

**City of
Ipswich**

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CEO Annual Performance Appraisal Policy

 Collaboration

 Communication

 Integrity

 Efficiency

 Leadership

Version Control and Objective ID	Version No: 2	Objective ID: A7801105
Adopted at Council Ordinary Meeting on	9 December 2021	
Date of Review	9 December 2025	

1. Statement

High quality performance by the Chief Executive Officer is fundamentally important for council to deliver on our purpose of: *Together we proudly enhance the quality of life for our community.*

2. Purpose and Principles

The purpose of this policy is to set out the way in which the performance appraisal is to be conducted, on an at least annual basis.

The performance appraisal is to be a collaborative and constructive process that contributes to enhanced performance of the CEO and as a consequence the organisation in line with the council's Corporate Plan, Strategic Priorities and Operational Plan.

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation

4. Regulatory Authority

Local Government Act 2009 (including sections 12 13 (3) and 194 (4) (a))

Section 12 (4) (d) of the Act provides the Mayor with the extra responsibility of: *conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example).*

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when adopting and/or amending this policy. When applying this policy, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

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6. Scope

This policy applies to the conduct of the appraisal of the CEO's performance on an at least annual basis.

7. Roles and Responsibilities

The Mayor is to:

- conduct the performance appraisal of the CEO on an at least annual basis in line with the policy adopted by council;
- engage a qualified and experienced facilitator to assist the Panel in the conduct of the review as required;
- with support of the Panel, reach agreement with the CEO on the annual performance objectives and key performance indicators;
- with the support of the Panel, sign a performance agreement for the CEO within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- provide ongoing performance feedback to the CEO;
- give the CEO a minimum of ten (10) working days' notice in writing that a performance review is to be conducted to enable the CEO sufficient time to prepare;
- ensure quality and reliable evidence is gathered to inform the Panel's appraisal of the CEO's performance; and
- with support of the Panel prepare and submit a confidential report to the Governance and Transparency Committee on the appraisal, including any matters associated with possible remuneration review, with the report discussed and the result resolved at a full meeting of the council.

Council is to:

- resolve to adopt a policy on the way in which the performance appraisal is to be conducted; and
- resolve to establish a Panel chaired by the Mayor with a minimum of two (2) councillors as members, as resolved by council, to assist the Mayor in the conduct of the CEO's performance appraisal each financial year
- provide formal performance feedback to the CEO, if required, to address performance issues (including alleged failures to meet require standards or goals) as necessary to seek to remedy those issues. Where required, these issues will be dealt with in accordance with Council procedures developed in accordance with requirements under the Local Government Act 2009 (Qld) or, in the case of Code of Conduct issues, the Public Sector Ethics Act 1994 (Qld).

The Advisory Panel is to:

- participate in the on-boarding and briefing process to ensure the members are equipped to undertake a robust and fair performance appraisal;
- agree on the annual performance objectives and key performance indicators for the CEO's performance;
- conduct the performance appraisal including an end of financial year review in July (with the assistance of a qualified and experienced facilitator if one is engaged);

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- consider quality and reliable evidence of the CEO's performance including performance feedback from key stakeholders; and
- agree on the appraisal of the CEO's performance, including any matters associated with possible remuneration review, with any exceptions documented.

The CEO is to:

- contribute to the development of a performance agreement for the financial year using the agreed annual performance objectives and key performance indicators;
- agree and sign the performance agreement, with any exceptions documented within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- meet with the Panel to discuss their performance against the agreement;
- complete a self-assessment of their performance against the agreement using the provided template, for consideration by the Panel for the end of financial year, including quality and reliable evidence of performance; and
- engage in any necessary development or action to attain the expected level of performance.

The Office of the Mayor is to:

- support the Mayor and the Panel in the conduct and documentation of the CEO review and appraisal process as required.

The General Manager, Corporate Services and Manager, People and Culture are to:

- support the Mayor, Panel and CEO in the conduct of the CEO review and appraisal process including but not limited to procuring or sourcing a qualified and experienced facilitator, if one is required.

8. Key Stakeholders

- Mayor and Councillors
- Advisory Panel
- Chief Executive Officer

9. Monitoring and Evaluation

This policy will be reviewed as required to ensure that it is effective and efficient in discharging the Mayor's legislative obligations.

Feedback will be sought from key stakeholders to inform the review.

10. Definitions

Nil

11. Policy Owner

The General Manager (Corporate Services) is the policy owner and the Manager, People and Culture is responsible for authoring and reviewing this policy.



CEO Recruitment, Appointment and Performance Policy

Policy Details

Directorate:	People and Engagement
Branch:	People and Culture
Responsible Manager:	People and Culture Manager
Date adopted:	19/02/2020 (minute number 14/2020)
Date for review:	2 years from the date of adoption or date of last review
Legislative basis:	<i>Local Government Act 2009</i>
Related Documents - forms and procedures	Chief Executive Officer Performance and Contract Management Guidelines (DM: 13512288) Chief Executive Officer Recruitment and Onboarding Guidelines (DM: 13512307) Chief Executive Officer Performance Agreement Template (DM: 13512260) Chief Executive Officer Periodic Performance Review Template (DM: 13512274) Chief Executive Officer Performance Review Panel Terms of Reference (DM: 13512265) Chief Executive Officer Employment Contract Template (DM: 13512252) Chief Executive Officer Recruitment Panel Terms of Reference (DM: 13512281)

1. Policy Purpose

The purpose of this policy is to establish an equitable and transparent approach to the recruitment, contract management and establishment of a Performance Management System (PMS) for the Chief Executive Officer (CEO).

This policy and associated guidelines have been developed to facilitate requirements under the *Local Government Act 2009 (the Act)* as they relate to CEO performance and employment matters.

2. Scope

This policy applies to all Councillors, employees and contractors working for Council regardless of whether they are permanent, temporary, full-time, part-time or casual. For the purposes of this policy, the term contractor includes on-hired temporary labour services (agency staff) and sub-contractors.

3. Policy Statement

Logan City Council is committed to promoting efficient and effective leadership within the organisation.

Under section 194 of the *Local Government Act 2009* (the Act), appointing a chief executive officer (CEO), it is the responsibility of Councillors to appoint and to set the conditions of employment for Council’s CEO. A person appointed as Council’s CEO must be qualified to be the CEO, having regard to the ability, experience, knowledge and skills that Councillors consider appropriate given the role. Councillors are also responsible for setting the standards by which the CEO’s performance will be measured pursuant to section 194 of the Act.

In order to assist Council with fulfilling its responsibilities under the Act, Councillors should have regard to the guidelines outlined below when considering the recruitment, appointment and performance management of Council’s CEO:

- Chief Executive Officer Performance and Contract Management Guidelines; and
- Chief Executive Officer Recruitment and Onboarding Guidelines.

The Recruitment and Onboarding Guideline and Performance and Contract Management Guideline detail an appropriate system for the recruitment, appointment and contract management of Council’s CEO, it includes the principles, processes and templates required to execute the guidelines.

The Performance and Contract Management Guideline outline a best practice Performance Management System (PMS) for the CEO at Logan City Council. The Guidelines establish the basis on which performance expectations and outcomes of the CEO are set, monitored and reviewed annually. The Guidelines detail the structure, key components and processes of the PMS, as well as providing base templates for a Performance Agreement and periodic reviews.

