

Confidential

Report to the City of Melville

Governance Review

December 2019

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The Australian Institute of Company Directors is committed to excellence in governance. We make a positive impact on society and the economy through governance education, director development and advocacy. Our membership of more than 45,000 includes directors and senior leaders from business, government and the not-for-profit sectors.

Executive Summary

In October 2019, the Australian Institute of Company Directors (AICD) commenced a review of the governance activities and arrangements relating to the City of Melville.

Members of both the council and management for the City of Melville were sent an online survey to complete, which included a set of governance statements (67 for the council member group and 53 for the management group). In addition, all survey participants were asked two supplementary questions seeking suggestions for improving council effectiveness and proposed topics for discussion surrounding this review.

Of the eighteen individuals (thirteen council members¹ and five members of management) invited to participate in the survey, eleven council members (85%) and all five members of management (100%) completed it. The results in this report have been distilled from their responses.

Breakdown of assessments

The assessment scale ranges from 1 (being "underdeveloped"), to 5 (being "mature"). Overall, 55% of the aggregated individual assessments from both the council member and management groups were either "mature" or "sound". Council members and management gave the same proportion of "mature" assessments (23%) but management did afford a higher proportion of "sound" assessments (35%, as opposed to council members' 30%). The average score based on all council member assessments was 3.36 (in the "passable" range), while the comparable figure for management participants was 3.55 (in the "sound" range).²

Highest and lowest scoring statements

Those statements that received the highest average council member participant scores related to the following:

- **Role of the Council** (Statement #6) – (average score of 4.91).
- **Individual** (Statement #1) – (average score of 4.73).
- **Council Meetings** (Statement #45) – (average score of 4.36).
- **Council Information** (Statement #46) – (average score of 4.27).
- **Risk** (Statement #13) – (average score of 4.18).
- **Performance Focus** (Statement #22) – (average score of 4.18).

¹ Council members are defined to include the Mayor and the Deputy Mayor.

² Unless otherwise stated, all scores referred to in this report have been calculated out of 5.

³ These statements have been summarised to aid the reader. To view the full statement, see Appendix A.

Those statements that received the highest average management participant scores related to the following:

- **Role of the Council** (Statement #6) – (average score of 4.80).
- **Council Meetings** (Statement #41) – (average score of 4.60).
- **Council Meetings** (Statement #45) – (average score of 4.60).
- **Council Information** (Statement #47) – (average score of 4.60).
- **Council Information** (Statement #52) – (average score of 4.60).
- **Integrity Issues** (Statement #60) – (average score of 4.60).

The statements that received the lowest scores from council members, related to the following:

- **Council Culture & Dynamics** (Statement #33) – (average score of 2.09).
- **Integrity Issues** (Statement #59) – (average score of 2.18).
- **Council Culture & Dynamics** (Statement #40) – (average score of 2.27).
- **The Council & the CEO** (Statement #15) – (average score of 2.36).
- **Individual** (Statement #3) – (average score of 2.45).
- **Council Culture & Dynamics** (Statement #36) – (average score of 2.45).

Those statements that received the lowest management scores related to the following:

- **Council Culture & Dynamics** (Statement #40) – (average score of 2.20).
- **Council Culture & Dynamics** (Statement #33) – (average score of 2.40).
- **Council Culture & Dynamics** (Statement #434) – (average score of 2.40).
- **Council Culture & Dynamics** (Statement #36) – (average score of 2.40).
- **Council Meetings** (Statement #42) – (average score of 2.60).
- **Integrity Issues** (Statement #59) – (average score of 2.60).

Focus areas

The following focus areas were identified where there was a "cluster" of participant feedback. The council may consider it worthwhile exploring whether other council members share these views.

- Council Dynamics (Culture; Relationship with management; Role of governance versus management and delegations of authority)
- Role Clarity and council members representing the community as a whole
- Council Effectiveness (Councillor preparedness; Meeting environment; Quality of information; Effectiveness of deliberation; Decision making; Bias in decision making)
- Accountability and Oversight of the Council (Strategic planning; Policy and review implementation; Financial reporting)

- Stakeholder Engagement (Communication of strategy to the community; The local government 'image' promoted to the community; Maintaining confidentiality).

The council may wish to consider exploring the extent to which there is room for improvement in these areas.

Participant suggestions

Various suggestions by participants, whether in response to the statements we presented or the supplementary questions, included the following:

- **Strategic Planning** – A team building program to help with strategic direction; Strategic engagement of key stakeholders; Increase collaborative sessions between elected members and management
- **Decision making** – Discuss citizen centric decision making; Involvement of elected members earlier in decision making processes; Improvement of processes around consultation
- **Council Dynamics** – Team building opportunities could be useful; Mayors approach to meeting with individual members regularly; Effective engagement between the elected members; Greater transparency in dealing of knowledge from Mayor to Councillors
- **Council Meetings** – Time limits for meetings; improvement of current environment; potential standards panel involvement; style of questioning from council members
- **Delegation of Authority** – greater understanding of operational boundaries required (*council member suggestion*)
- **Communication with the community** – personal profiles for greater visibility in the public (*council member suggestion*)

Possible starting points for discussion

Those topics identified by council members as their highest priority for a discussion surrounding this current review included the following: (further discussion points are also outlined in the report).

- How to best represent the Melville district as a whole;
- Diversity of opinion, and how to have respectful discussions and maintain an open mind;
- The community's 'perspective' and the improvement of engagement and the perception of this engagement;
- The ethics and bias within the council;
- How to reduce the unforeseen circumstance of the decisions that council makes.

Those topics proposed by management as their highest priority included the following.

- The role of Council versus the role of elected members;
- Communication and Collaboration; How to contribute constructively to the running of an efficient and effective council meeting process;.
- Appropriate decision-making processes for elected members;
- Development of a stakeholder engagement plan.

Introduction

This report was written in the context of focusing on individual feedback from members of the City of Melville's council and management regarding its governance attributes.

For the sake of clarity, we note:

- this report does not represent an external assessment – rather the approach is one of “guided” self-assessment, reflecting the views of the survey participants.
- this report should be read in conjunction with the “Confidentiality, Disclaimer and Copyright Notice”, located at the end of this report.
- this report concludes on page 36, and following on are Appendices A, B, C and D which are included for completeness.

Approach

Council members, and members of the management of the City of Melville were invited to participate in an online governance survey focusing on various aspects of council performance. The council member survey comprised two parts – the first containing a set of 67 “good governance” statements and the second consisting of two supplementary questions with free text boxes. All good governance statements also allowed for comments to be made in response to the statement.

The statements in the first part of the survey related to

- | | |
|------------------------------|--|
| • individual council members | • the Deputy Mayor/Deputy President |
| • role of the council | • council culture and dynamics |
| • strategy | • council meetings |
| • risk | • council information |
| • the council and the CEO | • council and management |
| • performance focus | • integrity issues |
| • council size and mix | • council committees |
| • council competencies | • induction and professional development |
| • the Mayor/President | • community. |

The management group received 53 statements, as well as the same supplementary questions that council members received. The reason for this difference in statements is because the management group did not assess statements related to individual council members, the council and the CEO relationship, and council member induction and professional development.

Table 1 (next page) sets out the five maturity-based assessment categories that were used in the survey (see Columns A and B). Participants were also given the alternative options to respond with either “not applicable” or “unable to assess”, and the ability to provide comments in relation to each statement.⁴

⁴ No matter what response a participant gave, they were given the opportunity to provide comments in relation to each statement. These comments were collated and examined with a view to the results providing insights into the strength and direction of feedback by all participants in particular governance areas.

TABLE 1: ASSESSMENT CATEGORIES

(A) Assessment Category	(B) Extended Description ("The governance practices / attributes in this area are...")	(C) Value Assigned	(D) Assessment Colours	(E) Assessment Intervals ⁵
Mature	<i>Mature and well developed with no room for improvement.</i>	5	Darker Green	Score is > 4.5 but ≤ 5
Sound	<i>Generally sound and reliable and do not need substantial improvement.</i>	4	Lighter Green	Score is > 3.5 but ≤ 4.5
Passable	<i>Adequate but need to be improved.</i>	3	Yellow	Score is > 2.5 but ≤ 3.5
Evolving	<i>Still evolving and developing - especially in practice.</i>	2	Amber	Score is > 1.5 but ≤ 2.5
Under developed	<i>In need of developmental attention.</i>	1	Red	Score is ≥ 1 but ≤ 1.5

Each assessment category was assigned a colour, to aid exposition of individual results (see Column D of Table 1).

To enable us to undertake detailed data analysis, individual participant assessments were converted to individual participant scores by assigning values between 1 and 5 (see Column C of Table 1). These individual scores were then used to calculate average scores, including for each survey participant and across all participants for each node (group scores).

In order to convert group scores to group assessments, we developed assessment intervals (see Column E of Table 1). These intervals were based on midpoints between the original five values we used to determine individual scores. To ascertain group assessments, we identified the interval into which each group score fell (e.g. a group score of 4.8 was categorised as a "mature" assessment).

⁵ For the purposes of converting the group scores to a qualitative assessment, a decision needed to be made whether to "round up" or "round down" on the midpoints of the assessment's intervals (i.e. 1.5, 2.5, 3.5 and 4.5). It was considered better to be conservative, so consequently scores on the midpoints were "rounded down" (e.g. a score of 3.5 was classified as "passable" rather than "sound").

Overall Survey Results

Overview

Of the eighteen individuals (thirteen council members and five members of management that were invited to participate in the survey), eleven council members (85%) and all five members of management (100%) completed it.

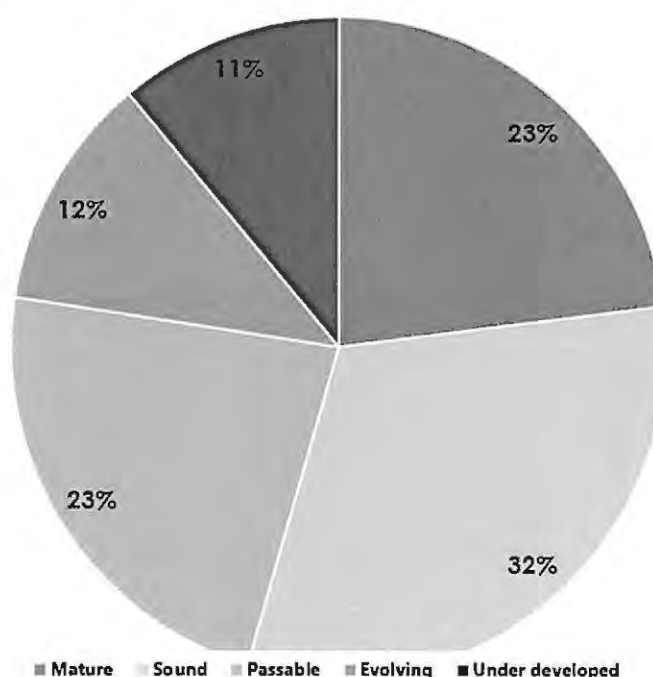
This section includes an analysis of their assessments. It begins by providing a high-level breakdown of assessments by assessment type, and by participant, before moving into a consideration of high and low scoring statements, and then overall differences in participant assessments.

Breakdown of Assessments

Figure 1 (below) shows the breakdown of the 1000 assessments made by participants, regardless of whether they were in the council member group or management group.⁶ The figure shows that:

- 23% of assessments (230 in number) were "mature"
- 32% of assessments (315 in number) were "sound"
- 23% of assessments (229 in number) were "passable"
- 12% of assessments (115 in number) were "evolving"
- 11% of assessments (111 in number) were "under developed".

FIGURE 1: SPLIT OF ASSESSMENTS ACROSS COMBINED GROUPS

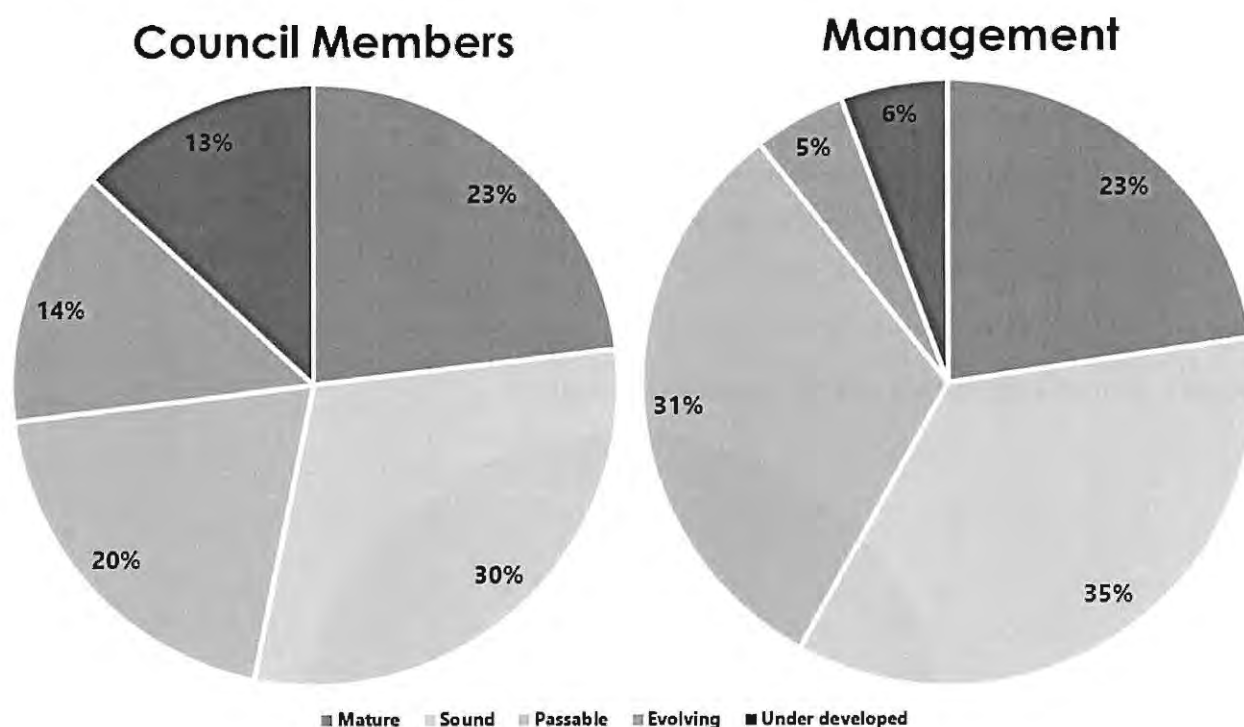


⁶ In addition, there were two "unable to assess" responses from council members. These have not been reflected in the pie chart for ease of exposition.

Figure 2 (below) provides an overall split of assessments made by council members versus management. The figure shows the following;

- Overall, council members and management afforded the same proportion of "mature" assessments (23%), but management did give a slightly higher proportion of "sound" assessments than council members (35%, compared to 30%).
- Management gave a higher proportion of "passable" assessments than council members did (31%, as opposed to council members' 20%), however council members gave far more "under developed" and "evolving" assessments than management did (27%, as opposed to management's 11%).

FIGURE 2: SPLIT OF ASSESSMENTS ACROSS COUNCIL VERSUS MANAGEMENT



Average Scores by Participant Group

Table 2 (below) shows that the lowest average score relating to assessments given by an individual council member per statement was 2.00 (in the "evolving" range), while the highest average score per statement was 4.46 (in the "sound" range) – suggesting a wide range of views. This is compared to a lowest average management score of 2.85 (in the "passable" range) and a highest score of 4.34 (in the "sound" range).

The group average council member score (sum of all individual average scores divided by the number of council member participants) was 3.36, and the median council member group score was 3.49 (both scores within the "passable" range). This is compared to a group average management score of 3.65 and a median management group score of 3.55 (both scores within the "sound" range).⁷

TABLE 2: AVERAGE PARTICIPANT SCORE BY PARTICIPANT GROUP

	Lowest Average Participant Score	Highest Average Participant Score	Group Average Score	Median Score
Council Members	2.00	4.46	3.36	3.49
Management	2.85	4.34	3.65	3.55

Despite the council member scores having a medium range of "passable" and "sound", the comments associated with each score reflected a different commentary. We will explore the comments in more detail in the report with the intention of assisting areas of focus and possible areas for improvement.

⁷ If the highest and lowest individual average scores for each group are removed, the trimmed group average for council members is 3.68 and for management is 3.39.

Council and Management Assessments

Overview

This section sets out a more detailed analysis of the assessments provided by all participants than the previous section. In particular, we outline:

- those statements attracting the highest participant assessments
- those statements attracting the lowest participant assessments
- those statements with the largest difference in average scores between the council and management groups.

For a breakdown of highest and lowest average score by participant group, please see Appendix C.

Individual Statements Attracting the Highest Scores

Those statements that had the highest scores based on assessments made by council members are listed below.

- **Role of the Council** (Statement #6) – "I have a clear understanding of the role of the council and how this differs from the roles of the CEO and management" (average score of 4.91).
- **Individual** (Statement #1) – "I am clear about my role on the council, including with respect to representing the interests of electors, ratepayers and residents of the local government's district as a whole" (average score of 4.73).
- **Council Meetings** (Statement #45) – "A clear and accurate record of each council meeting's proceedings and decisions is maintained" (average score of 4.36).
- **Council Information** (Statement #46) – "Meeting papers provided to the council by management suggest that preparers understand the role, responsibilities and needs of council members" (average score of 4.27).
- **Risk** (Statement #13) – "The council, with the assistance of an audit committee, maintains appropriate oversight of the risk arrangements that have been established for the local government" (average score of 4.18).
- **Performance Focus** (Statement #22) – "The council has put in place appropriate reporting systems whereby it is regularly informed by management about how the local government is tracking against its performance measures" (average score of 4.18).

Those statements that received the highest average management participant scores related to the following:

- **Role of the Council** (Statement #6) – clarity around understanding of the role of the council and how this differs from the roles of the CEO and management (average score of 4.80).
- **Council Meetings** (Statement #41) – The frequency of council meetings is appropriate (average score of 4.60).
- **Council Meetings** (Statement #45) – A clear and accurate record of each council meeting's proceedings and decisions is maintained (average score of 4.60).

- **Council Information** (Statement #47) – I understand what is required of me when preparing reports for the council, including council expectations and the intended usage of the reports (average score of 4.60).
- **Council Information** (Statement #52) – In circumstances where I am expected to act on council decisions, there is clear communication to me (whether directly by the council or through management) regarding the outcome of papers I prepared or presentations I delivered (average score of 4.60).
- **Integrity Issues** (Statement #60) – Where potential for conflicts of interest arise for council members, they are handled appropriately including compliance with statutory requirements for disclosure of financial and personal interests (direct and indirect), policies, procedures and standing orders (as applicable) as to meeting attendance, disclosure, deliberations and voting (average score of 4.60).

This report will not analyse these highest scores any further; rather the focus will be on possible opportunities for improvement

Individual Statements Attracting Low Scores⁸

This section focuses the lowest average scores from council members and management. These have been placed in order from the lowest scoring six statements. The colours below reflect the comparison of the council and managements responses of the same question.

