

# Armidale

Regional Council

BUSINESS PAPER

EXTRAORDINARY MEETING OF COUNCIL

To be held on

Friday, 14 October 2016  
9am

at

Armidale Council Chambers

**Members**

Administrator, Dr Ian Tiley

AGENDA

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<b>Item:</b>	4.1	<b>Ref:</b> AINT/2016/06841
<b>Title:</b>	Recruitment to the Position of Chief Executive Officer ARC16/0001	<b>Container:</b>
<b>Author:</b>	Administrator	
<b>Attachments:</b>	Nil	

**RECOMMENDATION:**

- a) That with the recent resignation of the Interim General Manager, Glenn Wilcox, action be now taken to appoint a new Chief Executive Officer for the Armidale Regional Council under Section 334 of the Local Government Act.
- b) That Council formally acknowledge and thank Mr Wilcox for his contributions to Council in the positions of General Manager of Armidale Dumaresq Council and Interim General Manager of Armidale Regional Council.
- c) That it be noted, in the interim period, the Administrator has appointed Mr Greg Meyers, current Director Planning and Environmental Services with Armidale Regional Council as Interim General Manager.
- d) That it be noted the position of Chief Executive Officer will have the statutory duties of general manager under Section 335 of the Local Government Act and will be expected to lead the staff organisation for a period up to five (5) years and deliver the performance expected of the new organisation by the regional community.
- e) That the Administrator be delegated authority under Section 377 of the Local Government Act and Council policies to select an appropriate and experienced recruitment consultant to assist in undertaking the recruitment of a new Chief Executive Officer.
- f) That the Administrator expedite this action so that a new Chief Executive Officer can be appointed as soon as possible, desirably before Christmas 2016.

**Introduction:**

I advise that on 7<sup>th</sup> October 2016 Mr Glenn Wilcox resigned his position of Interim General Manager for personal reasons and to pursue new opportunities. Glenn has had a long and distinguished career in Local Government. In thanking him for his dedicated service, I pay tribute to Glenn's commitment and loyalty to the community he has served. The Council wishes Glenn all the best in his future endeavours.

With his resignation it will be necessary for action to be taken to recruit a new person to the role. Under the May Proclamation forming the new Armidale Regional Council, the Administrator, under Clause 14, has the power to appoint a replacement Interim General Manager and I have appointed Mr Greg Meyers, the Council's Director Planning and Environmental Services to that role. The term of this appointment will be for as long as it takes to appoint and have in place a new person for the ongoing role.

### **Chief Executive Officer**

I have given careful consideration as to whether a new Chief Executive Officer should be appointed now or await the election of a new Council in September 2017. In my view it is absolutely vital that someone be appointed to lead the staff organisation as quickly as possible so that all of the necessary changes to make this Council a high performing organisation can be achieved in 2017 and beyond. At the present time there is uncertainty in the organisation about what positions will be filled and by whom. In my view this is impeding the actions needed to advance performance. The adoption soon of a new organisation structure will allow the next actions to be taken to fill Executive staff positions. The new Chief Executive Officer will need to lead this process.

In undertaking the recruitment of a person to perform the statutory role of General Manager I am proposing the Council resolve to change the title of General Manager to Chief Executive Officer to move away from the concept of management into the more contemporary role of a leader of people.

Under the Local Government Act the title of General Manager designates the position which leads the staff organisation and the title of Mayor designates the position which leads the governing body of the organisation and the community.

In the States of Victoria, Queensland and Western Australia and the Northern Territory the statutory titles are Chief Executive Officer and Mayor respectively. The only other State with the general manager title is Tasmania.

I understand that future changes to the NSW Local Government Act will bring in the title of Chief Executive Officer. Armidale should move now to do so. This will send a message that the Council expects the General Manager to operate more as a CEO, to lead the staff organisation, to advise the Council on strategy and resource allocation and to work more strategically in the interests of the organisation and community. This will be an important change to how the general manager position at Armidale is regarded.

There is no statutory bar to introducing the title of Chief Executive Officer. The CEO would still undertake the statutory duties of general manager but would operate under the title of Chief Executive Officer. It is noted that many Councils have moved in this direction – Fairfield, the City of Sydney, Liverpool, Central Coast and Narrandera to name a few.