Councillors should also have regard to Council’s Decision Making Framework when making decisions with regard to the recruitment, appointment and performance management of Council’s CEO.

4. Reporting

Following completion of the annual review of the CEO’s performance and the setting of the new Performance Agreement, a report on the performance review, together with the new Performance Agreement, should be reported to Council in a closed committee by the Mayor.

5. Definitions

The following definitions apply to this policy.

TERM	DEFINITION
Performance Agreement	An agreement negotiated between Council and the CEO detailing performance criteria and expectations.
Performance Management System	A system designed as the foundation on which performance expectations and outcomes of the CEO are set, monitored and reviewed.
CEO	The Chief Executive Officer of the Logan City Council.
Councillor	All elected representatives including the Mayor.
Performance Review Panel	A panel appointed by Council for the purpose of overseeing the CEO’s Performance Management System in accordance with the CEO Performance Guidelines.

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**Amendment
History**

Version Number	Description of Change	Author / Branch	Date
1.0	Original version	Corporate Governance	19 February 2020
2.0	Administrative amendments	Corporate Governance	14 June 2021



Logan City Council

Chief Executive Officer Recruitment and Onboarding Guidelines Logan City Council

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Version Number	Description of Change	Author / Branch	Date
1.0	Original version	Corporate Governance	19 February 2020
2.0	Administrative amendments	Corporate Governance	15 June 2021

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1 Introduction and Overview

Efficient and effective local government requires efficient and effective local government Leadership. Leadership is the most critical success factor in business today, and local government is no exception.

However, it can become somewhat confused in local government due to the different roles and responsibilities resident in leaders within the Council. In simple terms the Mayor of a Council is regarded as the first citizen in a community and provides leadership to that community along with the Councillors. On the other side is the role of the Chief Executive Officer (**CEO**) of a Council and again in simple terms the CEO provides leadership to the Council organisation and its staff and in support of the Mayor and Councillors.

A high performing CEO will:

- articulate a vision and sense of purpose for the staff of the Council based on the Council's Corporate and Strategic Plans;
- motivate and inspire the staff of the Council to achieve the aims and objectives contained within the Corporate and Strategic Plans;
- demonstrate excellence in leadership and management to ensure the efficient and effective operations of the Council organisation are aimed at providing high level value for money service delivery and continuing to build a higher performing organisation;
- work respectfully with, provide high quality advice and be accountable to the Council to assist in its decision making and to efficiently and effectively implement Council decisions; and
- provide an important link between the Council, the community, other key stakeholders and the Council staff.

The following guidelines detail an appropriate system for the recruitment and appointment of Council's CEO.

The guidelines make provision for the establishment by Council of a Recruitment Panel to undertake and oversee the recruitment process and to make a recommendation to the Council on the appointment of a CEO. All Members of the Panel must be trained in the CEO recruitment and appointment processes outlined in these guidelines, as well as the key principles of recruitment including equity, fairness, confidentiality and merit.

All Councillors will be invited to this training and strongly encouraged to attend.

The guidelines also outline the processes associated with onboarding of the new CEO and management of the CEO's contract of employment.

At the outset it is important to note that in undertaking the recruitment process the members of the Recruitment Panel and indeed all Councillors, and any administrative staff who support the process, understand and appreciate the need for confidentiality. Many applicants will be currently employed in another role and they have the right to have their interest in this role kept confidential. Breaches of this confidentiality requirement should be regarded as breaches of the Code of Conduct for Councillors or Staff as appropriate.

2 Recruitment and Appointment Process

2.1 Recruitment and Appointment Process Overview

Council will appoint a Recruitment Panel to undertake the recruitment and recommendation process as outlined in these guidelines.

The Recruitment Panel will make a recommendation to the Council for the formal interview by the Council of one or more candidates selected by the Recruitment Panel after the Panel has concluded its recruitment process. This process will include a comprehensive assessment of candidates and interview by the Panel of a short list of candidates considered to meet the criteria established for appointment to the position.

The Council will undertake a formal interview with the recommended applicant/applicants, following which Council will resolve an appointment to the position (or otherwise if Council does not believe any of the applicants are suitable).

The key steps involved in the recruitment process are summarised below:

- Vacancy occurs in CEO position;
- Council appoints an Acting CEO;
- Council appoints an external facilitator experienced in executive local government recruitment to assist in the recruitment process in accordance with the Council Recruitment and Onboarding Guidelines;
- Council resolves to appoint a Recruitment Panel, including an external independent member, to undertake and oversee the recruitment and recommendation process in accordance with the Guidelines;
- Training for Recruitment Panel, with all Councillors invited and encouraged to attend;
- Recruitment Panel workshop conducted, with all Councillors invited, to identify key attributes desired of the new CEO, and the challenges and priorities facing the CEO and the organisation;
- Recruitment Panel undertakes the recruitment process in accordance with the Guidelines, selects and interviews a short list of candidates for the role (and more than one interview may be desirable) and determines the candidate or candidates to be formally and finally interviewed by the whole Council;
- Council undertakes the formal interview with the selected candidate or candidates and makes a determination – for appointment of a preferred candidate or for a continuation of the process;
- Negotiations with the preferred CEO and contract signed;
- Onboarding process for the new CEO;
- A workshop with Council and the new CEO within 3 months after commencement to identify priorities in the role in that first year of appointment to be incorporated into the Performance Agreement.

Further details of each of these components of the process are outlined below.

2.2 Statutory Provisions for Appointment of the CEO

Sections 194 and 195 of the Local Government Act 2009 make provision for the appointment of a CEO:

194 Appointing a chief executive officer

(1) *A local government must appoint a qualified person to be its chief executive officer.*

(2) *A person is qualified to be the chief executive officer if the person has the ability, experience, knowledge and skills that the local government considers appropriate, having regard to the responsibilities of a chief executive officer.*

(3) *A person who is appointed as the chief executive officer must enter into a written contract of employment with the local government.*

(4) *The contract of employment must provide for—*

(a) the chief executive officer to meet performance standards set by the local government; and

(b) the chief executive officer's conditions of employment (including remuneration).

195 Appointing an acting chief executive officer

A local government may appoint a qualified person to act as the chief executive officer during—

(a) any vacancy, or all vacancies, in the position; or

(b) any period, or all periods, when the chief executive officer is absent from duty or cannot, for another reason, perform the chief executive officer's responsibilities.

2.3 The Recruitment Panel

Roles and Responsibilities

The Recruitment Panel will undertake and oversee the recruitment process in accordance with these guidelines.

External assistance and facilitation

Council will, after implementing an agreed process, appoint an external recruitment firm or person experienced in the recruitment of executive positions in local government (the external facilitator) to assist the Recruitment Panel and Council in the recruitment and appointment processes outlined in these Guidelines (which may be tailored by Council based on advice from the recruiter and/or Recruitment Panel).

Local Government is a somewhat unique working environment and a specialist executive recruitment agency experienced in local government, government and not for profit executive recruitment is likely to have a keen knowledge of the executive recruitment market across Australia. Their knowledge of high performing CEOs will ensure a broad cross section of interest can be identified and encouraged to apply for the role. The external facilitator will also be able to have confidential discussions with potential candidates and ensure that their potential interest in the CEO role can be discussed privately.

