



## GOVERNANCE IMPROVEMENT PLAN 2023/2024

Endorsed at OMC Held 15 August 2023

Updates Endorsed at OMC held 20 February 2024 (Blue Text)

### SUMMARY

In early March 2023, the City of Melville received correspondence from the Department of Local Government the outlining a number of governance concerns.

A briefing from representatives from the Department of Local Government (the Department) to Elected Members and relevant staff was held on 27 April 2023. Following the Briefing the concerns and initiatives were grouped as follows:

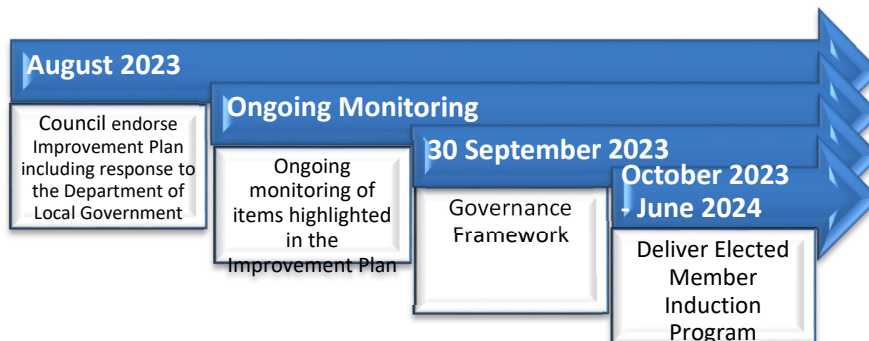
- Opportunities for Improvement includes process improvements that have already been implemented and those planned, that specifically address the concerns raised in the Department of Local Governments correspondence.
- Refreshed and Comprehensive Elected Members Induction Program for implementation as part of the 2023 Local Government Elections. A key focus of the discussions was more breadth and depth of training could be provided to better induct Elected Members into the role of Councillor. The refreshed program has a strong focus on the promotion of formal qualifications and specific training opportunities to provide foundation skills earlier in an Elected Members term of office.
- Development of a Governance Framework to ensure roles and responsibilities are clearly understood and to provide guidelines and standards expected of Elected Members and employees to achieve good governance through concepts such as compliance, community participation, ethical conduct, transparency, accountability and ongoing performance management.

Responses to the initiatives were presented and discussed with Elected Members at an Elected Member Engagement Session on 27 June 2023, with a joint response from the Mayor and CEO was provided to the Department on the deadline of 30 June 2023.

The joint response covers the following three key points:

- Response to the concerns raised
- Development of Governance Framework
- Updated Elected Member Induction Program and Training Opportunities

The timeline to implement these initiatives is through to June 2024:



An overview of each concern and the status as of 30 June 2023 is provided below:

CONCERN	STATUS
1) Lack of formalised process for dealing with council member behavioural complaints	Complete
2) Inappropriate questioning of staff by council members during council meetings and at other times	Monitoring
3) Inappropriate council member conduct and behaviour toward other council members, and administration staff	Monitoring
4) Council members involvement in operational matters	Monitoring
5) Number of items for council meetings deferred by council	Monitoring
6) Inappropriate interactions from members of the community with council members and administration staff	Monitoring
7) Appropriateness of council member motions	Monitoring
8) Increasing costs for legal advice and legal services	Monitoring
9) Duration of council meetings	Monitoring
10) (2b) Protocols for communication, council member queries and requests for information, including ensuring the Council adhere to Respectful discussion and debate and appropriate and professional interactions with the CEO and Administration Staff (2c) Ensuring that meeting procedures, standing orders and behavioural codes of conduct are understood and followed by all Persons attending meetings of Council and other such forums (2d) ensuring there is clarity and understanding of the distinction between the functions and role of the Council, Council Members and City Administration Staff.	Monitoring
11) (2e) a Commitment from Council to 'buy-in' and work collegiately for the betterment of the City's community and district	Monitoring
12) the Council Commits to the release of the Final Weir Legal and Consulting Report on the Review of Building and Planning Complaints at the City of Melville in entirety and the City's process in implementing the recommendations	Completed

## **CONCERNS RAISED BY THE DEPARTMENT OF LOCAL GOVERNMENT**

In early March 2023, the City of Melville received correspondence from the Department of Local Government the outlining a number of governance concerns.

