AUGUST 2026 – WEST COAST COUNCIL SPECIAL MEETING OPEN AGENDA

11th August 2026 Commencing 5:00pm

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GENERAL MANAGER'S CERTIFICATION

Qualified Persons Advice – Section 65 *Local Government Act 1993*

I certify that with respect to all advice, information and recommendations provided to Council with this Agenda:

The advice, information and recommendations are given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and

Where any advice is given directly to Council by a person who does not have the required qualifications or experience, that person has obtained and taken into account in that person's general advice the advice from an appropriately qualified or experienced person.

Councillors are reminded of their obligations under Part 5 of the *Local Government Act 1993* in respect to Interests.

NOTES:

S65(1) of the *Local Government Act 1993* requires the General Manager to ensure that any advice, information or recommendation given to the council, or a council committee is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation.

S65(2) states a council or council committee is not to decide on any matter which requires the advice of a qualified person without considering such advice unless –

a) the General Manager certifies, in writing –
   i. that such advice was obtained; and
   ii. that the general manager took the advice into account in providing general advice to the council or council committee; and
b) a copy of that advice or, if the advice was given orally, a written transcript or summary of that advice is provided to the council or council committee with the General Manager's certificate.

Scott Riley
GENERAL MANAGER

NOTICE OF MEETING

Local Government (Meeting Procedures) Regulations 2025 – r. 9(1)

Notice is hereby given that the Ordinary Meeting of the West Coast Council will be held at the West Coast Council Chambers, 11 Sticht Street Queenstown on **Day Date at 5:00pm.**

RECORDING OF MEETING

In accordance with *Local Government (Meeting Procedures) Regulations 2025* the public is **advised that the proceedings of meetings of Council will be recorded on digital media to** assist in the preparation of minutes, and to ensure that a true and accurate account of debate and discussion of meetings is available.

CONDUCT AT A COUNCIL MEETING

All persons attending Council meetings as part of the gallery are to behave in a respectful and considerate manner and not engage in conduct or language that could be perceived as offensive, defamatory or threatening toward others.

Individuals that do not adhere to this direction may be asked to leave the chamber.

Councillors are also reminded that their behaviour is governed by the Local Government (Meeting Procedures) Regulations 2025, Regulation 49 (Suspension from meeting).

ACKNOWLEDGMENT OF COUNTRY

The West Coast Council acknowledges the Traditional Custodians of the land on which we gather today and pay respect to Elders past, present and emerging.

257/26 RECORD OF ATTENDANCE/APOLOGIES/ LEAVE OF ABSENCE

Local Government (Meeting Procedures) Regulations 2025; Regulation 10(3)(a)

Councillors	Apology	Approved Leave	Non-Attendance	Attended
Mayor Shane Pitt				X
Deputy Mayor Robert Butterfield				X
Cr Kerry Graham				X
Cr Liz Hamer	X			
Cr Vikki Iwanicki				X
Cr Dwayne Jordan				X
Cr Annie McKay				X
Cr Lindsay Newman		X		
Cr Scott Stringer	X			

Staff	Attended
General Manager	X
Director Community & Corporate Services	X
Acting Manger Infrastructure & Operations	X

258/26 DECLARATIONS OF INTEREST

Local Government Act 1993 s. 48-51

Local Government (Meeting Procedures) Regulations 2025 - 10(3)(f) & 10 (8):

Councillors and staff must declare any pecuniary or conflict of interest in any agenda item.

Councillor/Staff	Item Number	Subject

PUBLIC PARTICIPATION AND QUESTION TIME

Local Government (Meeting Procedures) Regulations 2025 Regulation 33 and 38:

A member of the public may give written notice to the General Manager 7 days before an ordinary meeting of the Council of a question to be asked at that meeting. A member of the public may also attend the meeting and ask a question in person. A maximum of 2 questions can be asked per person.

The person must state their name and address prior to asking a question.

The Chairperson must ensure that, if required, at least 15 minutes of the meeting is available for questions to be asked by members of the public.

Questions and answers to questions may not be debated.

The Regulations also provide that the Council is to determine any other procedures to be followed in respect of question time beyond the Regulation.

259/26 PUBLIC QUESTIONS WITHOUT NOTICE

Resident:
Response:

260/26 COUNCILLOR QUESTIONS WITHOUT NOTICE

Councillor:
Response:

ORGANISATIONAL REPORTS FOR DECISIONS

261/26 – REPORT – ADOPTION OF ORGANISATIONAL REVIEW REPORT

Title:	Adoption of Organisational Review Report
Author:	Mayor, Shane Pitt
Appendices:	1. West Coast Organisational Review June 2026 2. Terms of Reference (Organisational Oversight Group)

Recommendation
That Council: 1. Note the West Coast Organisational Review of June 2026 prepared by Barry Omundson of Local Partnerships and thank him for his comprehensive report.; 2. Adopt the Eight (8) Strategic Recommendations from the West Coast Organisational Review; 3. Appoint Councillor…….. and Councillor……. along with the Mayor as Chairperson, as members of the Organisational Renewal Oversight Group; 4. Adopt the Terms of Reference for the Organisational Oversight Group (attached); 5. Appoint Barry Omundson (Local Partnerships) as the Independent Organisational Sustainability Advisor; 6. Develop the Terms of Reference for the General Manager's Performance and Review Committee for consideration by Council at the Tuesday 25th August Council Meeting.

PURPOSE

To allow Council to consider the Independent West Coast Organisational Review, its findings, recommendations and strategic intent to ensure organisational sustainability, whilst providing a framework for the General Manager to implement recommendations as approved by Council.

BACKGROUND

There had been media speculation concerning the operations and sustainability of Council, highlighted through comments by the Local Government Minister to the media. Recognising that the stability and sustainability of a council is closely aligned to the trust and prosperity of a community, Mayor Shane Pitt, through the office of the General Manager sought to undertake an independent review of the West Coast Council. Proposals were sought and consulting firm Local Partnerships chosen to undertake the work. Local Partnerships has an office in Leith, northwest Tasmania.

DETAILS

The review was not undertaken to investigate individual complaints, determine personal fault or examine isolated workplace disputes. Rather, Council commissioned the review to identify organisational strengths, organisational risks and opportunities for improvement capable of supporting long-term organisational sustainability.

The review included consideration of:

- Governance effectiveness and organisational accountability;
- Leadership stability, leadership behaviours and leadership visibility;
- Organisational culture and workforce experience;
- Communication effectiveness and organisational information flow;
- Organisational structures and operational effectiveness;
- Workforce wellbeing and psychological safety;
- Workforce capability, succession planning and organisational resilience;
- Previous reviews, reports and organisational improvement initiatives; and
- Broader organisational sustainability considerations.

The review considered a broad range of information sources including stakeholder feedback, organisational documentation, governance arrangements, workforce experiences, previous reviews and historical organisational information. While individual experiences and perspectives varied, the evidence consistently pointed towards a series of interconnected organisational issues influencing organisational effectiveness, workforce experience and long-term organisational sustainability.

Importantly, the review does not conclude that West Coast Council's challenges arise from any single event, individual, leadership period or organisational decision. Nor does the evidence suggest that the organisation lacks capable employees, committed elected members or a genuine desire to improve. To the contrary, one of the strongest observations emerging throughout the review was the commitment demonstrated by employees, elected members and stakeholders despite significant organisational challenges.

Throughout the review, numerous examples emerged of employees continuing to deliver outcomes despite organisational uncertainty, workforce pressures, communication challenges and limitations within organisational systems and processes. Many employees demonstrated a strong commitment to their community, their colleagues and the organisation, often in circumstances requiring significant personal effort, resilience and adaptability.

At the same time, the review identified evidence suggesting that prolonged organisational uncertainty, workplace tensions, workforce pressures and unresolved organisational issues have, for some employees, contributed to significant stress, emotional fatigue and concerns regarding organisational confidence and psychological safety.

The review also identified evidence suggesting that many of the organisational challenges currently facing West Coast Council are not new.

Concerns relating to leadership stability, governance accountability, communication and trust, workforce capability, organisational confidence and implementation effectiveness have emerged repeatedly over time. While circumstances have changed and individuals have come and gone, several underlying organisational themes have remained remarkably consistent.

The review also highlights the importance of effective governance partnerships in supporting organisational improvement. The review identified that sustainable organisational performance is not achieved through the actions of any single individual, committee or leadership group. Rather, it depends upon constructive interaction between Council, organisational leadership and governance mechanisms such as the Audit and Risk Committee

The review's findings are also consistent with concerns independently identified through the Council's Audit and Risk Panel regarding governance, risk management, organisational capacity and long-term sustainability.

A central conclusion of the review is that the organisational challenges facing West Coast Council should not be viewed as isolated issues requiring individual solutions, and that many of the themes identified throughout the review are interconnected and collectively influence organisational sustainability.

- Leadership influences communication and trust.
- Communication influences workforce confidence.
- Workforce capability influences governance effectiveness.
- Governance accountability influences implementation performance.
- Organisational learning determines whether improvements are sustained over time.

It is pertinent to note that the review concludes that West Coast Council is exhibiting a number of characteristics commonly associated with organisational decline.

These include leadership instability, workforce turnover, capability constraints, governance challenges, declining organisational confidence and a recurring inability to sustain improvement initiatives over time. While these issues present significant organisational risk, the review does not conclude that the organisation is beyond recovery. Rather, the findings indicate that West Coast Council retains many of the strengths necessary to achieve recovery and long-term sustainability, provided decisive action is taken to strengthen organisational foundations and sustain improvement over time.

Communication challenges was a consistent finding of the review. Poor communication practices have underpinned a number of organisational issues including the culture. The review states that without effective communication, stakeholders become disillusioned and will make their own commentary up on those matters they had sought information on without a response. Compounding this is that those seeking decisions from those higher up either do not start the work or do so in fear of criticism and retribution.

The review therefore concludes that sustainable organisational improvement is both achievable and necessary. To support this outcome, and one of the eight (8) strategic recommendations of the report, is a structured Four-Year Organisational Renewal Program designed to strengthen organisational confidence, governance maturity, leadership capability, workforce sustainability and long-term organisational resilience. The renewal program recognises that meaningful organisational improvement rarely occurs through isolated initiatives or short-term interventions. Sustainable improvement requires organisational ownership, leadership commitment, workforce participation, governance discipline and consistent implementation over time.

The review further recognises that successful organisational renewal requires both organisational ownership and organisational support. Accordingly, the review recommends establishment of an Organisational Renewal Oversight Group and engagement of an Independent Organisational Sustainability Advisor to assist Council in maintaining focus, accountability, implementation discipline and momentum throughout the renewal process.

The review also recognises that not all phases of organisational renewal carry equal significance. While the renewal program extends across four years, the first year is considered the most critical phase of implementation. The first year is not about doing everything. The first year is about creating the conditions that make sustainable improvement possible.

Key priorities include:

- Leadership Visibility and Credibility;
- Governance Foundations and Accountability;
- Communication and Trust;
- Workforce Confidence and Psychological Safety;
- Organisational Ownership and Responsibility; and
- Implementation Discipline and Follow-through.

Ultimately, the review concludes that West Coast Council possesses the people, knowledge and potential necessary to achieve sustainable organisational improvement.

STRATEGIC IMPLICATIONS

The adoption of this report allows Council to meet the Strategic Directions that it has set in conjunction with the community.

STATUTORY IMPLICATIONS

From a Statutory standpoint, the adoption of the report and the subsequent 4 year program will ensure Council meets all Statutory obligations.

POLICY IMPLICATIONS

As part of this adopted program all policies will be reviewed.

FINANCIAL IMPLICATIONS

There will be costs associated with the implementation of the report but there are also cost savings that will be realised with the implementation of the program.

RISK IMPLICATIONS

Significant risk implications exist if the report recommendations and contents are not actioned.

Within Council's Risk Appetite	May Exceed Council's Risk Appetite	Exceeds Council's Risk Appetite

Risk	Assessment	Comment
Organisational Objectives and Strategy		Not within acceptable range
Council Workforce and Contractor Health & Safety		Not within acceptable range
Council Culture and Compliance		Not within acceptable range
Environment and Sustainability		Not within acceptable range
Council Reputation		Not within acceptable range
Community Engagement		Not within acceptable range
Council's Finances		Not within acceptable range
Delivery of Council Services & Capabilities		Not within acceptable range
Council Business Services Continuity		Not within acceptable range

CONSULTATION AND COMMUNICATION PROCESS

Significant open consultation process has been undertaken across the West Coast Council organisation, and this report represents the total transparency to community of the report.

The report is a positive step forward for West Coast Council in looking to the future with further communication and consultation occurring during the implementation phase.