The external facilitator will not be a voting member of the Recruitment Panel but will organise, facilitate and conduct meetings of the Panel and help the Mayor to ensure the recruitment process is run in accordance with these guidelines and based on the principles of equity, fairness, confidentiality and merit.

The external facilitator should recommend an extensive advertising strategy to Council to ensure the vacancy is well promoted throughout Australia and more broadly to attract the very best interest and applications.

Membership

The Recruitment Panel will comprise the Mayor, Deputy Mayor and at least two other Councillors nominated by the Council. The Panel membership should where practicable be representative of the different interests on the Council.

As a matter of best practice, the Recruitment Panel should also contain an external person selected by Council and experienced in recruitment of senior executives and/or the role of a local government CEO in a Council such as Logan. The external facilitator, the LGAQ, the LGMA or the Public Service Commissioner may identify potentially suitable external independents for Councils consideration.

Draft resolutions in the recruitment and appointment process

First set of recommendations

1. That Council note the vacancy in the position of Chief Executive Officer.
2. That Council appoint... as Acting Chief Executive Officer (if necessary).
3. That the Mayor and Deputy Mayor be delegated authority to engage an external facilitator experienced in local government executive recruitment to assist in the recruitment and appointment process in accordance with the guidelines adopted by Council.

Second set of recommendations

1. That a Recruitment Panel comprising the Mayor, Deputy Mayor, Councillors... and external member... be appointed to undertake and oversee the recruitment and recommendation process for the vacant CEO position in accordance with the Guidelines adopted by Council.
2. That the Recruitment Panel report to Council on the preferred applicant or applicants for formal interview by the Council and appointment of the new Chief Executive Officer by Council.

Final set of Recommendations

1. That the identified candidate be offered the position of Chief Executive Officer with Logan City Council and the Mayor and Deputy Mayor, in consultation with the facilitator, be authorised to negotiate and finalise the appointment based on the approved terms and conditions.
2. That a public announcement of the name of the successful candidate be made to staff and the media when the Mayor has obtained written acceptance of the offer from the preferred candidate.

2.4 Mandatory Training for Members of the Recruitment Panel

Under these Guidelines all members of the Recruitment Panel must be trained in Council's recruitment and appointment processes as outlined in these guidelines. It is desirable that all Councillors attend this training as they will be involved in the final interview(s) and making the appointment to the position.

The training will outline the requirements of these guidelines as well as detailing important recruitment principles such as equity, fairness, confidentiality and merit.

The external facilitator will deliver this training at the commencement of the recruitment process, desirably at the initial workshop to agree key attributes and priorities for the CEO (see below).

2.5 Workshop to Agree Key Attributes and Priorities and Other Matters

At the commencement of the recruitment process the facilitator will arrange a workshop with the Recruitment Panel, with all Councillors invited to attend.

The objectives of this workshop would be:

- to undertake training in the requirements of these Guidelines as well as detailing important recruitment principles such as equity, fairness, confidentiality and merit – if such has not already been provided;
- to discuss and agree the key attributes required in the new CEO and agree key challenges and opportunities;
- to agree an appropriate remuneration range; and
- to confirm the process and timelines.

A key purpose of the workshop is to agree the key attributes required for a successful CEO and the significant challenges and opportunities facing the organisation and the position so as to excite potential candidates about the role.

In considering the key attributes, workshop participants should be mindful of the position description for the CEO role which outlines the roles, responsibilities and competencies required in the position.

It is important that workshop participants recognise the fundamentally important role of the CEO in leading a high performing Council organisation. Appointments made to CEO positions based around a particular priority of Council should be acknowledged but should not predominate the attributes. Such priorities should be resourced in the organisation by Council, rather than being seen as a key attribute of the CEO per se.

Similarly, Local Government is a unique working environment and a good understanding of this unique environment is desirable.

The workshop should also identify the key challenges, opportunities and priorities for the CEO. These will give an insight into what the focus will be for the successful applicant, and they should be framed to motivate and excite the right person for the role.

The Council should also confirm the remuneration range envisaged for the successful applicant. The Council should obtain external and independent expertise in valuing the remuneration range for the position based on the prevailing market.

Finally, at this workshop the Council should confirm the process and timelines to be implemented – commencement of advertising, closing of advertising, shortlisting date, interview date with the Recruitment Panel and the date of interviews with the Council. It is important these dates are agreed and documented upfront so they can be placed in the diaries of Recruitment Panel members and Councillors (for the final interview) and for aspiring candidates to set interview dates aside in their diary.

2.6 Selection Criteria

Agreeing selection criteria is one of the most important steps in the recruitment process.

The selection criteria should relate to the key attributes identified at the Recruitment Panel workshop (aligned to the CEO position description) and outstanding leadership skills should be listed as the key attribute. In framing the selection criteria consideration should be given to the importance of the CEO being able to:

- Articulate a vision and sense of purpose for the staff of the Council based on the Council's Corporate and Strategic Plans;
- Motivate and inspire the staff of the Council to achieve the aims and objectives contained within the Corporate and Strategic Plans;
- Demonstrate excellence in leadership and management to ensure the efficient and effective operations of the Council organisation are aimed at providing high levels of value for money service delivery and continuing to build a higher performing organisation;
- Work respectfully with, provide high quality advice and be accountable to the Council to assist in its decision making and to efficiently and effectively implement Council decisions;
- Provide an important link between the Council, the community, other key stakeholders and the Council staff.

In determining key selection criteria, Council should also consider the responsibility areas and competencies outlined in in the CEO Performance and Contract Management Guidelines:

- Safety focus;
- Strategic focus and alignment;
- Commitment to Excellence;
- Leadership and Culture;
- Commitment to High Performing Teams;
- Working in the local government context;
- Financial Management;
- Personal Management.

All applicants should be required to address the selection criteria in their application and be asked to clearly identify their motivation and interest in the role and the location.

2.7 Preparation of the Information Package to Send to Interested Applicants

A quality information package should be seen by Council as a key step in this process. The information package is an ideal vehicle to not only promote the role and the key challenges facing the organisation but also the lifestyle and family benefits that will be of interest to the candidate's partner and family.

This package should contain, as a minimum, details about the Logan area, the Council and its operations, the Council organisation, specific details about the key attributes required in a successful CEO and a listing of challenges, opportunities and initial priorities for the CEO position.

The package should also clearly outline the recruitment process, including key dates.

2.8 Shortlisting of Preferred Candidates

The primary role of the Recruitment Panel is the evaluation of all applications and the shortlisting of preferred applicant/applicants for interview(s) by the Recruitment Panel and to then make a recommendation to Council of a preferred candidate or candidates for formal Council interview. The process should include the following:

Shortlisting report

The facilitator will prepare a detailed assessment report on all applications received as the basis of the Panel reviewing all applications and agreeing a shortlist of candidates to be interviewed by the Panel. That report should contain a summary of each applicant, their qualifications and experience, desirably with a head-shot photo (which should be presented with their application), and comments from the facilitator relating to both the suitability of the candidate based on the key attributes identified at the Recruitment Panel workshop, and included in the information package, and the personal discussions and interview the facilitator had conducted with the candidate.

There is an expectation that the facilitator will have spoken personally with all applicants prior to preparing the shortlisting report.