- lack of formalised process for dealing with council member behavioural complaints.
- inappropriate questioning of staff by council members during council meetings and at other times.
- inappropriate council member conduct and behaviour toward other council members, and administration staff.
- council members involvement in operational matters.
- number of items for council meetings being deferred by Council.
- inappropriate interactions from members of the community with council members and administration staff.
- appropriateness of council member motions.
- increasing costs for legal advice and legal services.
- duration of council meetings.

The Department requested that the City provide a response to the concerns raised addressing:

1. responds to, and provides information addressing DLGSC's concerns as outlined during the Meeting, and subsequently in this letter;
2. identifies an approach and strategy for the City to priorities and improve its governance practices, including by not limited to:
  - a. procedures for managing council member behavioural complaints;
  - b. protocols for communication, council member queries and requests for information, including ensuring that council adhere to respectful discussion and debate, and appropriate and professional interactions with the CEO and administration staff;
  - c. ensuring that meeting procedures, standing orders and behavioural codes of conduct are understood and followed by all persons attending meetings of Council and other such forums;
  - d. ensuring there is clarity and understanding of the distinction between the functions and roles of the Council, council members, the CEO and City administration staff; and
  - e. a commitment from Council to 'buy in' and work collegiately for the betterment of the City's community and district, and
3. the Council commits to release the final Weir Legal and Consulting Report on the Review of Building and Panning Complaints at the City of Melville in entirety and the City's progress in implementing the recommendations.

A briefing with representatives from the Department of Local Government was held on 27 April 2023. Discussion centred on the Department's overarching concerns:

- Behaviour Complaints Process
- Legal Expenditure
- Council Member Conduct
- Interactions with the Community
- Council Meetings

Following the briefing session, a number of key initiatives were developed to address the matters contained in the Department's correspondence and matters raised at the briefing session. These initiatives include:

- Opportunities for Improvement includes process improvements that have already been implemented and those planned, that specifically address the concerns raised in the Department of Local Governments correspondence.
- Refreshed and Comprehensive Elected Members Induction Program for implementation as part of the 2023 Local Government Elections. The refreshed program will have a strong focus on the promotion of formal qualifications and specific training opportunities to provide foundation skills earlier in an Elected Members term of office. The initial concepts around these training opportunities are detailed in the relevant attachment.
- Development of a Governance Framework to ensure roles and responsibilities are clearly understood and to provide guidelines and standards expected of Elected Members and employees to achieve good governance through concepts such as compliance, community participation, ethical conduct, transparency, accountability and ongoing performance management. It will also set out the roles of Elected Members, management and employees of the City of Melville and their relationships, along with financial, legal and ethical responsibilities that impact individuals and the organisation.

The response was initially required by 28 April 2023, however a Briefing from representatives of the Department was held on 27 April 2023 and an extension was granted to 30 June 2023.

The City responded to the Department's concerns on 30 June 2023, with the Department responding on 12 July 2023, seeking a Council resolution to adopt and endorse the improvement plan and outlined initiatives.

The City of Melville Governance Improvement Plan 2023/2024 was presented to the Council for consideration at the 15 August 2023 Ordinary Meeting of Council, where the following was resolved:

"That the Council adopt and endorse the City of Melville Governance Improvement Plan 2023/2024 and confirms its commitment to working in a collaborative manner to ensure the good governance for the community of the City of Melville and the local government sector as a whole.

Carried 10/3"

Further correspondence was received from the Department of Local Government, dated 31 October 2023, in which the Department requested further consideration and/or action by the City as follows:

- Communication – Council member queries and request for information. Council to adhere to respectful discussion and professional interactions with CEO and staff.
  - Develop policy and process for information requests between council members and CEO (communication protocols)
  - Consider including questions and answers in Agenda Briefing Forum notes.
  - Consider providing answers to question taken on notice at the Agenda Briefing Forum in the OCM report and elected member portal.
- Clarify meeting procedures, standing orders and behaviour codes of conduct.
  - Council members with presiding member responsibilities to undertake training on meeting procedure compliance and how to manage inappropriate questions.
  - All council members to undertake training on meeting procedures and appropriate meeting participation.

