

**SACS Consulting Awards for Leadership  
in Local Government 2010**



## Welcome to our record of the 2010 SACS Awards for Leadership in Local Government



Here we are again with another outstanding field of Local Government leaders. Once more the sector has taken the opportunity to recognise the people who make the sector the contributor it is to the fabric of the Victorian community. Once more, reading the submissions outlined briefly on the following pages shows the diversity, creativity and energy of the people involved in the sector. For those reading this publication for the first time the purpose of the SACS Awards is to recognise outstanding leadership initiatives that make a positive contribution to an organisation's efficiency and effectiveness while enhancing the workplace environment for colleagues. It is intended to be a "pure" leadership award, focusing on the human capabilities of those involved to cause change, excellence and motivation through the example of their leadership efforts.

We are very grateful to our friends and partners at Leadership Victoria, who provided the judging panel and to Jerril Rechter, Executive Director, for her enthusiastic support of these initiatives. We are especially grateful to our judges; Angelia Dixon, General Manager, Quality and Education Services, Ambulance Victoria, Terry Maher, former Local Government Chief Executive and Stephen O'Kane, former Secretary, Parliament of Victoria; who gave up so many hours of their already heavily committed time to assessing the submissions. We were pleased to have such a distinguished panel in terms of their individual achievements, but the range of experience represented, with representation from the public and community sectors gives a very powerful breadth to the panel.

Thank you to all the representatives of the organisations who have supported this award through their submissions as well as providing us with photos and other materials. We know it is a time consuming process to make such submissions, and you are to be congratulated for the efforts you have made to recognise and honour your colleagues.

Finally and most crucially, thank you to all the Local Government professionals represented in the following pages. Your contribution to our communities across Victoria is vital and it is for you that this whole initiative was launched.

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

Andrew Marty  
Managing Director  
SACS Consulting

## **SACS is proud to have had a long association with Leadership Victoria**



Leadership Victoria runs leadership development programs for people who want to be a part of something bigger. We develop leaders who lead in the real world, and who are ready to use their leadership skills to bring about positive and enduring social change. We run programs for people regardless of their age or stage in their leadership journey. We then mobilise our leaders to address the pressing issues of our community through projects like our partnership with the Victorian Bushfire Reconstruction and Recovery Authority or the African ThinkTank.

Leadership Victoria's suite of programs include:

- Igniting Leadership (for emerging leaders)
- Williamson Community Leadership Program (for developing leaders)
- ExperienceBank Leadership Program (for accomplished leaders)
- Board Orientation Series (for leaders joining not-for-profit Boards)

For more information please call Simone Carrodus, 9651 6542 or visit [www.leadershipvictoria.org](http://www.leadershipvictoria.org)

**SACS Awards for Leadership  
in Local Government  
Non-Executive Nominees**

## SACS Awards for Leadership in Local Government Non-Executive Nominees

### **Kath Brackett** **Coordinator Community** **Planning** **Brimbank City Council**



Kath Brackett coordinates the Brimbank Community Plan (2009-2010) implementation process. The Plan establishes the foundation for community engagement and communication, integrated planning, reporting and organisational development. It guides Council's Plan and provides an evidence base for Council Departments and partnership work with community members, service providers, local organisations and State and Commonwealth Agencies.

Kath's leadership success is based on her understanding of change processes and systems, people management and a flexible style which has enabled innovative and exciting outcomes. Her behaviour has assisted colleagues and stakeholders to embrace and implement a new model of Local Government and community engagement.

### **David Cashmere** **Coordinator Leisure &** **Cultural Facilities** **City of Boroondara**



David has a relentless can-do attitude and a commitment to excellence in every task he undertakes. A perceptive, strategic approach underpins David's responsiveness to the needs of the community, the organisation and his team. An integral player in three major re-developments being undertaken concurrently, David continues to manage his day-to-day workload with trademark calm and amiability which inspires confidence, enthusiasm and success. David's support of his employees is keenly felt, being a strong advocate and champion for his staff. His personal motivation, strategic approach and commitment to excellence are the drivers of David's own, and his team's outstanding achievements.