The shortlisting report should contain the facilitators recommendations – in 3 parts – those who meet the attributes desired and who should be interviewed by the Recruitment Panel; those who the facilitator will discuss with the Panel to clarify their suitability as they may be on the edge of being recommended; and those candidates who are not recommended for interview based on their non-compliance with the attributes sought or knowledge of the candidate's inter-personal skills which may not align with the culture of the Council.

As part of preparing the shortlist report the facilitator should undertake a global social media search and check of applicants recommended for shortlist interview to confirm there is nothing in social media or on the web that might be relevant to consideration of the candidate by the Panel.

Selection of applicants for interview by the Recruitment Panel

The Panel should carefully review all application details as summarised in the shortlisting report, together with assessing their resumes, application, and recommendation by the facilitator.

Applicants who meet the required level of competency and experience as detailed in the selection criteria should be identified by the Panel and a decision then reached on how many candidates should be interviewed.

Referee checking and Leadership profiling prior to shortlist interview

Prior to interview with the Recruitment Panel, it is highly desirable that initial referee checking be conducted so any issues raised by referees can be considered and explored at interview.

It is also highly desirable that each short listed candidate undertake a leadership and personality profile to provide an important insight into their leadership style and personality traits. Other psychometric testing may also be undertaken.

The personality profiling provides a valuable insight to each short-listed candidate and also enables any specific behavioural or leadership issues to be explored at interview.

The results of the referee checks and leadership profiling are then made available to Recruitment Panel members in advance of the interviews. This ensures a range of perspectives on the candidate can be assessed and used at interview to explore with candidates any particular features which emerged from the checks and profile.

Interview structure

The way the interview is structured is very important to a successful outcome.

The Recruitment Panel will decide on not only how many candidates are to be interviewed but also how the interviews are to be conducted.

It may be that the Recruitment Panel conducts a two stage process with candidates before the final interview with the Council. This should be agreed at the commencement of the recruitment process with advice from the facilitator on what might constitute a best practice approach. The facilitator should discuss with the Recruitment Panel the most appropriate interview venue.

Questions to be asked at the interview should be agreed by the Panel in advance of the interview and relate directly to the selection criteria. Panel members should look for applicants to provide details in support of any claims made at the interview – desirably the applicant should be able to provide a good answer to the question, and then support that with examples detailing their actual experience and achievements.

Preparation for Interview

The Panel should convene at least 30 minutes before the first interview to receive a briefing by the facilitator on the interview process so every member of the Panel is clear on expectations. Interview Panel members need to be aware they are being interviewed too by the candidate – and the conduct of Panel members will be under review by each candidate.

It is the facilitator's responsibility for interviews to start and finish on time. Judgement is needed here on what time might be needed to draw out of a candidate the information needed.

2.9 Recommendations from the Recruitment Panel to Council

The Recruitment Panel, through the facilitator, will prepare a report on the recruitment process and outcomes for the Council, clearly detailing the process followed, and the outcome of interviews, with an overview of the candidate or candidates selected for final interview.

Prior to formalising this report, the facilitator should undertake the first stage of a further probity check of the candidates referred for final interview.

An important additional due diligence process is for the Mayor, with the assistance of the facilitator, to undertake some final referee checks. If 1 or 2 candidates are being recommended to the Council for final interview and selection for appointment the Mayor (and desirably with the Deputy Mayor) should personally speak with the candidate's referees, and if possible the Mayor of the Council where the candidate is coming from, or the chair of the board if a private sector candidate or a CEO supervisor if coming from a level below CEO.

This will enable the Mayor, on behalf of the Governing Body, to enquire of any issues that may have been unearthed at earlier interview, or to confirm earlier impressions or otherwise regarding the candidate's leadership style or key attributes.

2.10 Formal Interview by Council and Consideration of Appointment

Council will meet and undertake a formal final interview with the applicant/applicants recommended by the Recruitment Panel.

An opportunity should be given to individual Councillors to ask any specific questions they may have, but these must relate directly to the CEO role.

Following formal interview, the Council should determine if it has a preferred applicant to negotiate with. If so, the Mayor and Deputy Mayor, with advice from the facilitator, should be delegated authority to conclude the negotiations and finalise the appointment in accordance with Council's decision. The draft contract will have been agreed by the Council at an earlier meeting, and the range of remuneration that might be applicable to each preferred candidate will have been discussed by the Recruitment Panel. Any benefits, such as the private use of the Council motor vehicle, the use of a mobile phone and laptop computer will have been included in the contract. Reimbursement of relocation expenses may apply to a candidate travelling inter-state or of a distance and this should be agreed by the Council.

If after this comprehensive process the Council is unable to select one preferred candidate then the Council will need to agree the next steps, which could involve follow up interviews, clarification of any concerns regarding the preferred candidate(s), selecting another applicant or applicants to interview from the shortlisting report, or re-advertising the position.

2.11 Making the Offer of Employment

The Mayor should be delegated the role of finalising the appointment process with the preferred applicant, and this may also include the Deputy Mayor in an advisory capacity, and with assistance from the facilitator.

The offer should be made in writing through a letter of offer setting out the key terms of the offer (period, remuneration, etc.) with 2 copies of the contract of employment attached – one for Council and one for the CEO.

The applicant should be asked to confirm acceptance in writing and return the signed and witnessed copies of the contract to Council. The Mayor should then sign the contract and return a copy to the successful applicant.

Once the offer has been formally accepted there needs to be agreement with the successful applicant when the formal announcement of appointment can be made simultaneously at the Council and at the successful applicant's workplace. This will be by way of a media release and advice to all staff containing comments from both the Mayor and new CEO.

3 Onboarding of the New CEO

3.1 Onboarding After Appointment and Beyond Commencement

The Mayor should arrange for background information to be sent to new CEO, to include copies of relevant plans and strategies, Corporate Plan, current Operational Plan, recent studies or reviews of the Council organisation, recent Council meeting business papers, and other relevant documentation or reports.

Each Director should also be asked by the Mayor to provide a briefing paper for the new CEO containing details of any "*hot issues*" for the Council, the Executive Leadership Team and their Department. It should also give an overview of the status of their department and any recent performance reviews or internal audits conducted. These should be sent to the new CEO in advance of commencement.

If possible, the new CEO might visit the Council and the region prior to commencement for the purpose of "*breaking the ice*" in meeting the executive and some other key staff such as in the CEOs office, and to provide an opportunity to explore residential accommodation options. This may also be an ideal opportunity for the new CEO to explore schools and recreation facilities for the family. The Mayor should offer to provide assistance with this and arrange interviews with schools or accommodation providers or the like. The Acting CEO and staff in the CEO's office may assist the Mayor with those arrangements.

Prior to commencement the new CEO might arrange with their Executive Officer to make a range of appointments in the first 2 weeks:

- Meeting with CEO office staff;
- Meeting with ELT members together and ELT team members individually;
- Meeting with the Management Team members together, and Managers individually;
- Meeting with each individual Councillor, desirably through a tour together around their division;
- Touring the Council area and facilities, in particular, priority to visiting the Council depots and meeting with outdoor staff (perhaps at a barbecue breakfast);
- Meetings with key external people – local members of parliament, key community representatives, chair of the chamber of commerce, etc.;
- Meeting with all staff by way of visits to work areas and work sites.

