



LOCAL GOVERNMENT MANAGERS AUSTRALIA
QUEENSLAND INC.

NOTICE OF 2016 ANNUAL GENERAL MEETING

Notice is hereby given to members of Local Government Managers Australia (Qld) Inc. that the Sixty-seventh Annual General Meeting of Local Government Managers Australia Queensland will be held at the Douglas Community Centre, Port Douglas, Queensland, and will commence at 2.45pm on Wednesday, 7 September 2016

AGENDA

1. Welcome and Apologies
2. Confirmation of Minutes of the 2015 Annual General Meeting
3. Presentation of the 2015/2016 Financial Statements
4. Appointment of Auditor
5. President's Address
6. Local Government Professionals Australia (National)
7. Proposal to amend Rules of Association
8. Declaration of Office Bearers
9. Recognition of Membership
10. General Business
 - Policy Platforms



1. Welcome and Apologies

President, Cale Dendle will open the meeting.

Apologies

The President will present apologies received from members for the meeting. An attendance list will also be circulated for completion by attendees.

Vale

A minute's silence will be observed for the passing of members over the past year.

2. Confirmation of Minutes

The minutes of the 2015 Annual General Meeting, held on Wednesday 2 September 2015 at the Gladstone Convention and Entertainment Centre are attached (Attachment 1).

Recommendation:

It is recommended that the minutes of the 2015 Annual General Meeting held on Wednesday 2 September 2015 in Gladstone be accepted as a true and accurate record of proceedings.

3. Presentation of the 2015/2016 Financial Statements

The 2015/2016 Financial Statements are attached in Attachment 2. These will be formally presented by Treasurer, Susan Jarvis.

The Auditor's Management Letter will also be tabled.

In addition to the Financial Statements tabled, members should also note that LGMA Queensland administers the Local Government Management Foundation which is a trust created to support research into matters affecting the sector. In 2015/2016, there were no transactions associated with the trust other than the accrual of interest. Financial statements for the Foundation are attached (Attachment 3).

Recommendation:

It is recommended that the Financial Statements for 2015/2016 be adopted as presented.

4. Appointment of Auditor

BB Whitehouse was first appointed as auditor for the 2012 audit and has continued to provide these services to the current year. The services have been satisfactory. However, it is considered appropriate to change Auditors on a regular basis from a governance perspective and it is therefore recommended a new Auditor be appointed.

Specialised Audit and Assurance Services (SAAS Audit) currently undertake the preparation of financial statements and have the expertise to undertake the full



audit. They have a good understanding of the business, have previously undertaken the audit function and have been helpful in identifying efficiencies and reporting improvements. The CEO is confident that they will provide quality Audit services. They have provided a quote to undertake services in the 2016/17 financial year which will lead to a small reduction in financial management costs. It is recommended that this be accepted and SAAS appointed as Auditor for the 2016/17 financial year.

Recommendation:

That SAAS be appointed as LGMA Queensland auditors for the 2016/2017 financial year.

5. President's Address

The President, Cale Dendle's report on the 2015/2016 year follows. He will highlight some critical areas and take questions from the floor.

Thanks to the good work of LGMA Queensland staff and to the responsiveness of the membership and sector generally, our association has enjoyed another strong year of achievement:

- Over 410 members (target: 4.5x number of councils), with a presence in almost all councils.
- About 60 CEO's as members (target is 70+ which we have met periodically throughout the year although turnover in senior roles means that this is an ever-changing figure).
- A suite of appropriate and relevant professional development offerings, with an increasing number of councils seeking out individually-tailored training programmes.
- High profile events such as our Annual Conference and Awards for Excellence.
- Strong relationships with Queensland Government officials, LGAQ and LG Professionals Australia.
- An active and engaged Retired Members' group that continues to be engaged in the organisation and is hosted for lunch in the lead-up to Christmas each year.
- A strong financial position as evidenced in this year's Audited Financial Statements:
 - Revenues approaching \$900,000/year (with about 23% attributed to member and council subscriptions)
 - Operating surplus of about \$30,000, representing 3.5% of revenue (target: >1%, <5%)
 - Net Assets/Member Equity of over \$700,000 (target: >\$2,000/member), with a current ratio of 3.4 (target: >1.5)
 - Cash assets of over \$900,000 (target: >3 months expenses or >3x current liabilities)



In arriving at these outcomes, your board has instituted a few changes, including:

- A reduction in board meetings from six to four – but introducing planning workshops alongside board meetings to make better use of directors' time together.
- A return to board director portfolios (that align to our Strategic Plan themes) meaning there are dedicated board members “championing” each of our identified priorities.
- A refreshed Policy Platform that can be viewed on the LGMA website under the About tab.
- Branch conferences have ceased with a new focus on more targeted activity in regional areas.
- A redirection of the resources used to fund the traditional student bursaries toward broader, young manager activities.
- A comprehensive review of membership structures and rationale, resulting in some refinement and a renewed commitment to seeking out a higher proportion of female membership and members aged <35 years.

We hope that this refreshed approach to governing our membership organisation will bring added value to everyone involved and to the profession generally.

LGMA Queensland continues to play a critical role in developing the people that will lead and manage our local government s(communities) into an uncertain future, where we see:

- Conflict and war abroad.
- An increasing distrust of many traditional institutions, including local governments.
- Increasingly volatile/insecure electorates, resulting in reduced loyalty to elected officials and a corresponding reduction in tenure for appointed officials.
- An increasing scrutiny (and corresponding call for improved transparency) of local government decision-making and operations.
- A seemingly universal call for austerity measures for local government at the same time as expectations for infrastructure and services increase.
- Digital disruption and automation.

LGMA Queensland exists to equip the modern-day local government manager with the skills, resources and networks to ensure that they can properly navigate their organisations to the path of helping our elected officials lead our communities to prosperity and wellbeing.

I see a future where LGMA Queensland membership is recognised industry-wide as an important credential or the “final clincher” for securing executive employment in Queensland local government. No, I’m not necessarily calling for a return of the Local Government Clerk’s Certificate, but I do believe that there should be a means by which a Mayor and Councillors can identify candidates that have been immersed



in professional development experiences tailored by an organisation that best knows the sector's professionals. And I want people to want to belong to LGMA Queensland because they want to be part of a movement in our profession; they want to aspire to higher office and they want to be inspired by our current leaders and senior members.

The value of belonging to the LGMA Queensland network is one of our proudest traditions and is something that each of us should cherish.

**Cale Dendle MLGMA
President**

Recommendation:

That the President's report on the 2015/2016 year be accepted.

6. Local Government Professionals Australia (National)

Local Government Professionals Australia, Queensland Director, Cale Dendle will provide an update on activities at the national level over the course of the past year.

LGMA Queensland Name Change

From 2013-2015, various LGMA entities changed their names to Local Government Professionals Australia. The NSW body was the first to change and was followed by South Australia, the national body, Tasmania and now Northern Territory. LGMA WA is proposing a change of name while Victoria will remain with its current name of LGPro.

Each body is independent of the others and has sole responsibility for its branding. NSW, SA, National and Tasmania now all use the same logo. Pressure has been brought to bear on LGMA Queensland to change name to create greater (although not total) consistency across the states.

