



A NEW BEGINNING
 – PRIORITIES FOR AND EXPECTATIONS OF OUR
 NEW CHIEF EXECUTIVE OFFICER
 COUNCILLOR WORKSHOP – WEDNESDAY 1 SEPTEMBER 2021 AT 9 AM

When and where	Wednesday 1 September 2021	Start: 9.00 am	Finish Time: 11.00 am	Location: By Zoom video
Meeting Purpose: Attendees:	<p>Performance Management Process Outline and Identification of Priorities for the new Chief Executive Officer for the 2021/22 Performance Agreement</p> <p>Mayor and Councillors were in attendance by Zoom, along with CEO Karina Ewer</p> <p>In attendance by Zoom – Facilitator, Stephen Blackadder of Blackadder Associates</p>			
1	<p>Apologies - and welcome by Mayor NOTE: Mayor Matthew Hannan welcomed everyone to the meeting and invited Facilitator Stephen to conduct the review.</p>			
2	<p>Training in Performance Management – presentation by Facilitator Stephen with PowerPoint NOTE: Facilitator Stephen provided a 31 slide PowerPoint presentation on the Performance Management Process in order to meet the requirements of the Guidelines in Performance Management issued by the Office of Local Government in 2011. One aspect of the Guidelines on page 14 is <i>“Panel members should be trained in the performance management of general managers”</i>. It was noted that the presentation by the Facilitator satisfied the Guidelines and included such issues as a detailed outline of the Review Process; the roles and responsibilities of council, the Mayor under Section 226 (n), the Panel and CEO; the CEO contract provisions; the Performance Agreement components; the importance of the CEO self-assessment; how the Review Meeting is conducted; the trips, traps and tips to help Panel Members understand the areas where problems could arise; the rating of performance; the consideration of reward for performance as well as development opportunities and disciplinary action; and how to measure success. Opportunity was provided to Councillors to ask any questions and to have any aspect clarified.</p>			
3	<p>Initial Impressions and Personal Priorities – Presentation by Chief Executive Officer Karina Ewer. NOTE: CEO Karina outlined her actions and activities since commencing in the role and noted the short, medium and long-term list of actions she is pursuing. Particular aspects noted were:</p> <ul style="list-style-type: none"> • The activation of the 100 day plan presented to the Council at interview. • Initiatives pursued such as: <ul style="list-style-type: none"> - Successfully hold 8 CEO Listening Posts - The first Women’s Networking Event - A BBQ Breakfast for all staff 			

- Individually met all Elected Members
- Individually met with all Directors and Managers
- Met many of the RAMJO group either face to face or through Zoom
- Commenced working with Moira Shire to develop that relationship
- Commenced engaging with neighbouring Councils to assess common ground and work towards shared service provision where possible
- Commenced the strategic plan review (through the listening posts and through discussions with staff and Elected Members)
- Attending toolbox meetings at least once per month at the depot to meet outdoor staff
- Making a number of findings about issues that need to be addressed:
 - the significant leave liability and steps which need to be taken to reduce that liability
 - the significant number of critical vacancies and the impact on the Council's ability to deliver its programmes
 - the need to realign the organisational structure with current and projected future needs of the Council
 - working with the Finley High School to consider possible school based apprenticeships and where these might augment staffing requirements
 - the creation of the position of Deputy CEO/Director Corporate Services will enable the CEO to focus more externally and ensure Council's advocacy and representational aims are more fully realised
 - the National Heavy Vehicle movements and livestock movements
 - the need to ensure housing is available for new appointees and whether the Council should hold any housing stock
 - the many Council policies which are out of date or require new policies
 - the need to review the Council's Information Technology and to ensure that technology is suited to current and future service delivery, including eServices
 - reviewing the Council's waste management and sewer facilities to plan for future growth
 - the Tocumwal Foreshore Building management of contract
 - Finley Subdivision caveats
 - development proposals at each of the townships
 - Tocumwal Motel demolition
 - developing relationship with CEO of Moira Council
 - Border Bubble maintenance and advocacy
 - Covid closures and staff management through this time
 - developing relationship with Finley High School
 - Working with Sporties to see their vision for the future and to act as a sounding board when they have had to lay off staff due to restrictions – including consideration of how further restrictions will impact them financially
 - The survival of our towns in the long term and the need to market our area and promote the image of the Shire and attract new

	residents
4	<p>Council Priorities for and Expectations the General Manager</p> <p>NOTE: The Workshop then proceeded to have a general discussion on first impressions and particular issues and priorities which might be addressed in the first year of the role.</p> <p>Each Councillor was invited to comment and it was noted Karina is bringing fresh ideas and was prepared to question how some practices and processes had developed and the time she is taking to ask questions of staff to gain a good understanding of any future improvements. There was support for the actions taken by the CEO to better understand and evaluate the structure, strategy and culture of the organisation.</p> <p>The CEO submitted a list of future priorities which are suggested to be built into the Performance Agreement for the year. They are:</p> <ul style="list-style-type: none"> • Strategic Plan Review – review Council’s Community Strategic Plan in line with LG Act requirements • Councillor Induction and Training – prepare for the induction of new Councillors and their training as per the requirements of the LG Act. • LEP Review – engage a consultant to conduct Council’s LEP Review, including the development of a Township Master plan for each of the four townships. Aim to have the Review completed in a short a time frame as possible. • Governance – align Council’s governance requirements with the outcomes expected under the LG Act • Excess Leave Liabilities – reduce Council’s current excess leave liability by a third of it’s current level by 30 June 2022. Ensure reporting is undertaken on at least a quarterly basis until the liabilities are within acceptable ranges as set out in the Employee Leave Policy • Organisational Realignment – complete the organisational realignment to allow for all vacancies to be filled effectively. Report to Council on the final results of staff engagement and vacancy rates on at least a quarterly basis. • Information Technology – complete the review and update of the IT Strategy and present to Council for consideration and implementation • Audit, Risk and Improvement Committee – complete development of the ARIC and advertise and select appropriate external representatives for that panel • Staff culture – actively engage with staff to ensure a culture of quality and customer focus is instilled in all employees • Community Engagement – continue to engage with community sectors to understand business and individual needs and where Council might provide appropriate levels of support according to approved Council roles. • Advocacy – continue to advocate for the community to ensure the best health and wellbeing outcomes and to ensure equitable access to Council facilities and operational outputs.
5	<p>Next Actions</p> <p>NOTE: It was noted that under the Chief Executive Officer’s contract of employment a Performance Agreement is required to be put in place for the first year of the contract. That Agreement needs to contain the Council’s expectations of the CEO’s conduct and performance and to also list the key project priorities the Council wants delivered in the first year.</p> <p>A draft Performance Agreement has been provided by Facilitator Stephen and the outcomes of this workshop will be built into the Agreement.</p>

	<p>The CEO will complete an Action Plan under Clause 7.4 of the CEO's contract of employment to indicate how the CEO will action the priorities listed in Item 4 above and that Action Plan is to be submitted to a workshop of Councillors to ensure the actions meet the Council's expectations.</p> <p>After the election of Councillors in December 2021 the induction programme will include a session on briefing the new Council on the priorities adopted for the CEO.</p> <p>In February 2022 a workshop of Councillors will conduct an informal review of the CEO's performance and progress in addressing the priorities.</p>
6	<p>General Business – none.</p> <p>NOTE: The meeting closed at 11.00 am.</p>

Councillor Matthew Hannan
Mayor and Workshop Chair.