Recommendation
That Council: 1. Note the West Coast Organisational Review of June 2026 prepared by Barry Omundson of Local Partnerships and thank him for his comprehensive report.; 2. Adopt the Eight (8) Strategic Recommendations from the West Coast Organisational Review; 3. Appoint Councillor…….. and Councillor……. along with the Mayor as Chairperson, as members of the Organisational Renewal Oversight Group; 4. Adopt the Terms of Reference for the Organisational Oversight Group (attached); 5. Appoint Barry Omundson (Local Partnerships) as the Independent Organisational Sustainability Advisor; 6. Develop the Terms of Reference for the General Manager's Performance and Review Committee for consideration by Council at the Tuesday 25th August Council Meeting.
Moved:
Seconded:
Outcome:

APPENDIX – WEST COAST ORGANISATIONAL REVIEW JUNE 2026

West Coast Council

Organisational Review

Final Report

June 2026

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Local Partnerships

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Disclaimer

This report has been prepared for West Coast Council for the purpose of undertaking an organisational review and identifying opportunities to strengthen organisational effectiveness, capability and sustainability.

The findings and observations contained within this report are based upon information available at the time of the review, including stakeholder engagement, organisational documentation, discussions, observations and other information considered relevant to the review.

This report represents a point-in-time assessment of organisational conditions and should be considered within the context of future organisational developments, decisions and organisational improvement activities.

The report does not seek to attribute fault to any individual, group or historical decision. As requested by Council, the review has focused upon identifying organisational themes, systemic issues, strengths, risks and opportunities for improvement.

The recommendations contained within this report should be considered collectively as part of an integrated organisational renewal approach designed to support long-term organisational sustainability.

Ultimately, responsibility for organisational improvement rests with Council, organisational leaders and employees.

Acknowledgement

The preparation of this report would not have been possible without the willingness of employees, elected members and stakeholders to participate openly and constructively throughout the review process.

The review identified a wide range of perspectives, experiences and observations. While views often differed, a common theme emerged throughout many discussions: ***a genuine commitment to the future success of West Coast Council and the communities it serves***.

The review also identified significant dedication, professionalism and resilience amongst employees and elected members who continue to serve their community despite a range of organisational challenges.

The willingness of participants to share their experiences, insights and aspirations has contributed significantly to the findings and recommendations contained within this report.

The author acknowledges and thanks all participants for their time, honesty and contribution to the review process.

It is hoped that this report assists Council, leaders and employees to continue building an organisation characterised by trust, capability, sustainability and service to community.

A Key Observation

One of the strongest observations emerging throughout this review was the extent to which organisational performance has become dependent upon the commitment, resilience and goodwill of individuals.

Throughout the review, examples emerged of employees continuing to deliver outcomes despite organisational uncertainty, workforce pressures, communication challenges and limitations within organisational systems and processes.

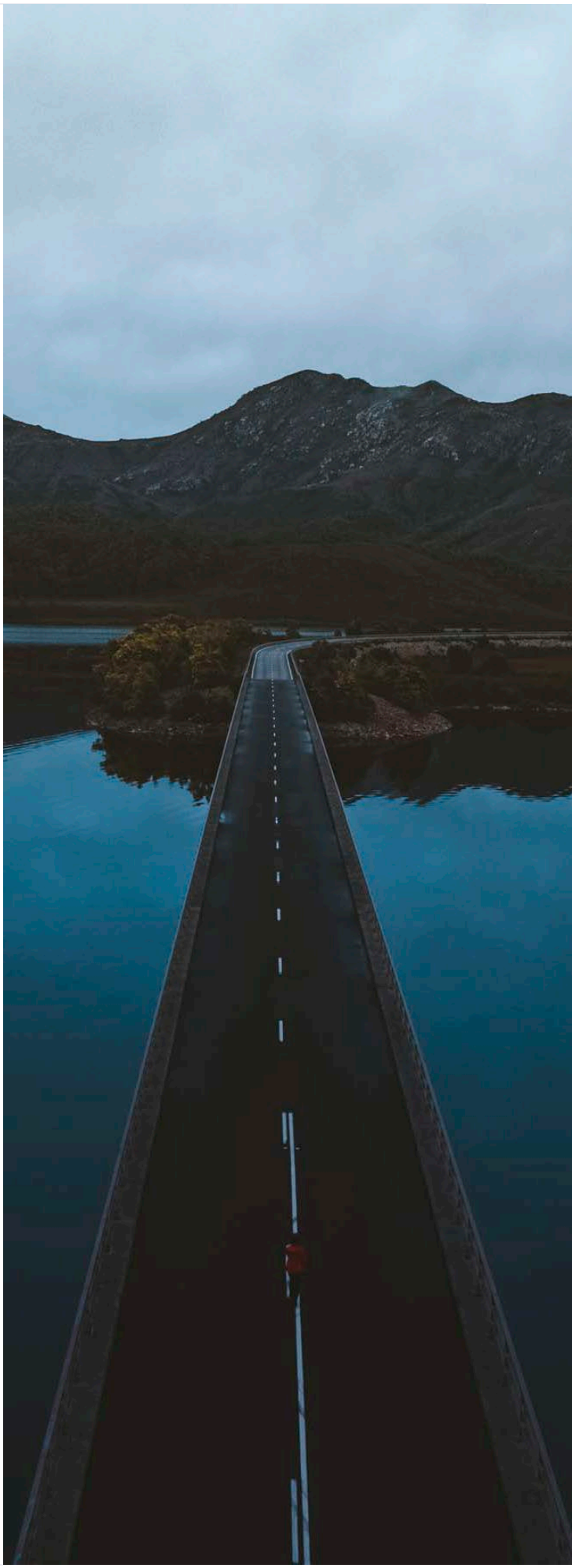
While this reflects positively upon those individuals, it also creates organisational vulnerability. Our experience is that sustainable organisations are built upon capable people supported by capable systems, effective leadership, mature governance arrangements and organisational discipline. They are not built upon the extraordinary efforts of a relatively small number of individuals carrying disproportionate organisational responsibility.

For this reason, the review concludes that:

KEY FINDING

"A sustainable organisation should not require extraordinary effort from ordinary people simply to maintain normal organisational performance."

This observation sits at the centre of many of the findings and recommendations contained within this report and provides an important lens through which the organisation's future challenges and opportunities should be understood.



Executive Summary

West Coast Council commissioned this Organisational Review to examine the effectiveness, capability, governance maturity and long-term sustainability of the organisation and to identify opportunities for future improvement.

The review considered a broad range of information sources including stakeholder feedback, organisational documentation, governance arrangements, workforce experiences, previous reviews and historical organisational information. While individual experiences and perspectives varied, the evidence consistently pointed towards a series of interconnected organisational issues influencing organisational effectiveness, workforce experience and long-term organisational sustainability.

Importantly, the review does not conclude that West Coast Council's challenges arise from any single event, individual, leadership period or organisational decision. Nor does the evidence suggest that the organisation lacks capable employees, committed elected members or a genuine desire to improve.

To the contrary, one of the strongest observations emerging throughout the review was the commitment demonstrated by employees, elected members and stakeholders despite significant organisational challenges.

Throughout the review, numerous examples emerged of employees continuing to deliver outcomes despite organisational uncertainty, workforce pressures, communication challenges and limitations within organisational systems and processes. Many employees demonstrated a strong commitment to their community, their colleagues and the organisation, often in circumstances requiring significant personal effort, resilience and adaptability.

At the same time, the review identified evidence suggesting that prolonged organisational uncertainty, workplace tensions, workforce pressures and unresolved organisational issues have, for some employees, contributed to significant stress, emotional fatigue and concerns regarding organisational confidence and psychological safety.

For this reason, one of the central conclusions arising from this review is that:

KEY FINDING

A sustainable organisation should not require extraordinary effort from ordinary people simply to maintain normal organisational performance.

The review also identified evidence suggesting that many of the organisational challenges currently facing West Coast Council are not new.

Concerns relating to leadership stability, governance accountability, communication and trust, workforce capability, organisational confidence and implementation effectiveness have emerged repeatedly over time. While circumstances have changed and individuals have come and gone, several underlying organisational themes have remained remarkably consistent.

The review also highlights the importance of effective governance partnerships in supporting organisational improvement. Sustainable organisational performance is not achieved through the actions of any single individual, committee or leadership group. Rather, it depends upon constructive interaction between Council, organisational leadership and governance mechanisms such as the Audit and Risk Committee.

Our view is that where these relationships are strong, organisations are generally better positioned to identify emerging risks, monitor organisational performance, maintain accountability and sustain improvement initiatives over time.

The review considers these governance relationships to be an important foundation for West Coast Council's future organisational renewal and long-term sustainability.

The review's findings are also consistent with concerns independently identified through the Council's Audit Panel and Risk Panel regarding governance, risk management, organisational capacity and long-term sustainability.

The evidence does not suggest that West Coast Council has lacked awareness of the issues confronting it. In many cases concerns have previously been identified, discussed and, at various times, become the subject of reviews, external advice, consultant engagement and organisational initiatives.

The more significant conclusion arising from the evidence is that organisational awareness has not consistently translated into sustained organisational improvement. Accordingly, the review concludes that West Coast Council's primary challenge is not the identification of issues.

The primary challenge is the organisation's capacity to consistently implement, embed, monitor and sustain improvement over time.

A central conclusion of this review is that the organisational challenges facing West Coast Council should not be viewed as isolated issues requiring individual solutions.

The evidence suggests that many of the themes identified throughout the review are interconnected and collectively influence organisational sustainability.

- **Leadership influences communication and trust. Communication influences workforce confidence.**
- **Workforce capability influences governance effectiveness.**
- **Governance accountability influences implementation performance.**
- **Organisational learning determines whether improvements are sustained over time.**

CONCLUSION

The review concludes that West Coast Council is exhibiting a number of characteristics commonly associated with organisational decline.

These include leadership instability, workforce turnover, capability constraints, governance challenges, declining organisational confidence and a recurring inability to sustain improvement initiatives over time. While these issues present significant organisational risk, ***the review does not conclude that the organisation is beyond recovery.*** Rather, the findings indicate that West Coast Council retains many of the strengths necessary to achieve recovery and long-term sustainability, provided decisive action is taken to strengthen organisational foundations and sustain improvement over time.

For this reason, the review has developed the **West Coast Organisational *Sustainability Model*** *as the foundation for future organisational renewal.*

The model is built around five interdependent organisational pillars:

Leadership Stability

Governance Accountability

Communication And Trust

Workforce Capability and Succession

Implementation and Organisational Learning

Together, these pillars provide the framework through which organisational performance, organisational risk and future improvement efforts should be understood and managed.

Communication challenges was a consistent finding of the review. Poor communication practices have underpinned a number of organisational issues including the culture. Without effective communication, stakeholders become disillusioned and will make their own commentary up on those matters they had sought information on without a response. Compounding this is that those seeking decisions from those higher up either do not start the work or do so in fear of criticism and retribution.

Importantly, the review found that West Coast Council retains significant strengths upon which future improvement can be built. These strengths include committed employees, experienced elected members, valuable organisational knowledge, strong community connections and a demonstrated willingness to confront organisational challenges openly.

The review therefore concludes that sustainable organisational improvement is both achievable and necessary.

To support this outcome, the report proposes a structured **Four-Year Organisational Renewal Program** designed to strengthen organisational confidence, governance maturity, leadership capability, workforce sustainability and long-term organisational resilience.

The renewal program recognises that meaningful organisational improvement rarely occurs through isolated initiatives or short-term interventions. Sustainable improvement requires organisational ownership, leadership commitment, workforce participation, governance discipline and consistent implementation over time.

The review therefore recommends adoption of:

- **The West Coast Organisational Sustainability Model;**
- **The Four-Year Organisational Renewal Program;**
- **An Organisational Renewal Oversight Group supported by an Independent Organisational Sustainability Advisor;**
- **Disciplines of Sustainable Improvement; and**
- **A series of flagship organisational renewal initiatives designed to strengthen long-term organisational sustainability.**

Together, these elements provide a practical pathway through which organisational awareness can be translated into sustained organisational improvement.

The review further recognises that successful organisational renewal requires both organisational ownership and organisational support. Accordingly, the review recommends establishment of an Organisational Renewal Oversight Group and engagement of an Independent Organisational Sustainability Advisor to assist Council in maintaining focus, accountability, implementation discipline and momentum throughout the renewal process.

CONCLUSION

Responsibility for improvement ultimately rests with Council, organisational leaders and employees.

However, the review identifies merit in utilising independent support in areas such as governance development, leadership coaching, workforce engagement, culture renewal, organisational capability development and periodic independent review.

The purpose of such support is not to undertake the work on behalf of the organisation. Rather, it is to assist the organisation to successfully undertake the work itself while strengthening capability, confidence and implementation discipline.

The review also recognises that not all phases of organisational renewal carry equal significance. While the renewal program extends across four years, *the first year is considered the most critical phase of implementation*.

The first year is not about doing everything. The first year is about creating the conditions that make sustainable improvement possible.