Average score statement ranking	Council Members	Management
Lowest for council (second lowest for management)	<u>Statement #33 (Council Culture and Dynamics)</u> coordination and cohesion of the council, with an effective working relationship among its members (average score of 2.09).	<u>Statement #40 (Council Culture and Dynamics)</u> support for council decisions by all council members, including those who had a contrary view (average score of 2.20).
2 nd lowest for council (sixth lowest for management)	<u>Statement #59 (Integrity Issues)</u> council members' representation of the interests of electors, ratepayers and residents of the local government's district, and not their own interests or the interests of a particular sub-group (average score of 2.18).	<u>Statement #33 (Council Culture and Dynamics)</u> coordination and cohesion of the council, with an effective working relationship among its members (average score of 2.40).
3 rd lowest (lowest scoring for management)	<u>Statement #40 (Council Culture and Dynamics)</u> support for council decisions by all council members, including those who had a contrary view (average score of 2.27).	<u>Statement #34 (Council Culture and Dynamics)</u> open, non-threatening and constructive environment of council meetings (average score of 2.40).
4 th lowest for council	<u>Statement #15 (The Council & the CEO)</u> the Mayor/President and the council support and assist the CEO in serving the local government (average score of 2.36).	<u>Statement #36 (Council Culture and Dynamics)</u> council members' tolerance and respect in relationships at all levels in the organisation (average score of 2.40).

⁸ These statements have been paraphrased to aid the reader. To view the full version of these statements, see Appendix A.

5 th lowest for council	<u>Statement #3 (Individual Directors)</u> council members' demonstrable independent judgement during deliberations (average score of 2.45).	<u>Statement #42 (Council Meetings)</u> appropriate duration of council meetings (average score of 2.60).
6 th lowest for council (fourth lowest for management)	<u>Statement #36 (Council Culture and Dynamics)</u> council members' tolerance and respect in relationships at all levels in the organisation (average score of 2.40).	<u>Statement #59 (Integrity Issues)</u> council members' representation of the interests of electors, ratepayers and residents of the local government's district, and not their own interests or the interests of a particular sub-group (average score of 2.60).

For further insight into each of these low scoring statements, it would be worthwhile referencing Appendix A which has the comments provided from each participant as they relate to the statement.

Comparison of Average Scores for each Statement – Council Members vs. Management

This section outlines those statements that had the largest difference between council member and management scores.

When comparing the average scores between the council member and management groups, the management average score was higher than the council member average score for over 75% of the statements that both groups assessed.

Council members and the management group received the same average score for only one statement (Statement #58). This statement related to the responsibility of council members confidentiality around council matters, with council members and the management groups both scoring 2.80 (in the "passable" range).

The statement with the biggest difference between the two groups, where the council member's average score was higher than the management average score, was Statement #34 (shown in Table 3 below) and related to the environment that the council meetings occur in (difference of 0.33).

The largest difference, where the management average score was higher than the council member average score was in relation to the appropriate handling of when potential conflict of interests arise (Statement #60, shown in Table 4, over page) with a difference in average scores of 0.99.

TABLE 3: STATEMENTS WITH NOTABLY HIGHER COUNCIL MEMBER SCORES

Statement		Council Member Average Score	Mgmt. Average Score	Difference in Scores
34 ⁹	Council Culture & Dynamics Council meetings occur in an open, non-threatening and constructive environment.	2.73	2.40	0.33
42	Council Meetings The duration of council meetings is appropriate.	2.91	2.60	0.31

⁹ This refers to the statement number.

9	Strategy The council devotes sufficient time and critical attention to approving, monitoring and assessing the on-going appropriateness of the local government's strategic direction, including long term strategic and financial planning.	3.64	3.40	0.24
	Council/Management The council does not stray into operational matters which should be handled by management.	3.64	3.40	0.24

Those statements where the management average score was notably higher than that of council members (or more than 0.85 higher than the council member average score), has been reproduced in Table 4 (below).

TABLE 4: STATEMENTS WITH NOTABLY LOWER COUNCIL MEMBER SCORES

Statement		Council Member Average Score	Mgmt. Average Score	Difference in Scores
60 ¹⁰	Integrity Issues Where potential for conflicts of interest arise for council members, they are handled appropriately including compliance with:			
	- statutory requirements for disclosure of financial and personal interests (direct and indirect) - policies, procedures and standing orders (as applicable) as to meeting attendance, disclosure, deliberations and voting.	3.64	4.60	-0.96
20	Performance Focus The council has a clear understanding of the main factors that drive the performance (both financial and non-financial) of the local government.	2.91	3.80	-0.89
61	Council Committees The number and types of committees established to assist the council (council committees) are appropriate for the local government.	3.73	4.60	-0.87
57	Council/Management Management is forthright in their presentation of both "good" and "bad" news.	3.55	4.40	-0.85

¹⁰ This refers to the statement number.

Comparison of Average Scores for each Statement – City of Melville Review vs. Previous Reviews

Appendix D sets out the average council member and management scores for each governance statement for this review, as well as the average scores relating to the previous council reviews that AICD has conducted to date. Table 5 (below) shows those statements where the City of Melville's council member average score was notably lower than the aggregated council member average score relating to the previous WA Local Council reviews that AICD has conducted.

TABLE 5: COMPARIOSN OF CITY OF MELVILLE'S LOWER SCORE AVERAGES

Statement		Council Member Average Score (for City of Melville)	Council Member Average Score (for Previous Council Reviews)	Difference in Scores
59 ¹¹	Integrity Issues Council members represent the interests of electors, ratepayers and residents of the local government's district as a whole, and not their own interests or the sectional interests of their ward (as applicable) or of a particular sub-group.	2.18	3.75	-1.57
15	The Council & the CEO The Mayor/President and, more generally, the council work constructively to support the CEO and to assist the CEO in being sufficiently motivated in serving the local government.	2.36	3.86	-1.50
3	Individual My fellow council members and I deliberate in ways that show we each exercise independent judgement.	2.45	3.86	-1.40
33	Council Culture & Dynamics The council acts as a co-ordinated and cohesive team, with an effective working relationship among members, in the pursuit of the local government's goals.	2.09	3.48	-1.39
34	Council Culture & Dynamics Council meetings occur in an open, non-threatening and constructive environment.	2.73	4.04	-1.31

¹¹ This refers to the statement number.

The four statements which attracted the highest positive difference in average council member scores, (when compared to previous council reviews), is set out in Table 6 (below).

TABLE 6: COMPARISON OF CITY OF MELVILLE 'S HIGHER SCORE AVERAGES

Statement		Council Member Average (Score for City of Melville)	Council Member Average (Score for Previous Council Reviews)	Difference in Scores
1 ¹²	Individual I am clear about my role on the council, including with respect to representing the interests of electors, ratepayers and residents of the local government's district as a whole.	4.73	4.20	0.53
65	Induction & Professional Development New council members receive suitable education and orientation on the local government and its key issues.	3.91	3.46	0.44
66	Induction & Professional Development Councillors receive suitable ongoing professional development to enhance their capabilities as council members.	4.09	3.65	0.44
6	Role of the Council I have a clear understanding of the role of the council and how this differs from the roles of the CEO and management.	4.91	4.49	0.42

¹² This refers to the statement number.

Focus Areas

This section explores further some of the core areas identified as potential areas for improvement, or where there was a "cluster" of participant feedback (or both).

While these areas may not be representative of all participants' opinions, it might be worthwhile for the council to explore whether the views below are shared by other council members and managers. These areas may help with identifying opportunities for improvement, alignment or reflection.

The areas highlighted are:

- Council Dynamics
 - Culture
 - Relationship with management
- Role Clarity
 - Council members role in representing the community and conflicts of interest
 - The role of Governance Versus Management and delegations of authority
- Council Effectiveness
 - Councillor Preparedness
 - Meeting Environment
 - Quality of Information
 - Effectiveness of Deliberation
 - Decision making
 - Bias in decision making
- Accountability and Oversight of the Council
 - Strategic planning
 - Policy Review and Implementation
 - Financial Reporting
- Stakeholder Engagement
 - Communication of strategy to the community
 - The Local Government 'image' promoted to the community
 - Maintaining Confidentiality

Please note, the comments from participants in this report have been copied over verbatim, so spelling and grammar have not been modified and kept as written in the survey by the participant.

Council Culture and Dynamics

Council culture and group dynamics impact the council's effectiveness. Relationships among people in a group and the way they speak and interact with each other impacts the quality of their decisions. The behaviour and conduct of council members in making decisions impacts council's culture because it indicates priorities to the CEO and management, which in turn flows through the wider organisation.

The way individual council members act, including showing respect for others views and contributions, creates a constructive and inclusive council culture. When these attributes are not displayed in individual members, this impacts on the level of engagement by council members, which in turn will have a direct bearing on their contribution.

Regarding the current council culture, work needs to be done to ensure that the council, as a team, bonds and develops trust. This is particularly true when there is a range of councillors with diverse backgrounds or opinions represented around the table. In theory, if boards can harness and appreciate the diversity that is brought to the council; the more diversity, the more alternatives and insights can be generated to help the decision-making process.

With any diverse group, cultivating respect, trust and the necessary amount of collegiality to function collectively and draw diverse ideas together to form a decision, is paramount.

The statement relating to the coordination and cohesion of the council, with an effective working relationship among its members was the lowest scoring statement for council members and the second lowest scoring statement for the management group.

It was evident from both the assessments and some participants' comments that there is a key issue around the council's culture and cohesion.

- *"The council is not a team they are a majority group of of members and their opposition. I commend the resilience and cohesive partnership of those good lelected members."*
- *"The council is often fractious with some members instilling conflict at every opportunity."*
- *"There is a split in Council where several members are constantly "in opposition" to the Admin and Council directions, which makes it sometimes difficul to be consensual or diplomatic"*
- *"A couple of members are so toxic that if the public could witness their behaviour they would be expected to stand down, [comment partially redacted as it identified participants and potentially contains a confidential matter] and an embarrassment to the community and city."*
- *"Leek nets of the community ensure that the council operates in a threatening environment despite the efforts of the Mayor's and Officers."*
- *"Often the complete opposite with threats, attacks, abuse, swearing, anger, storming out etc."*
- *"Threatening" has been the madus operandi..."*
- *"The City has a set of elected members who are committed to destroying the public image of the other elected members. This makes life difficult for everyone. A good election result is the only opportunity to relieve the City of their poor performance."*
- *"The exact opposite; display intolerance and a lack of respect..."*
- *"There are several EMs who seem to go out of their way to separate themselves from any form of cooperation but for most part, Council is collegiate and respectful"*

- *"The majority do, but there are a couple who's lives revolve around trying to make every other persons life a misery, both internally and externally."*
- *"A small number of elected members are too aggressive and confrontational."*

Management also commented on this clear division between elected members:

- *"There is clear division within the Council with certain elected members consistently voting along "their" group whilst others vote independently based on the facts placed before them."*
- *"There is opportunity for improvement in the operation of Council as a team"*
- *"The Council is not currently operating as a cohesive Board, largely as a result of personal agendas and inability to consider long term strategic issues and agreed priorities (refer also to comments on previous questions)"*

Councillors need to strike the right balance between the need to express their individual thoughts and views and maintaining the council's effectiveness as a group. They must bring their individual, independent judgement and decision making into the context of the group, while at the same time doing what they can to ensure the group fulfils its role in representing the best interests of the community as a whole.

Relationship with management

Central to an effective council and management relationship is a clear mutual understanding of roles, delegations and boundaries which allows each party to respect the other's responsibilities, contributions and expectations. Mutual trust and a courteous and respectful approach to the relationship between the governing body and management is a crucial component of effective working relationships. The statement relating to council members' tolerance and respect in relationships at all levels in the organisation (Statement #36), was amongst the lowest for both council members and for management.

It was evident from participants' comments that there is a key issue around the culture and cohesion between council and management. Council Members commented:

- *"Some elected members choose to attack staff and elected members if they don't get the answers they wish to receive."*
- *"There are some council members that demonstrate a disdain toward the management thus making constructive relationships very difficult."*
- *"Relationships between management & independent Councillors is poor"*
- *"Yes, elected members are keen to see staff held to account, sometimes blaming staff for decisions they themselves are responsible for."*
- *"Whilst management tries it's best, it is often hard to be forthright in presentation of bad news when that information is likely to be used against you."*
- *"Sometimes CoM staff have been treated poorly by a deliberate inquisitorial manner by certain EMs especially during the Agenda Briefing Forums."*
- *"Same councillors are rude, even abusive towards staff often accusing them of incompetence"*
- *"The majority do, a couple of others do not, I have witnessed their behaviour in public and it is just embarrassing..."*

On this topic, participants from the Management group commented the following:

- "The majority of elected members work constructively with the administration whilst a number do not due to their distrust / disrespect or belief that staff are over paid public servants. The tactics used by the disruptors diverts considerable resources away from the objective of putting agreed strategies into effect."
- "But by doing so administration are sometimes targeted as being the reason why things are unable to be done and a minority of the elected members use this to garner community support by vilifying the officers."
- "A small faction is very oppositional to most proposals made by the Administration"
- "On occasions Officers feel they are interrogated and facing oppositional behaviour that is not constructive by a small group of Elected Members"
- "The majority of elected members do but a small number of them treat the administration as if they are seeking to achieve different objectives to the Council and treat with disrespect and will discount information or professional view points expressed by staff but show clear bias and favour towards information provided by members of the community or professionals engaged by them. They will similarly show the same disrespect to external professionals engaged by the administration e.g. legal advisors particularly when the advice does not accord with their own view point."
- "Management have the maturity and composure to retain positive working relationships with all Elected Members, including those with onerous requests or Elected Members that align with oppositional groups established to discredit and undermine Council and Management."

Role Clarity

Council members should be aware of their statutory role and possess an appropriate level of knowledge regarding their individual roles and responsibilities as council members, in accordance with the Local Government Act 1995. Although Statement #2 (that specifically related to council members' understanding of their duties and responsibilities) was not among the lowest scoring statement by council members, there were several comments which together suggest a less than ideal level of understanding of and adherence to the statutory duties by some council members.

- "This question can have different meanings to different people in the local government sector. Someone can easily think they understand their role but in reality are unaligned with the true roles of Councillors as prescribed by the Local Government Act 1995, perhaps not even by intention. This is partly attributable to the misleading information and indoctrination of Councillors that exists within the sector by non-regulatory bodies such as WALGA and LG Professionals".
- "However, I don't believe my interpretation of a Councillors' role is the same as that of the CEO / officers".
- "Whilst most council members understand their duties and responsibilities there are some that seem confused or complicit to the level which they should comply to the Act and Regulations.... There are also council members that do not agree to the prescribed local government model believing that they should act more akin to a state or federal opposition rather than as a collegial body".
- "Councillors should not forced to like the outcome of Council motions and it is an affront to democracy. This is an area of the Act which needs amendment."

- *"For several years Melville Council has been controlled by a faction who have no intention of acting out their true duties and responsibilities. Their mission is to hide behind a facade of pretending to align with their duties and responsibilities..."*
- *"We have several elected members who seem to have inflated ideas about their roles and "power" over the Administration and Council, which plays into the hands of certain self-interest groups".*
- *"For some councillors I would click 'mature' and others 'underdeveloped'".*

On the subject of councillors' knowledge of the Local Governments mandate, operations and affairs, two council members commented.

- *"Whilst most councillors have a good appreciation of the local government's operations and affairs there are differences of opinion as to it's mandate. The mandate of the local government is often overridden by the personal mandate of the mayor or individual councillors thus the interests of district as a whole and current and future residents is lost".*
- *"Faction Councillors believe they're doing this brilliantly but in reality are not. There are occasions when the administration is not complying with the Local Government Act 1995 but the faction is completely disinterested with rectifying such non-compliance. This alone demands that this question can only be regarded as "under developed"".*

Council members role in representing the community as a whole

Councillors represent the interests of all electors and residents. The representational role of a councillor does not mean that he or she has a duty to support all suggestions made. A councillor should consider the varying views of the community and then make decisions in the best interests of the whole district.

Statement #59 relating to council members' representation of the interests of electors, ratepayers and residents of the local government's district, and not their own interests or the interests of a sub-group. This was among the lowest scoring statements for both the council members and management group, and in addition there was several comments made which suggest some council members may not be acting in the interest of the local government's district as a whole.

In regard to managing conflicts of interest, good governance practice would recommend that councillors must not place themselves in a position in which there is an actual or substantial possibility of conflict between either a personal interest or a duty owed elsewhere, either financial or non-financial and appears to conflict with their duty as a council member. The council should decide if a conflict of interest exists, and if so, how to manage the conflict. It is therefore important that directors ensure their interests are appropriately and fully disclosed.

Council members commented the following:

- *"A political faction has developed involving those associated with the Labor/green faction who were supported in their election by the anti- Council minority groups. These groups continue to apply pressure on Elected Members on items of critical interest to them."*
- *"Some members seem to be too overly influenced by special interest or single interest groups. Where the concerns of the groups are important they often don't represent the interests of electors, ratepayers and residents of the local government's district as a whole yet this is sometimes hard to see and thus can be reflective of some of the council deliberations."*
- *"A minority of council are hopelessly conflicted because of political and financial support affiliations."*

- "Certain EM's refer to" the community has spoken " when the reality is that the community in question are certain pressure groups..."
- "There are definitely councillors who think it is their job to represent only those who approach them."
- "There are few in the council that represent a group of ratepayers and serve to antagonise the other group that do that some."
- "The majority do, but unfortunately there are those who clearly are one issue individuals and should not be on council."
- "There is a minority of EM's whose loyalties appear to aligned with certain pressure groups and their spoke persons who are seeking to secure political control of the CoM Council by sponsoring candidates at this current 2019 LG election."

Management also commented:

- "The majority do but again the same minority as engage in disruptive behaviours simply do not and are explicit in stating their opposition to this obligation."
- "Local issues of a short term nature appear to dominate discussions, with personal bias (rather than common good in the longer term) demonstrated regularly"
- "Most would have a mature level, however some obviously by behaviour champion the interests of some minority community groups"
- "Certain elected members also have the view that the term community means the group of people they happen to be listening to and do not accept their responsibility to make their decisions based on a the wishes of the broader community i.e. they are captured by special interest groups and believe that these groups represent the broader community."

The role of governance versus management and delegations of authority

The council 'governs', and the management 'manage'. There should be a clear division between the roles and responsibilities of the council and management. The Council should take an active role in considering where this line is drawn and in reviewing whether the focus of their discussions is appropriate to make sure they, and management, are making the most impactful contribution to the district.

As mentioned earlier, an important aspect of defining this distinction is when assigning delegations of authority, as it builds trust between the board and management, by making the distinction in roles clear, and so the management is empowered to perform their role. Although the council delegates responsibilities or powers to management, the council is still ultimately accountable for management, and its use of any delegated authority. It appears from some of the comments that there is evidence of a division in the opinion of councillors around management's delegated authority and may be worth exploring further.

Council members commented the following:

- "Although it suits the political positioning of some elected members to object to the amount of delegations, there is never any suggestions how this can be meaningfully reduced to the benefit of the City."
- "Whilst sound there are some areas where the delegated authority could or should pass back to the council."
- "The faction has granted an enormous amount of powers to the administration, many of which exceed policy outcomes. It is doubtful that many Councillors will know of policy outcomes."

- *"Delegated authority, along with the abrogation of strategic responsibilities from the Councillors to the officers, has been taken far too far. There is a urgent need to reduce the extent of delegated authority powers. There are several councillors who seem aggrieved with any form of delegated authority when it doesn't suit their agenda, but essentially, DA is sound and reviewed on a regular basis"*
- *"Council should be regularly revising policy, strategy and direction rather than dealing with day to day applications."*
- *"Delegated Authority has the right balance between effective operations and council involvement."*

Council Effectiveness

For a council to be effective it must take a thoughtful, disciplined and professional approach to its work. This can be done through careful forward planning of council business, efficient operation of council meetings, regular performance assessments and effective Mayor/Deputy Mayor arrangements.

