

Transparent Governance

Community Reference Group

Minutes

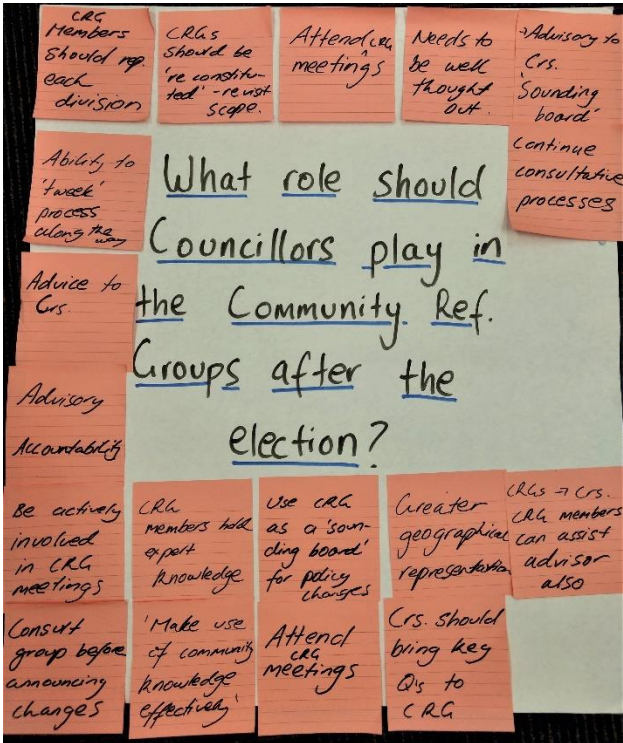


Date	19 February 2020	Time	6 - 8pm
Location	Lockyer Room, Ipswich Civic Centre		
List of Council Attendees (P = Present, A = Apology, NA = Not in attendance)			
P	Sean Madigan – General Manager, Coordination & Performance (Facilitator)		
P	Sonia Cooper – General Manager, Corporate Services (Co-facilitator)		
P	Wade Wilson – Manager, Executive Services		
P	Nick Hughes – Acting Interim Administrator’s Executive Officer		
P	Community Engagement Team Member (Melanie Rippon)		
Community Reference Group Attendees (P = Present, A = Apology, NA = Not in attendance)			
P	Megan Buxton	P	Adrianne Robinson
P	Jade Connor	P	Christine Ryan
P	Martin Corkery	P	Geoffrey Yarham
P	Susan Dunne	A	Warren Keel
P	Fuad Paul Forghani	NA	Steve Mallet
P	John Fraser	NA	David Harris
P	Robert Gould	NA	Kate den Otter
P	Marie Kavanagh	NA	James Fazl (due to election nomination)
P	Cecil Maddox	NA	Mira Yates
P	Trevor Reynolds		

Agenda Item		Participants	Minutes
1	Facilitator’s Welcome Acknowledgement of Country	Facilitator	Sean Madigan welcomed members and delivered an Acknowledgement of Country
2	Group check-in <i>What role should Councillors play in the Community Reference Groups after the elections?</i>	Facilitator CRG members	Feedback provided by members included: <ul style="list-style-type: none"> • CRGs should be ‘reconstituted’ by revisiting scope • Councillors should attend CRG meetings • The meetings need to be well thought out • Members should play an advisory role to Councillors. Like a ‘sounding board’ • Continue the consultative process • There needs to be an ability to ‘tweak’ the process along the way • Provide advice to Councillors