- Employees involved in council meetings to receive training on how to apply and interpret meeting procedures.
- All council members and employees involved in council meetings to be informed and aware of processes for making behavioural complaints and minor breach complaints where relevant.
- Investigate reasons behind continued deferred items at OCM's and identify avenues for improving the rate of deferrals (investigation to consider including a survey from CEO to council members).
- Ensuring there is clarity and understanding of the distinction between the functions and roles of the Council, council members, the CEO and administration staff.
  - Council members to receive training on roles and responsibilities on induction (likely to be in the form of a session facilitated by the DLGSC)
  - Councilmembers to received training on their roles and responsibilities including how to obtain information relevant to their role without becoming involved in operational matters.
  - Council members to educate and inform community members who request intervention and assistance with operational matters of their inability to intervene to ensure community expectations are clarified.
  - Review City's governance framework to determine whether it meets the needs of council to effectively undertake their decision-making role.
- Commitment from council to 'buy in and work collegiately for the betterment of the City's community.
  - The CEO to investigate whether any actions within the City's control could limit the further increases in legal expenditure
  - Council members to be offered, and encouraged to participate in, team building exercises to build collegiality (as part of their induction and on an ongoing basis).
  - Consider introducing a mentoring program between council members or with other local governments to improve culture.
  - Completion of all actions related to council.

The Department requested that the City consider the additional requests and provide a response by 30 November 2023.

On 29 November 2023, the new Chief Executive Officer wrote to the Department of Local Government advising of the new Elected Member Group resulting from the October 2023 Local Government Elections, and providing information on the Council endorsed Key Performance Indicators through to 30 May 2024.

In addition to this an extension was requested to provide a response to the Department until 29 February 2023.

On Monday 4 December 2023, Mr Tim Frazer, Executive Director Local Government, and Mr Mustafa Yildiz, Director of Local Government Support and Engagement met with Elected Members (via Zoom) to briefing speak to the additional matters being raised and respond to any questions.

The additional items requested for consideration and action as contained in the Department's correspondence of 31 October 2023 have been incorporated into the original response document below.

**Response to Matters Contained in Department Correspondence and Opportunities for Improvement**

<b>Concern 1 – Lack of Formalised Process for Dealing with Complaints</b>	
Information	<p>The City of Melville Conduct Committee was established, including Terms of Reference, by resolution of the Council its Ordinary Meeting held 21 March 2023 - <a href="#">Minutes – OMC 21 March 2023</a> (pg 89). The Council Policy CP-118 Code of Conduct Policy was adopted at the Ordinary Meeting of Council held 16 May 2023 - <a href="#">Minutes – OMC 16 May 2023</a> (pg 17).</p> <p>Since the introduction of the Conduct Committee, two Conduct Complaints have been received and the Committee is working through the resolution of both matters. It should be noted that the Committee does not have any form of delegation and any Recommendations on Findings will be presented to the Council for endorsement.</p>
Further Action Required	Not at this time
Status	<b>COMPLETE</b>
<b>DLG Additional Request</b>	All council members and employees involved in council meetings to be informed and aware of processes for making behavioural complaints and minor breach complaints where relevant.
Response	<p>The Draft Governance Framework includes a section (currently 6.3) on Standards of Behaviour which provides information and guidance on the different types of complaints including Behavioural and Minor Breach. This could be supported by City of Melville education and awareness program on the different types of complaints and the process that support these.</p> <p><b>ACTION</b> – development of Complaints Awareness and Education Program</p>