Councillor Preparedness

To effectively perform the duties and responsibilities of a council member, sufficient time must be devoted to the role, including regular attendance at meetings, as well as being prepared for council meetings by having read and understood all meeting papers.

- *"Certain elected members are an embarrassment to the City and fail to adequately prepare for meetings. They show little respect for the chair and frequently are dismissive of the professional opinions of staff."*
- *"... some do, some do not. Sometimes councillors ask questions which make it clear they've not read the agenda."*
- *"this is clearly displayed in debate when either council officers or other elected members must point out "that it is in the council item, written in front of you""*
- *"Most council members arrive well prepared but some ask questions that are already clearly addressed in the papers so it seems that they have not even been given a casual flick through. Often items are deferred, not for extra information to be obtained or for more work to be carried out, but seemingly simply for the decision to be put off."*

Setting aside enough time to prepare for a meeting, pursuing additional information and consulting with stakeholders within the community is essential. It is recommended that for ordinary council meetings, members allocate specific preparation time in their diaries once meeting dates have been set. Being prepared is also an indication of acting in the best interests of the local government's district as a whole, and not just on behalf of the individual interests a councillor may have.

Meeting Environment

The environment that council meetings operate within has a direct impact on the decisions that occur within them. The statement relating to open, non-threatening and constructive environment of council meetings (Statement #34), was the third lowest scoring statement for the management group. Below is a selection of comments in relation to the meeting environment, which also relates back to the poor culture and dynamics amongst council members.

On this topic, council members commented the following:

- *"Given the history of Melville council since it has been faction-controlled Council, it remains dangerous to be in the same room with some other Council members and administrators unless there are plenty of witnesses..."*
- *"CoM Council meeting have been used by a vituperate minority to used Question Time , Deputations to push their own self serving agendas and to verbally criticize CoM staff, Ems"*
- *"Entirely the oppositel Atmosphere is aggressive & threatening with some Councillors only role is to declare points of order against the independent Councillors!"*
- *"Except for a couple of council members who shout out when they do not like the speakers debate and other usual toxic behaviour."*

Three members of management also commented on the disruptive environment of council meetings:

- *"Due to disruptive elements in the community and elected members who are aligned with those elements Council meetings are often fractious and not constructive. Council officers certainly do not relish attending Council meetings due to the threatening environment and manner in which they are often questioned by elected members or portrayed by members of the community who have opinions different to those being recommended by officers to the Council."*
- *"It is a concern that meeting procedures and protocols have been tested in this respect in the past two - three years"*
- *"The sometimes dysfunctional performance of the Council, lack of collaboration and prevalence of deferrals in decision making has fuelled/empowered organised oppositional groups and led to confrontational events at many Council meetings and ABFs. This style of governance places extreme pressure on the Presiding Member, CEO, Executive and support staff involved in meetings and further fractures Council's relationships amongst Elected Members."*

When respect evaporates at a council or committee meeting, respect for the whole local government body is diminished. Debate and argument should not lead to conflict, grandstanding, bullying or aggression. Everyone present at a council or committee meeting must show respect for others, whether an elected member, employee or a member of the public. A council must deal with any disorder of its members. Elected members should take responsibility for their own behaviour and that of their colleagues by way of not being intentionally disrespectful.

Quality of information

Management should accept that the council relies on them to share in a timely manner all material information needed for decision making to allow the council to effectively fulfil its obligations. It is the responsibility of the council to constructively and respectfully challenge and question management if they require further information to allow for effective deliberations and decision making.

Whilst the majority of participant comments relating to the quality of council information was in the "sound" and "mature" range, there were a handful comments that pointed to a lateness in papers and overloading of reports. The following comments were the result of three council members:

- *"Often there are administrative mistakes in the papers which is worrying as they are either completely missed by members as those sections have not been read or they ignored by all."*

- *"It is not often possible to be well prepared for meetings because officers often deliberately delay releasing reports & agenda to Council to ensure that Council debate is poorly presented and so the officer recommendation inevitably prevails."*
- *"Not generally. Depends on the objective of the officers - if they want to conceal aspects of an issue they will often overload the report with useless information."*
- *"Impossible to use the meeting time effectively when there are a preponderance of late items and reports provided to Council with only a few days available to read them."*
- *"There is little Councillor confidence in the CEO reports on critical issues; especially in terms of RAR DAs."*
- *"Absolutely not & more often important issues are deliberately withheld from access for Councillors to ensure that Councillors are in a poor position to even attempt to challenge the reports."*
- *"Sometimes the information comes late."*

Effectiveness of Deliberation

Council meetings need to be managed in such a way that maximum value can be achieved. Both the structure and content of the agenda and meeting papers, together with the level of council member engagement, can have a direct impact on the overall success of meetings. The council meetings need to be strategic in focus and forward looking, not constantly focusing on past activity or only certain individual areas of interest, otherwise decision making comes to a standstill. One factor that can affect the effectiveness of council deliberations and decisions, is the duration of council meetings. Statement #42 relates to the appropriate duration of council meetings, and was the sixth lowest scoring statement by management.

Five council members commented the following.

- *"Too much time is spent asking questions and listening to answers."*
- *"Many council meetings are taken over with extensive questions and long deputations from residents that do not add value to informing the council. Often important items are being debated and voted on late into the night."*
- *"The items that draw the most local community attention are dealt with first."*
- *"The majority do, a couple of others try to bring in outside elements which can drag meetings on due to personal self interest."*
- *"In debate around the council chamber it is clear that some EM's play to the public gallery especially to those from these so called action groups."*
- *"Some members seem to be too overly influenced by special interest or single interest groups. Where the concerns of the groups are important they often don't represent the interests of electors, ratepayers and residents of the local government's district as a whole yet this is sometimes hard to see and thus can be reflective of some of the council deliberations."*
- *"Some council members have performed little research to back up their debate which delivers inadequate voting results."*

Participants from the management group commented the following:

- *"The agendas are well constructed, however there is limited prioritisation or time allocation for issues of significance with the length of discussion being the main determinant of priority."*

- *"Too much time is taken up by question time and deputations which leaves insufficient time for proper debate on matters and in council meetings that run late into the night. The time spent on matters does not equate to the importance of the matter."*
- *"Too much time spent on question and deputations and not enough on Council business. Some meetings this last year have gone in excess of 5 hours, which inhibits the quality of decision making undertaken in the latter part of the meeting."*

Councils operate in a world that is inherently uncertain, complex and dynamic, which means good, collective decisions are always challenging. It is therefore important to be aware on an individual and group level of the behaviours that can undermine good decision-making processes, such as an individual councillor's level of self-awareness that they bring to their role. Much behaviour is subconscious, so self-awareness is extremely important to develop as both an individual and as a collective group as to not fall into unproductive patterns of behaviour.

Decision making

A decision of council is the result of democratic debate. The final decision – the resolution of council – is the result of open voting by the majority of elected members at the meeting. Once a collective decision is made, all members must abide by the decision. Collective responsibility requires members of a council or its committees to support publicly all decisions made by the council even if they do not agree privately. With the role of councillor comes community leadership responsibilities which may intrude upon an elected member's freedom to express personal views.

The statement relating to support for council decisions by all council members, including those who had a contrary view, was the lowest scoring statement for the management group and the third lowest for council members.

Council members commented on this topic with the following:

- *"Some councillors are not only unwilling to support hard decisions that sometimes have to be made but at the same time unable or unwilling to provide reasonable solutions to problems. They feel that their leadership role is to be oppositional rather than act collegially."*
- *"Absolutely not. Some Council decisions are so poor that to support them in public would be ethically unacceptable."*
- *"This clearly does not happen as the decision is sometimes not the political outcome a couple of members want, thus they denigrate the council to the public."*

Three members of the management group also commented on this topic:

- *"The majority do but the small minority cannot accept decisions made by the majority that do not accord with their views or as they term it the communities views even when the evidence is to the contrary."*
- *"Many Notices of Motion have sought to reverse previous Council resolutions that are being implemented as selected Elected Members do not agree with the original decision."*
- *"A minority continue to be opposed to key decisions even though the Council has made a decision - this is demonstrated in the way that they support some community groups and members"*

Bias In decision making

The statement relating to council members' demonstrable independent judgement during deliberations, was one of the lowest scoring statements by council members. Each council member should exercise independent judgement when deliberating, however there were comments made by several council members which suggest that the council could be at risk of block voting on personal or ward-based factional divisions. This again relates back to the topic of representing the interest of the local government's district as a whole:

- *"Melville Council is controlled by a faction or voting bloc that possess no independence whatsoever. A minority of other Councillors are able to demonstrate these values but it amounts to naught".*
- *"The CoM Council operates with a dominant cabal that uses its majority to impose decisions and restrict open & transparent debate".*
- *"We have several elected members who constantly vote "en bloc" and are very populist in their reasoning. There is a big difference between listening to the community and pandering to self-interest groups that might not reflect the community as a whole".*

A member of management commented:

- *"The Council ends up making decisions but if the matter is somewhat controversial those who are of a contrary view will continue to criticise the decision made - there is no acceptance of or accountability taken for the majority council decision. There is also a group of four to five of the 13 elected members who will not make decisions on the facts but who group vote to make populist decisions they believe will garner the support of the community".*

Accountability and Oversight of the Council

The general responsibilities of the council are varied, however some of the core responsibilities lie in setting the strategic direction and risk frameworks; to make informed and quality decisions in a timely manner; to oversee and hold the CEO and management team to account (through the CEO); to determine the appropriate policies; and to oversee the allocation of finances and resources.

Strategic planning

In conjunction with management, the council sets the strategic direction of the council in which it serves. Accordingly, the strategic plan, and its continuing relevance, needs to be monitored, reviewed and adapted to ensure its suitability as the "blueprint" by which the council's performance might be optimised and its risks are effectively managed.

Comments were made to the effect that the council does not spend enough time focussing on strategy:

- *"The adequacy of time is appropriate but the accountability factor on behalf of elected members is weak. There appears to be a reluctance to understand, accept and take responsibility for the decisions that they make."*
- *"Whilst the city has good strategic documentation as prescribed by the Act, more time needs to be spent by the council in approving, monitoring and assessing the on-going appropriateness of the local government's strategic direction but I feel that this is resisted by officers as it too often enters into farcical conflict."*
- *"Whilst this is an important function of a Council, the time taken is grossly insufficient. This is partly attributable to the enormous amounts of time spent on frivolous matters and the fact important information to the Council is withheld by the administration."*
- *"In the CoM any strategic development workshops/meetings are contrived to result in a minimum time for discussion. Regardless of whatever is suggested by Councillors what ends up in the strategic documents & reports to Council is whatever the officers decide should be in the policy/report. It is practically impossible for Councillors to amend such large documents in the forum of a Council meeting."*

Management also commented of this lack of strategic focus

- *"It is difficult to focus the Council on strategic issues or on long term planning. They are generally more concerned about current issues."*
- *"There are instances where Council has opted to alter a previously agreed strategic position. Where this occurs as an unanticipated action it can result in waste of resources and impact on staff morale."*
- *"Elected Members are too focussed on operational issues and questioning the rationale of past decision making. Very little strategic conversations are held at either Council meetings or Elected Member Information Sessions"*

Policy review and implementation

The role of a councillor in policy making is to assess and evaluate the community's needs, establish priorities and consider the council's resources, as well as to undertake reviews of the policies on occasion. This involves assessing whether a policy is fulfilling the community's needs at any given time, and examining the costs associated with the policy's implementation. To review activities effectively,

councillors need to obtain relevant information from both community members and local government staff through appropriate channels. Comments were made by the council regarding this:

- *"Minority groups have used their influence to undermine and destroy aspects of the policies that have been set in place to support good governance outcomes."*
- *"The city is fortunate to have a dedicated, professional and highly experienced leadership and governance teams that develop comprehensive policies and processes. There are councillors that hold the view of interest groups that say some policies are too restrictive"*
- *"It is difficult for independent Councillors to produce comprehensive policies & processes because of the disfunction of the [Comment partially redacted as it identifies participant] and overt manipulation by officers ensures that nothing is adopted that isn't proposed by the officers. Opposing or trying to change the officers' proposal is pointless since the [Comment partially redacted as it identifies participant] uses the guillotine to terminate debate."*

A member of management commented:

- *"It is generally the local governments administration that ensures such policies are developed and brought to Council for adoption. Certain elected members do not accept that there may be a need to adopt policies that may be perceived to limit the extent to which vocal community groups or individuals can consume the City's time and resources or ensure that their conduct towards the elected member and administration is appropriate."*

Financial Reporting

Although the council's assets are managed by the local government's administration, council has responsibility for making sure that the community gets the best possible value from its assets. It does this by setting affordable and achievable priorities in the Corporate Business Plan, and by making sure that the local government's Asset Management Strategy is developed and implemented, with appropriate resources for that process. It is the responsibility of management to provide the council with current and correct financial information in a timely manner, but it is also elected members' responsibility to understand and apply due diligence to these financial reports, and to ask for more information if needed.

Council members comments show that this may an area of development for the council:

- *"The council was supposed to get training in long term financial planning and follow up workshops to utilise this training into a long term financial planning model but immediate concerns became more significant..."*
- *"Whilst the information received in strategic planning is good, more needs to be done in the area of long term financial planning."*
- *"Involvement in Financial Planning by Councillors is effectively prevented by the fact that Councillors are not provided with any access to financial data/spreadsheets etc. The ability to check financial plans is thus reduced to very general perusal of gross figures devoid of any significant details!"*

Stakeholder Engagement

The council should help to ensure that the organisation has an engaged relationship with (and positive reputation within) the community which it serves. This will help to build trust between the organisation and its stakeholders and ensure ongoing stakeholder support. People often look to their elected representatives to provide leadership and guidance. This can be done by highlighting directions that could be followed, putting forward options, and presenting arguments or possible solutions to a problem at community forums and council meetings.

Communication of strategy to the community

Developing a vision for the community and deciding what needs to be done to achieve that vision is an important role for council members. Convincing the community to endorse and follow that vision (and associated plans) requires leadership.

One suggested approach to ensure a clear message around strategy is the development of a 'one page' strategy document that can be communicated to all key stakeholders.

In response to Statement #11 relating to the clear articulation and communication of the local government's strategic vision to the community and other stakeholders.

Council members commented:

- *"The general community has little or no idea about the City's strategic position or the general role elected members are fulfilling. They are not that interested to find out or understand."*
- *"Whilst I feel that the officers do the best job they can in communicating the strategic vision of the city council itself struggles. It is a struggle made harder when some councillors criticise much that the city stands for because they hate the city and council."*
- *"...The above underlines that the Council and administration had a very poor, or perhaps non-existent, understanding of strategic planning and direction prior to this episode in early 2018. To this day the majority of the Council (and all of the faction) will not consider this significant. I strongly doubt they're offering commentary on questions such as these."*
- *"Despite extensive, lengthy and ongoing community consultation fro the early 2000's and element within the community claim that the Council is not listening."*
- *"Local Government strategic vision is cloaked in voluminous documents that are characterised by mainly "motherhood" statements that have very little real meaning. The strategic vision document is then quoted by officers against the Councillors and the against the objectives of the community ("You adopted the strategic vision, Councillors, we'er only giving effect to those decisions" - rubbish! The strategic vision is not the Councillors' decision but in fact the officers' document."*
- *"The city endeavours to communicate as effectively as possible - via direct mail, community news advertisements, press releases, social media etc and yet we will always have many who complain that they weren't informed or listened to."*

On this statement, members from the management grouped commented:

- *"The Vision being "working together to achieve community wellbeing for today and tomorrow" is well established however communication is always a challenge - cutting through all the noise to get the message heard is difficult."*
- *"There is opportunity for improvement"*

- *"The Elected Members do not undertake a role in this area, with Administration working towards Outcomes based reporting linked to the Strategic Community Plan which is an innovative and forward thinking approach to cross functional delivery of services, products and facilities."*

The local government 'image' promoted to the community

Councils operate in complex environments and must consider a range of stakeholders. Good governance includes balancing the interests of stakeholders and ensuring the delivery of the corporate objectives are considered in the interests of the community as a whole. Councillors have a responsibility to honour the community's trust bestowed upon them. Sustainably sound governance relies on the presence of an underlying ethical culture that permeates the organisation, its operations, and impacts positively on the image that is promoted to the community.

In response to the statement #67 relating to how council addresses the image of the local government it wishes to promote to the community, there were a number of low scoring responses by both council and management.

Five council members commented the following:

- *"A minority of elected members are committed to destroying the image of the City and are supported by the media in their quest to do so"*
- *"The conflict within the council makes it difficult to determine what image it wishes to promote to the community. Being more unified management has an easier task but it is difficult for the council to hold management to account from the previous reason."*
- *"Certain EMs have their own self serving agenda."*
- *"The Council image or brand is largely based on a false facade! They don't fool the public who see right through the facade."*
- *"This is a loaded question and there are many variables, but essentially the City maintains consistent information regarding projects, activities and decisions of Council on the different media for most part."*

Four members of the management group also commented on this statement:

- *"The disruptive elected members appear to have no concern whatsoever for the image of the City and actively seek to shed the City in a bad light in order to meet their political objectives."*
- *"There is opportunity for improvement in the operation of Council as a team otherwise there is potential reputational risk"*
- *"Some resetting of image/brand is required and Elected Members will be important to engage with the community as part of this process."*
- *"The Council is not united in this matter and sends mixed messages to community"*

Maintaining Confidentiality

There is an expectation of each individual council member that they will maintain confidentiality in respect to various council matters. The Mayor should be the primary spokesperson for the council. When confidentiality isn't maintained, trust is broken down right through the council and district. Good stakeholder engagement is to ensure that the appropriate messaging is released to its relevant stakeholders via an agreed methodology. The statement relating to council members maintaining

confidentiality (Statement #58) had a high response of participant comments from both the council members and the management group.

Seven council members commented the following.

- *"Too often elected members have chosen to make themselves the spokesperson by contacting the press without provided their identity for publication."*
- *"Confidential council matters and documents are often distributed to members of the public. The Mayor does remain the principal spokesperson."*
- *"I do have evidence of an instance involving the leaking..."*
- *"... renowned for leaking damaging information about independent Councillors to...group of Facebook trolls."*
- *"It is obvious at times that confidential information has reached outside groups or individuals."*
- *"It seems information that is confidential is often shared by certain members of council"*
- *"The majority do, there clearly is one or two who deliver confidential information to outside interests."*

Four members of the management group commented:

- *"Confidentiality is not maintained by a minority of the elected members - again used as a tool to stoke community angst against the Council and administration."*
- *"There is opportunity for improvement"*
- *"Working quite well, although some confidential matters have been leaked to media by certain Elected Members"*
- *"There are times when it is clear that some Council members have spoken of confidential matters to community members or groups"*

Other Feedback

Suggestions for Improvement by Participants¹³

A selection of suggestions by participants, whether in response to the statements we presented or the supplementary questions, are listed below.