Key priorities include:

- **Leadership Visibility and Credibility;**
- **Governance Foundations and Accountability;**
- **Communication and Trust;**
- **Workforce Confidence and Psychological Safety;**
- **Organisational Ownership and Responsibility; and**
- **Implementation Discipline and Follow-through.**

These foundations will largely determine whether organisational renewal becomes embedded and sustainable or remains another well-intentioned initiative that loses momentum over time.

The success of Years Two, Three and Four will depend heavily upon the organisation's ability to establish these foundations during Year One.

KEY FINDING

Ultimately, the review concludes that West Coast Council possesses the people, knowledge and potential necessary to achieve sustainable organisational improvement.

The challenge facing the organisation is not whether improvement is possible. The challenge is whether the organisation can establish the leadership strength, governance accountability, workforce capability and implementation maturity necessary to sustain improvement over time.

The opportunity before Council is therefore not simply one of organisational change. It is one of organisational sustainability. And the future success of West Coast Council will depend not upon its ability to identify organisational challenges, but upon its ability to consistently translate organisational awareness into sustained organisational improvement.

Understanding This Report

This report contains a significant amount of information relating to the current organisational condition of West Coast Council and a proposed pathway for future organisational renewal.

To assist readers, it may be helpful to understand that the report has been structured around three fundamental questions.

1. What did the review find?

Chapters 1 to 10 examine the evidence gathered throughout the review and the themes that emerged through stakeholder engagement, documentary analysis and organisational observations. These chapters explore leadership stability, governance accountability, communication and trust, workforce capability, organisational sustainability and the organisation's ability to implement and sustain improvement over time.

Collectively, these chapters explain the current organisational condition of West Coast Council and identify the key issues, risks and opportunities influencing future organisational performance.

2. What should Council do?

Chapters 11 and 12 present the West Coast Organisational Sustainability Model and the Organisational Renewal Program developed in response to the review findings. The Sustainability Model provides the framework for organisational renewal and is built around five interconnected organisational pillars:

The Organisational Renewal Program translates these pillars into a practical four-year roadmap designed to strengthen organisational capability, rebuild confidence and support long-term organisational sustainability.

3. How will improvement be achieved and sustained?

Chapters 13 and 14 explain how organisational renewal can be implemented, monitored and sustained over time.

The Disciplines of Sustainable Improvement provides the practical mechanism through which organisational priorities, improvement initiatives and renewal activities can be translated into action, monitored and embedded across the organisation.

The final chapter describes the future organisational state sought through implementation of the review recommendations and ***reinforces the importance of leadership commitment, governance accountability, workforce engagement and implementation discipline in achieving long-term success***.

Supporting appendices provide additional information relating to methodology, governance observations, workforce themes, the Organisational Sustainability Model and practical implementation tools.

Importantly, this report is not intended to be simply a collection of findings and recommendations. Its purpose is to provide a practical pathway through which organisational awareness can be translated into organisational improvement, organisational resilience and long-term organisational sustainability.

Strategic Recommendations

1 Strategic Recommendation 1
Organisational Sustainability Model

Adopt the West Coast Organisational Sustainability Model as the organisational framework guiding future organisational improvement, governance development and organisational sustainability efforts.

2 Strategic Recommendation 2
Organisational Renewal Program

Adopt and implement the Four-Year Organisational Renewal Program structured around the five organisational pillars of:

- **Leadership Stability;**
- **Governance Accountability;**
- **Communication and Trust;**
- **Workforce Capability and Succession;**
- **Implementation and Organisational Learning**

3 Strategic Recommendation 3
Disciplines of Sustainable Improvement

Adopt the Disciplines of Sustainable Improvement to ensure organisational improvement initiatives are consistently implemented, monitored, reviewed and sustained over time.

4 Strategic Recommendation 4
Organisational Renewal Oversight Group

Establish an Organisational Renewal Oversight Group, chaired by the Mayor and supported by an Independent Organisational Sustainability Advisor, to provide strategic oversight, implementation monitoring, independent challenge and organisational accountability throughout the organisational renewal period.

Refer Appendix F – Governance Review Summary for further information regarding the role, purpose and governance arrangements associated with the Organisational Renewal Oversight Group and Independent Organisational Sustainability Advisor.

5 Strategic Recommendation 5
Organisational Renewal Process

Undertake an organisation-wide culture, values and organisational confidence renewal process designed to strengthen organisational alignment, workforce engagement and trust.

6 Strategic Recommendation 6
Strengthen Leadership Capability

Strengthen leadership capability, leadership accountability and succession readiness through structured leadership development, coaching and mentoring initiatives.

7 Strategic Recommendation 7
Strengthen Governance and Accountability

Strengthen governance maturity, implementation discipline and organisational accountability through governance development, role clarity, improved reporting and enhanced oversight mechanisms

8 Strategic Recommendation 8
Build Workforce Capability

Strengthen workforce capability, organisational resilience and succession sustainability through workforce planning, capability development and knowledge transfer initiatives.

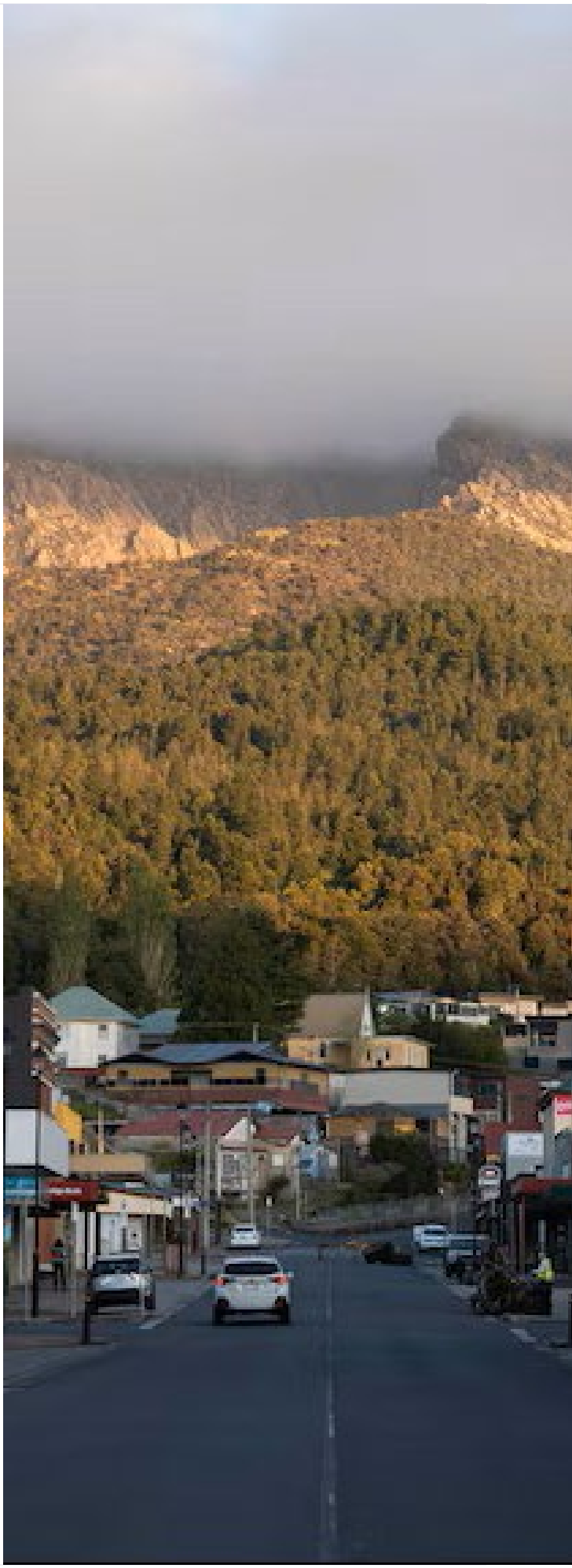
Understanding the Recommendations

Recommendations contained throughout this report should not be viewed as standalone initiatives.

The findings chapters identify opportunities for improvement and, in some cases, specific recommendations. These recommendations have been consolidated within the West Coast Organisational Sustainability Model and translated into practical actions through the Organisational Renewal Program.

Accordingly, individual recommendations should be read as contributing to one or more of the five pillars of the Sustainability Model and the associated actions contained within the Organisational Renewal Program.

This approach is intended to ensure that organisational improvement occurs through a coordinated and integrated renewal effort rather than a collection of unrelated initiatives



Organisational Renewal Framework

Organisational Renewal Roadmap at a Glance

Year	Program Phase	Primary Focus
2026–2027	Stabilisation	• Leadership Visibility and Credibility • Governance Foundations • Communication and Trust • Workforce Confidence • Psychological Safety • Organisational Ownership
? **Key Question:** *Have we created the conditions necessary for sustainable improvement?*		
2027–2028	Capability Building	• Leadership Development • Governance Maturity • Accountability • Workforce Capability • Succession Planning • Organisational Systems
? **Key Question:** *Have we built the capability required to sustain improvement*?		
2028–2029	Embedding	• Organisational Learning • Implementation Discipline • Consistency • Organisational Resilience • Cross-Organisational Alignment • Continuous Improvement Practices
? **Key Question:** Have improvements become embedded in the way the organisation operates		
2029–2030	Sustainability	• Leadership Continuity • Workforce Sustainability • Governance Excellence • Organisational Maturity • Innovation • Continuous Improvement
? **Key Question:** *Can the organisation sustain performance and improvement regardless of changes in people, leadership or circumstances*?		

The First Year Matters Most

The first year is not about doing everything. The first year is about creating the conditions that make sustainable improvement possible.

Throughout this review, a recurring theme emerged. The organisation has demonstrated a willingness to identify challenges and pursue improvement. However, sustainable improvement has often proven more difficult to achieve than organisational awareness.

For this reason, the first year of the Organisational Renewal Program focuses on stabilisation. The objective is not large-scale transformation. The objective is to establish the organisational foundations upon which future improvement can be successfully built.

Key priorities during the first year include:

- **Leadership Visibility and Credibility;**
- **Governance Foundations and Accountability;**
- **Communication and Trust;**
- **Workforce Confidence and Psychological Safety;**
- **Organisational Ownership and Responsibility;**
- **Implementation Discipline and Follow-Through.**

These foundations will determine whether organisational renewal becomes embedded and sustainable or whether it risks becoming another well-intentioned initiative that loses momentum over time. Importantly, these priorities are not intended to operate as standalone initiatives.

The practical actions and programs designed to address each priority are outlined in Chapter 12, while Chapter 13 identifies the disciplines required to sustain improvement over time.

Chapter 12 (Organisational Renewal Program) sets out the specific initiatives recommended to strengthen each area over the four-year renewal period.

Chapter 13 (The Disciplines of Sustainable Improvement) outlines the principles of accountability, monitoring, organisational learning and sustainability that should underpin implementation and help ensure improvements are embedded into normal organisational practice.

While the renewal roadmap extends across four years, the review considers the Stabilisation Phase to be the most critical phase of implementation. The success of Years Two, Three and Four will depend heavily upon the organisation's ability to establish these foundations during Year One.

Simply put, if the organisation can create stability, confidence, accountability and organisational ownership during the first year, the conditions for long-term improvement will exist. If these foundations are not established, many of the initiatives proposed in later years are unlikely to achieve their intended outcomes.

> **For this reason, the first year should be regarded not as the beginning of the renewal program, but as the phase that determines its ultimate success.**

The first year focuses on creating the conditions necessary for sustainable improvement. The initiatives supporting these priorities are detailed in the Organisational Renewal Program and should be supported by the disciplines of accountability, monitoring, organisational learning and sustainability outlined later in this report.

CHAPTER 1

Purpose, Scope and Context of the Review

West Coast Council commissioned this review to provide an independent assessment of organisational effectiveness, governance accountability, leadership stability, workforce capability, organisational culture and broader organisational sustainability.

The review was not undertaken to investigate individual complaints, determine personal fault or examine isolated workplace disputes. Rather, it was commissioned to identify organisational strengths, organisational risks and opportunities for improvement capable of supporting long-term organisational sustainability.

The review adopted a systemic rather than incident-based approach. While individual experiences and specific events provided important context, the primary focus remained on identifying broader organisational patterns, organisational influences and institutional factors affecting organisational performance.

This review is intended to identify organisational strengths, challenges, risks and opportunities and to provide Council with a practical framework for organisational improvement. In addition to identifying findings and recommendations, the report provides an Organisational Sustainability Model, a four-year Organisational Renewal Program and implementation guidance designed to assist Council in sequencing, governing and monitoring organisational improvement activities.

The review is not intended to function as a detailed operational management plan or prescribe specific management decisions. Decisions regarding implementation priorities, resource allocation, organisational design, workforce arrangements and operational delivery remain matters for Council and organisational leadership. The implementation approaches outlined within the report are intended to support informed decision-making and provide a structured pathway for organisational renewal and long-term sustainability.