**Concern 2 – Inappropriate Questioning of Staff by Council Members during Council Meetings and at Other Times**

Information	<p>At the DLG Briefing held 27 April 2023, Elected Members raised concerns that the withdrawal of staff from meetings had hampered timely access to information.</p> <p>The following initiatives have been implemented to improve information flow:</p> <ul style="list-style-type: none"> <li>• Agenda Briefing Forum Business Paper – requests for information taken on notice at the Agenda Briefing Forum are collated into a single document and distributed on the Friday after the Agenda Briefing Forum.</li> <li>• Recorded presentations – officers have the ability to record a Presentation on a topical matter, with the recording placed on the Elected Members Portal for viewing by Elected Members at their convenience.</li> <li>• A controlled return of staff to Council meetings and Elected Member Engagement Sessions and development of a Meeting/Workshop Psychosocial Risk Assessment Form that staff are required to complete prior to doing so in order to assess the level of risk.</li> </ul> <p>At the DLG Briefing held on 27 April 2023, requests were made for improvements on training provided to new Elected Members. A new training package for Elected members is proposed to be implemented for the 2023 Local Government Elections – see Elected Member Training and Awareness Opportunities.</p>
Further Action Required	Continue to look for improvement opportunities
Status	<b>MONITORING</b>
<b>DLG Additional Request</b>	<ul style="list-style-type: none"> <li>• Consider including questions and answers in Agenda Briefing Forum notes.</li> <li>• Consider providing answers to questions taken on notice at Agenda Briefing Forum in OCM report and elected member portal.</li> </ul>
Response	Currently reviewing the structure of OMC reports with report writers/users via survey. Will consider options to include information from Agenda Briefing Forum in the Council Agenda for discussion with Elected Members and Senior Leadership Team

<b>Concern 3 – Inappropriate Council Member Conduct and Behaviour toward Other Council Members and Administration Staff</b>	
Information	<p>At the DLG Briefing it raised that Elected Members would like to see more adherence to Meeting Procedures respectful meeting protocols.</p> <p>Recommendation - The Mayor, Deputy Mayor and the Presiding Member of all Committees be offered the opportunity to undertake specific training in chairing meetings (see Elected Member Training and Awareness Opportunities – Role of the Chair).</p>
Further Action Required	Continue to look for opportunities to build trust and respect and the need to keep confidential information confidential.
Status	<b>MONITORING</b>
<b>DLG Additional Request</b>	<ul style="list-style-type: none"> <li>• Council members be offered, and encouraged to participate in, team building exercises to build collegiality (as part of their induction and on an ongoing basis).</li> <li>• Consider introducing a mentoring program between council members or with other local governments, to improve culture.</li> </ul>
Response	<p><b>Team Building</b></p> <ul style="list-style-type: none"> <li>• The City has engaged Aspire Performance Training to assist with the development of the organisation. Aspire have provided a proposal for Team Building activity centred around getting to know each other and how they can work together in a community based, collaborative approach for the betterment of the City of Melville.</li> <li>• Team building event (mini golf) held on Tuesday 23 January 2024 for Elected Members and members of the Senior Leadership Team.</li> </ul> <p><b>Elected Member Mentoring Opportunities</b></p> <ul style="list-style-type: none"> <li>• ACTION – investigate Elected Member mentoring opportunities and workshop with Elected Members.</li> </ul>