- **Strategic Planning**
 - A team building program focussed on achieving consensus on the strategic direction (*monagement suggestion*).
 - Engagement of key stakeholder (key government agencies, politicians and other interest groups) in a much more strategic way – to share ideas and discuss solutions to issues impacting the City. (*management suggestion*).
 - Increase the number of collaborative sessions between Elected Members and Management on strategic issues and major challenges, increased levels of trust and respect (*management suggestion*).
- **Decision making**
 - Implement Citizen Centric decision making rather than focusing on City's operational issues (*council member suggestion*).
 - Administration could improve the understanding of elected members by involving them earlier in the decision making process rather than only involving them when the final decision needs to be made (*management suggestion*).
 - Management and Council need to improve the processes around the way consultation is used for major decisions so that they are not stopping projects after significant work has been completed (*management suggestion*).
- **Council Dynamics**
 - Team building opportunities may assist with identification of behaviours that are constructive and helpful (*management suggestion*).
 - The mayor may need to take a more constructive approach and perhaps meet individually with elected members on a regular basis to ascertain their objectives and frustrations (*council member suggestion*).
 - Elected members could aid the City to be more effective if they engaged more positively with each other and realised that when tearing each other apart (and showing disrespect to each other, and in some cases the administration), that they are damaging the brand and the trust the community have in the City (*management suggestion*).
 - Greater transparency in dealing of knowledge from Mayor to Councillors (*council member suggestion*).

¹³ For a comprehensive list of participants' comments and suggestions, please refer to Appendix A and B.

- **Council Meetings**

- A set time limit should be imposed to ensure that council meetings do go over a reasonable time *(council member suggestion)*.
- Improvement of the current difficult environment of council meetings is paramount *(management suggestion)*.
- The standards panel may be needed to view council and other meetings to view council members behaviour *(council member suggestion)*.
- The style of questioning from council members could improve from the current interrogation style *(management suggestion)*.

- **Delegation of Authority** – training is needed to ensure council members are aware of operational boundaries *(council member suggestion)*.
- **Communication with the community** – council members should fill out their personal profiles so members of the public can know more about their representatives *(council member suggestion)*.

Possible Starting Points for Discussion¹⁴

Both groups of participants were asked to propose three topics to be considered for council discussion surrounding this review. Those topics identified by council members which are their highest priority for discussion (which have not previously been discussed in detail in this report), included the following:

- Councillor standards regarding experience, and to govern for the whole community;
- How to best represent the Melville district as a whole; Transparency on decision making and the understanding that this is to serve the District 'as a whole';
- Diversity of opinion, and how to have respectful discussions and maintain an open mind;
- The community's 'perspective' and the improvement of engagement and the perception of this engagement;
- Holding Councillors, CEO and Mayor to account for behaviour, breaches in code of conduct and meeting standard, and confidentiality;
- The ethics and bias within the council;
- How to reduce the unforeseen circumstance of the decisions that council makes;

Those topics proposed by management as their highest priority included the following:

- The role of Council versus the role of elected members;
- Communication and Collaboration; Understanding the factors which enable a Council to work cohesively towards a consensus in the strategic planning of the City; How to contribute constructively to the running of an efficient and effective council meeting process.
- Appropriate decision-making processes for elected members;
- The model for community consultation on key City projects; Prioritisation of the key projects of the City;
- Development of a stakeholder engagement plan.

¹⁴ For a complete list of discussion topics proposed by participants, please refer to Appendix B.

Additional Assistance

AICD would be pleased to offer additional assistance in the form of:

- further interpretation of the results, follow-up questions or the provision of background research materials in areas of interest to the council¹⁵;
- further reviews such as committee or peer to peer reviews;
- a document review including policies and delegations of authority;
- professional development for the council in the form of an in-house workshop covering the role of local government authorities within the context of the City of Melville;
- assisting the council to develop customised actions and plans designed to promote those governance practices the council considers to be appropriate in the City of Melville 's circumstances.

¹⁵ Depending on the nature of the request, additional fees may apply.

Appendix A

Assessment Distributed by Statement

The following comments were made by survey participants (regardless of whether they were a council member or member of management) in the "free text" options for each statement.¹⁶ Those cells shaded in purple indicate the comment was made by a participant from the management group.

No.	Statement	Comment	Participant Assessment
1 ¹⁷	Individual I am clear about my role on the council, including with respect to representing the interests of electors, ratepayers and residents of the local government's district as a whole.	This question can have different meanings to different people in the local government sector. Someone can easily think they understand their role but in reality are unaligned with the true roles of Councillors as prescribed by the Local Government Act 1995, perhaps not even by intention. This is partly attributable to the misleading information and indoctrination of Councillors that exists within the sector by non-regulatory bodies such as WALGA and LG Professionals.	Sound
		Much of the animosity and attacks on the City of Melville (CoM) originate from a minority of so called community action groups and their self appointed spoke persons who then purport to represent the community. They expect councillors to act in their interests.as covered under section 7 and 24.	Mature
		However, I don't believe my interpretation of a Councillors' role is the same as that of the CEO / officers.	Mature
		This is always a tricky one. One one hand, you could take the view that we are democratically elected to make decisions for the best of everyone in the district. Does this mean always doing what people want, or does it sometimes mean taking a wider, longer-term view and making decisions you think are best, but may not make everyone happy?	Mature

¹⁶ Comments that we deemed were immaterial in impact were not included in this Appendix. In addition, comments that we considered were capable of being attributed to specific individuals were redacted where indicated (e.g. indicated role on council).

¹⁷ This refers to the statement number.

		I have <i>[comment partially redacted to protect identity]</i> experience on council, you subsequently build upon all elements of representation and decision making through length of service, research and training	Mature
2	Individual My fellow council members and I behave in ways that demonstrate we understand our duties and responsibilities as council members, including those under the Local Government Act 1995 (WA).	I am constantly amazed at the lack of knowledge by a group of elected members and their disinterest in finding out the behavioural requirements of their roles. Even if they are informed they do not seem to think the rules governing behaviour apply to them.	Passable
		Whilst most council members understand their duties and responsibilities there are some that seem confused or complicit to the level which they should comply to the Act and Regulations <i>[comment partially redacted as it references breaches of Code of Conduct]</i> There are also council members that do not agree to the prescribed local government model believing that they should act more akin to a state or federal opposition rather than as a collegial body. Meetings often descend into a <i>[comment partially redacted as it refers to boardroom behaviour being like behaviour you would find in primary school]</i> ridiculous insult and jingoism to their own ethos.	Evolving
		For several years Melville Council has been controlled by a faction who have no intention of acting out their true duties and responsibilities. Their mission is to hide behind a facade of pretending to align with their duties and responsibilities. That facade will extend to this very survey.	Under developed
		There is a group of elected members who appear to act in the interests of these pressure groups <i>[comment partially redacted as refers to sponsorship from particular groups]</i>	Passable
		It depends on the individual Councillor. Some of the Councillors lack the <i>[comment partially redacted as was of a personal nature]</i> to have any concept of their duties & responsibilities. <i>[comment partially redacted as references breaches]</i>	Evolving
		We have several elected members who seem to have inflated ideas about their roles and "power" over the	Sound

3	Individual My fellow council members and I deliberate in ways that show we each exercise independent judgement.	Administration and Council, which plays into the hands of certain self-interest groups.	Passable
		For some councillors I would click 'mature' and others 'underdeveloped'	
		Some council members have little understanding of policy and local laws, this in turn is shown via their immature comments and lack of depth in debate, some council members had little regard for council procedures and structure, which in turn has them shouting or interrupting others because they believe they can, which obviously degrades the reputation of council and elected members as a whole.	Passable
		A political faction has developed involving those associated with the Labor/green faction who were supported in their election by the anti- Council minority groups. These groups continue to apply pressure on Elected Members on items of critical interest to them. The decision making of the City has been corrupted in this way for nearly 3 years. The democratic process is even more severely at risk depending on whether these groups get additional candidates across the line in the forthcoming election.	Evolving
		Some members seem to be too overly influenced buy special interest or single interest groups. Where the concerns of the groups are important they often don't represent the interests of electors, ratepayers and residents of the local government's district as a whole yet this is sometimes hard to see and thus can be reflective of some of the council deliberations.	Evolving
		<i>[comment partially redacted to protect identity]</i> , Melville Council is controlled by a faction or voting bloc that possess no independence whatsoever. A minority of other Councillors are able to demonstrate these values but it amounts to naught.	Under developed
		In debate around the council chamber it is clear that some EM's play to the public gallery especially to those from these so called action groups.	Passable

		The CoM Council operates with a dominant cabal that uses its majority to impose decisions and restrict open & transparent debate.	Under developed
		We have several elected members who constantly vote "en bloc" and are very populist in their reasoning. There is a big difference between listening to the community and pandering to self-interest groups that might not reflect the community as a whole.	Passable
		[comment partially redacted to protect identity], some council members have performed little research to back up their debate which delivers inadequate voting results.	Evolving
4	Individual My fellow council members and I, in satisfying our duties and discharging our responsibilities, have a good appreciation of the local government's mandate, and its operations and affairs.	Certain Councillor's seem to believe that the Rules of Conduct do not need to be complied with due to the poor/weak response from the Standards Panel. The Panel offers no deterrent to their abusive behaviour.	Passable
		Whilst most councillors have a good appreciation of the local government's operations and affairs there are differences of opinion as to its mandate. The mandate of the local government is often overridden by the personal mandate of the mayor or individual councillors thus the interests of district as a whole and current and future residents is lost.	Passable
		[comment partially redacted to protect identity], this question will be polarised into whether it is answered by a faction Councillor or independent. Faction Councillors believe they're doing this brilliantly but in reality are not. There are occasions when the administration is not complying with the Local Government Act 1995 but the faction is completely disinterested with rectifying such non-compliance. This alone demands that this question can only be regarded as "under developed"	Under developed
		[comment partially redacted to protect identity] cabal creates a whole of Council disfunction that undermines community confidence in the ability of the Council to make correct decisions	Under developed
		[comment partially redacted to protect identity] the slim majority of councillors are mature and well informed	Sound

		Some council members simply should not be on council, they clearly display a political bias that delivers poor debate and voting results	Passable
5	Individual My fellow council members and I arrive well prepared for council meetings, with it being apparent that we have read and considered meeting papers in advance of the meeting.	Certain elected members are an embarrassment to the City and fail to adequately prepare for meetings. They show little respect for the chair and frequently are dismissive of the professional opinions of staff.	Passable
		Most council members arrive well prepared but some ask questions that are already clearly addressed in the papers so it seems that they have not even been given a casual flick through. Often items are deferred, not for extra information to be obtained or for more work to be carried out, but seemingly simply for the decision to be put off. Often there are administrative mistakes in the papers which is worrying as they are either completely missed by members as those sections have not been read or they ignored by all.	Passable
		It is not often possible to be well prepared for meetings because officers often deliberately delay releasing reports & agenda to Council to ensure that Council debate is poorly presented and so the officer recommendation inevitably prevails.	Under developed
		We have several councillors who don't seem to have an understanding of items in the agenda and this is noticeable with the questions and comments made which waste time and create confusion	Sound
		<i>[comment partially redacted to protect identity]</i> some do, some do not. Sometimes councillors ask questions which make it clear they've not read the agenda.	Passable
		<i>[comment partially redacted as it refers to personal aspects of individual councillors]</i> , this is clearly displayed in debate when either council officers or other elected members must point out "that it is in the council item, written in front of you"	Evolving
6	Role of the Council I have a clear understanding of the role of the council and how this differs from the roles of the CEO and management.	I believe I have an excellent relationship with the staff which is borne out of mutual respect for each other's roles and my appreciation of their professionalism and commitment.	Mature

		The elected Council acts like a board to provide oversight, guidance and strategy. The CEO and officer team are tasked to manage and operate	Mature
		I have a clear concept of the boundary, but the scales are weighted in favour of the CEO in that they have access to extensive resources & Local Govt Act clauses that can be applied at will to overcome the views of the Councillors	Mature
		<i>Comment redacted to protect identity</i>	Mature
7	Role of the Council The council performs its role in an effective manner, including with respect to: - governing the local government's affairs - accepting responsibility for the performance of the local government and its functions generally - being accountable to the community and to the Local Government Minister (as applicable).	The Council has been undermined by minority groups and the elected members they have put in place. They have received destructive support by all forms of media.	Evolving
		Over the last couple of years the governance of the city has become worse. Dissatisfaction over the handling and decision making of two or three projects has led to a falsely perceived dissatisfaction by some of seemingly almost all of the activities undertaken by the city. There has been a distinct lack of accepting responsibility for the performance of the local government and its functions generally by some councillors. They have sought to push the blame for resident dissatisfaction of some decisions to others within the leadership team even when many of those decisions have been supported unanimously by the council. Some councillors are not only unwilling to support hard decisions that sometimes have to be made but at the same time unable or unwilling to provide reasonable solutions to problems. They feel that their leadership role is to be oppositional rather than act collegially.	
		The City of Melville takes virtually no responsibility for any of its mistakes, poor decisions and waste. The modus operandi is to attack the public and where possible, divide, shame, bully and conquer. This had worked for years but the community got stronger.	Under developed
		I assume Council means the Councillors and not the CEO/officers. Don't believe the CoM Council is operating in an effective manner because of the disfunction of a <i>[comment partially redacted to protect</i>	Evolving

		<i>identity</i>] cabal abrogating Council responsibilities to the City officers.	Evolving
		'Evolving' in an interesting word. It assumes more than 'underdeveloped' but less than 'passable', but it also implies that improvement is taking place. In this case, I don't think we're getting any better.	
		Some council members <i>[comment partially redacted to protect identity]</i> have either a single objective or are politically aligned, with no regard for the wider community. The try to skew the wording of policies to suit their political factional needs.	Passable
		The Council ends up making decisions but if the matter is somewhat controversial those who are of a contrary view will continue to criticise the decision made - there is no acceptance of or accountability taken for the majority council decision. There is also a group of four to five of the 13 elected members who will not make decisions on the facts but who group vote to make populist decisions they believe will garner the support of the community. Certain elected members also have the view that the term community means the group of people they happen to be listening to and do not accept their responsibility to make their decisions based on a the wishes of the broader community i.e. they are captured by special interest groups and believe that these groups represent the broader community.	Under developed
		There are instances where the Council does not operate as a united team. This is not consistent with good governance practice.	Sound
		The Council does not act like a Board which should focus on the common good, with some Councillors being disrespectful when dealing with other Elected Members and staff	Passable
8	Role of the Council The council ensures that comprehensive policies and processes are developed to meet the local government's governance needs and statutory compliance obligations.	Minority groups have used their influence to undermine and destroy aspects of the policies that have been set in place to support good governance outcomes.	Passable
		The city is fortunate to have a dedicated, professional and highly experienced leadership and governance teams that develop comprehensive policies and processes. There are councillors that hold the view of	Sound

		interest groups that say some policies are too restrictive yet do not accept hours of deputations at council meetings <i>[comment partially redacted as it mentioned actions that are deemed inappropriate]</i>	
		It is difficult for independent Councillors to produce comprehensive policies & processes because of the disfunction of the <i>[comment partially redacted to protect identity]</i> cabal and overt manipulation by officers ensures that nothing is adopted that isn't proposed by the officers. Opposing or trying to change the officers' proposal is pointless since the <i>[comment partially redacted to protect identity]</i> cabal uses the guillotine to terminate debate.	Evolving
		It is generally the local governments administration that ensures such policies are developed and brought to Council for adoption. Certain elected members do not accept that there may be a need to adopt policies that may be perceived to limit the extent to which vocal community groups or individuals can consume the City's time and resources or ensure that their conduct towards the elected member and administration is appropriate.	Sound
9	Strategy The council devotes sufficient time and critical attention to approving, monitoring and assessing the on-going appropriateness of the local government's strategic direction, including long term strategic and financial planning.	The adequacy of time is appropriate but the accountability factor on behalf of elected members is weak. There appears to be a reluctance to understand, accept and take responsibility for the decisions that they make.	Sound
		The council was supposed to get training in long term financial planning and follow up workshops to utilise this training into a long term financial planning model but immediate concerns became more significant. Whilst the city has good strategic documentation as prescribed by the Act, more time needs to be spent by the council in approving, monitoring and assessing the on-going appropriateness of the local government's strategic direction but I feel that this is resisted by officers as it too often enters into farcical conflict.	Passable
		Whilst this is an important function of a Council, the time taken is grossly insufficient. This is partly attributable to the enormous amounts of time spent on frivolous	Under developed

		matters and the fact important information to the Council is withheld by the administration.	
		The CoM has been very pro active in community development from the early 2000's as evidenced by the records.	Mature
		In the CoM any strategic development workshops/meetings are contrived to result in a minimum time for discussion. Regardless of whatever is suggested by Councillors what ends up in the strategic documents & reports to Council is whatever the officers decide should be in the policy/report. It is practically impossible for Councillors to amend such large documents in the forum of a Council meeting.	Evolving
		The City of Melville staff perform their duties with high quality professionally detailed information, policy construction and budget delivery.	Mature
		It is difficult to focus the Council on strategic issues or on long term planning. They are generally more concerned about current issues.	Passable
		There are instances where Council has opted to alter a previously agreed strategic position. Where this occurs as an unanticipated action it can result in waste of resources and impact on staff morale.	Sound
		Elected Members are too focussed on operational issues and questioning the rationale of past decision making. Very little strategic conversations are held at either Council meetings or Elected Member Information Sessions	Evolving
10	Strategy The council receives the right quality and quantity of information when approving, monitoring and assessing the effectiveness of the local government's strategic and financial planning.	In particular there are well established opportunities to receive additional information if required. This process is somewhat stymied by the occasional requirement to comply with State Govt timelines for approval	Sound
		Whilst the information received in strategic planning is good, more needs to be done in the area of long term financial planning.	Sound
		EM's have always been given the opportunity to contribute.	Mature

		Usually quality is average and quantity is manipulated to ensure any possible insights are obscured. Involvement in Financial Planning by Councillors is effectively prevented by the fact that Councillors are not provided with any access to financial data/spreadsheets etc. The ability to check financial plans is thus reduced to very general perusal of gross figures devoid of any significant details!	Evolving
		Sometimes I feel the information is predetermined and not a full view of everything	Evolving
		Yes detailed information is provided and further information is provided if requested.	Mature
		The City has a well developed integrated planning framework that uses appropriate data and information to inform them. This includes community plans, Corporate Plan, asset management plans, work force plans, strategic and operational risk registers, natural area management plans, active reserves infrastructure strategies and long term financial plan and robust policy to guide the decision making of Council.	Sound
		The City of Melville is one of the top ranked Local Governments regarding financial performance and sustainability, with regular and detailed reports to Council. An area for improvement could include greater consideration of financial impacts on long term financial plan, which is an issue that management is seeking to address.	Sound
11	Strategy The council has ensured that the local government's strategic vision has been clearly articulated and well communicated to the community and other stakeholders.	The general community has little or no idea about the City's strategic position or the general role elected members are fulfilling. They are not that interested to find out or understand.	Evolving
		Whilst I feel that the officers do the best job they can in communicating the strategic vision of the city council itself struggles. It is a struggle made harder when some councillors criticise much that the city stands for because they hate the city and council.	Under developed
		This was one of the most serious failures of the City of Melville in recent years <i>[comment partially redacted to protect identity]</i> . The administration began reciting a	Under developed

	mantra of "finding alternate streams of revenue" to "put downward pressure on rates" at every opportunity as if it was some kind of doctrine. <i>[comment partially redacted as it contains accusations of financial wrongdoing as well as the need to protect identity]</i> ...didn't even have a mission statement, the administration suddenly began reciting its vision statement, which is albeit not a very good one. The above underlines that the Council and administration had a very poor, or perhaps non-existent, understanding of strategic planning and direction prior to this episode in early 2018. To this day the majority of the Council (and all of the faction) will not consider this significant. I strongly doubt they're offering commentary on questions such as these.	
	Despite extensive, lengthy and ongoing community consultation fro the early 2000's and element within the community claim that the Council is not listening.	Sound
	Local Government strategic vision is cloaked in voluminous documents that are characterised by mainly "motherhood" statements that have very little real meaning. The strategic vision document is then quoted by officers against the Councillors and the against the objectives of the community ("You adopted the strategic vision, Councillors, we'er only giving effect to those decisions" - rubbish! The strategic vision is not the Councillors' decision but in fact the officers' document.	Evolving
	The city endeavours to communicate as effectively as possible - via direct mail, community news advertisements, press releases, social media etc and yet we will always have many who complain that they weren't informed or listened to.	Sound
	Yes, a very professional delivery to the community.	Mature
	The Vision being "working together to achieve community wellbeing for today and tomorrow" is well established however communication is always a challenge - cutting through all the noise to get the message heard is difficult.	Passable
	There is opportunity for improvement	Sound