### **Bushfire Recovery** **Team (BRT)** **City of Whittlesea**



Whittlesea City Council, its staff and the community had never experienced anything like the scale of the February 2009 bushfires.

Thanks to the leadership, innovation, flexibility and compassion shown by the BRT, the disaster became the catalyst for lasting, positive organisational wide behavioural changes as the tragedies and experiences of colleagues and stakeholders inspired people to follow, innovate and improve.

These changes included enduring, improved organisational efficiency and effectiveness in customer service and emergency management, significant cultural change across the organisation and strengthened connections with the Mayor, Councillors and the Executive Team.

### **Heather Chapman** **Community** **Development Officer** **City of Yarra**



Heather Chapman is currently employed as the Community Development Officer for Leisure Services, at the City of Yarra. Heather has made an outstanding contribution in developing a range of programs and services aimed at the CALD community, socially disengaged, disabled and older adults. Heather's passion, commitment and professionalism go well beyond any expectations of her position description.

Heather regularly attends events, program launches, displays, seminars, committee meetings, and sits on a range of panels in her own time. That personal commitment sees Heather deliver the Saturday evening Women Making Waves Program which is aimed at encouraging Muslim women and other women from diverse cultures to gain confidence in the water.

## SACS Awards for Leadership in Local Government Non-Executive Nominees

**Adrian Cox**  
**Horticultural Specialist**  
**City of Boroondara**



Adrian displays passion, inventiveness and a strong desire to grow and share his knowledge of horticulture, in particular indigenous planting, on a daily basis. Adrian is a team player who regularly takes on a leadership role to ensure that projects and strategies are implemented effectively. His love of the environment and passion for his work inspire his colleagues to work with him in achieving results that enable people to react and implement his sustainable initiatives into their own lives and surroundings. Constantly in demand on so many levels, Adrian epitomises leadership from the ranks.

**Ruth Hennell**  
**Maternal & Child Health**  
**Nurse Coordinator**  
**Glen Eira City Council**



Ruth is nominated for the SACS Leadership Award due to her outstanding achievements and leadership qualities. Ruth acts with integrity and inspires her team to achieve beyond their expectations to deliver a quality service to local families. Ruth provides a level of leadership and professionalism rarely found. Ruth has brought about transformational change across a range of areas for which she is responsible. The Maternal and Child Health team at Glen Eira is one of the most progressive, unified teams in the State, consistently achieving the best outcomes in terms of State targets, most notably key age and stage visits for infants and children.

**Anne Lacey**  
**Program Manager –**  
**Tourism Operations**  
**City of Melbourne**



Tourism Melbourne is responsible for managing Melbourne as a tourist destination through the provision of visitor services in the city, with a workforce of 35 staff and 400 volunteers.

Anne Lacey joined Tourism Melbourne in October 2007 as the Program Manager, Tourism Operations. She is responsible for leading a team of staff and volunteers to deliver a range of high profile visitor information services. These include the Melbourne Visitor Centre at Federation Square, Melbourne Visitor Booth in the Bourke Street Mall, the City Ambassador Program and Cruise Ship Program.

**Ida Lloyd**  
**Team Leader –**  
**Customer Service**  
**Maroondah City Council**



Ida Lloyd joined Maroondah City Council in 2006 as Team Leader, Customer Service, at a time when Council had identified a need to provide customer service from a whole of organisation perspective.

In response to an inconsistent set of standards and a segmented approach across the organisation, over the past four years Ida has been the main driver in an extensive customer service project. The project scoped, developed and implemented a comprehensive Customer Service Charter and Action Plan with centralised documentation, tools and training to assist all staff at Maroondah City Council to provide an unprecedented level of customer service.

## SACS Awards for Leadership in Local Government Non-Executive Nominees

### **Therese Massoud Information Services Coordinator Knox City Council**



Therese Massoud has held the position of Coordinator of Information Services since 2005.