The Board has considered the matter and, considering current brand recognition, the reputation of the current brand, cost of change over etc. could find no argument to support a name change in Queensland. On that basis, this matter is presented to members with a recommendation that LGMA Queensland remain LGMA Queensland into the foreseeable future.

Recommendation:

LGMA Queensland resolve to retain its current name and brand.

7. Declaration of Office Bearers

The results of the Board elections will be officially declared by the Returning Officer.



8. Proposed Amendment to the Rules of Association

It is proposed to make a number of changes to the Rules of Association. The full mark-up copy of the changes is available on the LGMA website under the AGM link on the home page. The proposed changes are as follows with notation of the primary reference being amended (there are consequential amendments to the contents page and other inconsequential references):

Income and Property

The wording of this clause has been amended to be consistent with the wording outlined in the ATO guidelines for not-for-profit entities such as LGMA Queensland. It is an immaterial change but creates greater consistency.

Elections

Currently elections to the Board are only conducted via postal ballot. It is proposed that the rules be amended to permit electronic voting where appropriate. (s.11.8)

Alteration of Rule

It is proposed that postal and electronic voting be permitted for amendments to the Rules of Association in the future. This would be at the discretion of the Board, recognising that, in some instances it may be appropriate for the voting to be conducted in person (such as where a range of views are to be verbally presented). However, absentee voting allows more members to contribute and take part in the leadership of the organisation.

Branches

The Branch Executives are no longer active and it is proposed that reference to them be removed. This will allow LGMA to meet its obligations in the case of branch representatives stepping off the board mid-term (as has recently occurred) and reflects current practice. (s.11)

This does not remove the Branches which continue to exist and may, at any time, convene a committee to address 'branch' matters.

National Body

Amend all references to LGMA National and replace with Local Government Professionals Australia. (s.14)

Amend the representation requirements on LGMA National (now Local Government Professionals Australia) reflecting the decrease in representation by Queensland from two to one as passed at the National AGM in May 2016. (s.14)

Omit the requirement for representatives on the National Board to be Board members of LGMA Queensland. This allows current National representatives to retain their positions after they cease to be on the Queensland board, allowing increased consistency and enabling longer-term planning. (s.14)



Corporate Membership

The corporate membership category is not currently used. (s.6.7) Councils can be ‘council subscribers’ of LGMA Queensland which provides the entitlements anticipated in the Rules. However, the use of the term ‘member’ in this instance was found to cause significant confusion and has been replaced with ‘subscriber’ when talking about entities. ‘Member’ and ‘membership’ are now used only in reference to individuals. Current practice will not change as a result of this amendment.

Financial Delegation

It is proposed to increase the financial delegation from \$50,000 to \$100,000 noting that there are a range of governance procedures in place to ensure appropriate use of the delegation. This reflects that invoices for the annual conference venue generally exceed \$50,000. (s.22)

Special Resolution:

LGMA Queensland resolve to amend the Rules of Association as tabled.

9. Recognition of Membership

Recognition of Membership Certificates will be presented to members who have held membership for 20, 30, 40 and 50 years.

10. General Business

Policy Platforms

LGMA Queensland publishes a suite of policy platforms which are reviewed annually. The current platforms are listed in Attachment 4. The Board of LGMA Qld seeks members’ feedback and endorsement of the Platforms.

Note:

Members wishing to propose a change to the LGMA Queensland Policy Platforms are requested to provide advice to the CEO prior to the meeting so appropriate changes can be drafted and tabled.

Recommendation:

That the LGMA Queensland Policy Platforms be endorsed.

Members are invited to table items of general business.

Meeting Close



LOCAL GOVERNMENT MANAGERS AUSTRALIA
QUEENSLAND INC.

2015 ANNUAL GENERAL MEETING

Gladstone, Queensland
2:45pm on Wednesday 2 September 2015

MINUTES

1. Welcome and Apologies

Mark Crawley opened the meeting at 2:50pm and welcomed all members.

Mark Crawley invited members to stand to observe a minute's silence for two members who had passed away: Mr Brian McKee and Mr Gerard Kennett.

Mark Crawley asked that all attendees complete the attendance list being circulated. He noted that a number of apologies had been received and asked that any additional apologies be recorded on the Apologies List being circulated.

2. Confirmation of Minutes of the 2014 Annual General Meeting

Mark Crawley confirmed that members received copies of the minutes from the last Annual General Meeting via email and that they were also made available on the LGMA Queensland website.

Mark Crawley sought confirmation of the minutes of the 2014 Annual General Meeting, held on Wednesday, 3 September 2014 at the Bunya Mountains.

Moved: Peter Byrne
Seconded: Charlie Sotiris
Passed without dissent.

RESOLVED: The Minutes of the 2014 Annual General Meeting, held on Wednesday, 3 September 2014 at the Bunya Mountains be accepted as a true and accurate record of proceedings.



3. Presentation of the 2014/2015 Financial Statements

The Annual Report and Financial Statements have been circulated via email and made available on the LGMA Queensland website.

The Treasurer, Arun Pratap, presented the 2014/2015 Financial Statements. He highlighted the following results:

1. Operating result for 2014/15 was \$9,383 which is a 46% reduction compared to the previous year's result of \$17,503.
2. Total revenue was down by \$147,014, or 14%, compared to the previous year (where revenues exceeded \$1 million for the very first time). However, it should be noted that total expenses for 2014/15 were also down by 13% or \$122,451. So, in many respects, LGMA Queensland is in the fortuitous position to be able to reduce expenditure commensurate with anticipated or real reductions in revenues as they occur. Major contributors to the year-end operating result are as follows:

a. Revenue:

- i. Revenue from member subscriptions of \$191,527 held steady in 2014/15 and in fact, was almost exactly the same as the previous year. Membership revenue represents around 22% of the revenue mix which is an increase of 4% compared to the previous year, and is largely driven by reductions in other revenue streams. Last year's prediction that other sources of income would continue to be volatile materialised in 2014/15 in the form of significant reductions in revenue received from Conferences, Professional Development and Secretariat Services. These are itemised immediately below.
- ii. Conferences and Event income down by 16% or around \$64,000.
- iii. Professional Development and Training income down by 26% or around \$83,000.
- iv. Secretariat Services down by 45.7% or around \$15,480.

b. Expenses including:

- i. Employee expenses remained relatively steady with only a slight increase of 2% or \$8,705 compared to the previous year. Essentially, this is the result of the office being close to full establishment for the last two financial years.
- ii. Conference expenses were down by almost \$47,000 or 22% reflecting also the reduction in revenues received from the activity as mentioned above.



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- iii. Professional development expenses reduced significantly in 2014/15 by \$99,423 or 52% compared to the previous year, again reflecting reduced activity and therefore subsequent revenues.
 - iv. Member services expenses were up 19% or approximately \$12,000 which was largely attributed to the additional cost of holding the Awards for Excellence function. However, it should be noted that these costs were offset by an increase in total income generated from higher attendance figures compared to the previous year.
3. LGMA Queensland's Balance Sheet remains strong with total member equity increasing by \$9,383 in the year:
- a. Cash holdings are over \$800,000
 - b. Our Current Ratio is 3.78

Overall, despite a positive operating result for the year, the change in the mix of numbers demonstrates the continuing volatility in conference and professional development activities. However from a financial sustainability point of view, it is reassuring to note that should revenue generating activities decrease (excluding membership subscriptions), there is also the capacity for the organisation to respond with a reduction in expenses.