		The Elected Members do not undertake a role in this area, with Administration working towards Outcomes based reporting linked to the Strategic Community Plan which is an innovative and forward thinking approach to cross functional delivery of services, products and facilities.	Passable
12	Risk The council, with the assistance of an audit committee, has overseen the establishment of a risk framework, policies and procedures for the local government that collectively help to ensure potential risks are appropriately identified and dealt with.	The risks cannot always be dealt with because they fall under the jurisdiction of another level of government or are not in the interest of the factions in the community that some elected members choose to support.	Passable
		This is one area where the council works well.	Mature
		These exist but they should not be taken seriously. The risk register contains entries which are a complete joke. The first mentioned risks in the register refer to the public and Councillors! Clearly the individuals who wrote and those who approved these entries don't belong in local government.	Evolving
		The charter for the CoM Financial Management , Audit Risk and Compliance Committee states that the reviewing and assessing the City's approach to the management of risks to ensure that risks are appropriately managed and where economical and practical to do so.	Mature
		Audit Committee meetings are held every quarter and the agenda for each meeting is effectively similar year on year. Actual audit scrutiny is minimal and audit meetings can take less than half an hour to complete <i>[comment partially redacted to protect participants identity and it references the fast pace in which meetings move through agendas]</i>	Evolving
		The Audit committee are given comprehensive detail regarding, risk, policies and procedures.	Mature
		Operational Risks are dealt with by the administration with Strategic Risks being reviewed by the Financial Management, Audit, Risk and Compliance Committee. The level of engagement from the elected members is however limited.	Sound
		More regular discussion on actions being undertaken to address extreme and high risks would be beneficial to	Sound

		increase Committee appreciation and understanding of challenges facing the organisation.	
13	Risk The council, with the assistance of an audit committee, maintains appropriate oversight of the risk arrangements that have been established for the local government.	Oversight implies control and the emerging political arena in local Govt is an nebulous entity in WA. There is a need for this matter to be addressed.	Sound
		Insurance and risk managements are regularly reported to the CoM FMARCC.	Mature
		Audit committee has enough detail to make decisions.	Mature
14	The Council & the CEO The current delegation of powers to the CEO is consistent with the council's desired policy outcomes and with local government regulatory requirements.	Although it suits the political positioning of some elected members to object to the amount of delegations, there is never any suggestions how this can be meaningfully reduced to the benefit of the City.	Sound
		Whilst sound there are some areas where the delegated authority could or should pass back to the council.	Sound
		The faction has granted an enormous amount of powers to the administration, many of which exceed policy outcomes. It is doubtful that many Councillors will know of policy outcomes.	Under developed
		Council should be regularly revising policy, strategy and direction rather than dealing with day to day applications.	Sound
		Delegated authority, along with the abrogation of strategic responsibilities from the Councillors to the officers, has been take far too far. There is a urgent need to reduce the extent of delegated authority powers.	Under developed
		there are several councillors who seem aggrieved with any form of delegated authority when it doesn't suit their agenda, but essentially, DA is sound and reviewed on a regular basis	Sound
15	The Council & the CEO The Mayor/President and, more generally, the council work constructively to support the CEO and to assist the CEO in being sufficiently motivated in serving the local government.	Delegated Authority has the right balance between effective operations and council involvement.	Mature
		The minority groups that have supported the election of a number of Elcted members have threatened staff with dismissal and continually work to apply stress on staff. <i>[comment partially redacted due to specific details]</i>	Evolving

		<i>regarding resident groups], has Enter the City's public image considerably.</i>	
		Whilst the Mayor works constructively to support the CEO there are councillors that actively work to undermine and demotivate him.	Under developed
		<i>[comment partially redacted to protect identity]. For a number of years the CEO, with the blessing of the faction, has controlled the organisation. "Support the CEO" simply does not compute at the City of Melville [comment was partially redacted as it contained multiple accusations regarding previous misconduct of the CEO towards councillors]</i>	Under developed
		There is an element of " CEO bashing" and" Planning Officer bashing " by a minority element of councillors.	Passable
		A better description of the Council / CEO relationship would be serious disfunction. It is the CEO's agenda that is being adopted in the CoM to the severe detriment of the community & independent Councillors.	Under developed
		<i>[comment partially redacted to protect identity], not sure 'evolving' is appropriate because it implies improvement. But 'worse than average'. Many members of the council don't respect the CEO.</i>	Evolving
		Some council members are lacking maturity, thus they continue to the try and undermine both the CEO and executive staff in their daily operations, inhibiting effective operational delivery for the wider community.	Passable
16	The Council & the CEO The council has processes in place which help to ensure that the CEO is accountable to the council for the performance of his or her role.	The CEO performance monitoring is of the highest level. I question whether it is too demanding on the CEO and elected members and could be downgraded to a lesser process in alternate years.	Mature
		There are solid processes in place which include a sound contract including KPIs that are monitored annually by the Governance committee.	Mature
		<i>[comment partially redacted to protect identity]. The CEO has not been accountable to the faction-controlled Council for a very long time. It appears that the Council has not conducted a serious performance appraisal of it's CEO for many years and it was because some</i>	Under developed

		Councillors wanted to actually discuss his performance in his performance appraisal that the last CEO resigned. <i>[comment partially redacted as it contains multiple accusations of misconduct by the CEO and the councillors response to this]</i>	
		The annual CEO performance review is an integral part of the Council duties.	Mature
		The processes are in place but are undermined by the disfunction of the <i>[comment partially redacted to protect identity]</i> cabal that delivers control to the CEO and blocks any criticism. There has not been a single negative salary review of the CEO in the past 10 years - in fact CEO salary rises have exceeded staff salary increases for just about every year in the past decade!	Evolving
		Yes there is direct contact between council and the CEO forming a continuous communication delivery.	Mature
17	The Council & the CEO The Mayor/President and CEO have a productive and constructive working relationship.	The relationship with the previous CEO was extremely productive during the 10.5 years they worked together. A similar relationship of mutual respect is developing with the current CEO.	Mature
		How to answer this? The Mayor and CEO have basically been conjoined for many years. This is why the authorised inquiry (for why this consultation is taking place) uncovered nothing: because the Mayor and CEO (along with two public servants) were the only ones interviewed in the entire course of the inquiry and gave glowing reports of each other. The authorised inquiry was unbothered by anything else and was clearly uninterested in gaining another perspective or actually investigating a number of serious governance matters.	Under developed
		Both are focussed to achieve the best possible outcomes for the Melville district as a whole. The current mayor has been very committed to working in a positive and cooperative manne with the current and former CEO.	Mature
		<i>[comment partially redacted as it contains a comment of a personal nature]</i> he abrogates that responsibility to the CEO, so therefore the working relationship is quite amicable, but from the community & <i>[comment partially</i>	Under developed

		<i>redacted to protect identity</i>] perspective it is no where near productive nor constructive!	
		This only applies to the current Mayoral and CEO working partnership which is very sound and productive. If after the election one of the current candidates are elected I would expect there would be a corrosive non working relationship and I would expect the council would probably head down the road of going into administration.	Mature
		<i>[comment partially redacted to protect identity]</i> a productive and sound working relationship with the current Mayor.	Sound
		Political affiliations of the Mayor has led to the establishment of entrenched positions that only align with one of the major parties, that are currently not in Government at State level. This has created tensions and fractured relationships with MPs and Government department heads that needs to be overcome through a concerted stakeholder engagement strategy and relationship resetting.	Passable
18	The Council & the CEO The CEO is generally receptive to direction and feedback from the council and implements the decisions of the council on an effective basis.	The CEO is extremely process and compliance driven and is very conscious of the requirements of the Strategic Plan.	Mature
		Whilst the CEO implements the decisions of the council on an effective basis it is often hard to do so when those decisions lack clear direction or reasoning.	Passable
		Melville Council is the reverse of this question. The CEO directs and makes recommendations to the Council. The faction seldom disagrees with a CEO recommendation. The Council does not collectively give any feedback to the CEO.	Under developed
		Regarding the previous 10 year CEO incumbent, the CEO spent inordinate effort to ensure that any independent Councillor direction/feedback is ignored or frustrated and the only decisions of Council that are implemented effectively are those that CEO proposed or approved of!	Under developed
		Marten responds very well to elected member comments and feedback.	Mature

		The current CEO is mature, experienced and qualified, he delivers factual, honest with policy and law driven management results.	Mature
19	The Council & the CEO The council, perhaps with the assistance of a committee, has an appropriate CEO succession plan in place that helps to ensure continuity in the management of the local government's activities.	The process of providing an acting CEO during the absence of the CEO is a simple but effective learning mechanism. The City does encourage and provide for learning opportunities and experience for current senior staff. Testamontbto the succession planning is the level of preparedness of our current CEO and the outstanding work he has done during his first year in office.	Sound
		Whilst the council does have a governance committee a CEO succession plan is probably not needed as there is a large pool of talent within the metro area from which to choose a successor.	Evolving
		The CoM is still regarded as a leading LA that has attracted high staff candidates.	Under developed
		The CEO selection processes that have been undertaken once in every 10 years are largely in the control of the <i>[comment partially redacted to protect identity]</i> cabal. The main objective of the CEO succession is to ensure that a CEO is selected that will maintain the current Mayoral / CEO relationship - as poor as that relationship is!	Evolving
		I'm not sure I view this as the council's role. I think it's the CEO's job to be raising other leaders. The governance committee then undertakes a CEO recruitment process when necessary which hopefully includes internal applicants ready to take on a new role.	Passable
		All policies are future driven for any future management changes.	Mature
20	Performance Focus The council has a clear understanding of the main factors that drive the performance (both financial and non-financial) of the local government.	The focus on popularism within the ranks of elected members is a significant destructive mechanism.	Evolving
		<i>[comment partially redacted to protect identity]</i> I have invested considerable time in working with CoM officers in improving the " bottom line " since the State Gov't introduced its Integrated Planning Framework.	Mature

		In some critical instances they have a complete misunderstanding of what drives financial performance. Particular example is the complete mis-interpretation of Asset Management impacts in the future and a lack of insight into the long term financial impacts of policies such as sporting hubs.	Under developed
		Some council members are clearly lacking in business, tax, economic, planning and financial background experience, but this is the nature of local government.	Passable
		There is opportunity for improvement in non-financial areas	Sound
		Moving to the Outcomes based reporting approach and communicating this to the Council will be important in improving this aspect.	Passable
21	Performance Focus The council has approved suitable financial and non-financial measures of the local government's performance, having regard to the local government's strategic objectives and planning (including financial).	The City's financial performance under the current mayor and CEO is outstanding and testament to the sound financial controls that are in place.	Mature
		The Charter of the CoM's FMARCC is very strong.	Mature
		The City adopts the financial indicators specified by the Department of Local Government, but very little attention is paid to reviewing the performance against those indicators & certainly no consideration is given to ever adopting additional financial indicators - especially any financial indicators canvassed by Councillors like myself!	Evolving
		Through having enough experienced council members who can understand budgetary needs, financial items have been passed to allow effective governance.	Mature
		The current Interplan performance reports do not reflect the full suite of activities and important areas of performance reflected in community surveys and organisational priorities.	Passable
22	Performance Focus The council has put in place appropriate reporting systems whereby it is regularly informed by management about how the local government is tracking against its performance measures.	Adequate feedback is provided on a frequent basis for the public and the elected members to be aware of the City's performance in this regard.	Mature
		Yes	Mature

		The City of Melville has quality KPI indicators to show where we are and where we are going.	Mature
		Quarterly reports are provided to the Council via the Elected Members Bulletin and monthly financial reports to the Ordinary Meetings of the Council.	Sound
		The reporting is Administration led and the Council would need to work more effectively as a Board to gain agreement and alignment on their preferred reporting system and processes.	Passable
23	Council Size & Mix The council comprises an appropriate mix of skills, experience and perspectives, particularly having regard to the local government's needs and strategies.	<i>[comment partially redacted as it contained comments of a personal nature]</i> . Although some elected members like to tout their qualifications there is little evidence to suggest that they value add to their positions in their decision making.	Passable
		Some councillors do not seem to appreciate that the local government's needs and strategies apply to the whole district and people of today and tomorrow.	Sound
		The Council is desperately short of skills, particularly in areas related to management, leadership and organisational development. Integrity is the main quality lacking in Councillors. The faction's main priorities are property and business development and is disinterested in anything else. This is partly a problem of the sector. Remuneration is very poor commensurate with the working environment, particularly when independent councillors are <i>[comment partially redacted as it references bullying via social media]</i> . More people enter local government for political and self-promotion reasons than to actually contribute to governance so it is not always surprising that skills are left wanting.	Under developed
		The EMs reflect the democratic process with some having the added advantage of pressure group sponsorship.	Mature
		Most Councillors have little corporate skills or the ability to analyse financial performance data or analyse complex project proposals (eg Surf Wave Park Business Case was a woefully inadequate document, but many EMs were unconcerned (or clueless!).	Evolving

		<i>[comment partially redacted as it contained comments of a personal nature]</i> this question is difficult to comment as the mix of local government members "is what it is" due to a lack of community uptake with regards to elections, in other words you sometimes get the bottom of the barrel due to lack of public interest.	Passable
		The LG elections does not easily enable the formation of a skills based Board. In addition, personalities and fixed positions on particular issues of community significance can set the tone for combative discussions amongst Elected Members which distract from real needs and strategies aimed at wider community benefit	Evolving
24	Council Size & Mix All current council members bring valuable skills and experience to the council.	Only the experience elected members offer the important skill base. Others are evolving in terms of mastering the learning curve.	Passable
		Some push their experience too far, believing they know more than everyone put together.	Sound
		Some more than others.	Sound
		In part this is correct, but whatever skills & experience they have is often undermined by the Council & City officer disfunction!	Passable
		I would say the majority but not all - motivations vary	Sound
		<i>[Comment has been partially redacted as it contained comments of a personal nature towards other participants and private matters]</i> ... individuals like this give local government a bad reputation which is underserving considering how hard everyone else works to pick up the poor performance of others.	Passable
		In general yes but a small number of the elected members tend to bring personal points of view rather than applying skills and experience and making decisions on the facts of each matter brought to them for decision.	Passable
		Some Elected Members (long tenure and short tenure) lack required skills and do not seem interested in gaining skills as part of their personal development plan or training in Councillor leadership and development.	Evolving

		Some Councillors have a mature perspective, others evolving and underdeveloped	Passable
25	Council Size & Mix The council has appropriate policies and practices to help ensure, to the degree practical, that the performance of the council is not adversely impacted as a consequence of changes in its membership.	The education and training mechanisms appear to be wasted on several of the current elected members.	Passable
		We are about to find out.	Sound
		It is not entirely understood how this is possible. Nonetheless, it is not known where there are such policies and practices apart from training new councillors.	Under developed
		Robust systems have been put in place.	Mature
		Well yes they do have such policies & procedures. But the interesting aspect is that the main focus is the use of these devices by officers & <i>[comment partially redacted to protect identity]</i> cabal in order to constrain & control the independent Councillors.	Passable
		I have observed this over the years, however this election year has been extremely combative and personal with certain groups and individuals and I am not confident that the city will retain stability if certain factions gain majority influence	Sound
		Not sure I understand this question, because a new council could always amend policies if it wanted to change the direction in which the local government was going.	Passable
		You can only do what you can do here, if new council members come in with a majority then basically they can change policies regardless of community concerns.	Mature
		The City has a comprehensive suite of policies, plans and procedures, however the degree to which they are referenced by Elected Members during decision making is lacking or not apparent.	Passable
26	Council Competencies The council is sufficiently engaged with and knowledgeable of the local government's assets, facilities, services, functions and community activities, including the	It is clear that there are elements within the current elected member groups that lack understanding of the facets of local Govt that are important to the community and its development.	Passable

	opportunities and challenges affecting each of these.	Some ignore the opportunities to focus on the negatives for political benefit.	Passable
		This needs to be a whole lot better	Evolving
		The Council has been provided with the plans for a diverse range of opportunities re : Hosing Strategy, Urban Forest etc	Mature
		The "mature" comment only applies those council members who understand the elements described, a couple of council members simply sit there with blank expressions due to the information being too difficult for them to understand, thus they wait until their comrades vote and they watch them, then to vote as they do.	Mature
		Management has gone to great lengths to ensure that Elected Members understand the asset management tools, process and challenges relevant to the City and the benefits of setting aside budgets for sound asset management planning and capital works programs.	Passable
27	Council Competencies The council keeps abreast of trends and issues that are likely to materially impact on the ability of local government to achieve its strategic plan.	Few elected members take the opportunity to educate themselves appropriately to meet the challenges of their roles.	Evolving
		Some councillors persist in only having a very narrow focus. Some work hard to keep abreast of all trends and issues.	Passable
		Some EM's do make the effort to become au fait with the latest trends in changing demographics, ageing, sports participation. etc	Sound
		Elected members information sessions and Elected members bulletins outline current and future elements, it is up to the member to read and comprehend this information, for some this would prove to be extremely difficult due to their lack of personal capability.	Mature
		Management provide reports and updates on issue impacted on Local Government planning, financial management and operations	Passable
28	Council Competencies Council members have the necessary skills to both ask probing questions and provide guidance to management.	There has been some improvement in the last year in this regard. Generally there is a lack of relevant probing questions.	Passable

	Most ask good questions, but there are some councillors that waste time asking questions that are already addressed in the papers and some where it is difficult to follow their line of thinking. The worst issue is councillors that use questions as an opportunity to attack management and other city officers. This leads to the officers having to be defensive and thus unable to answer the questions openly and honestly, for fear of further attack. This makes it extremely difficult for the council to fully learn of and discuss issues and problems in a pragmatic manner. Therefore leading to poorer decision making and the inability to address problems effectively.	Under developed
	<i>[comment partially redacted to protect identity]</i> . Councillors can get shouted at for asking probing questions. Guidance to management will quickly result in standards panel complaints.	Under developed
	The agenda briefing forum has provided the opportunity for EMs to ask questions.	Mature
	There are very few of the current Councillors that have sufficient knowledge & skills to be able to understand issues in sufficient detail to ask the necessary questions. They are far more likely to just support anything the officers put up.	Evolving
	Some do, some don't	Passable
	Due to some council members lacking capability <i>[comment partially redacted as it was of a personal nature]</i> they do not have the necessary skills to ask quality fundamental questions, due to political involvement, some questions are just ridiculous and time wasting.	Passable
	The majority do but a small number of elected members lack those skills.	Passable
	Most Elected Members have received adequate training and professional development (e.g. AICD course) but do not apply learning and good practice techniques for effective Board operation and decision making.	Under developed