### **Recruitment Process**

It is proposed that action be taken as soon as possible to seek applications from across Australia and beyond for the role of Chief Executive Officer. The position would be advertised on the basis of a 5 year performance based contract and at a total remuneration package suitable to the role and the quality of person being sought to lead the organisation. The position description for the role will specifically refer to the statutory duties of general manager and also emphasise the very important strategic role to be played by the new CEO, the need to build a new organisation culture based on a “one council” approach and has regard for the recent merger of the Guyra Shire and Armidale Dumaresq Councils, and emphasising the high level of performance expected in the new position and the new organisation.

It will be important that, as Administrator, I be assisted in this process by a company expert in recruiting local government general managers. To this end I propose in the recommendation below that the Administrator be granted authority to select an appropriate recruitment consultant to help in a number of important steps in the process – to develop a position description, to develop an information package which would be provided to all potential applicants, to seek out prospective candidates from across Australia and beyond, to evaluate the applications received, assist in selecting a short list for interview, to lead the interview process, to obtain personality assessments and referee checks, and help to finalise negotiations with the preferred candidate.

It will also be important that the needs of the new regional community have a high priority in who is appointed. It is proposed that two (2) community leaders be invited to participate on the CEO Recruitment Panel to provide their views on the most suitable person to be appointed. It should be noted that only the Council under Section 334 has the power to appoint a general manager. A formal Council meeting will be convened to consider results from the recruitment process and to resolve to make the appointment.

It is expected that the recruitment process for the position of Chief Executive Officer will take 2 months to complete, with the selection completed prior to the Christmas holiday period and the new CEO commencing early in the New Year.

**Item:** 4.2 **Ref:** AINT/2016/06858  
**Title:** Establishment of an Interim Executive Leadership Team (ELT) **Container:** ARC16/0745  
**Author:** Director of Planning and Environmental Services  
**Attachments:** Nil

**RECOMMENDATION:**

- a) **That an Interim Executive Leadership Team (ELT) be established comprising the Interim General Manager (Acting), Director Regional Infrastructure (Acting), Director Regional Services, Chief Finance Officer and Senior Governance Officer.**
- b) **That the Administrator shall attend the ELT meetings as necessary and appropriate to ensure clear communication and engagement in regard to matters of common interest to the Administrator and ELT.**
- c) **That other staff may be invited to attend ELT meetings on a regular basis to present and contribute to relevant reports relating to their key areas of responsibility.**

**Introduction:**

Council had established an Interim Executive Team following the merger.

With the progression of the Organisational Structure Review and the recent resignation of the Interim General Manager it is proposed to disband the Interim Executive Team and establish an Interim Executive Leadership Team (ELT) comprising the Interim General Manager (Acting), Director Regional Infrastructure (Acting), Director Regional Services, Chief Finance Officer and Senior Governance Officer. Other staff may be invited to attend ELT meetings on regular basis.

Once the recruitment of the Chief Executive Officer has been finalised the Terms of Reference including membership may be reviewed by the new Chief Executive Officer.

**Report:**

With the continuation of the Merger Implementation Process and associated actions to build a Stronger Council the importance of a strong leadership team is paramount. Whilst an interim Executive Management Team was established shortly after the merger, the Organisational Structure Review process has identified a need to form a more robust structure for this team to lead the formation of a strong Armidale Regional Council.

It is proposed that an Interim Executive Leadership Team (ELT) be established with clear Terms of Reference with the primary objective to focus on Strategy, Leadership and Performance - for the Armidale Region and for the Council Organisation.

**Community Engagement and Internal Consultation**

The Executive Leadership Team and need for clear Terms of Reference have been identified through the consultation process associated with the organisational review.

**Financial Implications**

There are no financial implications associated with the ELT.

**Good Governance**

The ELT structure and process is to ensure the application and implementation of Good Governance.

**Integrated Planning and Reporting Framework**

The ELT falls within the Principles of “Our Governance” to focus on the corporate governance processes and internal support services of Council as an organisation.

**Sustainability Assessment**

The many matters presented to and discussed at the ELT meetings will be tested against sustainability principles.