3.2 Commencement of the Performance Management Process

The 3 month Workshop

A best practice process within 3 months of the CEO commencing in the role is to conduct a workshop with Councillors and the CEO so that:

- the CEO can present an overview of their findings in the early months;
- the Councillors can provide feedback to the CEO on their perspective of the CEO’s performance in that period – and highlight the beneficial changes which have already been observed - as well as providing a critique on what the CEO might have changed and areas requiring greater attention; and
- the Council and CEO can agree projects and priorities to be included in the CEO’s performance agreement. To assist in this the CEO should provide a list of potential projects and priorities for Council’s consideration based on the CEO’s experience and early time in the role.

4 Related Documents

Document	Document Management System Reference
Chief Executive Officer Recruitment, Appointment and Performance Policy	13485991
Chief Executive Officer Performance and Contract Management Guidelines	13512288
Chief Executive Officer Performance Review Panel Terms of Reference	13512265
Chief Executive Officer Performance Agreement Template	13512260
Chief Executive Officer Periodic Performance Review Template	13512274
Chief Executive Officer Employment Contract Template	13512252
Chief Executive Officer Recruitment Panel Terms of Reference	13512281



Logan City Council

Chief Executive Officer Performance and Contract Management Guidelines

Logan City Council

Document Control

File:	1172583-1	Document Id:	13512288
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Amendment History

Version Number	Description of Change	Author / Branch	Date
1.0	Original version	Corporate Governance	19 February 2020
2.0	Administrative amendments	Corporate Governance	14 June 2021

INNOVATIVE, DYNAMIC, CITY OF THE FUTURE



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1 Introduction and Overview

Efficient and effective local government requires efficient and effective local government leadership.

These guidelines outline a Performance Management System for the Chief Executive Officer (CEO) at Logan City Council (Council) as the basis on which performance expectations and outcomes of the CEO are set, monitored and reviewed annually. They also outline the basis upon which the CEO employment contract will be managed.

This includes:

- establishment of a Performance Review Panel to facilitate the development and review of the CEO Performance Agreement, and the process by which the panel will operate;
- roles and responsibilities of key stakeholders in the CEO Performance Management System;
- key inputs to developing the CEO Performance Agreement;
- the overarching process for establishing and reviewing CEO performance; and
- management of the CEO contract of employment.

The CEO Performance Management System has consequences for performance, either recognition of above expectation performance, or performance management where performance is below expectations, and by disciplinary action if needed.

2 The Structure of the CEO Performance Management System

The Performance Agreement

The key to this system is in the setting and agreeing of performance expectations between the parties at the start of the financial year. The key documents underpinning this process may include:

- the Council's current Corporate Plan and, in particular the annual Operational Plan that delivers on the Corporate Plan;
- annual organisational priorities set by the CEO / Executive Leadership Team (ELT);
- the Code of Conduct for staff;
- Council Value statements;
- the role statement / position description for the position of CEO;
- core competencies for the CEO position, linked to Councils Leadership and Performance Capability Framework; and
- a suite of relevant Corporate Key Performance Indicators.

These documents will be used to develop the CEO Performance Agreement.

The CEO Performance Management System philosophy is that the Performance Agreement will be used as the basis of encouraging relevant and rigorous conversations about performance at review time, with final assessments being evidence-based.

Competent Performance

The basis of the CEO Performance Management System is to ensure that the CEO achieving required levels of performance and meeting Council’s expectations as outlined in the Performance Agreement. Of course, there is an expectation that a high performing CEO would achieve some higher ratings.

Ratings

Performance objectives for the CEO will be evaluated objectively utilising relevant organisational data and inputs. An overarching five-point scale will be used to define descriptors of performance, and is summarised below:

Rating	General Descriptor
Above Competent Performance	<i><u>Generally defined as</u> - outcomes consistently above the level of competence that would be acceptable in the role - consistently exceeds reasonable expectations. Excellent role model for others - what other staff should aspire to.</i> <i><u>For projects</u> - completed as required but with significant additional/better outcomes (E.g. major cost saving, winning major awards or significant positive community recognition).</i>
Competent Performance With Some Highlights	<i><u>Generally defined as</u> - competent performance with some above competent outcomes / components (E.g. communicates competently but did an outstanding job facilitating the community forum).</i> <i><u>For Projects</u> – completed as required with some value-add (E.g. on time but under budget).</i>
Competent Performance	<i><u>Generally defined as</u> – what is expected of a person competently performing duties and undertaking responsibilities at the required level - outcomes meet objectives at the standard envisaged.</i> <i><u>For projects</u> - completed as required / expected.</i>
Competent Performance With Some Exceptions	<i><u>Generally defined as</u> - outcomes generally at competent level, but with some below competent outcomes (E.g. personal management generally competent but regularly arrives late to meetings).</i> <i><u>For projects</u> - generally acceptable completion of project with some minor exceptions (E.g. delivered slightly over time or slightly over budget).</i>
Unacceptable Performance	<i><u>Generally defined as</u> - outcomes consistently below competent performance requiring significant remedial action. Potential negative impact on Councils reputation.</i> <i><u>For projects</u> - project not completed as required with no valid justification</i>
Not Applicable	<i>Did not proceed as originally envisaged for reasons beyond the CEO’s control.</i>

It is important to note that under the CEO Performance and Contract Management Guidelines a 'competent' rating means that the CEO is performing at the level of competence expected in the role.

An overall rating will be agreed for each objective in the Performance Agreement and rigorous conversation about performance will be undertaken to ensure objectivity through the review process. Comments and supporting documentation will be captured throughout the performance review cycle to clearly establish criteria for performance, and resulting review ratings.

Performance-based remuneration, as detailed in the CEO's contract of employment, is aligned to the rating system used in the CEO Performance Management System and the delivery of agreed annual key projects / priorities.

Performance Agreement Format

Within three months after the commencement date, the CEO and Council will sign a Performance Agreement setting out agreed performance criteria and expectations. This provides time for the CEO to observe the structure, culture and performance of the organisation and make a judgement on initiatives to be taken in the first Performance Agreement for consideration by the Performance Review Panel.

The Performance Agreement is subsequently negotiated between the Council and the CEO at the start of each financial year, with the Performance Review Panel having the delegation from the Council to conduct the review process.

The Performance Agreement has six key components:

Component	Description
Significant Annual Projects and Priorities	Achievement of a small number of significant projects and priorities agreed with the Council
Roles and Responsibilities	Achievement of roles and responsibilities as contained in the role statement/position description for the position
Core Competencies	Performance against generic responsibilities and core competencies for the CEO
Behavioural Expectations	Consistent with Council's Values and the Code of Conduct for Staff
Personal Development	An improvement plan for personal leadership development
Key Corporate Performance Indicators	Key operational measures that underpin organisational performance

The key components of the CEO Performance Agreement will be aligned to key projects and priorities identified from the annual Operational Plan and the annual organisation priorities set by the ELT, as well as the specific projects and priorities as determined by Council.

Significant Annual Projects and Priorities

Significant annual projects and priorities may include:

- generic projects and priorities, wherein a project or priority is set for the wider ELT; and
- CEO-specific projects and priorities.

Significant annual projects and priorities would normally stem from:

- key projects / identified by Council from the annual Operational Plan;
- the annual organisation priorities set by the ELT;
- specific projects / priorities for the CEO as determined by Council; and / or
- remedial / carry-forward action identified as part of the previous year's review.