The review included consideration of:

- **Governance effectiveness and organisational accountability;**
- **Leadership stability, leadership behaviours and leadership visibility;**
- **Organisational culture and workforce experience;**
- **Communication effectiveness and organisational information flow;**
- **Organisational structures and operational effectiveness;**
- **Workforce wellbeing and psychological safety;**
- **Workforce capability, succession planning and organisational resilience;**
- **Previous reviews, reports and organisational improvement initiatives; and**
- **Broader organisational sustainability considerations.**

Stakeholder engagement formed a significant component of the review process. Employees, elected members and other stakeholders were provided opportunities to share their experiences, observations and perspectives regarding the organisation's current environment. Information obtained through stakeholder engagement was considered alongside documentary evidence, organisational records and other relevant information sources.

The review also recognised that West Coast Council operates within a unique local government environment. Geographic isolation, workforce attraction and retention challenges, financial pressures, increasing regulatory expectations and community service demands create organisational

complexities that differ from many larger local government organisations.

These contextual factors are important and should not be underestimated. However, similar challenges are experienced by many regional and remote councils across Australia. Accordingly, the review focused not only upon external pressures influencing organisational performance, but also upon those internal organisational systems, governance arrangements, leadership practices and organisational capabilities that remain within Council's capacity to influence and improve.

The review therefore seeks to examine both organisational health and organisational sustainability.

Organisational health refers to the organisation's current state, including workforce experience, leadership stability, governance accountability, communication and trust, workforce capability and overall organisational effectiveness.

Organisational sustainability refers to the organisation's capacity to maintain effective performance, adapt to changing circumstances, develop future capability and sustain improvement over time.

In simple terms, organisational health considers how the organisation is performing today, while organisational sustainability considers how well the organisation is positioned to perform into the future.

Throughout the review, particular attention was given to **five organisational pillars** that ultimately emerged as central to West Coast Council's long-term sustainability:

- **Leadership Stability**
- **Governance Accountability**
- **Communication And Trust**
- **Workforce Capability and Succession**
- **Implementation and Organisational Learning**

These pillars provide the organising framework for the findings, conclusions and recommendations contained throughout this report.

The intention of this review is not merely to identify organisational shortcomings. Its purpose is to provide Council with a practical pathway through which organisational confidence can be strengthened, governance accountability enhanced, workforce capability developed and long-term organisational sustainability secured.

Ultimately, the review seeks to assist West Coast Council build an organisation capable of delivering consistent outcomes through strong systems, capable leadership, mature governance and a workforce supported to succeed.

CHAPTER 2

Methodology and Evidence Base

This review was undertaken using a combination of documentary analysis, stakeholder engagement and organisational assessment methodologies commonly applied within local government and broader public sector organisational reviews

The objective was to develop an evidence-based understanding of West Coast Council's organisational condition and long-term sustainability through the consideration of multiple information sources. The review was deliberately designed to assess organisational systems, organisational performance and institutional capability rather than individual events or isolated workplace matters.

The evidence base incorporated a range of information sources including organisational documentation, governance material, policies, workforce information, correspondence, previous reviews, audit findings, strategic planning documents and other relevant records made available throughout the course of the review.

The findings of this review are further supported by matters independently identified through the work of Council's Audit Panel, including governance, risk management, organisational capacity, workplace health and safety and long-term sustainability concerns.

Stakeholder engagement formed a significant component of the review process. Interviews and discussions were undertaken with elected members, employees and other relevant stakeholders. These discussions provided valuable insight into organisational strengths, organisational challenges, perceived risks and opportunities for improvement.

Information obtained through stakeholder engagement was assessed alongside documentary evidence and other available information sources. No individual perspective was treated as determinative. Rather, findings were informed by the extent to which observations, concerns and experiences were supported across multiple evidence sources.

Particular attention was given to identifying recurring organisational themes. The significance of many findings did not arise from individual incidents or isolated accounts, but from the repeated emergence of similar observations across different stakeholder groups, organisational functions and documentary sources. This approach assisted in distinguishing localised issues from broader organisational patterns.

Historical organisational information was also considered where available. This enabled the review to assess whether identified challenges represented recent developments or reflected longer-term organisational conditions. Understanding these patterns was important in evaluating organisational sustainability and the organisation's capacity to implement and sustain improvement over time.

The review recognises that organisational assessments of this nature are not intended to establish legal findings or determine individual culpability. Their purpose is to identify organisational conditions, systemic influences, institutional strengths and opportunities for improvement capable of strengthening organisational performance and long-term sustainability.

Accordingly, the findings contained within this report should be interpreted within the context of organisational improvement, governance accountability and institutional strengthening.

The review further recognises that organisations are dynamic environments in which experiences, perspectives and circumstances may differ between individuals. For this reason, the report places greatest weight upon themes supported by multiple evidence sources and recurring organisational observations.

The evidence base supporting this review is considered sufficient to identify a number of significant organisational findings and to support the conclusions and recommendations presented throughout this report.

A summary of stakeholder engagement activities is provided at Appendix C. A register of documents and information sources considered during the review is provided at Appendix D.

CHAPTER 3

Organisational Context and Historical Patterns

A consistent observation emerging throughout this review is that a number of organisational themes identified within current stakeholder feedback and organisational documentation appear to have been present, in varying forms, over an extended period.

Documentary material, previous organisational reviews, governance records and stakeholder observations suggest that issues relating to leadership stability, governance accountability, communication and trust, workforce capability and organisational performance have periodically emerged throughout the organisation's history.

This observation is important because it provides context for understanding the organisation's current condition.

The evidence indicates that many of the challenges facing West Coast Council cannot be viewed solely as recent developments or isolated events. Rather, they appear to have evolved within a broader organisational environment shaped by changing leadership arrangements, workforce pressures, governance challenges, service delivery demands and external operating conditions.

The review identified evidence of previous organisational reviews, governance assessments, workforce initiatives and improvement activities undertaken over a number of years. This demonstrates an ongoing organisational willingness to examine performance, identify opportunities for improvement and respond to emerging challenges.

At the same time, historical material suggests that some organisational themes have reappeared across multiple periods of time.

While the nature and severity of individual issues may have varied, recurring references to ***leadership, communication, accountability, workforce confidence*** and ***organisational effectiveness*** were evident within a range of historical sources.

The significance of these recurring themes is not that they demonstrate organisational failure. Rather, they suggest that some challenges may be more deeply connected to organisational systems, structures and practices than to any individual event or circumstance.

Understanding this distinction is important.

If organisational issues are viewed solely as isolated incidents, responses are likely to focus on individual events. If, however, recurring themes reflect broader organisational conditions, sustainable improvement requires attention to the systems and practices through which those conditions are created and maintained.

The review also recognises that West Coast Council operates within an environment that presents unique challenges. Geographic isolation, workforce attraction and retention difficulties, increasing regulatory obligations, financial pressures and community expectations create complexities that influence organisational performance and resilience.

These factors do not determine organisational outcomes, but they provide important context for understanding the environment within which organisational improvement must occur.

Importantly, *the historical patterns identified throughout this review should not be interpreted as evidence that improvement is unattainable*. The organisation continues to possess significant strengths, including committed employees, dedicated elected members, valuable local knowledge and a strong commitment to serving the West Coast community.

The purpose of examining historical patterns is therefore not to focus on the past, but *to better understand the factors influencing the present and the opportunities available to strengthen the future*.

The chapters that follow examine these themes in greater detail and consider their implications for organisational sustainability, governance accountability, leadership stability, workforce capability and long-term organisational performance

CHAPTER 4

Current Organisational Condition, Culture and Workforce Experience

The review identified a number of interconnected organisational themes that collectively influence the current condition, effectiveness and long-term sustainability of West Coast Council.

While these themes are examined in greater detail throughout later chapters, stakeholder engagement consistently indicated that organisational confidence, workforce experience, organisational culture and trust are significant influences on the organisation's overall performance and capacity for improvement.

A recurring observation throughout the review was the presence of reduced organisational confidence.

This was evident across multiple stakeholder groups and was expressed in a variety of ways. Some stakeholders described uncertainty regarding organisational direction and future priorities. Others referred to frustration associated with unresolved issues, inconsistent communication or a perceived lack of organisational responsiveness. In several instances, stakeholders expressed diminished confidence that concerns raised within the organisation would consistently result in meaningful action.

The review does not conclude that confidence has been lost universally across the organisation. ***However, sufficient evidence exists to suggest that organisational confidence has weakened in a manner that now warrants deliberate organisational attention.***

Closely connected to confidence was the issue of organisational trust.

Trust influences how employees interpret decisions, respond to change, communicate concerns and engage with organisational initiatives. Throughout the review, stakeholder feedback suggested that trust levels varied across the organisation. While many employees expressed strong commitment to their colleagues, teams and the community they serve, concerns were also raised regarding confidence in organisational processes, consistency of decision-making and the extent to which employee concerns were heard and acted upon.

The review found that workforce experience was influenced not only by formal organisational systems but also by everyday interactions, workplace relationships and perceptions of organisational responsiveness.

Several stakeholders described workplace environments characterised by uncertainty, frustration, fatigue and diminished confidence in organisational processes. While experiences varied between individuals and work areas, ***the consistency of these themes suggests that workforce wellbeing requires deliberate organisational attention.***

A particularly significant finding was the emergence of organisational fatigue.

Many stakeholders demonstrated a genuine desire to see the organisation succeed and expressed strong commitment to the West Coast community and the work they perform. However, the review identified evidence suggesting that this commitment has increasingly been challenged by frustration, uncertainty and repeated exposure to unresolved organisational issues.

In part, this appears to reflect the cumulative impact of leadership instability, communication concerns, organisational change processes and a perception that previous improvement initiatives have not always translated into sustained organisational outcomes.

Over time, such conditions can contribute to organisational fatigue.

When organisational fatigue develops, employees may become less confident that concerns will be addressed, less willing to participate in change initiatives and more cautious about contributing ideas, feedback and suggestions. Even well-intentioned organisational reforms can be viewed sceptically if previous experiences have diminished confidence in the organisation's ability to follow through on commitments.

The review found evidence suggesting that aspects of organisational fatigue may now be present within West Coast Council.

This observation should not be interpreted as criticism of employees. ***Rather, it highlights the importance of rebuilding organisational confidence before expecting significant transformational change.***

Closely connected to workforce experience was the issue of psychological safety. Psychological safety exists when employees feel able to raise concerns, ask questions, contribute ideas and identify risks without fear of negative consequences. It is a critical component of healthy organisational culture and an essential condition for continuous improvement.

Several stakeholders expressed concerns suggesting that psychological safety may have weakened in parts of the organisation. Some individuals reported reluctance to raise issues. Others expressed uncertainty regarding how concerns would be received or addressed. While experiences varied across the organisation, ***the consistency with which these themes emerged suggests that psychological safety warrants deliberate organisational attention.***

Importantly, psychological safety should not be confused with the absence of accountability.

Healthy organisations are capable of maintaining both accountability and psychological safety

simultaneously. Employees should be able to raise concerns openly while remaining accountable for professional conduct, performance expectations and organisational responsibilities. The strongest organisational cultures achieve this balance successfully.

The review also identified organisational culture as a significant influence on current conditions.

Culture is often described as "*the way we do things around here*." It influences behaviour, decision-making, communication, accountability and workforce experience. While culture is frequently discussed in abstract terms, it is ultimately experienced through everyday interactions between leaders, employees and elected members.

The review identified evidence suggesting that aspects of organisational culture have contributed to workforce frustration, diminished organisational confidence and broader concerns regarding communication and accountability. At the same time, the review identified a number of positive cultural characteristics, including commitment to community service, professional pride, resilience and strong interpersonal relationships across parts of the organisation.

These strengths should not be underestimated. They represent important organisational assets and provide a foundation upon which future improvement can be built.

The issue of organisational values also warrants consideration.

West Coast Council currently maintains a set of organisational values intended to guide behaviour and decision-making. Such values can provide an important foundation for organisational culture when they are understood, respected and actively demonstrated by leaders and employees alike.

However, values only influence culture when they are genuinely lived.

Throughout the review, limited evidence emerged to suggest that the current values framework is actively shaping workforce experience or organisational behaviour to the extent originally intended. Significant workforce change, leadership transitions and organisational restructuring have altered the composition of the organisation considerably over recent years. Many current employees were not present when the existing values were developed and may have had limited opportunity to contribute to their creation.

For this reason, the review considers there to be merit in undertaking a workforce-led values renewal process.

Rather than management defining organisational values on behalf of employees, the process should actively engage employees, leaders and elected members in identifying the behaviours, principles and expectations they collectively wish to see reflected throughout the organisation.

When undertaken effectively, values renewal can assist in rebuilding organisational confidence, strengthening communication, improving organisational identity and creating a shared understanding of expected behaviours across all levels of the organisation.

