEPHEN BUNTING (MORRISON LOW)

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# Above & Beyond AWARD

Above and Beyond Award is the only individual award in the Awards for Excellence. The award recognises an individual in local government who has gone 'above and beyond' their stated duties to provide added service to their council or community and, as a result, has enhanced the council's reputation and the experience of the council's customers.

This year, the winner is Allan Hazell, the Building and Plumbing Branch Manager at Noosa Council.

Allan was nominated for the award by his colleague Martin Drydale, Director of Infrastructure and Planning at Noosa Council.

"Allan is best described as a 'one-off'," Martin said. "He always has a smile on his face, is fun to be around and provides never-ending support and encouragement for his team. Always customer-focused, Allan is continually looking for ways in which he can improve his business unit and make cost savings for the council and for the community".

There are too many examples of Allan's dedication to list, however, key highlights are represented below.

Allan's commitment to saving money for council and Noosa ratepayers is evident. He's not happy to see work outsourced or contracted, if he can do it himself. For example, Allan and his team of plumbers took the initiative to build a new waste water treatment park and amenities block at the council's campgrounds. This was all done over weekends, in their own time, and earned the thanks and appreciation of the Residents and Ratepayers Association.



ABOVE AND BEYOND WINNER ALLAN HAZELL  
(NOOSA COUNCIL) WITH GARNETT HOLLIER  
(LG SUPER) AND MARK CRAWLEY

Concerned over council's ongoing costs of contracting out electrical work, Allan spoke to colleagues across council and developed a business case to employ a full-time electrician. Now in place, the position is already making savings in the tens of thousands.

Allan also worked with his team to proactively manage the council's building maintenance work in-house, avoiding previous outsourcing arrangements. This approach has reduced after-hours callouts and the facilities have received the compliments of the community.

Demonstrating his flair for invention, Allan worked with an IT developer to create an iPhone app which can analyse waste water quality, reducing the cost of sample testing by thousands of dollars.

Allan is said to be fixated not only on saving money for council and its customers, but also on providing excellent customer service. In 2014, Allan celebrated the opening of new customer enquiry facilities into which he had put substantial hours of his own time. The facility accommodates all of the building and plumbing department under one roof and delivers a 'one-stop-shop' solution to provide excellent customer service for the department's clients.

Testimonials from his team and colleagues attest to Allan's kind-heartedness, his support through difficult times, his commitment to staff members putting family first and his constant positive disposition. This is best summed up by one comment which reads,

*"Allan doesn't believe in bureaucracy or in offering excuses why something can't be done. He is a great person to work with and his enthusiasm is infectious."*

*"Off the record, we really should look at cloning him, like Dolly the Sheep!"*

*"Allan's attitude to work is simple – work hard, find the best value approach you can for council, provide outstanding customer service, look after your team and have fun while you are doing it!" Martin Drydale said.*

*"This award provides recognition for Allan's dedication to the job, the council and council customers."*

Allan's efforts above and beyond the requirements of his role have had a significant and positive impact on the council, customers and his team members.

Allan was presented with the award by Garnett Hollier, Manager Member Advice, on behalf of category sponsor, LG Super.

*Congratulations Allan Hazell  
from Noosa Council*





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## Above and beyond since 1965

LGsuper is proud to support our members as they go above and beyond to find innovative solutions that help improve their local communities.

While local government employees continue to build strong, safe and resilient communities, LGsuper remains focused on building the strong financial futures they deserve.

In our 50th year, we're taking this opportunity to support an individual who has gone beyond the call of duty in their role by sponsoring LGMAQ's Above and Beyond award.

LGsuper would like to congratulate the recipient, and thanks them along with all nominees for their valuable contributions to their communities.



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# 2015 LGMA AUSTRALASIAN MANAGEMENT CHALLENGE *Queensland*

The announcement of the Queensland LGMA Australasian Management Challenge winner is always a much anticipated part of the Awards for Excellence Gala Dinner. With 15 of the 17 teams in attendance at the dinner, there was a great level of excitement around who would be announced as this year's winner.

A highly contested annual event, the Management Challenge pits council against council, with teams carrying out a series of diverse tasks under tight deadlines to demonstrate teamwork, productivity and creativity. The challenge builds an understanding of the issues facing local government, develops skills (particularly in project management) and links areas across council, as team members come from diverse areas of council.

The 2015 Management Challenge was held at Mount Cotton Training Centre in Brisbane across three days and featured challenges which included:

- A pre-Challenge video and infographic exploring The Value Proposition – why a person or company should engage with your organisation;
- An information exchange session where teams had a limited time to explore specified issues with the other competitors;

- A facilitated discussion on the big issues impacting each council region and how their councils are responding to these issues; and
- A role play of managing an under-performing staff member.

In preparation for the Challenge, each team was guided by a mentor who provided advice and support and facilitated the debriefing phases of the Challenge. On the day, a number of appointed observers monitored the progress of teams, looking at how they approached tasks, how they allocated work, how they worked as a team to harness strengths and capture the input of all members and how they coped with the stress of short timeframes. Task outputs, such as reports, posters, presentations and videos, were assessed by a single assessor and a moderation activity was undertaken to ensure consistency. All teams also received feedback on their performance which is critical to the professional development the Challenge offers.

The winner of the Queensland leg of the Challenge will now go on to compete against interstate and New Zealand counterparts in the Australasian finals in Melbourne in June 2015.

This year's Queensland Challenge winner is Mackay Regional Council with their team Macka Dacka. Excited members of the team collected their award from Management Challenge Facilitator, Peter Crockett.

Runners up were Townsville City Council's, The Sugar Shakers in second place and Brisbane City Council's, City Slickers who took third place.

Congratulations to all of the teams who competed this year and we look forward to seeing you all again next year.

*We wish Macka Dacka every success for the Australasian finals*




PROUD CHALLENGE WINNERS, *MACKA DACKA*, FROM MACKAY REGIONAL COUNCIL - BRONWYN FORSTER, PETE OWEN, SHAUN WOODS, KATHLEEN PRICE, DEBRA HOWE, RICHARD BROWN AND KARLEE HAYDEN



BRISBANE CITY COUNCIL'S TEAM, *CITY SLICKERS*, GARETH MORGAN, LISA LENNON, MARK CASE, GLENN DAVIDSON, DARREN MEINEN, ALAN LUSH AND GLENN SMITH



NIKKI WATT AND JAVIER SAMANES, *THE SUGAR SHAKERS*, WITH KIM CORRIE ALL FROM TOWNSVILLE CITY COUNCIL



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