Arun tabled the Management Letter from the Auditor and advised that the only item raised was the level of outstanding debtors. He confirmed that LGMA Queensland is comfortable that the level of outstanding debtors is manageable and the organisation will continue to monitor debtors closely and seek prompt payment. The bulk of outstanding debtors are councils and individuals with corporate partners largely up-to-date with payments. There were no other matters raised by the auditor with regard to the financial performance of LGMA Queensland.

Arun Pratap welcomed any questions from the floor on the financial statements. In the absence of questions, he moved that the Financial Statements for the year 2014/2015 as audited be adopted and called for a seconder to the motion.

Seconded: Darlene Irvine
Passed without dissent.

RESOLVED: The 2014/2015 Financial Statements be accepted as tabled.

4. Appointment of Auditor

BB Whitehouse undertook the audit for its fourth year. Arun Pratap proposed BB Whitehouse (now called Whitehouse Audit) be reappointed as LGMA Queensland auditors for the 2015/2016 financial year.

Seconded: Nick Clarke
Carried without dissent.



RESOLVED: That Whitehouse Audit be retained as Auditor for the 2015/2016 financial audit.

5. President's Address

The President, Mark Crawley had tabled his report with the Agenda. He proposed the report be noted, and highlighted the following key points:

- The past year has been a solid one for LGMA with some clear successes. The stand-out improver was the Awards for Excellence where we enjoyed a 30% increase in attendance at the Gala Dinner. On the other hand, the Future Leaders Forum was very disappointing with only 60% attendance on past years. This is inexplicable.
- The 2014 Annual Conference at Bunya Mountains was a great experiment and as a Board, we are glad that we went down that path. We learnt a lot from the experience but the biggest success was in the level of engagement the format garnered from delegates. Hence a hybrid format for this year's annual conference.
- Attendance at events is patchy and unpredictable and the practice of last minute registrations causes a lot of headaches for the organisation. Having said that, the past year has shown that LGMA Queensland continues to be highly flexible and adaptable and is able to make late changes and to manage costs even when attendance is not as high as expected.
- Membership suffered in the past 12 months due to some movement out of the sector and interstate. This will need to be a key focus area for 2015/2016.
- In-house programmes are one of our major growth areas and a range of programmes are now available for delivery in each of your councils.
- At last year's AGM, we talked about the high turnover rates of CEOs and this continues to be an issue. We have discussed this with LGAQ and are pleased to be able to use the opportunity of attending the LGAQ Policy Executive Committee to make elected members aware of the current statistics and the associated costs to communities. Directors are reluctant to step into CEO roles and for a number of councils, the applicant pools for their CEO roles have not contained the level of experience that we have seen in the past.
- The State Government has made positive comments regarding their position on the roles and responsibilities of elected members and officers but, at this time, we have not had opportunity to discuss this in any depth.
- We will, once again, table our proposal to provide support at the start of new Mayoral/CEO relationships through a cooperative programme involving the Department, LGAQ and LGMA. As you know, we have not got traction on this idea in the past but it has worked well in other jurisdictions and, in the current environment, makes sense.
- LGMA Queensland will offer workshops later this year to assist officers in 'on boarding' new councils and considering how best to do this in order to create a



collegiate and cooperative working relationship from the start, recognising the respective roles and responsibilities of elected members and officers.

- We are a member based organisation and are best able to serve you when we know what you want, so please, tell us what you want.
- If we all offer a little bit (i.e. commit to send people to a few events throughout the year), we will all be better off.

Mark then invited Greg Hallam from LGAQ to comment on their position regarding CEO turnover and expectations moving into March 2016 and beyond.

Greg agreed that the issue of high CEO turnover rates is a perplexing one. Professor John Martin has been engaged by LGAQ to do some research on this issue. LGAQ is also looking for solutions and makes it clear to councils the cost of sacking CEOs. LGAQ is willing to work with LGMA Queensland on this issue, especially in the areas of contracts, induction procedures etc. On a brighter note, the 2015 Community Satisfaction Survey shows a positive result in terms of community perception of local council performance. Greg Hallam congratulated Mark Crawley on his term as President of LGMA Queensland.

Mark Crawley moved that his report be received as tabled.

Seconded: Scott Mason

Passed without dissent.

RESOLVED: That the President's report for 2014/15 be received.

6. National Representative Report

Cale Dendle advised that LGMA National had recently made a decision via a special meeting to change the name of the organisation to LG Professionals Australia. This brings it into line with the NSW and SA bodies who have both changed their names over the past 18 months. Victoria continues to operate as LGPro and NT, WA and Tas are all still operating as LGMA. He stated that there is no plan to change our name from LGMA Queensland, although there are obvious benefits to having a single 'brand' name.

7. Declaration of Election of Office Bearers

Peta Irvine provided the following election report:

As returning officer, I would like to present the results of the LGMA Queensland Board of Management Election for 2015/2016.

As the result of terms coming to an end and advice from a sitting Director that he would be resigning from his role, five positions were vacant. These were the positions of President, Director CQ, Director SEQ and two Directors at Large.

Nominations



The nomination period opened on 22 June 2015 and closed at 4pm on Wednesday 29 July 2015. Eligible members were notified via email and nominations were accepted via email, post and fax. The following nominations were received:

Position Nominated	Nominee
President	Cale Dendle
Director (SEQ)	Warren Collins
Director (CQ)	Luke Lankowski
	Mark Pitt
	Justin Commons
Director (at large)	Brett de Chastel
	Andrew Ireland
	Bernard Smith
	Andrew Roach
	Susan Jarvis

In accordance with Rule 11.7 (1) (b) of the LGMA Qld Rules of Association, where there is only one valid nomination for each position, the nominated persons are taken to be elected to that position.

Ballots were prepared for the positions of Directors at large (two positions) and CQ Branch and were forwarded to members via post on 27 July 2015. The election closed at noon on Thursday 27 August 2015 and the returning officer opened, verified and counted the returned ballot papers.

As a result of the nomination process, the following candidates have been successful.

- As Director (CQ Branch), Justin Commons
- As Director (SEQ Branch), Warren Collins
- As Director (at large), Brett de Chastel
- As Director (at large), Susan Jarvis
- As President, Cale Dendle

Therefore, I would like to congratulate new President, Cale Dendle and returning Directors, Warren Collins and Susan on their successful nominations, as well as new Directors, Brett and Justin.

I look forward to working with you all over the coming year.

Report ends_____

Peta moved the report be received and the nominees endorsed.

Seconded: Tom Upton

RESOLVED: That the Election report for 2014/15 be received and the successful candidates taken as elected.



Incoming President, Cale Dendle, acknowledged Mark Crawley's contribution as President of LGMA Queensland for the past two years and asked members to join in congratulating Mark, as well as returning board members and new members.

8. Certificates of Service

Cale Dendle announced that it was his pleasure to recognise members who have shown an ongoing commitment to LGMA Queensland and the sector over many years. It is our tradition to acknowledge these members through the presentation of certificates of service.

Certificates were awarded to:

20 Years	30 Years	40 Years	50 Years
Sean Andrews	Sue Beresford	John Wehlow	Norm Craswell
Phil Berting		Jim Brown	
Jason Bradshaw			
Peter Byrne			
Leon Love			
Charlie Sotiris			
Phillip Stark			
Gary Stevenson			
Allan Young			

Peter Byrne, Leon Love and Charlie Sotiris were present to accept their certificates in person.