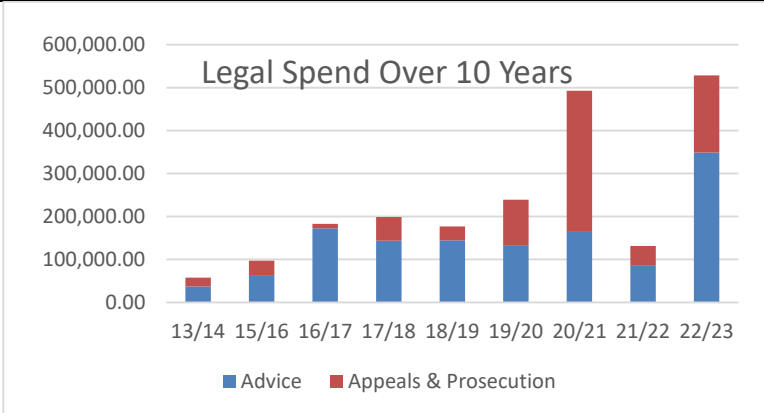
<b>Concern 4 – Council Members Involvement in Operational Matters</b>	
Information	<p>At the DLG Briefing it raised that Elected Members would like to see more information in understanding roles and responsibilities and where they can become involved.</p> <p>Where there is a trend in Elected Members becoming involved in a specific matter or issue, relevant staff to workshop existing processes with Elected Members and provide education and tools (eg scripts). Provide guidance on strategic changes that can be made (eg changes to policy).</p> <p>Recommendation – Include specific roles and responsibilities training as part of the Induction Program (see Elected Member Training and Awareness Opportunities – possible Workshop with the DLG).</p>
Further Action Required	<p>Finalise the development of a Governance Framework and a review of the City's Communications Protocol which provide further clarity on this issue by 31 August 2023.</p> <p>Continue to look for opportunities for improvement.</p>
Status	<b>MONITORING</b>
<b>DLG Additional Request</b>	<ul style="list-style-type: none"> <li>• Council members to receive training on roles and responsibilities on induction (likely to be in the form of a session facilitated by DLGSC).</li> <li>• Council members to receive training on their roles and responsibilities including how to obtain information relevant to their role without becoming involved in operational matters.</li> <li>• Council members to educate and inform community members who request intervention or assistance with operational matters of their inability to intervene to ensure community expectations are clarified.</li> <li>• Review City's governance framework to determine whether it meets the needs of council to effectively undertake their decision-making role.</li> </ul>
Responses	<p><b>Training on Roles and Responsibilities</b> Presentation by Department of Local Government to Elected Members on Monday 30 October 2023 as part of the 2023 Induction Program.</p> <p><b>Elected Member to educate and inform Community</b> The City is currently developing a Draft Communication Agreement. This document outlines expectations around requests for service from members of the community (current section 7) and involvement in compliance and enforcement matters (current section 8.5).</p> <p><b>Governance Framework</b> Draft Governance Framework has been provided to Elected Members for comment and feedback. Scheduled for presentation to the March 2024 Ordinary Meeting of Council.</p>

<b>Concern 5 – Number of Items for Council Meetings being deferred by Council</b>	
Information	<p>A greater awareness of the impact of matters being deferred has resulted in only three items being deferred since February 2023:</p> <ul style="list-style-type: none"> <li>• 21 February 2023 - M23/5953 – Motions Carried at The General Meeting of Electors Held 6 February 2023. This matter related to motion from the AGM relating to kerb installation practices at the City of Melville. This matter was subsequently resolved at the Ordinary Meeting of Council held 16 May 2023.</li> <li>• 21 February 2023 – Motion with Notice 15.1 Establishment of Committee. This matter was subsequently resolved at the Ordinary Meeting of Council held 16 May 2023.</li> <li>• 21 March 2023 - M23/5964 – Review of 14 Beach Street Boundary Foundation and Retaining by an Independent Registered Building Surveyor. This matter was subsequently resolved at the Ordinary Meeting of Council held 18 and 19 April 2023.</li> </ul>
Further Action Required	Not at this time
Status	<b>MONITORING</b>
<b>DLG Additional Request</b>	<ul style="list-style-type: none"> <li>• Investigate reasons behind continued deferred items at OCM's and identify avenues for improving rate of deferrals (investigation to consider including a survey from CEO to council members).</li> <li>• Completion of all actions related to council.</li> </ul>
Response	<p><b>Deferral of Items</b></p> <ul style="list-style-type: none"> <li>• Initial analysis of information associated with deferral of items was undertaken as part of the response to the initial concerns raised. A substantial reduction in deferral of items has been noted and was included as part of the original response. A survey of Elected Members in relation to this matter is scheduled for the second quarter of 2024.</li> </ul> <p><b>Completion of all actions related to Council</b></p> <ul style="list-style-type: none"> <li>• A timeline of opportunities for improvement and actions will be presented to the Council in March 2024.</li> </ul>

<b>Concern 6 – Inappropriate interactions from members of the community with Council Members and Administration staff</b>	
Information	<p>Recent Council resolutions with regard to long-term issues and interactions with members of the community have provided the Administration with clear direction on management going forward.</p> <p>Inappropriate questioning, communication and social media posts by groups and members of the community continues. This does not engender building stronger relationships between the City and its residents or ensure that the best outcomes are achieved such as would occur in a mutually respectful environment.</p> <p>Clear direction provides for a unified and structure approach in management and application of process, policy and guidelines to minimise the impact on resources and wellbeing.</p>
Further Action Required	Continue to look for opportunities for improvement.
Status	<b>MONITORING</b>