Position-Specific Roles and Responsibilities

Position-specific roles and responsibilities are contained in the position description / role statement for the CEO role and are extracted into the Performance Agreement.

In particular, the following fundamental responsibilities of the CEO are highlighted:

- articulate a vision and sense of purpose for the staff of the Council based on the Council's Corporate and Strategic plans;
- motivate and inspire the staff of the Council to achieve the aims and objectives contained within the Corporate and Strategic plans;
- demonstrate excellence in leadership and management to ensure the efficient and effective operations of the Council organisation are aimed at providing high levels of value for money service delivery and continuing to build a higher performing organisation;
- work respectfully with, provide high quality advice to and be accountable to the Council to assist Council in its decision making and to efficiently and effectively implement Council decisions; and
- provide an important link between the Council, the community, other key stakeholders and the Council staff.

It is important to note that the *Local Government Act 2009* clearly distinguishes between the roles and responsibilities of the executive (elected councillors) and the administrative (Council employees) areas of local government. This is sometimes referred to as the separation of powers.

The primary role of Councillors is to focus on policy development and strategic delivery of services in the public interest. Local government decisions are made to direct the operational work and realise the planned goals that are set out in the local government's Corporate Plan.

Councillors are responsible for:

- planning and developing corporate plans and strategies to deliver outcomes to the community; and
- providing strategic vision and leadership.

The internal day-to-day work of the local government is carried out by local government employees under the direction of the CEO.

Responsibilities and Core Competencies

Responsibilities and core competencies are linked to Council's Leadership and Performance Capability Framework, and are divided into the following key areas, with additional description and detail to ensure clarity of expectations and thorough assessment of performance is delivered:

1. Safety focus;
2. Strategic focus and alignment;
3. Commitment to Excellence;
4. Leadership and Culture;
5. Commitment to High Performing Teams;
6. Working in the local government context;
7. Financial Management;
8. Personal Management.

An overall rating will be agreed for each competency area in the Performance Agreement and rigorous conversation about performance will be undertaken to ensure rigour and objectivity through the review process. Comments and supporting documentation will be captured throughout the performance review cycle to clearly establish criteria for performance, and resulting review ratings.

Values and Behaviours

The CEO is expected to behave in accordance with the Code of Conduct for staff, and to exhibit Council's agreed values. It is through the 'walking the talk' leadership of the CEO and ELT members that movement towards the required values-based culture will be achieved.

Behavioural objectives aligned to Council's values will be established and reviewed as part of the CEO Performance Agreement.

Corporate Key Performance Indicators

A series of key performance indicators will form part of the Performance Agreement for the CEO. These will be developed by the Council through the Performance Review Panel.

The selected corporate key performance indicators will provide a broad overview of how the organisation is performing.

Personal and Professional Development Plan

We live in changing times and circumstances, so it is essential that a CEO keeps skills and knowledge contemporary at all times. Accordingly, there is a mutual obligation on the Council and the CEO to make a strong commitment to the ongoing personal and professional development of the CEO.

Council and the CEO will work together to ensure the CEO skills and knowledge are at the required competency standard and that the CEO is keeping appropriately abreast of contemporary issues and trends. The Performance Agreement for the CEO will therefore include a personal development plan which could include such aspects as participating in executive coaching, provision of a mentor, undertaking a course of study, visiting best practice organisations to bring back ideas for implementation, attending conferences or seminars, and membership of professional or leadership organisations relevant to the role.

There is an obligation on the Council to support the CEO in the acquisition of competencies and contemporary skills and knowledge.

Managing Diminished Performance

Should performance expectations not be met, then a process to address diminished performance and to elevate performance to an acceptable level will be followed.

Council will clearly identify areas where performance is not at the required standard, supported by appropriate evidence, including clarity on the level of performance expected.

From there the Council will support the CEO to bring performance up to the required level through actions such as support for personal / professional development / assistance (which may include mentoring), regular feedback meetings with the Mayor or Performance Review Panel, or other agreed initiatives.

Should performance not improve to the required standard following the above development actions, the Council will consider other actions which, at its ultimate conclusion could see the dismissal of the CEO for failure to perform under the contract of employment.

Whenever CEO performance is an issue, the Council may engage appropriate external and experienced assistance in setting and actioning a Diminished Performance Plan. The Performance Review Panel will make that engagement on Council's behalf.

Changes to Performance Agreements

Any changes to the CEO Performance Agreement will be negotiated, agreed and documented when they occur. In particular, this is an important function of the mid-year performance review.

3 Performance Review Process

Director and Manager Inputs to the CEO Performance Agreement

Once the Performance Agreement for the CEO has been established at the commencement of the annual performance cycle, the CEO will ensure that his or her performance objectives are appropriately cascaded to each of the Directors, who will in turn cascade these to the appropriate level of detail with the managers that report to them.

As inputs to mid-year and annual performance review discussions, the CEO will undertake the review of Director performance, and Directors will undertake the review of Manager performance. This information will ultimately roll up to inform the review of CEO performance where applicable.

Preparation and review meetings

The CEO Performance Management System operates based on all parties being well-prepared for reviews. The CEO will prepare a written self-assessment report prior to the review being undertaken and that self-assessment distributed (along with any relevant attachments or supporting documentation) to each member of the Performance Review Panel well in advance of the review meeting so each person can be well prepared for that meeting.

At the review meeting the CEO will formally present the self-assessment in summary, and also refer to actions taken on issues arising from the review meeting held 12 months ago. The CEO will then engage in discussion and answer any questions Panel members might have and then leave the meeting so that the Panel can consider the performance of the CEO in the review period. The Panel will make a judgement on CEO performance using the ratings provided in the Performance Agreement.

The CEO will then re-join the meeting to be provided with an overview of the assessment and ratings by the Review Panel.

The timing of the performance review should be considered and determined by the Council, having regard to relevant local factors. All parties to the review should be made aware of the timeline and process to be used.

Periodic and Annual Reviews

Periodic CEO performance reviews will be undertaken during the year, including a mid-year review. Any agreed changes to the Performance Agreement will be documented at these reviews.

The detailed annual review will be scheduled by the Performance Review Panel in sufficient time to ensure both parties are well prepared for the review meeting. The outcomes of the annual review will be recorded and agreed by the Performance Review Panel. The periodic review outcomes will be considered as an input at the annual review.

Outcomes of the annual review may also contribute to the setting of projects and priorities for the next year (including any remedial action required as a result of the previous year's review), as well as agreeing the personal development plan for the next year.

Reporting to Council

Following completion of the annual review of the CEO's performance and the setting of the new Performance Agreement, a report on the performance review, together with the new Performance Agreement, should be reported to Council in closed committee by the Mayor. This report is confidential and must not be debated in open Council. Any issues raised at the Council meeting should be referred back to the Review Panel for consideration at its next meeting, or a special meeting if required.

4 Roles and Responsibilities in the CEO Performance Management System

Role of the Mayor

The Mayor has responsibility for day to day oversight of the CEO, and the specific responsibilities relating to the CEO;

- leading, managing and providing strategic direction to the CEO;
- directing the CEO in line with Council's approved policy position or decisions; and
- conducting an annual performance review for the CEO.