9. Annual Conference Venue 2016

Cale advised that the authority to determine the location for the Annual Conference has previously been delegated to the Board, subject to one conference every three years being held outside the major metropolitan areas.

For information, the last LGMA Queensland Annual Conferences have been held in the following locations:

- 2015 - Gladstone
- 2014 - Bunya Mountains
- 2013 - Brisbane
- 2012 - Longreach
- 2011 - Yeppoon
- 2010 - Sunshine Coast
- 2009 - Gold Coast
- 2008 - Townsville
- 2007 - Rockhampton
- 2006 - Gold Coast
- 2005 - Airlie Beach
- 2004 - Gold Coast

Cale Dendle was pleased to announce that the 2016 conference be held in Douglas Shire.



10. General Business

Members were invited to table items of General Business. There were no items tabled.

Meeting Close

The meeting closed at 3.20pm. Cale thanked everyone for their attendance.



Attendance

Name	Organisation	Name	Organisation
Alan Balloch	Jardine Lloyd Thompson	Matthew Magin	Burdekin Shire Council
Peter Byrne	Bundaberg Regional Council	Scott Mason	Central Highlands Regional Council
Nick Clarke	Redland City Council	Scott Mead	Mead Perry Group
Peter Cochrane	Cassowary Coast Regional Council	John Mugambi	Palm Island Aboriginal Shire Council
Deb Colledge	Local Buy	Ross Norman	Palm Island Aboriginal Shire Council
Warren Collins	Cherbourg Community Council	Amos Njaramba	Napranum Aboriginal Community Council
Vince Corbin	Retired	Aletta Nugent	Cassowary Coast Regional Council
Mark Crawley	Charters Towers Regional Council	John Oberhardt	Logan City Council
Graham Cray	Lockyer Valley Regional Council	Evan Pardon	Rockhampton Regional Council
Brett de Chastel	Noosa Shire Council	Sandy Pearl	LGMA Queensland
Cale Dendle	Gladstone Regional Council	Rosemary Pennisi	Hinchinbrook Shire Council
Leisa Dowling	Gladstone Regional Council	Ed Perry	Queensland Ombudsman's Office
Martin Drydale	Noosa Shire Council	John Perry	Mead Perry Group
Brian Hayes	Gympie Regional Council	Mark Pitt	North Burnett Regional Council
Paul Hockings	Longreach Regional Council	Arun Pratap	Toowoomba Regional Council
Andrew Ireland	Western Downs Regional Council	Todd Sleeman	Banana Shire Council
Darlene Irvine	Far North Queensland ROC	Bernard Smith	Gympie Regional Council
Peta Irvine	LGMA Queensland	Greg Tosh	Logan City Council
Chris Joosen	Bundaberg Regional Council	Thomas Upton	Winton Shire Council
Graeme Kanofski	Retired	Brett Walsh	Barcaldine Shire Council
Gary Kellar	Reinforcements	Graham Webb	Reinforcements
Carolyn Knudsen	South Burnett Regional Council	Michelle Webster	Central Highlands Regional Council
Veronica Laverick	Gladstone Regional Council	Kurt Wilson	Stockton (Exchange delegate)
Leon Love	Diamantina Shire Council		

Apologies

Name	Organisation	Name	Organisation
Sean Andrews	Retired	Graham King	McKinlay Shire Council
Ian Badham	Retired	Luke Lankowski	Central Highlands Regional Council
Ian Barton	Jardine Lloyd Thompson	Jim Lindsay	Ipswich City Council
Terry Brennan	Cassowary Coast Regional Council	Carl Manton	Goondiwindi Regional Council
Phil Berting	Retired	Bernard McCarthy	Aurukun Shire Council
Ray Burton	Townsville City Council	Rob Noble	Noble Works
Linda Cardew	Douglas Shire Council	Bryan Ottone	Retired
Noel Cass	Retired	Neil Polglase	Murweh Shire Council
Ray Currie	Retired	Chris Rose	Logan City Council
Bradley Duke	Central Highlands Regional Council	Gurbindar Singh	Ipswich City Council
Rod Ferguson	Isaac Regional Council	Kent Stroud	Brisbane City Council
Jon Gibbons	Norfolk Island	Clinton Weber	Longreach Regional Council
Shane Gray	Jardine Lloyd Thompson	John Wehlow	Retired
Bob Holmes	Rockhampton Regional Council		

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Financial Statements

For the Year Ended 30 June 2016

Contents

For the Year Ended 30 June 2016

	Page
Financial Statements	
Statement of Profit or Loss and Other Comprehensive Income	1
Statement of Financial Position	2
Notes to the Financial Statements	3
Statement by Members of the Board of Management	10
Independent Audit Report	11

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2016

		2016	2015
	Note	\$	\$
Revenue	2	873,840	874,874
Other income		-	100
Employee benefits expense		(458,867)	(437,978)
Depreciation and amortisation expense		(2,389)	(2,886)
Conferences and event expenses		(133,802)	(167,652)
Professional development and training expenses		(94,278)	(93,150)
Members servicing costs		(79,401)	(75,694)
Other expenses		(73,800)	(74,170)
Profit before income tax		31,303	23,444
Income tax expense		(569)	(14,061)
Profit for the year		30,734	9,383
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year		30,734	9,383

The accompanying notes form part of these financial statements.

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Statement of Financial Position

As At 30 June 2016

	Note	2016 \$	2015 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	161,664	125,265
Other cash investments	4	772,721	718,000
Trade and other receivables	5	85,743	101,949
Current tax receivable		12,209	2,354
Prepayments		20,440	12,675
TOTAL CURRENT ASSETS		1,052,777	960,243
NON-CURRENT ASSETS			
Plant and equipment	6	2,828	4,542
TOTAL NON-CURRENT ASSETS		2,828	4,542
TOTAL ASSETS		1,055,605	964,785
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	7	88,946	74,901
Other liabilities	8	220,745	179,415
TOTAL CURRENT LIABILITIES		309,691	254,316
NON-CURRENT LIABILITIES			
Employee benefits	9	43,131	38,420
TOTAL NON-CURRENT LIABILITIES		43,131	38,420
TOTAL LIABILITIES		352,822	292,736
NET ASSETS		702,783	672,049
MEMBERS' FUNDS			
General reserve	10	250,000	250,000
Retained profits	11	452,783	422,049
TOTAL MEMBERS' EQUITY		702,783	672,049

The accompanying notes form part of these financial statements.

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Notes to the Financial Statements

For the Year Ended 30 June 2016

The financial statements cover Local Government Managers Australia (QLD) Inc. as an individual entity. Local Government Managers Australia (QLD) Inc. is a not-for-profit association incorporated in Queensland under the *Associations Incorporation Act (QLD) 1981* (as amended by the *Associations Incorporation and Other Legislation Amendment Act (QLD) 2007*).

The principal activities of the Association during the financial year were to provide education, advocacy and information services to members.