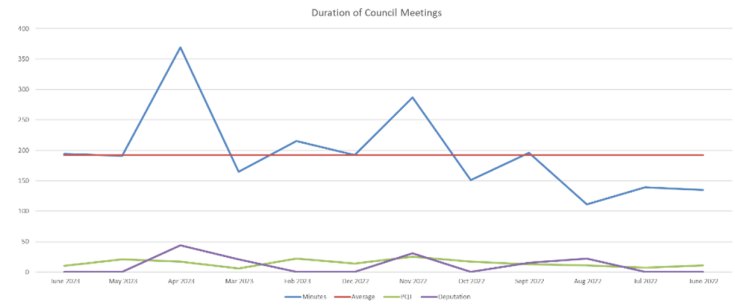
<b>Concern 7 – Appropriateness of Council Member Motions</b>																					
Information	<p>In recent times the City and Elected Members have been working towards improving the management of Elected Members Motions.</p> <p>Elected Members motions can now be submitted electronically via the Elected Members Portal, motions are initially 'socialised' at an Elected Members Engagement Session, which give the Executive Leadership Team an opportunity to hear the reasons for the motion and provide further information and background on the matter. Where appropriate and/ or requested officers are taking a greater role in providing assistance in framing motions.</p> <p>The Elected Member then determines if they wish to progress with the motion. Where a motion is progressing are included on the agenda for the OMC meeting, giving Elected Members an opportunity to ask question and request further information at the Agenda Briefing Session (public meeting).</p> <p>In the months June 2022 to June 2023 inclusive, a total of 30 motions were presented by Elected Members an average of 2.5 motions per month.</p> <p>18 in the months June – December 2022 and 12 in the months February to June 2023.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Further information or Report</th> <th>Strategic or Lobbying</th> <th>Direction to take Action</th> <th>Withdrawn or deferred</th> </tr> </thead> <tbody> <tr> <td>June – Dec 2022</td> <td>6</td> <td>6</td> <td>3</td> <td>3</td> </tr> <tr> <td>Feb – June 2023</td> <td>6</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td></td> <td>40%</td> <td>33%</td> <td>13%</td> <td>13%</td> </tr> </tbody> </table>		Further information or Report	Strategic or Lobbying	Direction to take Action	Withdrawn or deferred	June – Dec 2022	6	6	3	3	Feb – June 2023	6	4	1	1		40%	33%	13%	13%
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June – Dec 2022	6	6	3	3																	
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Further Action Required	Further opportunities for improvement to assist in bring quality motions before the Council for consideration with sufficient information and clarity to support informed decision making.																				
Status	<b>MONITORING</b>																				

**Concern 8 – Increasing Costs for Legal Advice and Legal Services**

<p>Information</p>	 <p>The average spend on Legal Advice and Appeal and Prosecutions over 10 years is \$233,781 with the two anomaly years being 2020/2021 and 2022/23</p> <p>The abnormal appeals and prosecutions spending 2020/2021 relates to the SAT Appeal associated with 4A View Road, Mount Pleasant.</p> <p>The higher than usual spend in Advice in 2022/2023 relates to legal advice and support in relation to psychosocial issues in the workplace and complaint investigations, management and framework.</p> <p>Higher Appeals and Prosecution spend in 2022/2023 relates Views of Significance SAT appeals.</p>
<p>Further Action Required</p>	<p>On going awareness and monitoring of legal spend costs.</p>
<p>Status</p>	<p><b>MONITORING</b></p>
<p><b>DLG Additional Request</b></p>	<p>The CEO to investigate whether any actions within the City’s control could limit further increases in legal expenditure.</p>
<p>Response</p>	<p>The CEO is currently undertaking a review of roles, responsibilities and accountability across the organisation. This will strengthen the area of responsibility with respect to legal expenditure at an organisational level.</p> <p>Additionally, the City is reviewing and improving information reporting to Elected Members and legal expenditure is a key area where improved, timely reporting would beneficial.</p>

### Concern 9 – Duration of Council Meetings

**Information**



The 18 Council meetings since November 2021 have taken approximately 58 hours, an average of 3hours 12 minutes per meeting. In the 12 Months since June 2022 the average is 2hr 50 minutes

The shortest meeting during this period was 1hour 51minutes 16 August 2022 and the longest 6hours and 10 minutes the meeting held over 2 nights 18 and 19 April 2023. Overall, at June 2023 Council meeting duration is trending up.