Transparent Governance Community Reference Group Minutes



Agenda Item	Participants	Minutes
		<ul style="list-style-type: none"> • Advisory and accountability • Councillors should be actively involved in CRG meetings • Councillors should consult the CRGs before announcing changes • CRG members hold expert community knowledge. Make use of community knowledge effectively • Use CRGs as a 'sounding board' for policy changes • Attend CRG meetings • We need greater geographical representation on the CRGs • Councillors should bring key questions to the CRGs • CRG members can assist the new Governance advisor, in addition to Councillors • CRGS member should represent each division  <p>The image shows a collection of handwritten notes on sticky notes and a central sheet of paper. The central sheet is titled "What role should Councillors play in the Community Ref. Groups after the election?". Surrounding this central sheet are several sticky notes with various points:</p> <ul style="list-style-type: none"> CRG Members should rep. each division. CRGs should be 're constituted' - re visit scope. Attend CRG meetings Needs to be well thought out. Advisory to Crs. 'Sounding board' Continue consultative processes Ability to 'twist' process along the way Advice to Crs. Advisory Accountability Be actively involved in CRG meetings CRG members hold expert knowledge Use CRG as a 'sounding board' for policy changes Greater geographical representation CRGs → Crs. CRG members can assist advisor also Consult group before announcing changes 'Make use of community knowledge effectively' Attend CRG meetings Crs. should bring key Qs to CRG

A member asked how Councillors conducted their community engagement previously. Sean Madigan explained that previously

Transparent Governance Community Reference Group Minutes



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			<p>other reference groups existed and that they were used, to various degrees, by Councillors. One member commented that the Ripley Valley CRG was highly effective in the past.</p> <p>Another member commented that the role for Councillors is identified in the Transparent Governance Community Reference Group Terms of Reference (TOR) - Councillors who are members of the relevant council standing committee may also attend at their discretion as observers of the Community Reference Group meeting. However, the TOR makes no comment as to how Councillors might request advice from the reference groups or as to how advice from the reference groups is to be transmitted to Councillors. It was recommended by the member that these matters require further thought.</p>
3	Standing Agenda Item: 'Declaration of potential or actual conflicts of interest'	<p>Facilitator</p> <p>Community Reference Group members</p>	No members declared any conflict of interest.
4	Actions from last meeting: Information regarding employee grievance framework/procedure	<p>Facilitator</p> <p>Community Reference Group members</p> <p>Sonia Cooper – Co-facilitator</p>	<p>Sean Madigan introduced Sonia Cooper, the newly appointed General Manager of Corporate Services, to members.</p> <p>Sonia outlined her previous management experience to members. Sonia has held senior management roles in multiple State Government Departments (Public Service Commission, Cross River Rail Delivery Authority, State Library of QLD, and Department of Education).</p> <p>Sonia outlined that a large section of her portfolio sits under the broader framework of the Good Governance Policy and Guide. Activities within this include:</p> <ul style="list-style-type: none"> • a revised and strengthened enterprise risk management framework , • a new fraud and corruption control framework, and accompanying training,

Transparent Governance Community Reference Group Minutes



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		<ul style="list-style-type: none"> • a suite of revised policies and procedures including a new public interest disclosure policy, • a new leadership charter with expected behaviours, and • the staff grievance framework. <p>Sonia advised the following for the staff grievance framework:</p> <ul style="list-style-type: none"> • a draft employee grievance administrative directive and procedure was presented to the Joint Consultative Committee with management, employee and union representation, • workshops were held with groups of line managers and employees and feedback was gathered on the drafts, • Staff feedback is being incorporated into a revised grievance framework, • Next draft is due to ELT in mid-March, • Once adopted, an education and communication effort will be delivered throughout the organisation. <p>A discussion between members and facilitators ensued regarding the new staff grievance framework and other related matters:</p> <ul style="list-style-type: none"> • Staff recruitment at Council was unfair in the past. Family members of Councillors and staff were awarded positions frequently. • Positive change has been evident in the last two years. • There are new regulations in place now. We have 'got to give it a chance'. • Councillors should question staff more. • What will happen if the old Councillors return? • Previous Council minutes were unclear. The new system is improved. Things are easily accessible. It is clearer how decisions were reached. • It is important that incoming Councillors act as directors. It will be interesting to see what the new 'board culture' will be like.

Transparent Governance Community Reference Group Minutes



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			<ul style="list-style-type: none">• Q: How will we ensure fair recruitment going forward? In the past there has been perceptions that it was unfair (i.e. family members of existing staff getting jobs). A: The proper recruitment processes are now in place. Councillors will also now have an advisor in place, which will assist with due process.• Q: What mechanisms are in place to sustain the good change that has occurred under the period of interim administration? A: There have been multiple strategic changes to ensure continuity including involvement of the Office of the Independent Assessor, a State Government appointed governance advisor (mandate for change), the new CEO is also highly experienced with administration and recruitment of other highly experienced staff has occurred. Culture change is occurring across the organisation.• Q: How will the new framework be better (more effective)? We have moved to a PUSH model. This will help with effectiveness.• Q: What's going to be different in this new framework? A: Implementation will be more robust compared to the previous management. We have newly recruited highly experienced senior staff.