1 Summary of Significant Accounting Policies

(a) Basis of preparation

This financial report is a special purpose financial statements prepared in order to satisfy the financial reporting requirements of the *Associations Incorporation Act (QLD) 1981* (as amended by the *Associations Incorporation and Other Legislation Amendment Act (QLD) 2007*). The board of management has determined that the Association is not a reporting entity.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

Amounts in the financial statements have been rounded to the nearest dollar.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

(b) Comparative figures

Comparatives are consistent with prior years, unless otherwise stated.

(c) Plant and equipment

Plant and equipment is carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all fixed assets is depreciated on a straight-line basis over the asset's useful life commencing from the time the asset is held ready for use.

Depreciation rates

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Office Equipment	20-30%

The assets' residual values, depreciation methods and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of profit or loss and other comprehensive income.

Notes to the Financial Statements

For the Year Ended 30 June 2016

1 Summary of Significant Accounting Policies continued

(d) Impairment of non-financial assets

At the end of each reporting period, the Association reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of profit or loss and other comprehensive income.

(e) Cash and cash equivalents and other cash investments

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less. Term deposits with original maturities of more than three months are classified as other cash investments.

(f) Employee benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. The board of management do not make any adjustments related to expected pay increases or the time value of money as the net effect of these factors is not considered significant. Changes in the measurement of the liability are recognised in profit or loss.

Employee benefits are presented as current liabilities in the statement of financial position if the Association does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date regardless of the classification of the liability for measurement purposes under AASB 119.

(g) Income tax

Only non-member income of the association is only assessable for tax, as members income is executed under the principle of mutuality.

The income tax expense/(revenue) for the year comprises current income tax expense/(income) and deferred tax expense/(income).

Current income tax expense charged to the profit or loss is the tax payable on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at the end of the reporting period. Current tax liabilities/(assets) are therefore measured at the amounts expected to be paid to/(recovered from) the relevant taxation authority.

(h) Revenue and other income

The Association recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Association and specific criteria have been met for each of Local Government Managers Australia (QLD) Inc.'s activities as discussed below.

Notes to the Financial Statements

For the Year Ended 30 June 2016

1 Summary of Significant Accounting Policies continued

(h) Revenue and other income continued

Income from conferences, events, training and professional development

Revenue from conferences and other events (including related sponsorship income) is recognised in the period in which the conference or event is held. Any income received in advance of the conference or event is included within other liabilities.

In a similar manner income relating to the provision of training and professional development services is recognised with reference to the stage of completion of the training or professional development program concerned.

Subscriptions

Revenue from the provision of membership subscriptions is recognised on a straight line basis over the subscription period. That portion of the subscription relating to the subsequent financial period is included within other liabilities. Admission fees are recognised when received.

Interest revenue

Interest revenue is recognised when receivable.

All revenue is stated net of the amount of goods and services tax (GST).

(i) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

(j) Functional and presentation currency

The financial statements are presented in Australian dollars which is the Association's functional and presentation currency.

(k) Critical accounting estimates and judgments

The board of management evaluates estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Association.

Provision for impairment of receivables

The value of the provision for impairment of receivables is estimated by considering the ageing of receivables, communication with the debtors and prior history.

Notes to the Financial Statements

For the Year Ended 30 June 2016

1 Summary of Significant Accounting Policies continued

(k) Critical accounting estimates and judgments continued

Income tax provision

Some of the Association's income is taxable. Judgement is required in determining the provision for income tax. The Association recognises a tax liability based upon its current understanding of tax law. Where the final tax outcome is different from initial estimate, such differences will impact the tax charge and provision in the period in which determination is made.

2 Revenue

Revenue from continuing operations

	2016	2015
	\$	\$
- Member subscriptions and admission fees	207,699	191,527
- Provision of member services	59,060	57,720
- Interest income	29,953	29,658
- Conferences and events income	328,220	342,297
- Professional development and training	248,908	235,294
- Secretariat services income	-	18,378
Total Revenue	873,840	874,874

Other Income

- net gain on disposal of property, plant and equipment	-	100
	-	100

3 Cash and Cash Equivalents

Cash at bank	161,464	125,065
Cash on hand	200	200
Total cash and cash equivalents	161,664	125,265

4 Other cash investments

Bank term deposits	772,721	718,000
Total other cash investments	772,721	718,000

Bank term deposits above have original maturity periods of six months.

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Notes to the Financial Statements

For the Year Ended 30 June 2016

5 Trade and Other Receivables

	2016	2015
	\$	\$
CURRENT		
Trade receivables	83,478	101,809
Other receivables	2,265	140
Total current trade and other receivables	85,743	101,949

6 Plant and Equipment

Office equipment		
At cost	18,264	17,589
Accumulated depreciation	(15,436)	(13,047)
Total office equipment	2,828	4,542
Total plant and equipment	2,828	4,542

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year:

	Office Equipment	Total
	\$	\$
Balance at the beginning of year	4,542	4,542
Additions	675	675
Depreciation expense	(2,389)	(2,389)
Balance at end of financial year	2,828	2,828

7 Trade and Other Payables

	2016	2015
	\$	\$
CURRENT		
Trade payables	7,357	7,739
Amount due to Management Foundation	-	8,629
Other payables	81,589	58,533
	88,946	74,901

8 Other Liabilities

CURRENT		
Income received in advance	220,745	179,415

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Notes to the Financial Statements

For the Year Ended 30 June 2016

9 Employee Benefits

	2016	2015
	\$	\$
NON-CURRENT		
Provision for long service leave	43,131	38,420

10 General reserve

The general reserve records funds set aside for future expansion of Local Government Managers Australia (QLD) Inc..

11 Retained Earnings

Opening balance	422,049	412,666
Profit for the year	30,734	9,383
Retained earnings at end of the financial year	452,783	422,049

12 Capital Management

The Board of Management controls the capital of the Association in order to ensure that adequate cash flows are generated to fund its activities. This includes monitoring future cash flow requirements and available cash reserves.

The Association does not have any borrowings and there are no externally imposed capital requirements.

There have been no changes in the strategy adopted by the Board of Management to control the capital of the Association since the previous year.

13 Auditors' Remuneration

Remuneration of the auditor of the Association, BB Whitehouse Audit Pty Ltd, for:

- auditing or reviewing the financial report	5,320	7,103
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14 Contingent Liabilities and Contingent Assets

In the opinion of the Board of Management, the Association did not have any contingencies at 30 June 2016 (30 June 2015:None).

15 Events after the end of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Association, the results of those operations or the state of affairs of the Association in future financial years.

16 Association Details

The registered office and principal place of business of the Association is:

Local Government Managers Australia (QLD) Inc.
Level 7, Quay Central
95 North Quay
Brisbane QLD 4000

Local Government Managers Australia (Qld) Inc.

ABN 97 968 931 841

Statement by Members of the Board of Management

The board of management has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the board the financial report as set out on pages 1 to 9:

1. Presents fairly the financial position of Local Government Managers Australia (QLD) Inc. as at 30 June 2016 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Local Government Managers Australia (QLD) Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the board and is signed for and on behalf of the board by:



President.....
Cale Dendle



Treasurer
Susan Jarvis

Dated this 12th Day of July 2016

Local Government Managers Australia (QLD) Inc.

ABN 97 968 931 841

Independent Audit Report to the members of Local Government Managers Australia (QLD) Inc.

Report on the Financial Report

We have audited the accompanying financial report being a special purpose financial report, of Local Government Managers Australia (QLD) Inc., which comprises the statement of financial position as at 30 June 2016, the statement of profit or loss and other comprehensive income for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of board of management.