Most importantly, values must be demonstrated through action.

Employees will ultimately judge organisational values not by statements contained within policies or documents, but by the behaviours they observe from leaders, colleagues and elected representatives each day.

Overall, the evidence suggests West Coast Council is experiencing organisational strain across a number of interconnected areas. The most significant consequence of this strain appears to be its impact on organisational confidence, workforce experience, organisational culture and trust.

These findings do not suggest an organisation incapable of improvement. Rather, they suggest an organisation that would benefit from a period of deliberate stabilisation focused upon rebuilding confidence, strengthening trust, improving workforce experience and creating the organisational conditions necessary to support sustainable improvement.

The following chapters examine the organisational factors contributing to these conditions, including leadership stability, communication and organisational alignment, workforce capability and succession, governance accountability and organisational learning.

CHAPTER 5

Leadership Stability, Accountability and Organisational Confidence

The Number 1 Team

In general, leadership is about having a vision for the future of the organisation and motivating and inspiring the staff to get there. For success that vision needs to be shared by the Council and General Manager to, and with, their Executive Team. The General Manager and their executive, having established a collective position on the future are then tasked with ensuring their staff understand that vision; have the capability, training and support to achieve that vision; have the capacity to not only complete their tasks but derive a sense of satisfaction and pride from doing so; and have the resources to complement their skills.

Leadership, strategy, culture, performance and accountability are functions of the Executive Leadership Team (ELT). They are not and should not be solely the possession of the General Manager. The evidence suggests that the ELT is not functioning as a high performing team, which has become emphasised with the changes in composition of this group over a short period of time. And more the reason why the ELT would benefit from an external party to support their development and organisational outcomes through the West Coast Organisational Sustainability Model and Renewal Program.

Famed leadership expert Patrick Lencioni identifies five dysfunctions of a team, which are quite relevant to what the evidence has provided for in this review.

Those five elements include:

- **Absence of Trust;**
- **Fear of Conflict;**
- **Lack of Commitment;**
- **Avoidance of Accountability, and**
- **Inattention to Results.**

Throughout the compilation of this report the evidence suggests a growing division in the lack of trust between the office workforce and the depot teams – between management and staff; a failure to speak up for fear of retribution or ostracization; a lack of commitment to build and communicate the capabilities of the ELT; poor and ineffective performance management at all levels, highlighted by the absence of such at an executive level, and as detailed in numerous places within this report, the inattention to results.

Consistent leadership accountability was not always evident throughout the material reviewed. While the General Manager's performance framework contained broadly defined key performance indicators, there was limited evidence demonstrating how specific organisational concerns raised during the review period were translated into measurable performance expectations, monitored over time or formally evaluated.

The review considered information relating to concerns previously raised by a group of employees regarding aspects of leadership and communication.

Documentation provided to the review indicated that commitments were made to strengthen focus on particular aspects of leadership performance, including communication and organisational engagement. However, the material available to the review did not clearly demonstrate how these commitments were incorporated into revised performance measures, supported through structured development activities or subsequently reviewed against agreed outcomes.

Whether additional performance management actions occurred outside the material available to the review cannot be determined. Nevertheless, stakeholder feedback consistently suggested that employees perceived limited change in the areas that had originally given rise to concern. This finding highlights the importance of ensuring that leadership performance expectations are clearly defined, measurable, actively monitored and transparently reviewed where significant organisational concerns have been identified.

Similarly, the accountability for the wider Executive Team was found to be inconsistent, with evidence of some executives having undertaken a performance review while others had not.

While it starts at the top, this finding should not be interpreted as suggesting that leadership alone is responsible for every organisational challenge identified throughout the review. Organisations are complex systems influenced by governance arrangements, workforce capability, external pressures, financial constraints and historical factors. *However, leadership occupies a unique position within those systems because it directly influences how organisational challenges are understood, communicated and addressed.*

In many respects, leadership establishes the environment within which organisational confidence either strengthens or deteriorates. Leadership influences expectations, shapes organisational culture, affects workforce engagement and plays a critical role in determining how effectively organisations respond to emerging challenges.

Leadership Stability

A recurring theme throughout the review was the importance of leadership stability and the influence leadership has on organisational confidence.

Stakeholders frequently described a desire for consistency, predictability and confidence in organisational leadership. While views regarding individual leaders varied, a broader pattern emerged suggesting that organisational confidence is closely linked to perceptions regarding leadership effectiveness, leadership consistency and the organisation's ability to maintain clear direction over time.

> **Importantly, leadership should not be viewed as a responsibility held solely by senior executives.**

Leadership exists throughout the organisation and is demonstrated daily by managers, coordinators, team leaders, supervisors and employees who influence workplace culture, team performance and organisational outcomes.

However, the review also recognises that leadership accountability is not evenly distributed throughout an organisation. ***The consequences of leadership failure increase significantly with organisational responsibility***.

Leadership shortcomings at team level may affect a work group. Leadership shortcomings at management level may affect a department. Leadership shortcomings at executive level have the potential to affect the entire organisation through their influence on culture, communication, workforce confidence, decision-making and organisational performance.

For this reason, the review considers leadership at the executive level to be particularly significant.

Throughout stakeholder engagement, concerns relating to communication, organisational confidence, decision-making, accountability and workforce trust were frequently linked to perceptions regarding senior leadership. While these themes manifested in different ways across the organisation, the consistency with which they emerged suggests that ***executive leadership has played a significant role in shaping the organisation's current condition***.

The evidence therefore suggests that strengthening leadership performance should be regarded as one of the organisation's highest priorities.

This does not imply that all organisational challenges originate from leadership alone. Rather, it reflects the reality that leadership exerts a disproportionate influence over many of the issues identified throughout this review and will therefore play a critical role in any future organisational renewal process.

Leadership Visibility

Leadership visibility emerged as a related and highly consistent theme throughout stakeholder engagement.

Employees repeatedly expressed a desire for greater leadership presence, accessibility and engagement. Importantly, stakeholders were not necessarily seeking agreement with every decision. Rather, they sought confidence that concerns were being heard, understood and genuinely considered.

Feedback from various sources during the review evidenced the infrequent sighting of the General Manager, the executive team and a number of those in the management team. This is particularly relevant in those towns and villages outside of the Queenstown Office. Sentiments expressed by multiple staff outside of the main office clearly highlighted their feeling of separation from the decisions and machinery of the administration centre in Queenstown.

Visible leadership is particularly important during periods of organisational uncertainty. Where workforce confidence has been weakened, communication challenges exist or organisational change is occurring,

KEY FINDING

leadership visibility becomes one of the primary mechanisms through which confidence can be restored.

The review identified opportunities to strengthen leadership visibility across all levels of the organisation. *However, the need was particularly evident at senior leadership levels where visibility, engagement and responsiveness have a disproportionate influence on organisational confidence.*

Greater engagement with employees, increased workplace presence and more consistent interaction across operational and administrative areas would assist in strengthening organisational confidence and improving perceptions of leadership accessibility.

Leadership Communication

The relationship between leadership and communication was evident throughout the review.

Stakeholders frequently linked communication concerns to broader perceptions of leadership performance. In many instances, concerns related less to individual decisions and more to the manner in which decisions were communicated, explained and followed through.

The communication at an executive team level was also found to be inconsistent and issue related. The evidence suggests that regular meetings of the executive staff has fallen away to the point where inconsistent communication from the executive as a whole is adding to the confusion of staff in general.

Employees are often capable of accepting difficult decisions when they understand the reasons behind them and believe that those decisions have been communicated openly, consistently and respectfully. Conversely, even appropriate decisions can undermine confidence when communication is perceived to be inconsistent, delayed, unclear or dismissive of stakeholder concerns.

Throughout the review, communication concerns were frequently associated with perceptions regarding senior leadership effectiveness.

This does not suggest communication challenges existed exclusively at senior levels, however

the evidence indicates that leadership communication has had a significant influence on workforce confidence and organisational trust.

The review identified opportunities to strengthen leadership communication through greater consistency, improved responsiveness, clearer explanations of organisational decisions and increased transparency regarding organisational priorities.

Importantly, communication should not be viewed solely as the distribution of information.

Effective leadership communication also requires listening, engagement, visibility and a demonstrated willingness to respond constructively to workforce concerns.

These opportunities to strengthen leadership communication are well captured through Strategic Recommendation 4, which is to undertake an organisation-wide culture, values and organisational confidence renewal process designed to strengthen organisational alignment, workforce engagement and trust.

Performance Management and Accountability

The review identified evidence of performance management frameworks and performance review processes. However, stakeholder feedback and documentary material suggest that performance development, accountability and capability management are not consistently embedded across all levels of the organisation.

Effective performance management is not simply an administrative exercise. It is one of the primary mechanisms through which organisational expectations, leadership accountability, workforce development and organisational improvement are reinforced.

Where performance expectations are unclear, inconsistently applied or not actively monitored, accountability becomes more difficult to sustain. Under such circumstances organisational improvement becomes increasingly dependent upon individual effort rather than organisational systems.

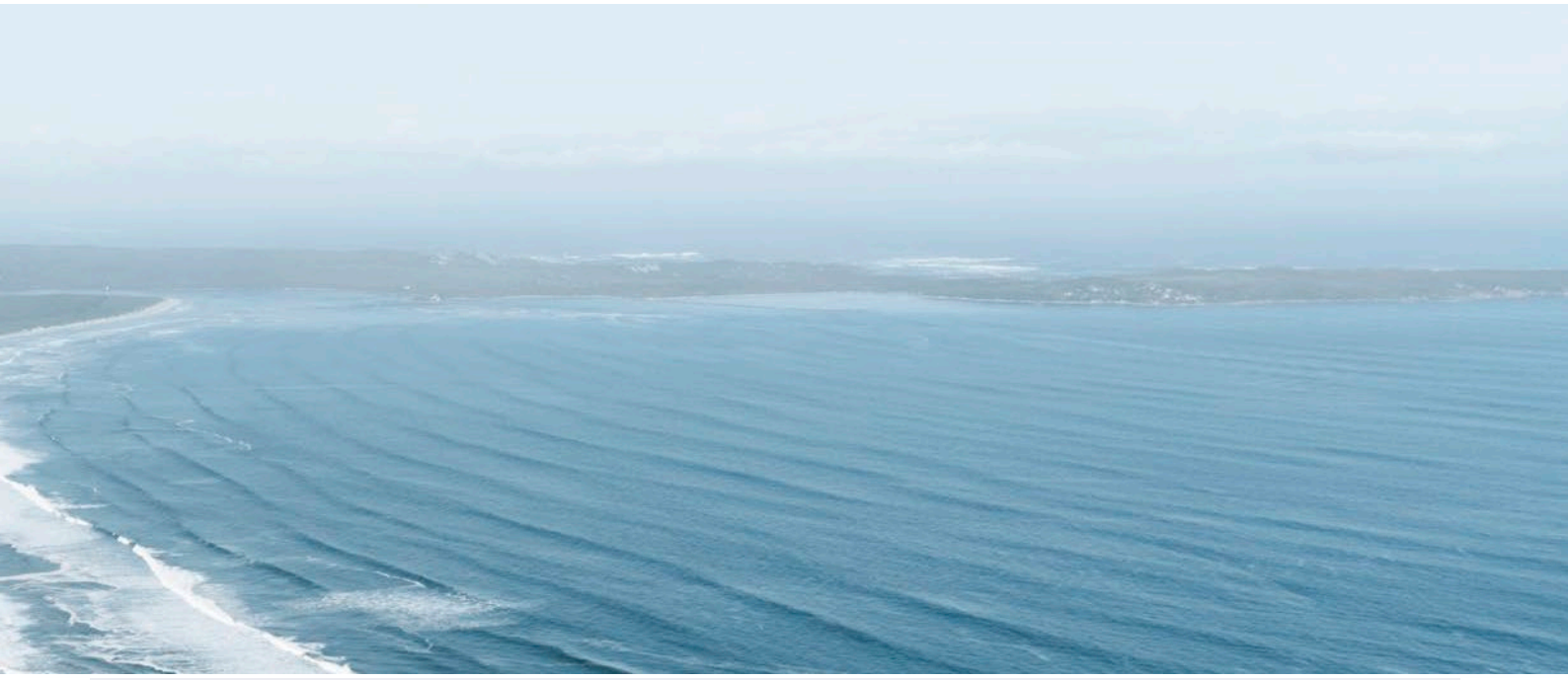
The review identified opportunities to strengthen the consistency, visibility and effectiveness of performance management practices throughout the organisation. This applies not only to executive leadership but across all levels of management and supervision.

Importantly, accountability should not be viewed as punitive in nature.

The strongest organisations typically combine accountability with support. They create environments in which individuals understand expectations, are supported to succeed and are held accountable where expectations are not met.