Transparent Governance Community Reference Group Minutes



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5	Interim CRG monitoring and evaluation framework	<p>Facilitator</p> <p>Reference group members</p> <p>Sean Madigan referred to the 6 monthly CRG monitoring and evaluation report (attached), and outlined the key learnings and opportunities for improvement.</p> <p>A general discussion ensued regarding agenda items, with the following key points made by members:</p> <ul style="list-style-type: none"> • Can agenda items be co-developed by members? Members would like to contribute to agenda setting more closely. How can we achieve this? • A member requested that meeting agendas follow the scope of the Transparent Governance CRG more closely, as per the Terms of Reference. • Members need to be more proactive and contribute to agenda setting. Can this be done on the closed group on the Shape Your Ipswich platform.

Transparent Governance Community Reference Group Minutes



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			<ul style="list-style-type: none">One member requested that the transparency of compliance be considered as an agenda item for the next meeting. <p>Action – A question regarding setting the next agenda will be posted on the closed group on Shape Your Ipswich. Facilitators will consider member requests when formulating the next agenda.</p>

Transparent Governance Community Reference Group Minutes



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6	Transition to elected representation		<p>Wade Wilson outlined the draft schedule for the upcoming Councillor induction program, and explained that a governance advisor has been appointed by the State Government to support incoming Councillors.</p> <p>Member feedback was gained on the upcoming transition to elected representation, using the two key engagement questions below.</p>										
			<table><tr><th>Questions</th><th>Member feedback</th></tr><tr><td rowspan="7">Imagine that you were a successful candidate in the upcoming local elections. What role/s do you think a Council advisor should play in a returning Council?</td><td><i>Encourage strategic focus of Councillors. Not potholes and operational stuff</i></td></tr><tr><td><i>Educate Councillors</i></td></tr><tr><td><i>Like the current interim administrator. Walk with new Councillors</i></td></tr><tr><td><i>Advisor should act as a mentor guiding the new members</i></td></tr><tr><td><i>Support/advice. Councillor – summarise details of responsibilities when needed</i></td></tr><tr><td><i>Advising Councillors on what is policy, local government law and state law that effects their role</i></td></tr><tr><td><i>Advisor needs to be cognisant of the discussions held before the election (in the community groups)</i></td></tr></table>	Questions	Member feedback	Imagine that you were a successful candidate in the upcoming local elections. What role/s do you think a Council advisor should play in a returning Council?	<i>Encourage strategic focus of Councillors. Not potholes and operational stuff</i>	<i>Educate Councillors</i>	<i>Like the current interim administrator. Walk with new Councillors</i>	<i>Advisor should act as a mentor guiding the new members</i>	<i>Support/advice. Councillor – summarise details of responsibilities when needed</i>	<i>Advising Councillors on what is policy, local government law and state law that effects their role</i>	<i>Advisor needs to be cognisant of the discussions held before the election (in the community groups)</i>
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Transparent Governance Community Reference Group Minutes



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			<p>Regarding the draft Councillor induction schedule are there any themes that you would like to see:</p> <ul style="list-style-type: none"> • More of? • Less of? • Is there anything missing? 	<p><i>More leadership/conflict management. 'Working together'. <u>Team building</u></i></p> <p><i>Less 'content' e.g. Waste, Young people, property. Focus strategically and let pick up content on the way</i></p> <p><i>The nature of a conflict of interest</i></p> <p><i>Understanding specifically the boundaries / maintaining transparency in the community</i></p> <p><i>Councillor Manual/Material. Key responsibilities / legalities</i></p> <p><i>Role of consultative groups. Available as sounding boards for community acceptance of proposals</i></p> <p><i>Ensure full understanding of how to approach Council staff on behalf of public</i></p> <p><i>Council Policies and Procedures discussed in this group</i></p> <p><i>Intro to code of conduct</i></p> <p><i>Councillor to understand the procurement process</i></p> <p><i>More budget detail</i></p> <p><i>More merging 'new' Ipswich (Springfield etc) with 'old' Ipswich</i></p>