		<i>[comment partially redacted to protect identity]</i> some members have mature skills in this area, others evolving hence my middle response	Passable
29	The Mayor/President The Mayor/President has the trust, confidence and respect of the council and key stakeholder groups of the local government.	The current Mayor has the trust of the staff and the majority of council. He does not have the support of the political faction that represents the political minority groups that have damaged the City so much in recent years and neither does any member of the senior staff.	Sound
		The mayor has lost the trust, confidence and respect of much of the council and many key stakeholder groups. He often believes the best form of defence is attack, to <i>[comment partially redacted as it was deemed defamation]</i> .	Under developed
		<i>Comment redacted as it was deemed defamation</i>	Under developed
		By the majority of EMs as opposed to those who seek to serve their own self serving agendas.	Sound
		<i>Comment redacted as it was deemed defamation</i>	Under developed
		this has been true up to now - the minority of malcontents in the community have been spending a lot of time and money trying to convince residents otherwise	Sound
		The Mayor currently has the majority backing due to these individuals having the ability to provide quality outcomes for the community without "fear nor favour"	Mature
		There is currently a clear division within the Council and there are certain community groups actively campaigning against the Mayor due to his support of projects attempted to be undertaken by the Council to which they were opposed e.g. amalgamate bowling clubs due to declining membership numbers - The Mayors support for a Wave Park Development on a Foreshore reserve, Building heights in Canning Bridge. The Mayor in turn is perceived to have a cabal of elected and community members loyal to him.	Passable
		The Mayor enjoys support from stakeholders with the same views and receives opposition from those that do	Passable

		not agree with the firmness of his convictions. A more collaborative and conciliatory approach is required to improve trust and confidence between the Mayor and Elected Members	
		The Mayor has had to deal with an often personal attack by some community groups that have affiliations with other Council members	Sound
		The current Mayor has done an excellent job in managing staff, elected members and the community under extreme conditions to deliver the appropriate outcomes of the meetings at which he has presided. No one could have done it better and no one would want to!	Mature
		The mayor is a highly experienced chair and manages to maintain focus when meetings become difficult. However he does tend to plow through the agenda when things become heated rather than calling an adjournment and does not always manage to operate without bias.	Sound
30	The Mayor/President The Mayor/President conducts council meetings effectively, including maintaining focus, encouraging participation and helping to ensure meeting business is dealt with appropriately.	Some times , their professionalism is tested.	Mature
		This Mayor shows demonstrated bias in his presiding performance. <i>[comment partially redacted as it was deemed defamation]</i>	Evolving
		This applies to the current Mayor only, the current incumbent clearly has the experience to deliver leadership and effective meeting conduct.	Mature
		The community members and elected members who oppose the Mayor actively engage in disruptive behaviours at Council meetings in order to make it challenging for the Mayor to run an effective meeting.	Passable
		Achieved under sometimes difficult circumstances	Passable
31	The Mayor/President The Mayor/President acts effectively as the council's representative with both internal and external stakeholders.	The current Mayor and the City has been under political attack for 3 years. The nature of the opposition leads me to believe that he has been outstanding in his role to protect the City from the severe destructive influences at play.	Mature

		The Mayor is a skilled and experienced public speaker so performs well at public events, however, he could improve performance with some stakeholders.	Sound
		<i>Comment redacted as it as it was deemed defamation.</i>	Under developed
		The Mayor has always used the position to articulate the best interests of the wider community.	Mature
		<i>Comment redacted as it as it was deemed defamation.</i>	Passable
		Delivers the communities high expectations of a Mayor.	Mature
		The Mayor generally performs his official duties with dedication and in a manner that enhances the image of the City. Things can get hairy when disruptive elements are present. The Mayor also strongly advocates positions that whilst the evidence is they have majority community support and are the adopted position of the Council are contrary to the views of our current state government and is therefore "on the nose" with them.	Sound
		Fixed and sometimes oppositional stances on issues impacted on the community has limited effective engagement with stakeholders.	Under developed
32	The Deputy Mayor/Deputy President The Deputy Mayor/Deputy President acts effectively when authorised to perform the functions of the Mayor/ President.	The current Deputy Mayor has done a good job considering his lack of experience and the degree of destructive opposition.	Passable
		The Deputy Mayor has performed well when chairing contentious items at council meetings.	Sound
		The Deputy Mayor does virtually nothing at the City of Melville <i>[comment partially redacted as it was deemed defamation]</i> . Whilst once performing functions such as meetings, all these powers were taken away by the CEO and Mayor under the existing regime which stretches back over a decade. <i>[comment partially redacted as it was deemed defamation]</i>	Under developed
		So far the Deputy Mayors have been positive and supporting in their role.	Mature
		As deputy mayor changes annually it is difficult to assess the deputy mayor performance.	Evolving

		The current mayor only gives certain members of the council access and the benefit of attending important city events	Under developed
		The previous Deputy Mayors have delivered council representation and community expectations.	Mature
		A lack of experience and an awkward communication style of current incumbent has reduced effectiveness	Evolving
33	Council Culture & Dynamics The council acts as a co-ordinated and cohesive team, with an effective working relationship among members, in the pursuit of the local government's goals.	The council is not a team they are a majority group of members and their opposition. I commend the resilience and cohesive partnership of those good elected members.	Passable
		The council is often fractious with some members instilling conflict at every opportunity.	Under developed
		Given the history of Melville council since it has been faction-controlled Council, it remains dangerous to be in the same room with some other Council members and administrators unless there are plenty of witnesses. [comment partially redacted as potentially contains a confidential matter] Opinions by independent Councillors are often stamped out and ridiculed by faction Councillors.	Under developed
		There is a minority of EM's whose loyalties appear to aligned with certain pressure groups and their spoke persons who are seeking to secure political control of the CoM Council by sponsoring candidates at this current 2019 LG election.	Passable
		As there is no formal political opposition, a dysfunctional [comment partially redacted to protect identity and also was of a personal nature] are in control of the Council and that disfunction is represented in the City of Melville.	Evolving
		There is a split in Council where several members are constantly "in opposition" to the Admin and Council directions, which makes it sometimes difficult to be consensual or diplomatic	Passable
		A couple of members are so toxic that if the public could witness their behaviour they would be expected to stand down, [comment partially redacted as it identified	Passable

		<i>participants and potentially contains a confidential matter]</i> and an embarrassment to the community and city.	
		There is clear division within the Council with certain elected members consistently voting along "their" group whilst others vote independently based on the facts placed before them.	Under developed
		There is opportunity for improvement in the operation of Council as a team	Passable
		The Council is not currently operating as a cohesive Board, largely as a result of personal agendas and inability to consider long term strategic issues and agreed priorities <i>[comment partially redacted to protect identity]</i>	Evolving
		A small faction is very oppositional to most proposals made by the Administration	Passable
34	Council Culture & Dynamics Council meetings occur in an open, non-threatening and constructive environment.	Leak nets of the community ensure that the council operates in a threatening environment despite the efforts of the Mayor's and Officers.	Sound
		Often the complete opposite with threats, attacks, abuse, swearing, anger, storming out etc.	Under developed
		<i>[comment partially redacted to protect identity]</i> . "Threatening" has been the modus operandi of the faction with the aid of the administration. The empire that was built under the previous CEO had a culture where Councillors who thought about questioning what was going on almost needed to ask permission of the CEO to tie their shoelaces.	Under developed
		CoM Council meeting have been used by a vituperate minority to used Question Time , Deputations to push their own self serving agendas and to verbally criticize CoM staff, EMs .	Mature
		Entirely the opposite! Atmosphere is aggressive & threatening with some Councillors only role is to declare points of order against the independent Councillors!	Evolving

		Except for a couple of council members who shout out when they do not like the speakers debate and other usual toxic behaviour.	Mature
		Due to disruptive elements in the community and elected members who are aligned with those elements Council meetings are often fractious and not constructive. Council officers certainly do not relish attending Council meetings due to the threatening environment and manner in which they are often questioned by elected members or portrayed by members of the community who have opinions different to those being recommended by officers to the Council.	Under developed
		It is a concern that meeting procedures and protocols have been tested in this respect in the past two - three years	Passable
		The sometimes dysfunctional performance of the Council, lack of collaboration and prevalence of deferrals in decision making has fuelled/empowered organised oppositional groups and led to confrontational events at many Council meetings and ABFs. This style of governance places extreme pressure on the Presiding Member, CEO, Executive and support staff involved in meetings and further fractures Council's relationships amongst Elected Members.	Evolving
		On occasions Officers feel they are interrogated and facing oppositional behaviour that is not constructive by a small group of Elected Members	Passable
35	Council Culture & Dynamics Council members constructively contribute their skills and experiences during council deliberations, and a preparedness to share the workload with other council members.	The good elected members are extremely tolerant and focused where as their opposition are sadly lacking in understanding of their roles.	Sound
		Whilst council members are willing to regularly share workload with constituent contact, many act destructively in council deliberations.	Evolving
		Some EMs do carry a heavy workload in serving on C'tees while some other EMs prefer to rock the boat.	Sound
		Or they would contribute their skills if they had any - which they don't!	Passable

		this can be conditional - certain EMs do not work with the rest of Council	Sound
		Council members with life experience deliver this outcome, a couple do not, it is that simple.	Mature
		In general decisions get made however whilst the majority are constructive there are certain elected members who by default adopt a destructive approach and take pride in doing so seeing themselves as the voice of difference - the questioning challenging voice.	Passable
		There are instances where the extent to which the behaviour displayed is constructive has been tested in recent times	Passable
		Minimal sharing of workload and behind the scenes collaboration occurring, apart from a small number of personal agenda drive issues where only selected Councillors are involved.	Evolving
36	Council Culture & Dynamics Council members show tolerance and respect in relationships at all levels in the organisation, and a willingness to consider other people's views.	The City has a set of elected members who are committed to destroying the public image of the other elected members. This makes life difficult for everyone. A good election result is the only opportunity to relieve the City of their poor performance.	Sound
		Sometimes CoM staff have been treated poorly by a deliberate inquisitorial manner by certain EMs especially during the Agenda Briefing Forums.	Sound
		The exact opposite; display intolerance and a lack of respect. Except for the <i>[comment partially redacted to protect identity]</i> cabal towards the officers in which the dominant behaviour is <i>[partially redacted as used emotive slang]</i>	Evolving
		There are several EMs who seem to go out of their way to separate themselves from any form of cooperation but for most part, Council is collegiate and respectful	Sound
		The majority do, but there are a couple who's lives revolve around trying to make every other persons life a misery, both internally and externally.	Mature
		There are clear points of division amongst elected members	Under developed

		Severely lacking across a range of fronts	Under developed
		Some Councillors demonstrate a mature response, some others may often not be respectful of differing opinions	Passable
37	Council Culture & Dynamics Council members maintain appropriate and effective working relations with management and other employees of the local government.	Again this is limited to the good elected members that choose to maintain good relationships. Others believe that are achieving the will of their sponsors in making life difficult for staff and other elected members.	Sound
		Some councillors are rude, even abusive towards staff often accusing them of incompetence and sometimes <i>[partial redaction as references an accusation of wrongdoing]</i>	Under developed
		This is improved (but only barely) from an abysmal culture that existed under the last CEO. The administration works to bully and intimidate non-faction Councillors and stifles their abilities to actually provide governance. Trust between some administrators and independent Councillors is far beyond reconciliation. The situation will only be rectified by cleaning out these administrators and assisting them to migrate to more suitable career choices. This can only happen by having less faction Councillors than independent Councillors through elections.	Evolving
		Generally there is a good relationship between the officer group and EMs.	Mature
		I certainly do!	Passable
		<i>Comment redacted as was immaterial</i>	Sound
		The majority do, a couple of others do not, I have witnessed their behaviour in public and it is just embarrassing, for example: "openly attacking the Mayor behind his back when they are in public"	Mature
		The majority of elected members do but a small number of them treat the administration as if they are seeking to achieve different objectives to the Council and treat with disrespect and will discount information or professional view points expressed by staff but show clear bias and favour towards information provided by members of the	Passable

		community or professionals engaged by them. They will similarly show the same disrespect to external professionals engaged by the administration e.g. legal advisors particularly when the advice does not accord with their own view point.	Sound
		There are instances where officers presenting to Council have been subject to an interrogation style of questioning. There is opportunity to improve the manner of questioning	
		Management have the maturity and composure to retain positive working relationships with all Elected Members, including those with onerous requests or Elected Members that align with oppositional groups established to discredit and undermine Council and Management.	
38	Council Culture & Dynamics Council members demonstrate the ability to communicate, raise and debate issues or express contrary views, in ways that are both cordial and constructive.	A small number of elected members are too aggressive and confrontational.	Passable
		This area was very poor but has had a slight improvement since the departure of the previous CEO.	Evolving
		I certainly do; the <i>[comment partially redacted to protect identity]</i> cabal certainly don't!	Evolving
		<i>Comment redacted as was immaterial</i>	Sound
		The majority do, a couple of members clearly do not, they simply provide argument when there are members of the public in the gallery, in other words argument for personal gain.	Mature
		Again the majority do but the small number of elected members who vote in a block are often not cordial or constructive during comment and debate. The behaviour of the small group of elected members changes dramatically when their cheer squad is not present and meetings can be conducted constructively when that occurs.	Passable
		There is some opportunity for improvement	Sound
		Many times such issues are raised outside the formal Council agenda and reporting process is met with opposition and Elected Members expressing personal views in a sometimes disrespectful manner.	Evolving

		Mixture of skill levels - some can constructively raise issues, others maintain a constant oppositional perspective that is not constructive	Passable
39	Council Culture & Dynamics Council members demonstrate an ability to accept challenge from others, manage interpersonal conflict, and actively work towards closure of issues when deliberating.	A number of elected members are intense, obsessive and retrobutional.	Sound
		This is an area that is seriously lacking by the council as a whole.	Under developed
		Absolutely not! Their main response to <i>[comment partially redacted to protect identity]</i> Councillors is pretty much bullying school yard behaviours.	Under developed
		The majority do, a couple do not, that is local government.	Mature
		<i>[comment partially redacted to protect identity]</i> the majority do but a small number lack the interpersonal skills or emotional intelligence to do so. This small number will seek to inflame rather than bring closure to a debate as somehow they see it as good theatre for the attending public - there supporters.	Passable
		There is some opportunity for improvement	Sound
		The greater and common good for residents in the City is sometimes secondary to accusation and blame.	Evolving
40	Council Culture & Dynamics Once council decisions are made they are supported by all council members, including those members who may have expressed a contrary view during deliberations.	One or two elected members offer themselves as 'representatives onsite' and forward negative comment to the local press with the aim of creating negative views about the council's performance. They refer to these stories in the press as 'good stories'.	Sound
		This statement could be considered as a complete fantasy by the council.	Under developed
		Councillors should not be forced to like the outcome of Council motions and it is an affront to democracy. This is an area of the Act which needs amendment.	Sound
		Absolutely not. Some Council decisions are so poor that to support them in public would be ethically unacceptable.	Evolving
		This clearly does not happen as the decision is sometimes not the political outcome a couple of	Passable

		members want, thus they denigrate the council to the public.	
		The majority do but the small minority cannot accept decisions made by the majority that do not accord with their views or as they term it the communities views even when the evidence is to the contrary.	Under developed
		Many Notices of Motion have sought to reverse previous Council resolutions that are being implemented as selected Elected Members do not agree with the original decision.	Evolving
		A minority continue to be opposed to key decisions even though the Council has made a decision - this is demonstrated in the way that they support some community groups and members	Under developed
41	Council Meetings The frequency of council meetings is appropriate.	Yes, the current structure and frequency of meetings works well in most instances.	Sound
		A recent review as to the frequency of council meetings was undertaken by officers and the existing pattern agreed to by council.	Mature
		On occasion , Council meeting have had to spill over on to the following Tuesday evening.	Sound
		The Council has established the appropriate level of delegation for a City of 100,000 residents and further Council decision making opportunities would adversely impact on the delivery of services, facilities and projects.	Sound
42	Council Meetings The duration of council meetings is appropriate.	Yes, few meetings go beyond a reasonable time period.	Mature
		There is a problem of many council meetings having a duration beyond reasonable and conducive to effective decision making. Recently some council members have simply left when an adjournment has been voted down.	Evolving
		On occasion, meetings have dragged on longer than necessary.	Passable
		In the past there has been a tendency for Council meetings to be longer than acceptable. Also Agenda management by CEO is poor & dominated by manipulation of the Agenda to achieve compliance by	Evolving

		Council to officer recommendations - essentially CEO weaponised the Council Agenda!	
		certain EMs can go beyond debate and into argument despite Chair's direction thus creating diversion and irrelevance to the agenda item	Passable
		Definitely too long!	Under developed
		Some go for too long, example: midnight	Mature
		Too much time is taken up by question time and deputations which leaves insufficient time for proper debate on matters and in council meetings that run late into the night. The time spent on matters does not equate to the importance of the matter.	Under developed
		Too much time spent on question and deputations and not enough on Council business. Some meetings this last year have gone in excess of 5 hours, which inhibits the quality of decision making undertaken in the latter part of the meeting.	Under developed
		Meetings over the last 2-3 years have often become very long - several hours.	Passable
43	Council Meetings Council agendas are well constructed, including with regard to issue prioritisation and time allocation.	The agendas are very well constructed.	Sound
		The construction and layout of agendas is amongst the best of all the Perth metro councils. Time allocation is not set out within them.	Sound
		They are well constructed, but there is no issue prioritisation - the items just go in order of directorate, unless there are people in the gallery interested in a particular item, in which case the item may be brought forward. I ignored the part about time allocation because I didn't know what that meant.	Passable
		Unfortunately there is often a workload that cannot wait, thus it is a hard question to answer without causing delays.	Sound
		Prioritisation of agenda items will occur at the meeting with priority being given to matters for which deputations are being made or for which members of the public are there to observe the proceedings and hear the	Passable

		decisions being made on matters of interest. The Agenda does not have any time allocation other than Question Time has a 15 minute minimum duration unless there are few or no questions when it can be shorter or if there are lots of questions it will be extended. Deputations are meant to be limited to 15 minutes total duration being split into 10 minutes presentation followed by 5 minutes of questions from elected members but invariably run a lot longer as is extended by vote of elected members. There may also be more than one deputation per meeting - this arises when we have a deputation for and one against and when there is more than one item on which a deputation is made.	Passable
		The agendas are well constructed, however there is limited prioritisation or time allocation for issues of significance with the length of discussion being the main determinant of priority.	
44	Council Meetings The council uses the time it has available in meetings effectively, with most of the time being allocated to the most important issues.	Too much time is spent asking questions and listening to answers.	Passable
		Many council meetings are taken over with extensive questions and long deputations from residents that do not add value to informing the council. Often important items are being debated and voted on late into the night.	Evolving
		The items that draw the most local community attention are dealt with first.	Sound
		Impossible to use the meeting time effectively when there are a preponderance of late items and reports provided to Council with only a few days available to read them.	Evolving
		Definitely not. We just spend lots of time on issues for which there are lots of people in the gallery.	Under developed
		The majority do, a couple of others try to bring in outside elements which can drag meetings on due to personal self interest.	Mature
		Time could be used more effectively. Matters of community interest receive the most time e.g. planning	Evolving

		and matters of strategy, corporate governance and financial management very little time.	
		There is some opportunity for improvement	Sound
		Limited consideration given to priority and strategic importance.	Evolving
		Depending on community members present at meetings this may mean some lower level topics/issues are given more credibility	Passable
45	Council Meetings A clear and accurate record of each council meeting's proceedings and decisions is maintained.	The City meets its obligations in this regard.	Sound
		The city probably has one of the clearest records of decision making in the Perth metro.	Mature
		<i>Comment redacted as it contained an accusation of wrongdoing</i>	Passable
		Minutes and audio recording	Sound
46	Council Information Meeting papers provided to the council by management suggest that preparers understand the role, responsibilities and needs of council members.	Yes, from user perspective they consistently meet my expectations.	Sound
		As well as the officers having an understanding of the above the agenda is well laid out with the sections making it easy to read and quickly take on board information. The risk matrix for each item is also helpful.	Mature
		There is little Councillor confidence in the CEO reports on critical issues; especially in terms of RAR DAs.	Evolving
		Substantial detail is provided.	Mature
48	Council Information Meeting papers are sufficiently succinct without information overload.	Meeting papers are succinct and consistently relevant.	Sound
		Not generally. Depends on the objective of the officers - if they want to conceal aspects of an issue they will often overload the report with useless information.	Passable
		Sufficient detail is provided and if any more is required, one simply needs to request.	Mature
49	Council Information Meeting papers demonstrate a high degree of intellectual rigour being applied in their preparation, including well-reasoned points.	High professional standards are demonstrated and relevant detail is provided.	Mature
		Certainly couldn't claim that officer reports have intellectual rigour!	Evolving