Therese is a quiet achiever who has driven major business efficiencies through greater integration of previous disparate Council systems. This has resulted in greater Customer Service capability and efficiencies in organisational processes.

Therese has engaged the business units to understand their requirements and then designed and delivered the outcomes. Therese has impressed the organisation with her drive and passion for service delivery improvements, commitment to developing the Information Services team and her outstanding demonstration of the Knox leadership characteristics, skills, values and behaviours.

### **Craig Rogers Festival & Cultural Events Coordinator Darebin City Council**



Craig Rogers has been employed with the City of Darebin since 2007 as the Festival and Events Program Coordinator. In this role, Craig has been instrumental in leading the process of incorporating a range of access provisions for people with a disability into the Darebin Festival. Craig's passion and enthusiasm in this area has inspired his colleagues, broader organisation and peers. The access features of the Darebin Festival have been so successful that people with a disability travel from all across Victoria to attend the event. Craig recently presented at a National Conference and his presentation received an overwhelmingly favourable response.

### **Risk Management Team (Deby Ruddell, SHE & Risk Management Consultant and Dave Dickinson, SHE Q RMS – Principal Consultant) Manningham City Council**



The Risk Management Team has been uniquely placed in the last two years to observe the reality of the impact on Council's operation of major legislative, procedural and policy changes in the risk management areas. Their experience and focus is the cornerstone of the submission.

Our submission aims to illustrate in a practical way, the importance of the role especially in relation to the Business Continuity Plan (BCP) and testing the plan during the fire incident at the Civic Buildings. Further it seeks to highlight the real risks and the impact critical incidents may have on an organisation, the community and the employees.



### **Mardi Solomon eServices Coordinator Knox City Council**



Mardi Solomon has held the position of Coordinator of eServices since 2005. Prior to this, Mardi worked in various roles within the Information Management department with her career spanning over some 17 years.

Mardi is a passionate advocate for change and has worked hard across the organisation engaging and managing key stakeholders while driving the organisation towards best practice within e-Services. Mardi is a living example of bringing Knox Values to her work to deliver for the community. Mardi's achievements in delivery of greater service capability to Knox residents and the organisation have been recognised by Councillors, Officers and residents.

**SACS Awards for Leadership  
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Executive Nominees**

## SACS Awards for Leadership in Local Government Executive Nominees

### **Sauro Antonelli** **Director Community Programs** **Banyule City Council**



Sauro joined local government in 1993 after many years with the State and Commonwealth Governments where he held the positions of Director Office of Ethnic Affairs, Director Youth Affairs, General Manager Ethnic Affairs Commission and Secretary Environment Protection Authority. Prior to that Sauro spent a number of years as an economist with the ANZ Bank.

He is committed and passionate to provide Banyule residents with the best level of services that impact on the critical phases of people's lives whether that is infant welfare, children's services, youth services, aged care or leisure opportunities.

### **Alison Cran** **Director Social & Economic** **Development** **Yarra Ranges Council**



Alison Cran has been the Director – Social and Economic Development at Yarra Ranges Council for the past ten years. Over this period she has also been the Municipal Recovery Manager [MRM] for the municipality. During the past twelve months, following on from 7 February 2009, Alison has demonstrated tremendous commitment, compassion and strategic thinking in her coordination of the relief and recovery phases of Council's fire-affected communities. It is for these reasons that she is nominated for the SACS Award for Leadership in Local Government – Executive.

### **Jacqui Briggs** **Director, Community** **Development** **City of Boroondara**



Jacqui Briggs is the Director of Community Development at Boroondara. Jacqui is committed to supporting and developing her staff; as a driver, encourager and supporter, her coaching and motivational skills are rewarded by highly engaged staff who consistently achieve and exceed performance targets. Her creative and inclusive style makes her a catalyst for progressive ideas which are regularly transformed into real service improvements, programs and infrastructure projects benefiting our residents. Jacqui is an inspirational leader and architect of continuous improvement in the organisation, professional development of her staff; and above all, positive outcomes in the lives of our community.