The introduction of the new Meeting Procedures in 2022 resulted in the recording of the duration of Public Question Time. Analysis of these figures shows that the time spent on deputations has an impact on the duration of Council meetings.

It should be noted that in recent months there has been a greater effort to ensure deputations are made at the Agenda Briefing Forums and there are new processes being implemented around Public Question Time to ensure better adherence to the requirements of the Meeting Procedures.

**Further Action Required**

Continue to improve on processes to provide clarity to the community on opportunities to participate in the decision making process of the Council.

**Status**

**MONITORING**

<p><b>Concern 10 –</b>  <b>(2b) Protocols for communication, council member queries and requests for information, including ensuring the Council adhere to respectful discussion and debate and appropriate and professional interactions with the CEO and administration Staff</b>  <b>(2c) Ensuring that meeting procedures, standing orders and behavioural codes of conduct are understood and followed by all persons attending meetings of Council and other such forums</b>  <b>(2d) ensuring there is clarity and understanding of the distinction between the functions and role of the Council, Council Members and City Administration Staff</b></p>	
Information	<p>Providing elected members with support in the form of consistent training opportunities to understand their role and how to be an effective leader in the community.</p> <p>The City will promote and support opportunities for Elected Members to gain holistic formal qualifications such as the Company Directors Course or the Diploma in Local Government.</p> <p>A formalised communications protocol such as proposed in the Local Government Act reforms still needs to be developed.</p>
Further Action Required	<p>Implementation as part of the 2023 Local Government Election Induction Program.</p> <p>Development of a formalised communications Protocol.</p>
Status	<b>MONITORING</b>
<b>DLG Additional Requests</b>	<ul style="list-style-type: none"> <li>Develop policy and process for information requests between council members and CEO (communication protocols).</li> <li>Council members with presiding member responsibilities to undertake training on meeting procedure compliance and how to manage inappropriate questions.</li> <li>All council members to undertake training on meeting procedures and appropriate meeting participation.</li> <li>Employees involved in council meetings to receive training on how to apply and interpret meeting procedures.</li> </ul>
Response	<p><b>Communication Protocols</b></p> <ul style="list-style-type: none"> <li>A Draft Communication Agreement with Elected Members has been developed for workshopping with Elected Members.</li> </ul> <p><b>Presiding Member Training</b></p> <ul style="list-style-type: none"> <li>Training for the Mayor and Presiding Members of Committees has been identified in the City Induction Program and will be arranged once all Presiding Members have been elected.</li> </ul> <p><b>Meeting Procedures Training</b></p> <ul style="list-style-type: none"> <li>Initial training on meeting procedures and protocols was undertaken on 6 November 2023 as part of the 2023/24 Induction Program following the 2023 Local Government Elections. All Elected Members were invited.</li> <li>The training was conducted by Mr David Price, and included a Mock Council Meeting, overview of the City of Melville Meeting Procedures and general meeting protocols.</li> <li><b>ACTION – Consider creation internal training on Meeting Procedures.</b></li> </ul>

**Concern 11- (2e) a Commitment from Council to 'buy-in' and work collegiately for the betterment of the City's community and district**

Information	Elected Members in attendance at the Elected Members Engagement Session held 27 June 2023, discussed the improvements to date and those planned with interest and enthusiasm, in particular the proposed Training and Awareness Program
Further Action Required	Increased training opportunities post 2023 Local Government Election
Status	<b>MONITORING</b>



**Concern 12- the Council Commits to the release of the Final Weir Legal and Consulting Report on the Review of Building and Planning Complaints at the City of Melville in entirety and the City's process in implementing the recommendations.**

Information	<p>At the Ordinary Meeting of Council held 18 &amp; 19 April 2023, the Council resolved to publish on the City's website:</p> <ul style="list-style-type: none"> <li>• A redacted version of the Weir Legal and Consulting City of Melville Review of Complaints Building and Planning</li> <li>• The City's responses to the 15 Recommendations contained in the Final Weir Report</li> </ul> <p><a href="#">Minutes – OMC 18 and 19 April 2023</a> (pg 91)</p> <p>The City has published a dedicated webpage relating to this matter – <a href="#">Independent Review – Weir Legal and Consulting Report</a>. The Webpage provides a redacted copy of the Weir Legal and Consulting City of Melville Review of Complaints – Building and Planning along with information on the status of each of the 15 recommendations within the Weir Report.</p>
Further Action Required	Update the status of recommendations as required.
Status	<b>COMPLETE</b>