Officers' Responsibility for the Financial Report

The members of the board of management are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1, is appropriate to meet the requirements of the Associations Incorporation Act (Qld) 1981 and is appropriate to meet the needs of the members. The board's responsibility also includes such internal control as the board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Local Government Managers Australia (QLD) Inc. as at 30 June 2016, and its financial performance for the year then ended in accordance with Australian Accounting Standards and the Associations Incorporation Act (QLD) 1981.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report which describes the basis of accounting. The financial report is prepared to assist Local Government Managers Australia (QLD) Inc. to comply with the financial reporting provisions of the Associations Incorporation Act (QLD) 1981. As a result, the financial report may not be suitable for another purpose.

BB Whitehouse Audit Pty Ltd



20 July 2016.

27 Mayneview Street, Milton QLD

Queensland Local Government Management Foundation

Financial Statements

For the Year Ended 30 June 2015

Contents

For the Year Ended 30 June 2016

	Page
Financial Statements	
Income Statement	1
Statement of Financial Position	1
Notes to the Financial Statements	2
Trustee's Declaration	4

Queensland Local Government Management Foundation

Income Statement

For the Year Ended 30 June 2016

	2016	2015
	\$	\$
Income		
Interest income	8,859	8,949
Total income	<u>8,859</u>	<u>8,949</u>
Surplus for the year	<u><u>8,859</u></u>	<u><u>8,949</u></u>

Statement of Financial Position

As At 30 June 2016

	2016	2015
Note	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	3 260,130	242,642
Trade and other receivables	4 -	8,629
TOTAL CURRENT ASSETS	<u>260,130</u>	<u>251,271</u>
TOTAL ASSETS	<u>260,130</u>	<u>251,271</u>
NET ASSETS	<u><u>260,130</u></u>	<u><u>251,271</u></u>
EQUITY		
Settlement sum	10	10
Retained earnings	5 260,120	251,261
TOTAL EQUITY	<u>260,130</u>	<u>251,271</u>

Notes to the Financial Statements

For the Year Ended 30 June 2016

1 Basis of Preparation

The trustees of the Foundation believe the not for profit Foundation is a non-reporting entity because there are no users dependent on general purpose financial reports. These financial statements are therefore a special purpose financial report that has been prepared in order to meet the requirements of the trustees.

The financial statements have been prepared in accordance with the significant accounting policies disclosed below which the trustees have determined are appropriate to meet the purposes of preparation.

The financial statements have been prepared on an accruals basis and are based on historical costs.

Significant accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

2 Summary of Significant Accounting Policies

(a) Revenue and other income

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Foundation and specific criteria relating to the type of revenue as noted below, has been satisfied.

Revenue is measured at the fair value of the consideration received or receivable.

Interest revenue

Interest is recognised when receivable.

(b) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(c) Income Tax

The Foundation is an income tax exempt charitable entity under Division 50 of the *Income Tax Assessment Act 1997*.

(d) Goods and Services Tax (GST)

The Foundation is not registered for GST.

Notes to the Financial Statements

For the Year Ended 30 June 2016

3 Cash and cash equivalents

	2016	2015
	\$	\$
Cash deposit account	22,711	13,782
Bank term deposit	237,419	228,860
	<u>260,130</u>	<u>242,642</u>

4 Trade and other receivables

CURRENT

Amount due from LGMA QLD

-	8,629
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Total current trade and other receivables

<u>-</u>	<u>8,629</u>
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5 Retained Earnings

Retained earnings at the beginning of the financial year

251,261	242,312
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Surplus for the year

8,859	8,949
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Retained earnings at end of the financial year

<u>260,120</u>	<u>251,261</u>
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6 Contingencies

In the opinion of the trustees the Foundation did not have any contingencies at 30 June 2016.

7 Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Foundation, the results of those operations or the state of affairs of the Foundation in future financial years.

Queensland Local Government Management Foundation

Trustee's Declaration

The trustees have determined that the Foundation is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 2 to the financial statements.

The trustees declare that:

- 1. The financial statements and notes, as set out on pages 1 to 4, present fairly the Foundation's financial position as at 30 June 2016 and its performance for the year ended on that date in accordance with the accounting policies described in Note 2 to the financial statements; and
- 2. In the trustee's opinion, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the trustees of the Foundation.



Trustee.....

Cale Dendle



Trustee

Susan Jarvis

Dated this 12th Day of July 2016

Queensland Local Government Management Foundation

Compilation Report

For the Year Ended 30 June 2016

We have compiled the accompanying financial statements of Queensland Local Government Management Foundation, which comprise the statement of financial position as at 30 June 2016, and the income statement for the year then ended, a summary of significant accounting policies and other explanatory notes. The specific purpose for which the special purpose financial statements have been prepared is set out in the notes to the accounts.

The Responsibility of the Board of Management

The Board of Management of Queensland Local Government Management Foundation is solely responsible for the information contained in the special purpose financial statements, the reliability, accuracy and completeness of the information and for the determination that the basis of accounting used is appropriate to meet their needs and for the purpose that the financial statements were prepared.

Our Responsibility

On the basis of the information provided by the Board of Management we have compiled the accompanying special purpose financial statements in accordance with the basis of accounting and APES 315: *Compilation of Financial Information*.

We have applied our professional expertise in accounting and financial reporting to assist management in the preparation and presentation of these financial statements in accordance with the basis of accounting described in the notes to the financial statements. We have complied with the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants*.

These financial statements and the reliability, accuracy and completeness of the information used to compile them are management's responsibility.

Assurance Disclaimer

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

Note 1 states the basis on which these financial statements are prepared and their purpose. Accordingly, these financial statements are for your use only, and may not be suitable for other purposes.

Our compilation report is intended solely for your use in your capacity as management of Queensland Local Government Management Foundation, and should not be distributed to other parties without our prior written consent.

SAAS Audit Pty Ltd

James Kenward
Director

Suite 4, 118 Vulture Street
South Brisbane QLD 4101

Dated this 8th day of July 2016



POLICY PLATFORMS

Introduction

LGMA Queensland leads, advocates for and supports local government managers through actively contributing to the advancement of local government in the state. In fulfilling this role, LGMA:

- advocates for the interests of members through representation to government, industry and other stakeholders;
- maintains watching briefs on issues of interest to members; and
- facilitates communication and the provision of information and expert advice to members, government and stakeholders.

The local government sector encompasses a wide range of interests and issues. Some are of direct relevance to the role of local government officers, some relate only to elected members, some are relevant to specific technical areas and some overlap many areas or affect the operation of local government as a sector.

LGMA Queensland is conscious of the fact that there will be a diversity of views amongst members. In undertaking to represent its members, LGMA Queensland seeks to represent the collective view of members and will therefore consult widely with members in the development of submissions, briefs and policy statements. LGMA Queensland is not a political entity and does not approach its representation from a political angle. Specifically, LGMA Queensland is not an industrial advocate and does not seek to represent individual members in employment matters, although it will advocate about general employment conditions in the interests of ensuring professional managers are attracted and retained in the sector.