> **Accountability and support are complementary elements of effective organisational leadership.**

The evidence suggests that strengthening leadership visibility, communication, performance and accountability should be regarded as one of the organisation's highest priorities. As repeatedly referenced, this does not imply that all organisational challenges originate from leadership alone. Moreover, it reflects the reality that *leadership exerts a disproportionate influence over many of the issues identified throughout this review and will therefore play a critical role in any future organisational renewal process.*



CHAPTER 6

Communication and Organisational Alignment

Communication emerged as one of the most consistent themes throughout this review, and we have already identified this element as it relates to the executive team in the previous chapter.

Regardless of role, position or area of responsibility, stakeholders frequently identified communication as an area requiring improvement. While specific concerns varied, recurring themes included information flow, responsiveness, transparency, clarity of decision-making and the effectiveness of communication processes across the organisation.

Our experience is that communication should not be viewed simply as the exchange of information. Effective communication is one of the primary mechanisms through which organisations create alignment, support accountability, manage change and maintain organisational cohesion. Communication enables employees, leaders and elected members to understand priorities, expectations, responsibilities and organisational direction.

Where communication is effective, organisations are generally better positioned to coordinate activity, manage emerging issues and maintain focus on strategic objectives. Where communication is ineffective, misunderstanding, inconsistency and uncertainty often emerge.

The review identified evidence suggesting that communication challenges have become a significant contributor to organisational inefficiency and reduced organisational alignment.

Several stakeholders expressed concerns regarding the timeliness, consistency and completeness of information. Others described situations in which important matters were perceived to have been communicated inadequately or where communication gaps contributed to misunderstanding, confusion or speculation.

While individual examples varied, the broader pattern was clear.

Many stakeholders were seeking not simply more communication, but clearer, more consistent and more reliable communication.

Working across many organisations over time we have found organisations communicate frequently while still failing to create organisational alignment if information is perceived to be inconsistent, incomplete or disconnected from operational realities. Conversely, organisations that communicate clearly, openly and consistently are more likely to establish shared understanding and coordinated action.

The review identified opportunities to strengthen communication across several areas of the organisation. These included communication between leaders and employees, communication between operational and administrative areas, communication across work locations and communication supporting governance and decision-making processes.

Particular opportunities exist to strengthen communication between office-based and operational work areas.

Several stakeholders described circumstances in which employees felt insufficiently informed regarding organisational decisions, priorities or changes affecting their work. In some instances, communication appeared to travel unevenly across different parts of the organisation, creating varying levels of understanding regarding organisational matters.

The review also identified opportunities to strengthen communication between the administration and elected members.

Effective governance depends upon the provision of timely, accurate and sufficiently detailed information capable of supporting informed decision-making. ***Councillors should have confidence that information provided to them supports effective governance, strategic oversight and sound decision-making.***

Similarly, organisational leaders should have confidence that communication channels enable emerging issues, risks and opportunities to be identified and addressed in a timely manner. *Communication is therefore closely connected to organisational alignment.*

Alignment exists when employees, leaders and elected members possess a shared understanding of organisational priorities, strategic objectives, expectations and responsibilities.

Without alignment, organisations risk expending effort in competing directions, reducing organisational effectiveness and creating unnecessary frustration.

The evidence suggests opportunities exist to strengthen organisational alignment through improved communication processes, clearer articulation of priorities, greater visibility of decision-making and more consistent information sharing throughout the organisation. Importantly, communication improvement represents one of the most practical and immediately achievable opportunities available to West Coast Council.

Unlike structural reform or long-term workforce development initiatives, communication practices can often improve relatively quickly through deliberate leadership effort, increased responsiveness, greater transparency and more effective information-sharing systems. Even modest improvements in communication can contribute significantly to organisational effectiveness, workforce engagement and governance performance.

For this reason, communication should be regarded as a strategic organisational capability rather than an administrative function.

The future success of West Coast Council will depend in part upon its ability to strengthen organisational alignment by ensuring information flows openly, accurately, consistently and effectively throughout the organisation. Ultimately, effective communication is not simply about informing people***. It is about ensuring people understand what matters, why it matters and how they contribute to organisational success.***

The evidence suggests that strengthening communication and organisational alignment should form a central component of West Coast Council's broader stabilisation and sustainability journey.

CHAPTER 7

Workforce Capability, Succession and Organisational Resilience

A central finding emerging from this review is that the long-term sustainability of West Coast Council will depend significantly upon its ability to strengthen workforce capability, improve succession readiness and reduce organisational reliance upon individual employees.

Throughout the review, numerous examples were identified of committed, capable and hardworking employees continuing to deliver services to the West Coast community despite significant organisational pressures. Staff across multiple areas of the organisation demonstrated professionalism, resilience, dedication and a strong commitment to achieving positive outcomes for the municipality.

The review therefore does not conclude that West Coast Council's primary challenge is a lack of individual capability. Rather, the evidence suggests the organisation has become increasingly reliant upon individual effort to compensate for weaknesses in organisational systems, workforce planning, succession readiness and institutional capability.

Mature organisations do not depend upon individual heroics to achieve consistent outcomes. They rely upon effective systems, workforce planning, succession management, knowledge transfer, leadership continuity and clearly understood organisational processes capable of sustaining performance regardless of changes in personnel. The evidence gathered throughout this review suggests several of these organisational foundations require strengthening.

One of the strongest themes emerging from stakeholder engagement was the organisation's dependence upon accumulated individual knowledge. Several work areas appear heavily reliant upon the experience, relationships and historical knowledge of particular employees. While this knowledge represents a valuable organisational asset, excessive reliance upon individuals creates significant organisational risk.

When key personnel leave, retire, become unavailable or move into different roles, organisational knowledge can be lost, service continuity may be affected and organisational capability can weaken. This risk is particularly significant within regional councils, such as West Coast Council where recruitment challenges may limit the speed with which capability can be replaced.

Workforce sustainability therefore presents an important strategic challenge.

Like many regional councils, West Coast Council faces ongoing difficulties associated with workforce attraction, retention and recruitment. These challenges increase the importance of succession planning, workforce development, leadership pathways and organisational knowledge management.

The review found limited evidence of a sufficiently mature and organisation-wide approach to succession planning operating at the level necessary to support long-term organisational sustainability. Similarly, workforce capability development appears uneven across parts of the organisation. While some areas demonstrate strong capability and operational maturity, other areas appear vulnerable to workforce change, limited documentation, reliance upon informal knowledge and dependence upon particular individuals. These conditions increase operational risk and reduce organisational resilience.

Importantly, organisational resilience should not be viewed solely as an operational concept.

Resilient organisations are capable of maintaining performance despite workforce changes, leadership transitions, operational disruptions and emerging challenges. They possess systems, capability and workforce depth that allow organisational performance to continue even when circumstances change.

The review identified opportunities to strengthen organisational resilience through improved workforce planning, succession readiness, leadership development, capability building and knowledge transfer processes.

The consequences of insufficient workforce capability extend beyond operational effectiveness. Where organisational systems and workforce planning arrangements are underdeveloped, the burden of maintaining performance frequently shifts from the organisation itself to individual employees.

Throughout the review, evidence emerged suggesting that many employees have assumed responsibility for managing organisational shortcomings through personal effort, accumulated organisational knowledge, additional workload and a willingness to absorb pressures that would ordinarily be managed through stronger systems, clearer processes and organisational support.

While this commitment has undoubtedly assisted the organisation during challenging periods, it is neither sustainable nor desirable as a long-term operating model. Over time, excessive reliance upon individual effort creates workforce risks including fatigue, frustration, stress, disengagement and reduced organisational resilience.

For this reason, workforce capability and workforce wellbeing should not be viewed as separate issues.

Strong organisational systems, effective succession planning and sustainable workforce capability contribute directly to employee wellbeing by reducing unnecessary organisational pressures and creating greater certainty regarding roles, responsibilities and expectations.

A sustainable organisation should not require extraordinary effort from ordinary people simply to maintain normal organisational performance.

This observation is considered fundamental to understanding the workforce capability and sustainability challenges facing West Coast Council. The objective should be to create organisational systems that enable employees to succeed, rather than relying upon employees to compensate for organisational weaknesses.

For this reason, strengthening workforce capability, succession readiness and organisational resilience should be regarded as a strategic organisational priority. The objective is not simply to address current workforce challenges. The objective is to build an organisation capable of retaining knowledge, developing future leaders, supporting employees, sustaining performance and adapting successfully to future challenges regardless of changes in personnel, leadership or organisational structure. This is not solely the role of the Human Resources function of a council, rather it is a clear leadership accountability.

These issues are addressed through Pillar 4 of the West Coast Organisational Sustainability Model and are further supported through the Workforce Capability and Succession Program contained within the Organisational Renewal Program. Together, these initiatives are intended to strengthen workforce capability, reduce organisational vulnerability, improve succession readiness and support long-term organisational sustainability.

The following chapter examines governance accountability and organisational risk, while Chapter 9 considers the organisation's capacity to implement, sustain and learn from organisational improvement initiatives over time.

CHAPTER 8

Governance Accountability and Organisational Risk

Effective governance is fundamental to the long-term sustainability of any local government organisation.

While governance is often associated with elected members and formal decision-making processes, contemporary governance extends well beyond statutory responsibilities and Council meetings. Effective governance influences organisational accountability, strategic decision-making, risk management, organisational confidence and ultimately the organisation's ability to deliver sustainable outcomes for the community.

We have found throughout this review, that governance is an important theme influencing many of the organisational challenges identified elsewhere within the report. Importantly, the review did not identify a failure of governance in the traditional compliance sense. Rather, ***the evidence suggests opportunities exist to strengthen governance maturity, reinforce accountability and improve the systems through which organisational decisions are implemented, monitored and evaluated***.

With over 60 years of experience as Local Government leaders we have found that governance maturity is not measured solely by the existence of policies, frameworks or reporting mechanisms. Mature governance is demonstrated through the quality of decision-making, clarity of accountability, effectiveness of oversight, management of risk and the organisation's ability to convert decisions into meaningful outcomes.

> **One of the strongest governance themes emerging throughout the review was the importance of accountability.**

Accountability provides clarity regarding roles, responsibilities and expectations. It enables organisations to make decisions confidently, identify issues early and maintain confidence in organisational processes. Importantly, accountability operates at multiple levels, as does leadership.

Elected members are accountable to the community for governance and strategic oversight. The General Manager is accountable to Council for organisational performance, implementation and safety of employees. Executive leaders are accountable for organisational leadership, service delivery, workforce management and safety of employees. Employees are accountable for fulfilling their professional responsibilities and contributing to organisational outcomes, and their own safety at work.

Where accountability is clear and consistently applied, organisational confidence *generally* strengthens. Where accountability becomes unclear or inconsistently applied, uncertainty, frustration and reduced confidence can emerge. The review identified opportunities to strengthen accountability across a number of organisational areas, and certainly in the growth of a safety culture.

These opportunities relate not only to individual accountability but also to organisational accountability. Effective organisations establish systems that ensure decisions, commitments and organisational priorities remain visible, measurable and subject to appropriate oversight.

The review also identified opportunities to strengthen governance information and reporting processes. Good governance depends upon decision-makers having access to timely, accurate and sufficiently detailed information capable of supporting informed judgement. Councillors should have confidence that information presented to them supports effective governance, strategic oversight and sound decision-making. Similarly, organisational leaders require effective reporting systems capable of identifying emerging risks, monitoring organisational

performance and supporting implementation of strategic priorities.

Risk management forms another important component of governance maturity.

Strong governance requires organisations to identify, assess and manage risks before they become significant operational or strategic issues. Risk management should not be viewed solely as a compliance activity. Rather, it is a practical mechanism through which organisations improve decision-making, allocate resources effectively and protect long-term sustainability.

The review identified opportunities to further strengthen the integration of governance, risk management and organisational planning processes.

Audit and Risk Committee

The Audit and Risk Committee plays an important role within Council's broader governance framework and provides an additional layer of independent oversight in relation to governance, risk management, financial stewardship, internal controls and organisational accountability.

While the Committee does not replace the governance responsibilities of Council or management, it provides an important mechanism through which emerging risks, control weaknesses, audit findings and organisational improvement opportunities can be identified, examined and monitored.

Effective Audit and Risk Committees contribute to governance maturity by providing objective challenge, strengthening accountability and supporting informed decision-making. They also play an important role in ensuring that identified risks and improvement actions remain visible and subject to ongoing oversight.

Throughout the review, recurring themes emerged relating to implementation, follow-through and the sustainability of organisational improvement efforts. In this context, *the Audit and Risk Committee has the potential to provide valuable support by monitoring the progress of significant governance improvements, reviewing implementation of key recommendations and maintaining visibility of strategic organisational risks.*

KEY FINDING

The review considers that continued utilisation of the Audit and Risk Committee as an active governance partner will be important in supporting Council's broader organisational renewal journey and strengthening long-term governance accountability.