The Mayor will ensure that any performance related matters are brought immediately to the CEO's attention, to discuss, agree and record actions to address this. Where appropriate, the Mayor may call the Performance Review Panel together to discuss performance related matters outside of review meetings.

Role of Councillors

All Councillors have a fundamentally important role to play in the CEO review and setting of the new Performance Agreement for the CEO. The Performance Review Panel will facilitate a process that enables input from all Councillors on the performance of the CEO.

Membership and Role of Performance Review Panel

The Performance Review Panel is appointed by Council and is responsible for:

- overseeing the implementation of the CEO Performance Management System processes in accordance with these guidelines;
- undertaking the periodic and annual reviews of the CEO with appropriate input from Councillors;
- setting the CEO Performance Agreement for the following year;
- facilitating feedback from Councillors and other stakeholders regarding the performance of the CEO (using 360 degree feedback or a similar mechanism) for use as an input to the annual CEO performance review; and
- recommending changes to the CEO Performance and Contract Management Guidelines for Council's consideration.

The Performance Review Panel will comprise the Mayor and Deputy Mayor, as well as at least two other Councillors and reflect the composition of interests on the Council.

Membership will also be extended to an external person experienced in performance management and /or the role of a local government CEO to help bring both expertise and independence to the review.

An external facilitator experienced in executive performance management in local government, will be used to advise and support the Performance Review Panel in undertaking the annual CEO performance review, and in the setting of the Performance Agreement for the following year. This brings both experience and independence to the process. The facilitator is not a voting member of the Performance Review Panel.

Training for Members of the Performance Review Panel

All members of the Performance Review Panel and the CEO will be trained in processes associated with the CEO Performance Management Guidelines and in effective performance management principles and practices, which will include fairness, equity, perspective, merit and natural justice. All Councillors will be invited to attend this training for their own professional development.

5 Management of the CEO Contract of Employment

The Contract of Employment

The contract forms the basis of employment of the CEO by Council and once signed by both parties it can only be varied by mutual consent, unless specifically stated in the contract.

Performance Management

The CEO's contract of employment requires the implementation of a formal performance management process with this guideline being used as the basis of setting, monitoring and reviewing the CEO's performance.

Under the contract the CEO is required to perform at least at a competent standard in accordance with the Performance Agreement adopted by Council for the role. This is a fundamentally important component of the management of the CEO by Council.

Contract Variations

Under the terms of the CEO's contract, variations can be made to the contract where both parties agree and any such variations should be reported to Council for endorsement.

Reviewing the Contract

Considerations

The timeline process for contract negotiation/renewal is clearly set out in the contract of employment and should be followed meticulously by Council.

In considering whether or not to offer a new contract of employment to the CEO Council should consider the following:

- the outcomes of performance reviews over the period of the current contract – perhaps the most important consideration;
- any change in Council priorities which may have occurred during the course of employment or any change in skills or abilities required in the role;
- any relevant changes needed to the contract, which may include remuneration and/or employment conditions/benefits. Council should consider the prevailing market for CEO's and Job value of the position for a Council the size and complexity of Logan (an external person could be engaged to provide advice on this if required);
- the potential impact of losing a competently performing CEO, and the potential uncertainty of finding a better alternative;
- the message that would be sent to staff and impact the culture of the organisation if the CEO was not offered a new contract – either a negative or positive message, but unlikely to be positive if the CEO has been given positive performance reviews over the period of the contract and is a popular leader;

- the impact on Councils reputation as a fair and equitable employer; and
- the potential impact on the CEO's reputation.

Process

The Mayor should prepare a report to Council recommending that a new contract of employment be offered to the CEO and detailing any changes to the current contract that the Council might consider. The Mayor must undertake this in accordance with the timelines and processes contained in the CEO's contract of employment.

The Council should formally resolve to offer a new contract of employment to the CEO and detail the terms of such contract.

Terminating the Contract

This can be either during the contract or at the end of the contract in accordance with the process and timelines outlined in the contract.

Termination provisions are set out in the contract and can occur by:

- mutual agreement;
- the CEO resigning;
- summary dismissal;
- incapacitation;
- failure to perform;
- termination without cause; or
- non-renewal of contract.

Process for termination for failure to perform

The following process should be followed by Council where the CEO is not performing at the required level of competence and where Council may consider termination of the CEO's contract:

- Documented failure to perform at performance review meetings, or special meeting of the CEO Performance Review Panel, with supporting evidence documented and examples given of required level of performance
- Opportunity given to the CEO to improve and appropriate support provided by Council
- At subsequent review meeting(s) where an assessment is made by the CEO Performance Review Panel that performance has not improved to the required level, with substantiating evidence provided. If this failure is, in the Performance Review Panel's view, significant, then the matter should be formally escalated to Council
- Report provided to Council by the Panel and notice to terminate resolved by Council in accordance with the relevant clause of the CEO's contract
- Council considers paying out the notice period (this is recommended)
- Arrangements for CEO's exiting are made, including the return of Council property etc in accordance with the contract of employment

- Council appoints an Acting CEO
- Recruitment and appointment process commenced for a new CEO in accordance with these Guidelines

Process to terminate without cause

This should only be used in extenuating circumstances as it most often involves an unfair outcome for the CEO and opens up the potential for significant legal and other costs for the Council if an unfair dismissal action is commenced. The subsequent reputational damage for the Council may be something to avoid.

There are other options for termination that should be considered by Council to avoid the consequences of unfair dismissal. At the same time, depending on the circumstances this may be an option that the Council wishes to pursue in extenuating circumstances.

Should this action be taken a report should be provided to Council and Council should resolve to terminate the contract and pay out the notice period under the contract. It will be important for the Councillors to receive reliable legal and industrial advice before making the decision to terminate.

Arrangements should be made for the timely exit of the CEO and return of Council property in accordance with the contract should this occur.

6 Related Documents

Document	Document Management System Reference
Chief Executive Officer Recruitment, Appointment and Performance Policy	13485991
Chief Executive Officer Recruitment and Onboarding Guidelines	13512307
Chief Executive Officer Performance Review Panel Terms of Reference	13512265
Chief Executive Officer Performance Agreement Template	13512260
Chief Executive Officer Periodic Performance Review Template	13512274
Chief Executive Officer Employment Contract Template	13512252
Chief Executive Officer Recruitment Panel Terms of Reference	13512281

Active City Policy

City of Ipswich

Collaboration Communication Integrity Efficiency Leadership

Version Control and Objective ID	Version No: 1	Objective ID: A5863656
Adopted at Council Ordinary Meeting on	10 December 2019	
Date of Review	10 December 2023	

1. Statement

Council is committed to creating an Active City through the provision of sport, recreation, physical activity, active travel and outdoor/nature-based recreation opportunities to the Ipswich community through the goals of *Increased Participation; Better Places; and Stronger Partnerships*.

2. Purpose and Principles

The Active City Policy provides a strategic framework for all sport, recreation, physical activity, active travel and outdoor/nature-based recreation undertakings conducted by Ipswich City Council. Council will deliver upon the Active Cities Policy through:

- Rigorous strategic planning and policy;
- Provision of programs for increased participation opportunities;
- Development, management and activation of fit-for-purpose facilities and settings;
- Strong community partnerships;
- Provision of a high quality service to deliver sport, recreation, physical activity, active travel and outdoor/nature-based recreation to the City;
- Supporting community groups that facilitate community participation opportunities.