In the interests of transparency, the Board of LGMA Queensland has determined to publish the key policy platforms which LGMA Queensland seeks to promote and achieve for local government in the state. These platforms reflect the preferred position of LGMA Queensland on current issues facing local government practitioners. Through the implementation of the positions identified, LGMA Queensland seeks to create the most effective and appropriate working environment for local government officers and best practice in local government. This may be through legislative, funding, operational and/or other elements of local government.

The overarching principles applying to the development of these platforms ensure that future advocacy and representation is appropriate to member needs and enhances LGMA Queensland's credibility as a professional, member-representative organisation. They provide stakeholders with a clear understanding of LGMA Queensland's stance.

These policy platforms sit under the LGMA Queensland Strategic Plan as adopted by the Board of Directors in November 2014 and as amended from time to time. The Policy Platforms will be reviewed and amended on a regular basis to reflect the changing nature of Queensland local government and the needs of LGMA Queensland members. They are not exhaustive and LGMA may undertake lobbying activities in areas not listed in order to respond to emerging issues and challenges.

For ease of understanding, Policy Platforms have been divided into three categories:

- **Sector-Wide Context** –issues impacting on the wider operation of local government.
- **Legislative framework** –the legislative environment within which local governments officers operate.
- **Officer environment** –issues which directly affect well-being and quality of working life.

1.0 Sector Wide Context

The business of local government covers many areas and disciplines and it is incumbent on officers to keep abreast of best practice initiatives and trends. However, local government officers are the experts in their own fields and through LGMA Queensland have a key role to play in shaping and developing those best practice initiatives as applied to the sector. Therefore, LGMA Queensland will represent members' knowledge and experience across a range of issues to ensure that initiatives support better operation, recognising the innovative and effective solutions developed within the sector.

LGMA Queensland will monitor and advise on national and international trends that may affect the operation of local government in Queensland. Issues such as climate change, skills and labour shortages, constitutional reform and cost shifting, can all have significant impacts on the delivery of local government services.

The position of LGMA Queensland in relation to such issues is outlined in the table below and reflects the key objective of supporting and developing a dynamic, accountable, responsive and effective local government system in Queensland.

Theme	Element	Adopted Position
1.1 Continuous Improvement	1.1.1 Collaboration	1.1.1.1 LGMA Queensland supports formal and informal arrangements between neighbouring Councils which aim to provide efficiencies in service delivery and improve effectiveness of decision making.
		1.1.1.2 LGMA Queensland supports the notion that Local Government is a key stakeholder in regional development and should be a key partner in initiatives of either the Commonwealth or State Governments.
	1.1.2 Local Government Reform	1.1.2.1 LGMA Queensland facilitates members' continued input into reform processes through information and exploration sessions.
		1.1.2.2 LGMA Queensland establishes communications with the Government and the Opposition on reform issues.
		1.1.2.3 LGMA Queensland advocates for sufficient resources to effectively manage the impact of reform on local government officers.
	1.1.3 Governance	1.1.3.1 LGMA Queensland supports the coordinated delivery of training to officers in contemporary corporate governance practice by the Department of Local Government as a complement to the training delivered by LGMA Queensland and notes that, where possible co-delivery is a preferred option.
1.1.3.2 LGMA Queensland supports LGAQ and others in efforts to improve skills and knowledge of Councillors, particularly relating to the suite of contemporary corporate governance responsibilities.		

1.1.4 Cost Shifting	1.1.4.1 LGMA Queensland advocates for the full funding of mandates and other responsibilities shifted from Commonwealth and State Governments to local government.
1.1.5 Constitutional Recognition	1.1.5.1 LGMA Queensland advocates for recognition of Local Government in the Constitution of Australia.
1.1.6 Performance measurement and reporting	<p>1.1.6.1 LGMA Queensland supports appropriate and consistent measurement and reporting of the performance of local government.</p> <p>1.1.6.2 LGMA Queensland supports the publication of reports and data that enable more informed judgements about the comparative performance of local government by interested parties.</p>
1.1.7 Labour Market Equity/Gender Balance	<p>1.1.7.1 LGMA Queensland advocates for merit-based appointments to vacancies in local government.</p> <p>1.1.7.2 LGMA Queensland supports the principles of Equal Employment Opportunity.</p> <p>1.1.7.3 LGMA Queensland advocates that gender balance issues in local government should be addressed.</p>
1.1.8 Financial Self-Sufficiency	<p>1.1.8.1 LGMA Queensland believes that local governments should seek to increase own-source revenue and to become less reliant on government funds to cover operating expenditure.</p> <p>1.1.8.2 LGMA Queensland advocates for the removal of any legislative or policy barriers (e.g. rate pegging, or developer contribution caps) that might inhibit own-source revenue generation.</p> <p>1.1.8.3 LGMA Queensland supports local governments owning, investing in and/or operating, commercial, revenue-raising ventures provided that proper due diligence has been employed and decisions to proceed taken in the overall public interest.</p> <p>1.1.8.4 LGMA Queensland recognises that Queensland is a vast State and that circumstances apply differently in different areas, particularly rural and remote locations.</p>
1.1.9 Best Value Service	1.1.9.1 LGMA Queensland believes that local government services are most effectively delivered using a mix of in-house

	<p>Delivery</p>	<p>(day labour) staff and outsourced providers (contractors and consultants), but absolutely supports the right of individual local governments (or collectives representing local governments) having the freedom to determine the best value means of delivering services to their communities.</p> <p>1.1.9.2 To avoid doubt, the term "best value" recognises that individual local governments may choose criteria other than simply service cost or effectiveness/efficiency to determine a method of service delivery that is in the overall public interest. For example, rural and remote communities might choose to favour local employment opportunity through day labour services to ensure stability in the local population.</p> <p>1.1.9.3 LGMA Queensland recognises that local government employees (including its own members) may be affected by decisions of local governments to choose to deliver services by means other than employed staff and advocates that suitable protections (i.e. redundancy provisions) exist in industrial agreements and employment contracts to compensate employees in such circumstances.</p>
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2.0 Legislative Framework

The broad objectives governing LGMA Queensland's approach to the regulation of local government officers and activities are:

- Legislation should be principles-based and should not seek to micro-regulate the day-to-day activities of local government;
- Legislation should encourage best practice within local government and protect communities from ineffective or inappropriate practices;
- Legislation should be sufficiently flexible to recognise the vast diversity which exists in Queensland;
- Funding is a critical element of successful delivery of services;
- Regulation must clearly articulate roles and responsibilities of all parties;
- Local decision making is supported; and
- State government has a responsibility to coordinate services and resources to assist in service delivery and reduce impost on local government in dealing with overlapping issues.