Another recurring theme throughout the review was the importance of follow-through.

Effective governance requires more than making decisions. It requires confidence that decisions are implemented, monitored and evaluated appropriately. For this reason, governance accountability should not be viewed as a static compliance requirement. It is an active organisational capability that influences performance, confidence and sustainability.

The review therefore considers governance accountability to be one of the most significant opportunities available to West Coast Council. Strengthening governance maturity, clarifying accountability, improving oversight and enhancing risk management capability have the potential to positively influence many of the broader organisational challenges identified throughout this report.

Governance alone will not resolve every organisational issue. However, without strong governance accountability, many of the improvements sought elsewhere in this report are unlikely to be sustained over time. For this reason, governance strengthening should be regarded as a central component of West Coast Council's broader organisational stabilisation and sustainability journey.

CHAPTER 9

Organisational Learning, Sustainability and Improvement Capability

Reiterating one of the clearest findings emerging from this review is that many of the issues currently facing West Coast Council are not new. Concerns relating to leadership, governance, communication, workforce capability, organisational culture and organisational effectiveness have been identified previously through reviews, stakeholder feedback, organisational initiatives and external advice.

Throughout the review, examples emerged where concerns had been recognised, recommendations developed and actions commenced, yet anticipated improvements were not always fully realised or maintained. As a result, similar themes have periodically re-emerged, requiring further organisational attention and review.

This is one of the more significant findings of the review because it shifts the focus of future improvement efforts. ***West Coast Council does not need another long list of organisational issues.*** Most of the important issues are already known.

> **What the organisation requires is a stronger ability to convert organisational awareness into lasting organisational improvement.**

Several stakeholders described a sense of frustration that issues previously identified had not always resulted in sustained change. Over time, this can affect organisational confidence. Employees can become sceptical about improvement initiatives; leaders can become focused on immediate operational pressures and councillors can question whether agreed actions are being delivered. The review identified evidence suggesting aspects of this dynamic may now be present within Council.

This finding should not be interpreted as criticism of any individual employee, leader, councillor or previous initiative. Organisational improvement is rarely achieved through a single review, consultant engagement or governance decision. Sustainable improvement requires leadership commitment, organisational ownership, clear accountability, workforce engagement and ongoing monitoring.

The review also identified a broader organisational risk associated with the organisation's reliance upon individual effort.

Across many areas of the organisation, committed employees continue to achieve positive outcomes despite workforce pressures, resource constraints and organisational challenges. This commitment represents a significant strength. However, organisations become vulnerable when success depends too heavily on the knowledge, experience and goodwill of a relatively small number of individuals.

Workforce turnover, retirement, illness or leadership change can quickly expose weaknesses in systems, documentation, succession planning and organisational knowledge transfer. What we have found is that aspects of this risk are present within West Coast Council and warrant attention as part of any future organisational renewal effort.

The review also found that organisational sustainability should not be viewed solely as a financial issue. ***Financial sustainability remains important***, particularly given the challenges facing many regional and remote councils. However, our experience is that long-term organisational sustainability is equally influenced by leadership stability, governance effectiveness,

workforce capability, organisational culture, communication, succession planning and implementation discipline.

These factors are closely connected. Weakness in one area often places pressure on another. Conversely, improvements in leadership, governance, workforce capability and organisational learning can strengthen the organisation's overall resilience and capacity to respond to future challenges.

The review considered a range of previous reviews, consultant engagements and organisational improvement initiatives undertaken by Council over time. Many identified legitimate organisational issues and provided practical recommendations. The recurring appearance of similar themes throughout those reviews does not diminish their value. Rather, it reinforces the importance of implementation and organisational learning.

The value of any review is ultimately determined by what happens after the report is delivered.

For this reason, the organisation should place greater emphasis on implementation governance, accountability, recommendation tracking and progress monitoring. Future success will depend less upon identifying new organisational issues and more upon ensuring that known issues are effectively addressed and improvements sustained.

Independent Governance Perspective – Audit Panel Observations

The release of the West Coast Council Audit Panel Annual Report for 2025 during the preparation of this review is significant because it independently identifies many of the same themes emerging from this organisational review.

While the Audit Panel performs a different statutory role, its observations reinforce concerns regarding governance effectiveness, risk management, workplace health and safety, organisational capacity, long-term planning and financial sustainability. The Panel also noted that a number of findings arising from previous audits and reviews remain unresolved and continue to require management attention.

Of particular relevance to this review were the Audit Panel's observations regarding the absence of key long-term planning documents, weaknesses within the strategic risk management framework, unresolved audit actions and the organisational capacity required to implement improvement initiatives.

These observations align closely with the evidence gathered through interviews, document review and organisational analysis undertaken as part of this review.

Importantly, the Audit Panel's observations reinforce one of the central conclusions emerging from this chapter. West Coast Council has not lacked reviews, audits, consultant reports or recommendations. Rather, the organisation has struggled to consistently implement, embed and sustain improvement over time. As a result, many issues identified previously continue to reappear in different forms across the organisation.

The significance of the Audit Panel report is not that it identifies new concerns. Rather, it provides independent support for many of the findings contained within this review and strengthens confidence that the issues identified represent systemic organisational challenges rather than isolated events or individual experiences.

> **For these reasons, Implementation and Organisational Learning has been identified as one of the five pillars of the West Coast Organisational Sustainability Model.**

Simply put, if the organisation can become better at sustaining improvement than it has been at identifying issues, many of the challenges identified throughout this review will become significantly easier to address.

CHAPTER 10

Key Findings and Critical Conclusions

This review identified five clear conclusions.

1. The organisation's issues are well known.

Many of the concerns raised during this review are not new. Issues relating to leadership, communication, governance, accountability, workforce capability and organisational effectiveness have been identified previously through reviews, discussions and organisational improvement initiatives.

West Coast Council does not lack awareness of its challenges.

2. The biggest challenge is sustaining improvement.

The most significant issue identified during the review is not recognising problems. It is ensuring that agreed improvements are implemented, monitored and sustained.

Too often issues have been identified, actions commenced and momentum lost before lasting change has occurred.

If there is one conclusion that sits above all others, it is this:

West Coast Council needs to become better at sustaining improvement than it is at identifying issues.

3. Leadership matters.

Leadership emerged as one of the strongest themes throughout the review.

Leadership exists throughout the organisation. However, the consequences of leadership failure are not evenly distributed. Leadership shortcomings at executive level have a much greater impact on organisational confidence, communication, accountability, culture and organisational performance than leadership shortcomings elsewhere in the organisation.

Many of the concerns raised by stakeholders were linked directly or indirectly to perceptions regarding leadership visibility, communication, accountability and organisational direction.

The organisation's future success will depend heavily upon the quality and consistency of leadership demonstrated by its leaders.

4. Communication and trust require rebuilding.

Communication emerged as one of the most consistent themes throughout the review.

Stakeholders frequently described concerns relating to information flow, organisational transparency, feedback mechanisms and confidence that concerns raised would be heard and acted upon.

Importantly, communication concerns were rarely about the availability of information alone. More often they reflected broader perceptions regarding trust, engagement, responsiveness and organisational confidence.

Many stakeholders expressed a desire for greater visibility of decision-making, clearer explanations regarding organisational priorities and more consistent communication across different parts of the organisation.

The review concludes that communication and trust are closely connected. Where communication is ineffective, trust is often weakened. Where trust is weakened, organisational confidence can decline.

Rebuilding trust will require more than improved communication processes. It will require visible leadership, genuine engagement, consistent messaging and evidence that concerns raised by employees and stakeholders are being heard and addressed

5. The workforce remains one of Council's greatest strengths.

Despite the challenges identified throughout this review, employees consistently demonstrated commitment to the community, professionalism and a willingness to achieve positive outcomes.

However, the organisation has become too reliant on individual effort.

Across a number of areas, organisational performance is being maintained because committed employees continue to absorb pressures, solve problems and compensate for weaknesses in systems and processes.

That is not a sustainable operating model. *A sustainable organisation should not require extraordinary effort from ordinary people simply to maintain normal organisational performance.*

The organisation needs stronger foundations.

The review concludes that future improvement efforts should focus on strengthening five organisational foundations:

- **Leadership Stability**
- **Governance Accountability**
- **Communication And Trust**
- **Workforce Capability and Succession**
- **Implementation and Organisational Learning**

These five pillars form the West Coast Organisational Sustainability Model outlined in the following chapter. Together they provide a practical framework for strengthening organisational performance, rebuilding confidence, improving accountability and supporting long-term sustainability.

Final Observation

The review does not conclude that West Coast Council is broken. Nor does it conclude that improvement is beyond reach. The organisation has capable employees, committed councillors, dedicated leaders and many positive attributes on which to build.

However, sustainable improvement will not occur by itself. It will require leadership, accountability, workforce engagement, organisational ownership and a willingness to consistently follow through on agreed actions. The opportunity facing West Coast Council is not simply to address current issues. The opportunity is to build a stronger organisation than the one that exists today.

The findings of this review are further supported by observations independently identified by the West Coast Council Audit Panel in its 2025 Annual Report.

CHAPTER 11

The West Coast Organisational Sustainability Model

One of the clearest findings of this review is that the challenges facing West Coast Council cannot be solved through isolated actions or standalone initiative

The issues identified throughout the review are interconnected. Leadership influences communication. Communication influences trust. Trust influences workforce confidence. Workforce capability influences organisational performance. Governance influences accountability and implementation.

For this reason, the review does not recommend a series of disconnected improvement projects. Instead, it recommends a practical framework that focuses on the organisational foundations most critical to long-term success.

The West Coast Organisational Sustainability Model has been developed for this purpose.

The model is built around five pillars that emerged consistently throughout the review and which the review considers essential to the organisation's future sustainability.

PILLAR 1
Leadership Stability

Effective leadership provides direction, accountability, visibility and organisational confidence. The review identified leadership stability as one of the most significant influences on organisational performance and workforce confidence.

Leadership exists throughout the organisation. However, sustainable organisational improvement will require the Executive Leadership Team to operate as a cohesive leadership group with shared accountability for organisational outcomes.

PILLAR 2
Governance Accountability

Strong governance supports effective decision-making, accountability, risk management and organisational oversight. Sustainable improvement requires clear accountability and disciplined follow-through.

PILLAR 3
Communication And Trust

Communication and trust influence organisational culture, workforce engagement and confidence in leadership. Rebuilding trust and strengthening communication emerged as important priorities throughout the review.

PILLAR 4

Workforce Capability and Succession

The organisation's future success depends upon its people. Workforce capability, succession planning, leadership development and knowledge transfer are critical to organisational resilience and long-term sustainability.

PILLAR 5

Implementation and Organisational Learning

One of the strongest findings of the review was that West Coast Council generally knows what its issues are. The challenge is ensuring agreed improvements are implemented, monitored and sustained. This pillar focuses on turning organisational awareness into lasting organisational improvement.

Collectively, these five pillars underpin the West Coast Organisational Sustainability Model and provide the foundation upon which the Organisational Renewal Program has been developed.

While each pillar is important in its own right, they are most effective when operating together. Collectively they strengthen organisational capability, improve organisational resilience and support long-term organisational sustainability.

The purpose of the model is not to create additional governance structures or planning processes. Its purpose is to provide Council, leaders and employees with a practical framework for prioritising improvement efforts and maintaining focus on the organisational foundations that matter most.

Our experience is that sustainable organisational improvement will be achieved not through isolated initiatives, but through coordinated and sustained effort across all five pillars.

The following chapter outlines the Organisational Renewal Program developed to strengthen each pillar over the next four years and support West Coast Council's long-term sustainability.

CHAPTER 12

Organisational Renewal Program

The review concludes that West Coast Council's future success will depend not upon a single reform initiative, but upon a disciplined and sustained program of organisational renewal.

Many of the issues identified throughout this review have developed over an extended period and will not be resolved through short-term interventions. For this reason, the review recommends a phased four-year renewal program aligned to the five pillars of the West Coast Organisational Sustainability Model. The program is designed to strengthen organisational foundations before pursuing broader organisational improvement.

- **Year One** focuses on stabilisation and rebuilding organisational confidence.
- **Year Two** focuses on capability development and organisational strengthening.
- **Year Three** focuses on embedding improvements and building organisational resilience.
- **Year Four** focuses on sustainability, leadership continuity and organisational maturity.

The objective is not to change everything at once. The objective is to create an organisation capable of sustaining improvement over time.

The review considers the first year to be the most important phase of the program. Many of the issues identified throughout this review relate to trust, communication, leadership credibility, organisational confidence and accountability. Unless these foundations are strengthened, the organisation is unlikely to achieve lasting improvement in other areas.