		Clearly staff are well qualified.	Mature
50	Council Information Papers are provided sufficiently in advance of meetings to enable proper council consideration.	It is not always practically possible to achieve this goal.	Sound
		Absolutely not & more often important issues are deliberately withheld from access for Councillors to ensure that Councillors are in a poor position to even attempt to challenge the reports.	Under developed
		Sometimes the information comes late	Evolving
		This only applies to internal council information, this does not apply to council members who deliberately deliver motions "a minute before midnight", as I said deliberately, this is to cause problems.	Mature
51	Council Information Where it is appropriate, the council is kept informed of material matters between meetings.	Yes, we are well informed at all times.	Sound
		Council is provided with a weekly bulletin.	Mature
		At the conclusion of the Elected Member Information Sessions, the CEO uses the opportunity to advise EM's of any important updates.	Mature
		Except in circumstances that the CEO determines he doesn't want Councillors to know.	Evolving
		We use a weekly confidential "Elected Members Bulletin" to keep the Council informed of relevant matters.	Mature
		The City needs to be more responsive to issues raised in the community and be pro-active in communicating corrective actions and positive outcomes.	Passable
53	Council/Management The council does not stray into operational matters which should be handled by management.	Council has now learned the parameters within which it works.	Mature
		After some trouble with this in the past the officers are well briefed to prevent this happening in the future.	Sound
		A minority of EMs have demanded observer status at officer meetings.	Sound
		Mainly because the officers push back strongly whenever they perceive Councillors straying into operational areas. The officers have <i>[comment partially redacted to protect identity]</i> weaponised the distinction between operational & strategic areas & there is an	Passable

		active attempt by officers to move as much decision making as possible into operational areas via sweeping delegated authorities (especially in planning DA matters).	
		<i>Comment redacted as was immaterial</i>	Passable
		The majority of council members abide by this, a couple clearly do not.	Sound
		The current Council are generally very aware of the need to not get involved in operational matters.	Sound
		Elected Members commonly get involved in operational matters, particularly in responding to issues raised by the community	Under developed
54	Council/Management The relationship between council members and management is a constructive one that is conducive to the local government delivering on its strategy.	Some elected members choose to attack staff and elected members if they don't get the answers they wish to receive.	Passable
		There are some council members that demonstrate a disdain toward the management thus making constructive relationships very difficult.	Evolving
		Relationships between management & independent Councillors is poor because of deliberate attempts by former CEO to control Council <i>[comment redacted as it contained information that might be confidential]</i>	Evolving
		Again, this really varies from councillor to councillor. Some relationships are very constructive, some are not.	Passable
		For the majority yes, for a couple no.	Mature
		The majority of elected members work constructively with the administration whilst a number do not due to their distrust / disrespect or belief that staff are over paid public servants. The tactics used by the disruptors diverts considerable resources away from the objective of putting agreed strategies into effect.	Passable
		There is some opportunity for improvement	Sound
		There are clear factions that constrain consensus decision making, however progress has been made under sometimes trying circumstances.	Passable

55	Council/Management The council holds management to account with respect to the local government's finances and resources and their use and application.	Yes, elected members are keen to see staff held to account, sometimes blaming staff for decisions they themselves are responsible for.	Sound
		<i>[comment partially redacted to protect identity]</i> has never considered holding the administration to account. The administrators run the show and the faction uses their numbers to approve anything. <i>[comment partially redacted to protect identity]</i> it appears that Melville Council has not performed a serious performance of its CEO for many years. The only requirement in the Act is that the Council can decide how it is done.	Under developed
		Through the FMARCC.	Mature
		Most Councillors haven't the financial skills to hold anyone financially accountable.	Evolving
		Very few questions are asked of management regarding financial matters but this may be due to the finances of the City being in good shape and strong budgetary management by the administration being in place.	Sound
		The FMARC Committee oversight role supports Council in understanding statutory reporting, financial information and accounting processes.	Sound
56	Council/Management Council members communicate their views effectively to management, giving clear guidance when it is needed.	Yes, elected members seek opportunities to do this but too often wait for a public forum instead of dealing with concerns privately.	Passable
		A council member cannot give guidance to staff. This can only be done through a resolution of the entire council.	Sound
		The majority do, but a couple clearly try to create issues for the city to try and undermine its effective performance so that they can continue to criticise the city for their own political gain.	Mature
		Individual elected members cannot request staff to undertake activities or investigate and report back on matters - such requests would be made through the Council meeting process as a Motion. This is appropriate as investigations and report back consumes resources and administration could not resource having individual requests coming from 13 elected members.	Passable

		Elected member requests conveying constituent requests or concerns are handled through an elected member request system.	Sound
		There is some opportunity for improvement in constructive behaviour	
		Elected Members are largely guided by Management's response to issues raised, with only a few requests supported by a strong opinion on what is required and feasible.	
57	Council/Management Management is forthright in their presentation of both "good" and "bad" news.	Yes, the bad news takes a little longer to filter through than the good news.	Sound
		Whilst management tries it's best, it is often hard to be forthright in presentation of bad news when that information is likely to be used against you.	Passable
		Yes and without fear of favour.	Mature
		Presentation of news is manipulated to suit the objectives of the CEO - if he wants to intimidate the Council then news is used <i>[comment partially redacted as was an accusation]</i> to individual councillors etc.	Evolving
		But by doing so administration are sometimes targeted as being the reason why things are unable to be done and a minority of the elected members use this to garner community support by vilifying the officers.	Sound
58	Integrity Issues Confidentiality surrounding council matters is maintained by all council members, with the Mayor/President being the principal spokesperson (along with the CEO as applicable) for the council and the local government.	Too often elected members have chosen to make themselves the spokesperson by contacting the press without provided their identity for publication.	Passable
		Confidential council matters and documents are often distributed to members of the public. <i>[comment partially redacted as it contained potential defamation]</i>	Under developed
		I do have evidence of an instance involving the leaking <i>[comment partially redacted as it contained potential defamation]</i> and material in the past has been leaked.	Sound
		<i>[comment partially redacted as it contained potential defamation]</i> is renowned for leaking damaging information about independent Councillors to <i>[comment partially redacted as it contained potential defamation]</i>	Passable

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		group of Facebook trolls. <i>[comment partially redacted as it contained potential defamation]</i> .	
		It is obvious at times that confidential information has reached outside groups or individuals. The information	Unable to assess
		It seems information that is confidential is often shared by certain members of council	Under developed
		The majority do, there clearly is one or two who deliver confidential information to outside interests.	Passable
		Confidentiality is not maintained by a minority of the elected members - again used as a tool to stoke community angst against the Council and administration.	Under developed
		There is opportunity for improvement	Passable
		Working quite well, although some confidential matters have been leaked to media by certain Elected Members	Passable
		There are times when it is clear that some Council members have spoken of confidential matters to community members or groups	Sound
59	Integrity Issues Council members represent the interests of electors, ratepayers and residents of the local government's district as a whole, and not their own interests or the sectional interests of their ward (as applicable) or of a particular sub-group.	A minority of council are hopelessly conflicted because of political and financial support affiliations.	Under developed
		<i>Comment redacted as was deemed immaterial</i>	Under developed
		<i>[comment partially redacted to protect identity of participant and a number of other participants]</i> Over the past few years Melville Council has rejected virtually all motions which have been carried by the community at Special Electors Meetings and Annual General Meetings. Many of these have been attended by many hundreds of ratepayers. In ignoring them they condescendingly state they "note the intent" of the motions. Some electors motions were not only ignored but Council then did the reverse to spite the public. This is a common tactic of the faction: ridicule the public as much as possible so that they give up or are too scared to engage in the democratic process. <i>[comment was</i>	Under developed

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		<i>partially redacted as it identified a number of participants]</i>	
		Certain EM's refer to "the community has spoken " when the reality is that the community in question are certain pressure groups. Such EMs act like <i>[comment partially redacted as it contained potential defamation]</i> .	Passable
		At least I do. <i>[comment partially redacted as it referenced potential defamation]</i>	Sound
		There are definitely councillors who think it is their job to represent only those who approach them.	Under developed
		There are few in the council that represent a group of ratepayers and serve to antagonise the other group that do that same.	Under developed
		The majority do, but unfortunately there are those who clearly are one issue individuals and should not be on council.	Passable
		The majority do but again the same minority as engage in disruptive behaviours simply do not and are explicit in stating their opposition to this obligation.	Under developed
		Local issues of a short term nature appear to dominate discussions, with personal bias (rather than common good in the longer term) demonstrated regularly	Evolving
		Most would have a mature level, however some obviously by behaviour champion the interests of some minority community groups	Passable
60	Integrity Issues Where potential for conflicts of interest arise for council members, they are handled appropriately including compliance with: - statutory requirements for disclosure of financial and personal interests (direct and indirect) - policies, procedures and standing orders (as applicable) as to meeting attendance, disclosure, deliberations and voting.	There was an instance where it is debatable whether a number of councillors <i>[comment partially redacted as it references potential wrongdoing in regards to declaration of interests]</i> . Some council members do not declare correctly and deliberately do this to stay and vote.	Sound Sound
61	Council Committees The number and types of committees established to assist the council (council	There are just two committees which is appropriate in how they function as the full council have monthly	Mature

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	committees) are appropriate for the local government.	Agenda Briefing Forums and Ordinary Meetings of Council.	
		There are committees but they are not run appropriately. The Governance Committee has only met when there was a change of CEO.	Evolving
		Tends to be too many useless committees that achieve nothing much but to keep poorly performing Councillors occupied.	Passable
		Some committees are just social events for members of the public and achieve very little, they need to be reviewed.	Sound
		There are only two standing committee's which appear to be working effectively	Mature
		Some consideration could be given to informal forums to gather community input on strategic initiatives major projects.	Sound
62	Council Committees The current delegation of powers and the terms of reference applicable to each council committee are appropriate.	Evidence of too extensive delegation of powers to the officers, particularly in planning DAs. Active officer attempts to push delegated authority well beyond the scope of the written delegated authority.	Under developed
63	Council Committees The size and skills/experience mix of each council committee is appropriate.	Highly unlikely.	Evolving
		Very difficult to get appropriate community members to become involved, subsequently you often have to take whomever applies with substandard results.	Passable
		Selection is not based on skills and experience relevant to the areas covered.	Passable
64	Council Committees Each council committee discharges its responsibilities effectively.	<i>Comment redacted as was deemed immaterial</i>	Mature
		Highly unlikely	Evolving
		Some committees should be disbanded as they are not achieving measurable results.	Passable
		Some deferrals have occurred over the last 12 to 18 months, but on the whole is working satisfactorily.	Passable
65	Induction & Professional Development New council members receive suitable education and orientation on the local government and its key issues.	Having spoken to several councillors at other metro local governments I believe that Melville offers one of the best in house training programs for new councillors.	Mature

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		This is a serious problem in the entire local government sector. Administrations and the likes of WALGA are feeding new Councillors very misleading information about their true roles as prescribed by the Local Government Act. It is common to find that new Councillors are intimidated by very experienced administrators and misled about what they can and can't do. A culture exists in the local government sector that administrators look down on Councillors (and in Melville this meant literally when it comes to the Council chambers) as rubber stampers. At Melville, Councillors are told that it is an offence to disagree with the information that has been placed in front of them by the administration <i>[comment partially redacted as it identifies participant]</i>. The line where what is and what should be has been pushed far in favour of the administrators. The culture of Melville, particularly under the last CEO, was that he was in charge and that he failed to understand in any capacity that he was actually a public servant. This was highlighted when he called himself a "government official". WALGA appear to not be a suitable trainer and are seriously conflicted by their relationships with LG Professionals. They are not the regulator, they are not elected nor work for an elected body. Recent changes to their courses concerning Councillors behaviour is a serious alarm bell.	Under developed
		The CoM provides new elected members with an extensive induction program.	Mature
		In the main, however there is a significant element of indoctrination rather than education. Interpretation of Councillor roles & responsibilities is somewhat biased in favour of the officers' interpretations.	Passable
		Needs to be upgraded, as new members are often straight into issues with little background, perhaps a briefing on local or high interest items should have a lead in for new members.	Passable
66	Induction & Professional Development Councillors receive suitable ongoing professional development to enhance their capabilities as council members.	The city offers a variety of external education opportunities such as the AICD Company Directors course and the Diploma offered by WALGA as well as an allowance for external training and conferences of councillors choice.	Mature

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		Yes, there is a WALGA local government diploma that is freely available to all members.	Mature
67	Community The council addresses the image of the local government it wishes to promote to the community and as part of its monitoring and oversight responsibilities, holds management accountable to implement and report on the promotion of that image.	A minority of elected members are committed to destroying the image of the City and are supported by the media in their quest to do so.	Under developed
		The conflict within the council makes it difficult to determine what image it wishes to promote to the community. Being more unified management has an easier task but it is difficult for the council to hold management to account for the previous reason.	Evolving
		Certain EMs have their own self serving agenda.	Sound
		The Council image or brand is largely based on a false facade! They don't fool the public who see right through the facade.	Evolving
		This is a loaded question and there are many variables, but essentially the City maintains consistent information regarding projects, activities and decisions of Council on the different media for most part.	Passable
		The disruptive elected members appear to have no concern whatsoever for the image of the City and actively seek to shed the City in a bad light in order to meet their political objectives.	Under developed
		There is opportunity for improvement in the operation of Council as a team otherwise there is potential reputational risk	Passable
		Some resetting of image/brand is required and Elected Members will be important to engage with the community as part of this process.	Passable
		The Council is not united in this matter and sends mixed messages to community	Passable
68	Community The council engages effectively with the local government's community, including ensuring there is a process in place that provides opportunities for the council and the community to discuss ideas and concerns.	The processes implemented by management for officers to engage with the local community are good but the opportunities for the council to engage are limited.	Passable
		The CoM has developed a strong suite of community engagement strategies to include all stakeholders	Mature

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		Very poor performing in community consultation	Under developed
		Community consultation and information feed can always be reviewed and improved.	Sound
		The Council being the 13 Elected Members do not as a body engage with the public - as individual elected members they will have one on one engagements with residents. There has been a large number of special electors meetings held in which the community make their views know to the Council however these are one way meetings where the community members who call these meetings generally hold one point of view which they wish to tell the Council about and is not an effective engagement mechanism. The administration engages with the community on a regular basis however engagement is an area where Customer Perception Survey scores are low.	
		There are diverging views on prominent/sensitive issues that has impacted on this aspiration.	Passable
		The City has a developed engagement framework and approach. When this is reported on in Council in regard various Reports, it is sometimes challenged when the outcome is not what an individual Councillor may support	Passable
69	Community The council takes appropriate steps to help ensure that the local government's community has been properly consulted in the development of the local government's Community Strategic Plan.	<i>[comment partially redacted to protect identity]</i> . In fact it was difficult not to laugh when reading it given Melville Council has engaged in multimillion dollar business deals with no consultation whatsoever. This is in addition to their ignorance of the community in regards to urban planning and services.	Under developed
		The CoM first long term Community Community Plan "People, Places, Participation" from 2007 evolved from Melville Visions lengthy community consultation process from 2005-2006 based on the then state gov't "Dialogue With the City." There has been extensive community input.	Mature
		not really effective community consultation. Any community feedback is either ignored if it doesn't support	Evolving

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		the officers' views or misrepresented to support the officers' view.	
		Yes, multiple opportunities are provided for the community to become involved.	Mature
		The City undertook a wide ranging community engagement exercise during the development of the current Strategic Community Plan. A four yearly review is due to take place soon.	Sound
		There are stakeholder engagement plans and processes in place, however improved implementation will be more effective.	Sound

Appendix B

Responses to Supplementary Questions

The following comments were made by survey participants in response to two free text questions asked at the end of the survey.

What further suggestions, if any, do you have regarding ways that the council could be more effective in performing its role?

Council Members

- Nothing to add under the current attack on the City and on local government generally.
- It is important to note that that there is no legal requirement for the Agenda Briefing Forums to be held in public but the CoM does.
There is no legal requirement for the Council to accept deputations , but the CoM does.
There is no legal requirement to have a public question time at the ABF's but the CoM does.
It can be argued that the CoM Council can be more effective by sticking to the black letter of the LG Act.
- Implement Citizen Centric decision making rather than focusing on City's operational issues.
- To begin with, I never use the highest "score" for any survey because I believe that nothing can be that perfect at all times. I know that the city responds quickly and effectively if and when problems or misunderstandings occur and Council is informed and advised in a timely and efficient manner. Elected members have issues and queries dealt with within a reasonable timeframe eg: residents' complaints, queries; Councillors' observations or need for information. In my experience, the officers respond and advise readily on issues that arise and I also see that at times, certain Councillors don't appreciate the operational boundary, which is a training and information issue.
- I don't like to be negative, but I think we've tried everything to work together better, but some councillors just don't want to work together better. Some elected members seems to like the 'us and them'. I think the mayor needs to take a more constructive approach and perhaps meet individually with elected members on a regular basis to ascertain their objectives and frustrations.
- I think currently only some councillors are getting all of the information.
There needs to be greater transparency in dealings of knowledge from mayor to councillors.
- Have the ability to call in the standards panel to view council and other meetings to view behaviour. Ensure council members must fill out a personal profile within a week of being elected, this profile must include current employment and whether or not the member owns rate-able property in the council area, the public have the right to know who the council members actually are.

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What further suggestions, if any, do you have regarding ways that the council could be more effective in performing its role?

Mgmt.