Theme	Element	Adopted Position
2.1 Legislation	2.1.1 Local Government Act/Regulations	2.1.1.1 LGMA Queensland advocates for a significant review of the Local Government Act at least once every 15 years and for other minor changes as required. 2.1.1.2 LGMA Queensland supports the (Westminster-style) separation of powers and clarity of roles between Officers and Councillors and advocates for legislation that supports this principle to ensure consistency and compatibility with respect to the unitary management role of the CEO. 2.1.1.3 LGMA Queensland advocates that the CEO be responsible for the appointment and management of all Council staff. 2.1.1.4 LGMA Queensland believes that effective management of local government best occurs when there is an honest, robust and respectful relationship between elected member and officers. 2.1.1.5 LGMA Queensland advocates for a legislative and in-practice model whereby: <ul style="list-style-type: none"> ○ Respective democratic roles are genuinely respected; and ○ Professional officers provide frank and fearless advice without fear of individual (or unreasonable) penalty or sanction for making particular recommendations in good faith and with honesty and

		<p>professionalism.</p> <p>2.1.1.6 LGMA Queensland advocates for the legislative indemnity of officers and assurances that the presumption of innocence is afforded when such indemnification might be sought.</p> <p>2.1.1.7 LGMA Queensland does not support a requirement for CEOs to verify the accuracy of contents of the material interest register for Councillors and officers.</p>
	2.1.2 Local Government Electoral Act	<p>2.1.3.1 LGMA Queensland supports changes to the Electoral Act as outlined in the attached submission. <small>LGMA Qld 2012 Election Review Letter</small></p> <p>2.1.3.2 LGMA Queensland does not support a compulsory Code of Conduct for Candidates as its enforcement would place an unnecessary burden on the CEO.</p> <p>2.1.3.3 Where elections are run independent of a local government, then the body running the election should be responsible for all matters pertaining to that election.</p>
	2.1.3 Associated Legislation	<p>2.1.3.4 LGMA Queensland will undertake consultation and provide input on behalf of our members in relation to relevant legislation and particularly during legislative review processes.</p>
	2.1.4 Crime and Corruption Act and related Acts/Regulations	<p>2.1.4.1 LGMA Queensland supports the legislative imposition of proper responsibility and accountability on employers in seeking to minimise Official Misconduct in the workplace.</p> <p>2.1.4.2 LGMA Queensland acknowledges the specific responsibilities of CEO's to ensure that the employers' obligations are discharged.</p> <p>2.1.4.3 LGMA Queensland supports initiatives by the CCC to streamline process and reporting of official misconduct by employees.</p> <p>2.1.4.4 To avoid frivolous and vexatious claims being made, LGMA Queensland advocates that a preliminary assessment of allegations of misconduct be made to ensure a prima facie case exists before referrals or investigations are commenced.</p> <p>2.1.4.5 LGMA Queensland advocates that CEO's not be responsible for the investigation or determination of complaints of misconduct against councillors.</p>

		2.1.4.6 LGMA Queensland advocates that complaints of corrupt conduct against local government CEOs are dealt with by the CCC.
	2.1.5 Processes of Legislative Reform	2.1.5.1 LGMA Queensland advocates adequate opportunity to advise State and Commonwealth Governments in early stages of drafting bills and in the consideration of implications of legislative reform.

3.0 Officer Environment

LGMA Queensland monitors and makes representation on matters affecting members' employment, working conditions, superannuation and personal and professional development. However, LGMA Queensland is not an industrially registered organisation and does not retain legal or financial services. Therefore, LGMA Queensland cannot act as a representative of individual member interests on legal, financial or industrial issues. However, LGMA Queensland does provide mentoring support, collective advice and will refer individuals to experts for advice where appropriate.

LGMA Queensland also takes a lead role in the development of local government as a profession and seeks to enhance the professionalism of the sector as a whole as well as that of its individual members.

The position of LGMA Queensland in relation to various member issues is outlined in the table below and reflects the key principles of interest to local government officers:

- appropriate working conditions, job security and remuneration;
- clear allocation of roles and responsibilities including freedom from inappropriate intervention by Councillors or government;
- indemnity for actions; and
- access to appropriate professional development and training.

Theme	Element	Adopted Position
3.1 Members' Employment	3.1.1 Industrial Awards	<p>3.1.1.1 LGMA Queensland is not a registered Union or Industrial Association and as such will not act as an industrial advocate in relation to general Award matters and disputes.</p> <p>3.1.1.2 LGMA Queensland advocates for appropriate employment protection and redundancy compensation for Members particularly during periods of structural reform.</p>
	3.1.2 Contract Employment	<p>3.1.2.1 LGMA Queensland supports the use of contracts of employment for senior officers and endorses a Model Employment Contract</p> <p>3.1.2.2 LGMA Queensland supports the inclusion of appropriate performance management and review processes in the model contract, including a requirement for the employer to identify and document any performance issues that need to be addressed.</p> <p>3.1.2.3 LGMA Queensland advocates for the CEO and the Mayor and councillors to have the option of utilising independent external assistance when conducting the performance review of the CEO.</p> <p>3.1.2.4 LGMA Queensland does not support the legislative imposition of maximum contract terms or mandatory</p>

		<p>advertising for CEO's and Senior Officers' roles.</p> <p>3.1.2.5 LGMA Queensland advocates for the inclusion of "no fault" termination clauses in employment contracts with a minimum severance equivalent to 12-months' salary.</p>
3.2 Welfare	3.2.1 Remuneration	<p>3.2.1.1 LGMA Queensland does not monitor remuneration benchmarking or trending.</p> <p>3.2.1.2 LGMA Queensland supports the concept of labour market price and advocates that benchmarking should be undertaken by employer and employee to ensure that proposed remuneration is within the market price range.</p> <p>3.2.1.3 LGMA Queensland supports the definition of the 'market' to include local and state government's both within Queensland and nationally as well as the private sector for the purpose of remuneration benchmarking.</p> <p>3.2.1.4 LGMA Queensland does not support any form of legislative constraint on remuneration for senior officers and advocates for appropriate negotiation of contract terms between parties based on the specifics of the local government area and the responsibilities.</p>
	3.2.2 Employment Practices	3.2.2.1 LGMA Queensland advocates the need for employers to adhere to professional employment practices for Senior Managers and will support the legislative imposition of appropriate standards on employers.
	3.2.3 Superannuation	3.2.3.1 LGMA Queensland monitors reforms relating to the Local Government superannuation scheme and may advocate on behalf of its members with respect to any reforms.
3.3 Legal obligations and entitlements	3.3.1 Role of Officers	3.3.1.1 LGMA Queensland supports the separation and clarity of roles between Officers and Councillors and advocates for legislative reform to support this and to ensure consistency and compatibility with respect to the unitary management role of the CEO.
	3.3.2 Liability/Indemnification	<p>3.3.2.1 LGMA Queensland supports the legislative indemnification of Officers.</p> <p>3.3.2.2 LGMA Queensland advocates for legislative reform to ensure that Officers subject to legal threat are afforded the doctrine of 'innocence until proven guilty' where indemnification is required in accordance with the entitlement under the statutory indemnity.</p>

3.4 Professional Standards	3.4.1 Training and Education	3.4.1.1 LGMA Queensland advocates for appropriate planning and resource allocation to meet training and skills needs of officers.
	3.4.2 Professional Development	3.4.2.1 LGMA advocates for employer responsibility in resourcing required and reasonable professional development for Officers.
		3.4.2.2 LGMA Queensland advocates for employer recognition of genuine ‘Professional Development’ efforts by Officers.
3.4.2.3 LGMA Queensland recognises that the credibility of a peak professional body is strengthened by its members being required to participate in a Compulsory Professional Development programme.		
3.4.3 Certification and Qualification	3.4.3.1 LGMA Queensland does not support the legislative imposition of mandatory certification for senior management positions.	
	3.4.3.2 LGMA Queensland advocates for employers’ awareness of the need for appropriate qualifications for professional and trade positions and members’ attainment of such qualifications.	
	3.4.3.3 LGMA Queensland advocates for employers’ recognition of LGMA membership status.	