The following principles underpin the objectives of the Active City Policy:

- **Community engagement** - Ensure appropriate stakeholder input in the planning, development, management and activation of facilities, programs and services.
- **Diversity, Choice and Opportunities** - Provide diverse facilities and programs for participation in sport, recreation, physical activity, active travel and outdoor/nature-based recreation.
- **Enjoyment** - Provide residents and visitors the opportunity to enjoy participation, develop skills, interact socially, achieve goals and meet personal challenges.
- **Inclusivity** – provide residents fair access to facilities, programs and services regardless of socio-economic status, ethnicity, age, gender, ability or geographic location.
- **Quality** - deliver quality participation opportunities, facilities, programs and services.

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- **Research and Plan** - Support research and planning that identifies current and future trends, needs and industry best practice.
- **Safety** - Support the development and maintenance of safe fit-for-purpose facilities and settings, activities and programs.
- **Sustainability** - Provide opportunities that are environmentally, culturally and socially responsible and sustainable.

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable

4. Regulatory Authority

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Cultural Heritage Act 2003*
- *Nature Conservation Act 1992*

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when adopting and/or amending this policy. When applying this policy, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. Scope

The Active City Policy applies to all undertakings conducted by Ipswich City Council, including high quality planning, policy, programs, facilities, partnerships, activities and services aimed at increasing sport, recreation, physical activity, active travel and outdoor/nature-based recreation participation opportunities for residents and visitors in Ipswich. Where appropriate, Council will:

Increased Participation

- Undertake research and monitor demand in active community participation trends, profiles, rates and issues.
- Develop appropriate policy, guidelines and initiatives to ensure optimum community involvement and participation levels.
- Undertake the planning, development and delivery of programs aimed at increasing community activity participation and physical activity levels.
- Ensure residents and visitors of all abilities and ages have the opportunity for involvement and access to participation opportunities.
- Facilitate a program of education and training workshops to build the sustainability of local sport, recreation, physical activity and outdoor/nature-based recreation groups.

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- Encourage sport and outdoor/nature-based recreation clubs and organisations to assist in the development, management and maintenance of activities, programs and services.

Better Places

- Assess the need and demand for the provision of activities, facilities and settings.
- Identify suitable locations for the provision of facilities and settings to support a variety of activities and user groups based on demand, population catchment, site suitability, proximity to other facilities, land use designation, accessibility and capacity.
- Provide forward planning and site based design for the development of new and existing facilities and settings that meet specific activity standards and community expectations.
- Develop facilities that are safe, optimise community usage, and ensure residents of all abilities have opportunity for access to a variety of activities.
- Allocate and manage the use of facilities to cater for a variety of activities and users.
- Plan, develop and deliver programs to activate the use of facilities and settings.
- Manage and maintain facilities and settings to Council's desired standard of service and accepted activity standards.

Stronger Partnerships

- Seek, plan, establish, support and implement strong working partnerships with key internal stakeholders and external organisations aimed at ensuring the provision of quality facilities, programs and services for all Ipswich residents.
- Support local groups to share information and increase ease of access to Federal, State and local funding, training and development opportunities.
- Support user groups that commit to enhancing their existing activities and operations by adopting financially sustainable plans and practices.
- Provide support to sports persons who excel by representing Queensland and Australia.
- Provide a variety of support to a wide range of local sport, recreation, physical activity and outdoor/nature-based recreation functions, activities and events.
- Encourage and attract major state and national sport and outdoor/nature-based recreation events to Ipswich.

7. Roles and Responsibilities

DEPARTMENT	RESPONSIBILITIES
Community, Cultural and Economic Development	<ul style="list-style-type: none"> • Activate community through sport, recreation, physical activity, active travel and outdoor/nature-based recreation programs and services • Activation and management of sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings.
Infrastructure and Environment	<ul style="list-style-type: none"> • Planning, design, development and maintenance of sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings.
Planning and Regulatory Services	<ul style="list-style-type: none"> • Strategic land use planning for provision of sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings in



	accordance with Planning Scheme land use designations and development requirements.
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8. Key Stakeholders

- Community, Cultural and Economic Development Department
 - Community and Cultural Services Branch
 - Marketing and Promotions Branch
- Infrastructure and Environment Department
 - Infrastructure Strategy Branch
 - Environment and Sustainability Branch
 - Works and Field Services Branch
- Planning and Regulatory Services Department
 - City Design Branch

9. Monitoring and Evaluation

The effectiveness of this policy will be measured by the following:

- **Increased Participation** - participation in sport, recreation, physical activity, active travel and outdoor/nature-based recreation programs, activities and events has increased;
- **Better Places** - sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings meet the community's needs and expectations;
- **Stronger Partnerships** – effective partnerships with community groups and organisations that facilitate community and visitor tourism and participation opportunities.

10. Definitions

Active Travel	An efficient, cost effective, healthy, sustainable and accessible form of transport which has many benefits for the individual and the community. E.g. walking and cycling.
Facility	Constructed and/or maintained sport, recreation, physical activity, active travel and outdoor/nature-based recreation settings, grounds, fields, ovals, courts, clubhouses, change rooms and supporting infrastructure that allows people to participate in sport, recreation, physical activity, active travel and outdoor/nature-based recreation.
Nature-based Recreation	Activities dependent on the natural environment; have an appreciation of nature as a motivational factor; do not require substantial modification to the natural environment; and are environmentally sustainable.
Opportunity	Particular combinations of activities in particular settings. Each combination of activity and setting constitutes a different recreation opportunity.
Outdoor Recreation	Recreation or sport activities undertaken in natural, rural and urban open space without significantly changing those places.
Physical Activity	All forms of bodily movement which, if pursued for sufficient duration, is capable of deriving a health benefit.

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Setting	A recreation setting is defined through the particular biophysical, social, cultural and managerial attributes of a place in which recreation takes place.
Sport	All forms of active sport both organised and informal.
Sustainable	Something that can be continued or a practice able to be maintained at a certain rate or level, without compromising or harming the future needs

11. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner and the Manager (Community and Cultural Services) is responsible for authoring and reviewing this policy.

Review of Provision of Information to Law Enforcement Agencies Policy

Date:

Presenter: Matt Smith

Position Title: General Manager
Corporate Services

Time allocated: 30 Minutes



Purpose

Provide council with the results of the four-year review of the Provision of Information to Law Enforcement Agencies Policy.



What triggered a review of the policy?

Review date passed

- Original review date: 24 February 2024 (policy overdue for review).

Procedure gap

- Required procedure not implemented → **policy incomplete**.
- Indicates operational risk.

Proposal

- Repeal the existing policy
- Replace with an administrative directive supported by a new procedure

Why repeal the policy?

- No legislative requirement to maintain a policy.
- Current policy is outdated and misaligned with practice.
- Activity is operational.
- Administrative directive and procedure drafted to provide guidance for employees managing external legislative requests (ELRs).

Summary

- Current policy is outdated and misaligned with operational practice.
- No legislative requirement to maintain the policy.
- Administrative directive and procedure drafted to provide clearer guidance.

Next steps

- Seek council approval to repeal the policy.
- Seek CEO approval for the administrative directive.
- Seek GM approval for the associated procedure.
- Implement and communicate changes to relevant employees.

Questions/Discussion