## Revised Approach to Elected Member Induction and Training

The City is working towards an delivering and updated, broad and comprehensive Induction for Elected Members as part of the October 2023 Local Government Election. The updated Induction Program is focussed on the promotion of formal qualifications and specific training opportunities that will provide foundation skills earlier in and Elected Members term of office. The initial concepts around these training opportunities are outlined below:

<b>ELECTED MEMBER TRAINING AND SUPPORT</b>				
<b>Formal Qualification Options</b>	<a href="#">AICD Company Directors Course</a> <a href="#">WALGA Diploma in Local Government</a>			
	<b>Mandatory **</b>	<b>City of Melville Induction</b>	<b>Encouraged</b>	<b>Ancillary</b>
<b>Induction</b>	<a href="#">Understanding Local Government</a> (mandatory training)	Strengthening Governance In Local Councils (AICD)		
	<a href="#">Serving on Council</a> (mandatory training)	<a href="#">Record Keeping Awareness for Elected Members</a> (WALGA)		
		Roles and Responsibilities (DLG) <b>30 October 2023</b>		
		Freedom of Information (FOI Commissioner) <b>19 February 2024</b>		
		Strategic Complaint Management (DLG/ Learnings from other LG's)		
		Team Building Exercise (In House) <b>Proposal received</b>		
<b>Decision Making</b>	<a href="#">Meeting Procedures</a> (mandatory training)	Effective Meetings <b>6 November 2023</b>		
	<a href="#">Financial Reports and Budgets</a> (mandatory training)	<a href="#">Strategic Decision Making</a> (WALGA)	<a href="#">Strategic Policy Development</a> (WALGA)	<a href="#">Statutory Land Use Planning Courses</a> (WALGA)
	<a href="#">Conflicts of Interest</a> (mandatory training)	<a href="#">Speaking Professionally as an Elected Member</a> (WALGA)	<a href="#">Local Government Act Essentials</a> (WALGA)	<a href="#">Infrastructure Asset Management Planning for Elected Officials</a> (IPWEA)
			<a href="#">Role of the Chair</a> (AICD)	<a href="#">Procurement in Local Government</a> (WALGA)
<b>Personal Development</b>				<a href="#">Advanced Communication</a> (AIM)
				<a href="#">Dealing with Conflict</a> (WALGA)
				<a href="#">Leading with Emotional Intelligence</a> (AIM)
				<a href="#">Effective Community Leadership</a> (WALGA)
				How to Deliver Your Message

\*\* mandatory training for Elected Members elected at the 2023 Local Government Elections has commenced.

## **City of Melville Governance Framework**

Elected Members and staff of the City of Melville consider good governance to be critical if the community is to have confidence in the City and the City's decision making processes.

To support the City on its governance improvement journey it is proposed to develop a Governance Framework that will outline the roles of Elected Members, management and employees of the City of Melville and their relationships, along with financial, legal and ethical responsibilities that impact individuals and the organisation.

The City of Melville's good governance is achieved through various strategies and document assembled in the Governance Framework and will included:

- Ensuring clear role definition and clarity for Elected Members and employees;
- Ensuring individual and organisational compliance with the Local Government Act, supporting regulations, delegated legislation, applicable Codes of Conduct, policies, procedures and management practices;
- Acting efficiently and effectively in its decision-making processes including:
  - obtaining, collating and reporting accurate, comprehensive and relevant information to the Council;
  - ensuring Elected Members have a sound understanding of matters prior to making critical decisions;
- Ensuring ethical behaviour of Elected Members and employees, characterised by honesty and integrity;
- Seeking community participation (through open elections, open Council meetings and question time processes as well as community consultation and engagement processes);
- Effectively managing staff and resources to ensure efficiency and effectiveness in implementing Council resolutions; and
- Creating a positive culture to promote open communication, teamwork and accountability.