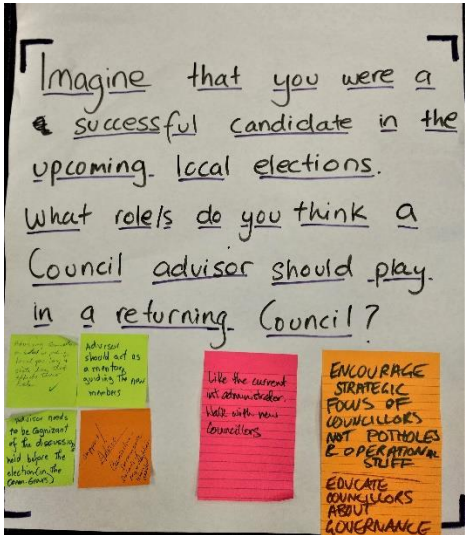
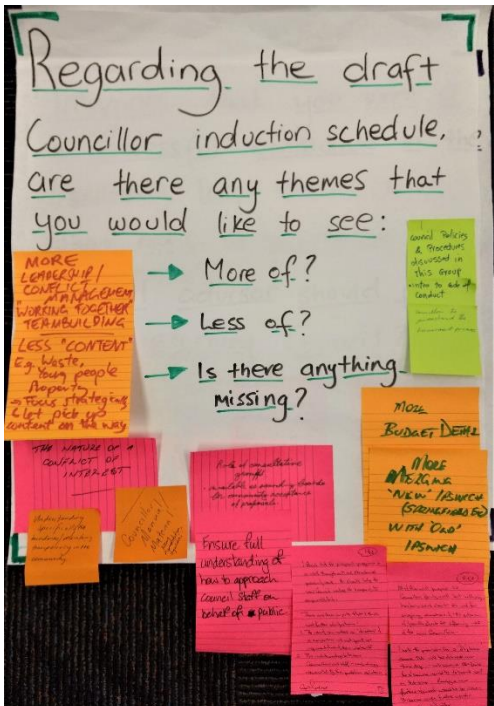
Transparent Governance Community Reference Group Minutes



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				<p><i>I think that the proposed program is a well thought out and structured piece of work. It should help the new Council realise the scope of its responsibilities. There are two points that I think need further clarification!</i></p> <p><i>1. The role of Councillors as 'directors' of a corporation and not just as representatives of their electorate.</i></p> <p><i>2. The relationship between Councillors and staff – including responsibility for problem (&) solutions.</i></p> <p><i>All of this will prepare the Councillors fairly well but nothing has been said about the need for ongoing education of the citizens of Ipswich about the differing role of the new Councillors. I note the provision for a 'Diploma' course that will be delivered over two days - not even a certificate level course could be delivered well in that time. Surely a more effective approach would be to deliver the course over twelve months</i></p>
			<p>Wade Wilson advised that the above feedback will be considered and incorporated into the draft induction schedule where appropriate. The outcome of this will be reported back to</p>	

Transparent Governance Community Reference Group Minutes



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		<p>members in the next CRG meeting. It was also agreed that the two engagement questions would be reposted in the closed group on Shape Your Ipswich so that further feedback can be given by members.</p>  

Transparent Governance Community Reference Group Minutes



Agenda Item		Participants	Minutes
7.	Action items		<ol style="list-style-type: none">1. A question regarding setting the next agenda will be posted on the closed group on Shape Your Ipswich. Facilitators will consider member requests when formulating the next agenda.2. The topic of transparency of compliance to be considered as an agenda item for the next meeting.3. The two key engagement questions will be re-posted in the closed group on Shape Your Ipswich after the meeting, to allow further feedback, and feedback from members unable to attend this meeting (completed on 25/02/2020).

Meeting closed: 8pm

Date of next meeting: TBA