### **David Crowe** **Manager Parks & Gardens** **City of Boroondara**



David is a leader with integrity, honesty and passion, and encourages his senior staff members to be the same as they strive to ensure the community can and do enjoy the benefits of a healthy and inviting environment. Particular strengths of David's leadership style include allowing staff the autonomy to make their own decisions; ensuring a culture of safety in a workplace where it is vital; leading by example in supporting the organisation as a whole; encouraging, celebrating and displaying support for diversity; and encouraging his team to not only generate creative and innovative ideas, but bring them to fruition.

## SACS Awards for Leadership in Local Government Executive Nominees

**Peter Fitz**  
**Manager Communications & Research**  
**Moreland City Council**



Four years ago Peter Fitz set himself the task of developing a more effective way to communicate important community messages to Moreland's over 40 per cent CALD (Culturally and Linguistically Diverse) population. He trialed and tested numerous formats until he found a concept, based on traditional storytelling, prevalent in many cultures. Not only did his storyboards convey vital messages to newly arrived migrants, they also allowed them to tell their own stories and in so doing, pave a way to connect to their new Australian community.

Peter's CALD Com Storyboards are now available for use by other councils and organisations.

**Grant Jack**  
**Manager – Asset Maintenance & Services**  
**Yarra Ranges Council**



Grant Jack is the Manager – Asset Maintenance and Services as well as being the Municipal Emergency Resource Officer [MERO]. It was in this second role that Grant was responsible for the overall management of the Yarra Ranges Municipal Emergency Coordination Centre [MECC] during the Victorian bushfires in 2009. Grant has subsequently also worked for several months offline to manage the Council's bushfire preparedness effort.

Over this time, Grant has shown real leadership; being calm in a crisis as well as being able to cut through bureaucracy to make things happen quickly.

**Julie Salomon**  
**Manager Family & Children's Services**  
**City of Yarra**



Julie Salomon has demonstrated significant leadership qualities and has, in a relatively short time had a significant impact on City of Yarra and its community, the broader Local Government sector and higher levels of Government in Victoria.

Julie has extensive experience in leading teams and delivering outcomes for the Yarra community within her policy area. She has demonstrated an ability to align major process and structural change to strategy. She is an outstanding strategic thinker and communicator.

Julie's commitment to organisational development and performance is remarkable and her positive work ethic and commitment is an inspiration to those who work with her on a daily basis.

**Phil Stone**  
**Director of Planning & Information Services**  
**Baw Baw Shire Council**



Phil holds qualifications in Business, Data Communications and Information Technology. Phil has extensive experience in the public and private sectors, both in professional services management and technical service delivery roles. Phil joined Baw Baw Shire in 2005 as Director Information Services (CIO) and two years ago took on an expanded portfolio heading up the Planning and Development functions of Council.

Phil's accomplishments include serving with the Australian Army, including an overseas tour with the United Nations in Cambodia; managing professional services organisations, consulting in the commercial sector and managing IT in public health.

## SACS Awards for Leadership in Local Government Executive Nominees

### **Betsie Young** **Human Resources Manager** **Glen Eira City Council**



Betsie is an organisational leader who has made a significant contribution to the culture of Glen Eira City Council by her outstanding example and her confident yet unassuming manner.

She encourages managers to implement and live by the Glen Eira City Council values. Her communication skills, persistence and compelling vision have led managers to understand the strategic importance of people management. The organisation is now seen as a HR leader and in 2008 at the National HR Awards, Glen Eira City Council was awarded Employer of Choice (Public Sector).

Betsie's leadership, commitment and her strategic vision have influenced Glen Eira to become a workplace where values and people matter.

### **Jeff Young** **Manager Parks & Recreation** **Manningham City Council**



Jeff Young, Manager Parks and Recreation at Manningham City Council is a leader whose individuality, humour and sincerity are without equal. He is deeply respected for living by the principles of Council.

In a debate, Jeff listens to all sides and then presents a synthesis solution that makes everyone feel heard. Although Jeff's calendar is always full, he never forgets the individual employee who needs his time.



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