- Administration could improve the understanding of elected members by involving them earlier in the decision making process rather than only involving them when the final decision needs to be made.
- Elected members could aid the City to be more effective if they engaged more positively with each other and realised that when tearing each other apart and showing disrespect to each other and in some cases the administration that they are damaging the brand and the trust the community have in the City.
- Team building program focussed on achieving consensus on strategic direction
 - The current environment in Council meetings is difficult. There is a lack of respect between some members of the community and the elected members which does have an impact on the decision making of Council. Community members certainly have a right to voice their opinion on matters and issues but it has been a difficult period for the City to manage.
- As management and Council we need to improve the process around the way consultation is used for major decisions so that we are not stopping projects after significant work has been completed. This is not a good outcome for the community or Council.
- I also think we need to involve and engage with our key stakeholders in a much more strategic way. The City needs to engage with key government agencies, politicians and other interest groups to share ideas and discuss solutions to issues impacting the City.
- Increased focus on Elected Member training, more collaborative sessions between EMs and Management on strategic issues and major challenges, increased levels of trust and respect.
 - Team building opportunities may assist with identification of behaviours that are constructive and helpful. It is challenging when a small group view their role as oppositional and continue to act in this way. It is challenging when this is underpinned by political differences.

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If you were to propose three governance topics for a council discussion surrounding this review, in order of priority (the most important topic first), what would those topics be?

Council Members

- Working together collegially
Engaging with stakeholders
Long term financial planning
 - Holding the CEO to account for false and misleading information that is provided to the Council by the administrators.
Holding the CEO to account for wasting Councillors time on standards panel complaints, bias, non compliance with the Local Government Act.
Overhaul the culture that exists in the administration and bring it towards something that resembles public service.
 - 1- How to best represent the Melville district as a whole.
2 - How to best explain that the decision making process is to serve the District as a whole.
 - 1. Council disfunction
2. Ethics & bias
3. Diversity of opinions.
 - For the City of Melville, certain individuals need to be reminded that they are representing the whole of the City as well as taking care of their local community (ward).
Officers (especially planning officers) and Elected members sometimes lose sight of the big picture and forget or neglect the unforeseen circumstances of their decisions. I recognise that we shouldn't be "politically motivated" in analysis and decision-making, but sometimes we need to assess from the "community" perspective as well as the regulations and codes. Our training must emphasise the boundaries of responsibilities ie: what we can and can't do in performing our roles. That includes respecting the limitations of our "powers" and respecting the Administration's powers and responsibilities.
 - 1. How to have respectful discussions and maintain an open mind
2. How we can improve engagement and perception of engagement
3. How to reduce the length of our meetings without restricting healthy debate
 - Accountability - the need to hold the mayor, and councillors to task for behaviour breaches in respect to abuse of the code of conduct through social media. Flying very close to the line. One rule for same, different for others.
- Transparency - decision making
- 1. Councillor standards with regard to experience and to govern for the whole community.
2. Real penalties for those Councillors who do not adhere to meeting standards.
3. Constant overview of conflicts of interest to ensure quality governance

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If you were to propose three governance topics for a council discussion surrounding this review, in order of priority (the most important topic first), what would those topics be?

Mgmt.

- 1/ Appropriate decision making processes for elected members i.e. what factors should elected members take into account when considering a matter for decision including the reports and advice from officers - community views (from both sides of the argument) - listening to the debate from their fellow elected members and then after having heard all of that make a decision that is balanced.
- 2/ How to contribute constructively to the running of an efficient and effective council meeting process.
- 3/ Understanding the factors which enable a Council to work strategically on planning for the future of the City.
- Consensus on strategic direction
- Prioritisation of key projects
- Team building
- The model for community consultation for key City projects needs discussions and agreement. Perhaps as a governance issue the proposed consultation for a major project should be discussed and agreed up front so that this does not become an issue later in the project.

The City needs to work better with its key stakeholders and the management should develop a stakeholder engagement plan to improve the way we communicate and collaborate with key government agencies, politicians and other interest groups.

Improve the understanding of the role of Council versus the role of elected members including the principles by which the Council and Management operate

- 1. How to operate as an effective board (AICD course)
- 2. Communication and collaboration
- 3. Understanding team and personality profiles
- The operation of the Council as one team and the importance of supporting decisions once made by the Council.
- The importance of representing the whole City and not a Ward or particular interest groups

Appendix C

The below tables outline the highest and lowest scoring statements for each group.

Lowest Scoring Statements

Group	Statement	Average Score
Council Members	33¹⁸ Council Culture & Dynamics The council acts as a co-ordinated and cohesive team, with an effective working relationship among members, in the pursuit of the local government's goals.	2.09
	59 Integrity Issues Council members represent the interests of electors, ratepayers and residents of the local government's district as a whole, and not their own interests or the sectional interests of their ward (as applicable) or of a particular sub-group.	2.18
	40 Council Culture & Dynamics Once council decisions are made they are supported by all council members, including those members who may have expressed a contrary view during deliberations.	2.27
	15 The Council & the CEO The Mayor/President and, more generally, the council work constructively to support the CEO and to assist the CEO in being sufficiently motivated in serving the local government.	2.36
	3 Individual My fellow council members and I deliberate in ways that show we each exercise independent judgement.	2.45
	36 Council Culture & Dynamics Council members show tolerance and respect in relationships at all levels in the organisation, and a willingness to consider other people's views.	2.45
	39 Council Culture & Dynamics Council members demonstrate an ability to accept challenge from others, manage interpersonal conflict, and actively work towards closure of issues when deliberating.	2.45
Management	40 Council Culture & Dynamics Once council decisions are made they are supported by all council members, including those members who may have expressed a contrary view during deliberations.	2.20
	33 Council Culture & Dynamics The council acts as a co-ordinated and cohesive team, with an effective working relationship among members, in the pursuit of the local government's goals.	2.40
	34 Council Culture & Dynamics Council meetings occur in an open, non-threatening and constructive environment.	2.40
	36 Council Culture & Dynamics Council members show tolerance and respect in relationships at all levels in the organisation, and a willingness to consider other people's views.	2.40

¹⁸ This refers to the statement number.

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Group	Statement	Average Score
	42 Council Meetings The duration of council meetings is appropriate.	2.60
	59 Integrity Issues Council members represent the interests of electors, ratepayers and residents of the local government's district as a whole, and not their own interests or the sectional interests of their ward (as applicable) or of a particular sub-group.	2.60
	67 Community The council addresses the image of the local government it wishes to promote to the community and as part of its monitoring and oversight responsibilities, holds management accountable to implement and report on the promotion of that image.	2.60

Highest Scoring Statements

Group	Statement	Average Score
Council Members	6 Role of the Council I have a clear understanding of the role of the council and how this differs from the roles of the CEO and management.	4.91
	1 Individual I am clear about my role on the council, including with respect to representing the interests of electors, ratepayers and residents of the local government's district as a whole.	4.73
	45 Council Meetings A clear and accurate record of each council meeting's proceedings and decisions is maintained.	4.36
	46 Council Information Meeting papers provided to the council by management suggest that preparers understand the role, responsibilities and needs of council members.	4.27
	13 Risk The council, with the assistance of an audit committee, maintains appropriate oversight of the risk arrangements that have been established for the local government.	4.18
	22 Performance Focus The council has put in place appropriate reporting systems whereby it is regularly informed by management about how the local government is tracking against its performance measures.	4.18
Management	6 Role of the Council I have a clear understanding of the role of the council and how this differs from the roles of the CEO and management.	4.80
	41 Council Meetings The frequency of council meetings is appropriate.	4.60
	45 Council Meetings A clear and accurate record of each council meeting's proceedings and decisions is maintained.	4.60
	47 Council Information I understand what is required of me when preparing reports for the council, including council expectations and the intended usage of the reports.	4.60

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Group	Statement	Average Score
	52 Council Information In circumstances where I am expected to act on council decisions, there is clear communication to me (whether directly by the council or through management) regarding the outcome of papers I prepared or presentations I delivered.	4.60
	60 Integrity Issues Where potential for conflicts of interest arise for council members, they are handled appropriately including compliance with: - statutory requirements for disclosure of financial and personal interests (direct and indirect) - policies, procedures and standing orders (as applicable) as to meeting attendance, disclosure, deliberations and voting.	4.60
	61 Council Committees The number and types of committees established to assist the council (council committees) are appropriate for the local government.	4.60

Appendix D

Survey Results by Participant Group

The following is a list of the governance areas presented to each group of participants in the survey, together with average scores based on participant responses. We have included the average scores received from the council group and the management group, and a comparison of differences between the two groups (where applicable). In some cases only one group received a statement for assessment.

	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
1 ¹⁹	Individual Council Members I am clear about my role on the council, including with respect to representing the interests of electors, ratepayers and residents of the local government's district as a whole.	4.73	4.20	-	-
2	Individual Council Members My fellow council members and I behave in ways that demonstrate we understand our duties and responsibilities as council members, including those under the Local Government Act 1995 (WA).	2.91	3.44	-	-
3	Individual Council Members My fellow council members and I deliberate in ways that show we each exercise independent judgement.	2.45	3.86	-	-
4	Individual Council Members My fellow council members and I, in satisfying our duties and discharging our responsibilities, have a good appreciation of the local government's mandate, and its operations and affairs.	3.00	3.57	-	-
5	Individual Council Members My fellow council members and I arrive well prepared for council meetings, with it being apparent that we have read and considered meeting papers in advance of the meeting.	3.00	3.62	-	-
6	Role of the Council I have a clear understanding of the role of the council and how this differs from the roles of the CEO and management.	4.91	4.49	4.80	4.59

¹⁹ This refers to the statement number.

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
7	Role of the Council The council performs its role in an effective manner, including with respect to: - governing the local government's affairs - accepting responsibility for the performance of the local government and its functions generally - being accountable to the community and to the Local Government Minister (as applicable).	2.91	3.83	3.20	3.51
8	Role of the Council The council ensures that comprehensive policies and processes are developed to meet the local government's governance needs and statutory compliance obligations.	3.64	3.84	4.20	3.56
9	Strategy The council devotes sufficient time and critical attention to approving, monitoring and assessing the on-going appropriateness of the local government's strategic direction, including long term strategic and financial planning.	3.64	3.78	3.40	3.19
10	Strategy The council receives the right quality and quantity of information when approving, monitoring and assessing the effectiveness of the local government's strategic and financial planning.	3.82	3.75	4.40	3.83
11	Strategy The council has ensured that the local government's strategic vision has been clearly articulated and well communicated to the community and other stakeholders.	3.18	3.51	3.60	3.37
12	Risk The council, with the assistance of an audit committee, has overseen the establishment of a risk framework, policies and procedures for the local government that collectively help to ensure potential risks are appropriately identified and dealt with.	4.00	3.80	4.40	3.28
13	Risk The council, with the assistance of an audit committee, maintains appropriate oversight of the risk arrangements that have been established for the local government.	4.18	3.79	4.20	3.23

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
14	The Council & the CEO The current delegation of powers to the CEO is consistent with the council's desired policy outcomes and with local government regulatory requirements.	3.45	4.07	-	-
15	The Council & the CEO The Mayor/President and, more generally, the council work constructively to support the CEO and to assist the CEO in being sufficiently motivated in serving the local government.	2.36	3.86	-	-
16	The Council & the CEO The council has processes in place which help to ensure that the CEO is accountable to the council for the performance of his or her role.	3.91	3.94	-	-
17	The Council & the CEO The Mayor/President and CEO have a productive and constructive working relationship.	3.82	4.02	4.20	3.99
18	The Council & the CEO The CEO is generally receptive to direction and feedback from the council and implements the decisions of the council on an effective basis.	3.91	4.01	-	-
19	The Council & the CEO The council, perhaps with the assistance of a committee, has an appropriate CEO succession plan in place that helps to ensure continuity in the management of the local government's activities.	2.64	2.34	-	-
20	Performance Focus The council has a clear understanding of the main factors that drive the performance (both financial and non-financial) of the local government.	2.91	3.60	3.80	3.25
21	Performance Focus The council has approved suitable financial and non-financial measures of the local government's performance, having regard to the local government's strategic objectives and planning (including financial).	3.91	3.77	4.20	3.31
22	Performance Focus The council has put in place appropriate reporting systems whereby it is regularly informed by management about how the local government is tracking against its performance measures.	4.18	3.81	4.20	3.44

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
23	Council Size & Mix The council comprises an appropriate mix of skills, experience and perspectives, particularly having regard to the local government's needs and strategies.	3.09	3.84	3.20	3.35
24	Council Size & Mix All current council members bring valuable skills and experience to the council.	2.82	3.80	3.00	3.23
25	Council Size & Mix The council has appropriate policies and practices to help ensure, to the degree practical, that the performance of the council is not adversely impacted as a consequence of changes in its membership.	3.27	3.61	4.00	3.42
26	Council Competencies The council is sufficiently engaged with and knowledgeable of the local government's assets, facilities, services, functions and community activities, including the opportunities and challenges affecting each of these.	3.55	3.70	3.80	3.27
27	Council Competencies The council keeps abreast of trends and issues that are likely to materially impact on the ability of local government to achieve its strategic plan.	3.36	3.64	3.40	3.30
28	Council Competencies Council members have the necessary skills to both ask probing questions and provide guidance to management.	2.91	3.51	2.80	3.05
29	The Mayor/President The Mayor/President has the trust, confidence and respect of the council and key stakeholder groups of the local government.	2.55	3.76	3.20	3.59
30	The Mayor/President The Mayor/President conducts council meetings effectively, including maintaining focus, encouraging participation and helping to ensure meeting business is dealt with appropriately.	3.55	3.97	3.80	3.73
31	The Mayor/President The Mayor/President acts effectively as the council's representative with both internal and external stakeholders.	3.45	3.96	3.60	3.83
32	The Deputy Mayor/Deputy President The Deputy Mayor/Deputy President acts effectively when authorised to perform the functions of the Mayor/ President.	3.27	3.84	3.60	3.65

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
33	Council Culture & Dynamics The council acts as a co-ordinated and cohesive team, with an effective working relationship among members, in the pursuit of the local government's goals.	2.09	3.48	2.40	3.05
34	Council Culture & Dynamics Council meetings occur in an open, non-threatening and constructive environment.	2.73	4.04	2.40	3.75
35	Council Culture & Dynamics Council members constructively contribute their skills and experiences during council deliberations, and a preparedness to share the workload with other council members.	2.91	3.61	2.80	3.32
36	Council Culture & Dynamics Council members show tolerance and respect in relationships at all levels in the organisation, and a willingness to consider other people's views.	2.45	3.63	2.40	3.38
37	Council Culture & Dynamics Council members maintain appropriate and effective working relations with management and other employees of the local government.	2.91	3.84	3.40	3.50
38	Council Culture & Dynamics Council members demonstrate the ability to communicate, raise and debate issues or express contrary views, in ways that are both cordial and constructive.	2.55	3.76	3.00	3.42
39	Council Culture & Dynamics Council members demonstrate an ability to accept challenge from others, manage interpersonal conflict, and actively work towards closure of issues when deliberating.	2.45	3.60	3.00	3.24
40	Council Culture & Dynamics Once council decisions are made they are supported by all council members, including those members who may have expressed a contrary view during deliberations.	2.27	3.48	2.20	3.17
41	Council Meetings The frequency of council meetings is appropriate.	4.09	4.38	4.60	4.40
42	Council Meetings The duration of council meetings is appropriate.	2.91	4.19	2.60	4.02
43	Council Meetings Council agendas are well constructed, including with regard to issue prioritisation and time allocation.	3.64	4.03	4.00	4.05

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
44	Council Meetings The council uses the time it has available in meetings effectively, with most of the time being allocated to the most important issues.	2.82	3.94	2.80	3.52
45	Council Meetings A clear and accurate record of each council meeting's proceedings and decisions is maintained.	4.36	4.33	4.60	4.47
46	Council Information Meeting papers provided to the council by management suggest that preparers understand the role, responsibilities and needs of council members.	4.27	4.06	-	-
47	Council Information I understand what is required of me when preparing reports for the council, including council expectations and the intended usage of the reports.	-	-	4.60	4.43
48	Council Information Meeting papers are sufficiently succinct without information overload.	4.60	3.89	-	-
49	Council Information Meeting papers demonstrate a high degree of intellectual rigour being applied in their preparation, including well-reasoned points.	4.00	3.93	-	-
50	Council Information Papers are provided sufficiently in advance of meetings to enable proper council consideration.	3.55	3.78	-	-
51	Council Information Where it is appropriate, the council is kept informed of material matters between meetings.	3.82	3.71	4.40	4.22
52	Council Information In circumstances where I am expected to act on council decisions, there is clear communication to me (whether directly by the council or through management) regarding the outcome of papers I prepared or presentations I delivered.	-	-	4.60	4.16
53	Council/Management The council does not stray into operational matters which should be handled by management.	3.64	3.66	3.40	2.82
54	Council/Management The relationship between council members and management is a constructive one that is conducive to the local government delivering on its strategy.	3.09	3.84	3.40	3.56

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
55	Council/Management The council holds management to account with respect to the local government's finances and resources and their use and application.	3.64	3.90	4.20	3.94
56	Council/Management Council members communicate their views effectively to management, giving clear guidance when it is needed.	3.50	3.74	3.40	3.33
57	Council/Management Management is forthright in their presentation of both "good" and "bad" news.	3.55	3.98	4.40	4.08
58	Integrity Issues Confidentiality surrounding council matters is maintained by all council members, with the Mayor/President being the principal spokesperson (along with the CEO as applicable) for the council and the local government.	2.80	3.79	2.80	3.49
59	Integrity Issues Council members represent the interests of electors, ratepayers and residents of the local government's district as a whole, and not their own interests or the sectional interests of their ward (as applicable) or of a particular sub-group.	2.18	3.75	2.60	3.12
60	Integrity Issues Where potential for conflicts of interest arise for council members, they are handled appropriately including compliance with: - statutory requirements for disclosure of financial and personal interests (direct and indirect) - policies, procedures and standing orders (as applicable) as to meeting attendance, disclosure, deliberations and voting.	3.64	4.19	4.60	3.97
61	Council Committees The number and types of committees established to assist the council (council committees) are appropriate for the local government.	3.73	3.71	4.60	3.69
62	Council Committees The current delegation of powers and the terms of reference applicable to each council committee are appropriate.	3.64	3.84	4.40	3.66
63	Council Committees The size and skills/experience mix of each council committee is appropriate.	3.45	3.78	4.20	3.51

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	Statement	Council Member Average Score	Council Member Benchmark Score	Mgmt. Average Score	Mgmt. Benchmark Score
64	Council Committees Each council committee discharges its responsibilities effectively.	3.73	3.75	4.20	3.51
65	Induction & Professional Development New council members receive suitable education and orientation on the local government and its key issues.	3.91	3.46	-	-
66	Induction & Professional Development Councillors receive suitable ongoing professional development to enhance their capabilities as council members.	4.09	3.65	-	-
67	Community The council addresses the image of the local government it wishes to promote to the community and as part of its monitoring and oversight responsibilities, holds management accountable to implement and report on the promotion of that image.	2.73	3.49	2.60	3.37
68	Community The council engages effectively with the local government's community, including ensuring there is a process in place that provides opportunities for the council and the community to discuss ideas and concerns.	3.18	3.58	3.40	3.42
69	Community The council takes appropriate steps to help ensure that the local government's community has been properly consulted in the development of the local government's Community Strategic Plan.	3.64	3.90	4.20	3.77
Average Score Across All Statements		3.36	3.79	3.65	3.59

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