For this reason, the first year should focus on:

- **Leadership visibility;**
- **Governance accountability;**
- **Communication and trust;**
- **Workforce confidence;**
- **Psychological safety;**
- **Organisational ownership; and**
- **Implementation discipline.**

KEY FINDING

Improving psychological safety should be regarded as a Year One priority.

Practical actions should include increased leadership visibility, improved communication practices, clearer feedback pathways, leadership capability development and regular opportunities for employees to raise concerns and contribute ideas. Success should be reflected through increased workforce confidence, greater willingness to raise issues, improved engagement and stronger trust in organisational leadership.

Successful implementation of the renewal program will require collective ownership by the General manager, Executive Leadership Team, Council and organisational leaders. Organisational renewal cannot be delegated to a single individual or work area. It requires coordinated leadership, shared accountability and a commitment to organisational outcomes above departmental priorities.

To support implementation, the review recommends five flagship initiatives.

West Coast Leadership Excellence Program

Strengthen leadership capability, leadership visibility, succession readiness and leadership accountability across the organisation. Leadership emerged as one of the strongest influences on organisational confidence and organisational performance throughout the review and is fundamental to the success of the broader renewal program.

Governance and Accountability Framework

Strengthen governance maturity, clarify responsibilities, improve organisational oversight and reinforce accountability across the organisation. This initiative supports clearer decision-making, stronger governance practices and improved implementation discipline.

One Council Communication Program

Improve communication, strengthen trust and create greater organisational alignment. The objective is to improve information flow, increase engagement and rebuild confidence across all levels of the organisation.

Workforce Capability and Succession Program

Build workforce capability, strengthen succession planning, improve knowledge transfer and reduce organisational vulnerability arising from workforce turnover and capability gaps.

Organisational Improvement Office

Provide oversight, monitoring and coordination of renewal initiatives to ensure agreed improvements are implemented, measured and sustained. The review does not necessarily envisage a separate organisational unit, but rather a clear mechanism through which organisational improvement efforts can be coordinated and tracked over time.

Collectively, these initiatives provide the practical mechanisms through which the findings and recommendations contained within this report can be translated into meaningful organisational outcomes.

The review concludes that successful implementation of the Organisational Renewal Program has the potential to strengthen governance accountability, improve workforce capability, increase organisational resilience and restore confidence in the organisation's ability to sustain improvement over time.

For this reason, the Organisational Renewal Program should be regarded as a strategic investment in the future capability, effectiveness and sustainability of West Coast Council.

CHAPTER 13

The Disciplines of Sustainable Improvement

One of the strongest findings of this review is that West Coast Council generally knows what its issues are.

The challenge has not been identifying problems.

Many of the issues discussed throughout this report have been identified previously through audits, consultant reviews, staff feedback, governance assessments and organisational experience. The challenge has been ensuring that agreed improvements are implemented, monitored, embedded and sustained over time.

A common theme of this review is that of West Coast Council will depend less upon its ability to identify issues and more upon its ability to consistently follow through on improvement actions. For this reason, the review concludes that organisational renewal should be supported by a small number of disciplines that help maintain focus, accountability and momentum over time.

These disciplines are not intended to create additional structures or layers of administration. Rather, *they represent the organisational habits and leadership behaviours that we have most commonly observed in organisations that are capable of sustaining improvement and adapting successfully to changing circumstances.*

The review recommends that West Coast Council adopt four disciplines of sustainable improvement.

Accountability

Every significant renewal initiative should have a clearly identified owner responsible for implementation and delivery.

> **If everybody is responsible, nobody is responsible.**

Accountability should remain visible throughout the life of an initiative and should not diminish once initial decisions have been made. Progress, barriers and outcomes should be clearly understood by those responsible for implementation and oversight.

Organisational improvement requires more than good intentions. It requires clear ownership, visible responsibility and a willingness to be accountable for outcomes.

Monitoring

Organisational improvement should be monitored with the same discipline applied to financial performance, asset management and service delivery. Progress should be reviewed regularly and reported openly. Monitoring should focus on outcomes achieved rather than activities completed.

Regular monitoring provides visibility of progress, enables barriers to be identified early and helps maintain momentum over time. It also reinforces organisational accountability and helps ensure that improvement initiatives remain connected to organisational priorities.

Organisational Learning

The review identified organisational learning as one of the greatest opportunities available to West Coast Council. Lessons arising from reviews, audits, projects, successes and failures should be deliberately captured and used to improve future performance.

The objective is to ensure the organisation learns from experience rather than repeatedly revisiting the same issues. Organisational learning should become a normal part of decision-making and continuous improvement rather than an occasional response to organisational challenges.

We have found that organisations that learn effectively become more resilient, more adaptable and better equipped to respond to future pressures.

Sustainability

The objective of organisational improvement is not the completion of projects. The objective is to embed new behaviours, systems and practices so that improvements continue long after implementation activities have concluded.

Successful renewal occurs when improvements become part of normal organisational practice rather than standalone initiatives. Sustainability requires a long-term perspective and an ongoing commitment to reinforcing positive organisational behaviours, leadership practices and governance disciplines.

Applying the Disciplines

In practical terms, these disciplines should guide the way organisational renewal is approached across the organisation**.**

> **Improvement initiatives should have clear ownership, progress should be monitored regularly, lessons should be captured and applied, and successful changes should be embedded into normal organisational practice.**

These disciplines should be reflected in the way leaders manage improvement activities, the way progress is reported and reviewed, and the way organisational knowledge is captured and shared.

Taken together, they provide a practical framework for ensuring that organisational awareness is converted into organisational improvement and that organisational improvement is converted into lasting organisational change.

Roles and Responsibilities

Successful organisational renewal requires clear responsibilities across all levels of the organisation.

Council

Council's role is to provide strategic direction, maintain oversight and monitor progress against the Organisational Renewal Program.

Council should remain focused on outcomes, accountability and organisational sustainability rather than day-to-day implementation activities.

General Manager

The General Manager is responsible for leading implementation, maintaining organisational focus and ensuring accountability for delivery of the Renewal Program.

The General Manager plays a critical role in setting expectations, modelling behaviours and ensuring organisational priorities remain visible.

Executive Leadership Team

The Executive Leadership Team should operate as the primary leadership group responsible for driving organisational renewal.

Successful implementation will depend upon collective ownership of organisational outcomes, shared accountability and a commitment to organisational priorities above individual departmental interests.

The Executive Leadership Team should function as a cohesive leadership group, ensuring that organisational renewal remains a whole-of-organisation effort rather than a collection of departmental initiatives.

Managers, Coordinators, Team Leaders and Supervisors

Managers, Coordinators, Team Leaders and Supervisors play a critical role in translating organisational priorities into day-to-day practice.

Their role is to support implementation, reinforce accountability, provide feedback and ensure agreed improvements become embedded within work areas.

Employees

Employees contribute through participation, feedback, capability development and continuous improvement activities.

Long-term organisational improvement is strengthened when employees understand organisational priorities and can see how their contributions support broader organisational outcomes.

Audit and Risk Committee

The Audit and Risk Committee should play an ongoing role in monitoring implementation progress, maintaining visibility of strategic organisational risks and supporting governance accountability throughout the renewal process.

The Committee provides an important mechanism through which Council can maintain oversight of organisational renewal and ensure that significant improvement initiatives remain visible over time.

Monitoring and Review

The review recommends that implementation progress be monitored quarterly and reviewed annually against the five pillars of the West Coast Organisational Sustainability Model.

Regular reporting should focus on:

- **Progress achieved;**
- **Barriers encountered;**
- **Risks emerging;**
- **Lessons learned; and**
- **Priorities for the next phase of implementation.**

This approach provides visibility, reinforces accountability and supports organisational learning.

Conclusion

The success of the Organisational Renewal Program will depend less upon the quality of individual recommendations and more upon the organisation's ability to consistently implement and sustain improvement over time.

The disciplines outlined in this chapter are intended to help West Coast Council maintain that focus. They provide a practical approach to strengthening accountability, monitoring progress, learning from experience and embedding improvement into normal organisational practice.

Simply put, sustainable improvement occurs when organisations consistently apply the disciplines necessary to turn organisational awareness into organisational improvement and organisational improvement into lasting organisational change.

CHAPTER 14

Future State and Conclusion

This review commenced with a simple objective: to assess the current organisational condition of West Coast Council and identify opportunities to strengthen organisational effectiveness, governance accountability, workforce capability and long-term sustainability.

The review identified a range of organisational challenges requiring attention. It also identified strengths upon which future improvement can be built.

KEY FINDING

Importantly, the review concludes that West Coast Council is exhibiting a number of characteristics commonly associated with organisational decline.

These include leadership instability, workforce turnover, capability constraints, governance challenges, declining organisational confidence and a recurring inability to sustain improvement initiatives over time. The evidence gathered throughout the review suggests these issues have developed progressively over a number of years and have collectively weakened organisational resilience, capability and sustainability.

The review does not conclude that these challenges are beyond resolution.

Rather, the evidence suggests an organisation that remains capable of recovery provided decisive action is taken to strengthen leadership, governance, workforce capability, accountability and organisational discipline.

Without such intervention, there is a significant risk that organisational performance, workforce sustainability, and health, governance effectiveness and community confidence will continue to deteriorate.

Many of the challenges identified throughout the review are interconnected. For this reason, the review has not proposed isolated solutions to isolated issues. Instead, it has recommended a coordinated organisational renewal approach focused on strengthening the organisational foundations that most influence long-term performance and sustainability.

The future state envisaged through this report is not one in which organisational challenges disappear entirely. Every local government faces changing community expectations, workforce pressures, financial constraints and governance responsibilities. Sustainable Councils are distinguished not by the absence of challenges, but by their ability to respond effectively, adapt to changing circumstances and continue improving over time.

In practical terms, the future state proposed through this review is characterised by stronger leadership, clearer accountability, more effective communication, greater workforce capability and a more disciplined approach to implementation and organisational learning.

It is a Council where leadership is visible and trusted, governance responsibilities are clearly understood and organisational priorities are consistently communicated and reinforced. It is a Council where the Executive Leadership Team operates as a cohesive leadership group with shared ownership of organisational outcomes and where managers, coordinators and team leaders are supported to lead effectively within their areas of responsibility.

It is also an organisation where workforce capability is strengthened through succession planning, leadership development, knowledge transfer and ongoing investment in employee growth.

Organisational knowledge is retained; capability is developed and dependence upon a small number of individuals is reduced.

The review further envisages a Council in which improvement initiatives are actively monitored, organisational risks are visible and lessons arising from reviews, audits and operational experience are used to strengthen future performance. In this environment, organisational learning becomes a normal organisational capability rather than an occasional response to emerging issues.

Throughout the review, there was little evidence to suggest a lack of commitment to the organisation. Employees, leaders and councillors consistently demonstrated a genuine desire to achieve positive outcomes for the West Coast community. The challenge identified by the review was not a lack of commitment, but ensuring that commitment is supported by the leadership, governance, systems and organisational discipline necessary to sustain improvement over time.

For this reason, the recommendations contained within this report have been designed not only to address current organisational challenges, but also to strengthen the organisation's capacity to sustain improvement into the future.

The review concludes that the recommendations, Sustainability Model and Organisational Renewal Program provide a practical and achievable pathway for organisational improvement.

Their long-term success, however, will depend upon the Council's ability to consistently apply the disciplines of accountability, monitoring, organisational learning and sustainability outlined in Chapter 13.

West Coast Council possesses many of the ingredients necessary for future success. The opportunity now is to build upon those strengths, strengthen the organisational foundations identified throughout this review and create a Council that is increasingly capable, resilient and sustainable.

Ultimately, the long-term value of this review will not be determined by the quality of its findings or recommendations. It will be determined by the extent to which the organisation converts organisational awareness into organisational improvement and organisational improvement into lasting organisational change.

If that occurs, West Coast Council will be well positioned to strengthen organisational performance, improve organisational confidence and enhance its capacity to serve the West Coast community well into the future.

The opportunity before Council is therefore not simply one of organisational change. It is one of organisational sustainability.

The review has identified a practical pathway for strengthening the organisational foundations that support long-term success. The focus now should be on implementation, accountability and maintaining momentum over time.

APPENDIX A

Terms of Reference

Purpose

West Coast Council commissioned an independent organisational review to assess organisational effectiveness, governance accountability, leadership stability, workforce capability, organisational culture and long-term organisational sustainability.

The review was intended to provide Council with an evidence-based assessment of current organisational conditions together with practical recommendations capable of supporting sustainable organisational improvement.

The review was not established as a forensic investigation into individual conduct matters, nor was it intended to determine individual fault or culpability. Rather, the focus was placed on organisational systems, governance arrangements, leadership practices, workforce capability and institutional sustainability.

Scope of Review

The review examined:

- **Governance effectiveness and organisational accountability;**
- **Leadership stability, leadership capability and leadership practices;**
- **Organisational culture, workforce experience and psychological safety;**
- **Communication effectiveness and organisational alignment;**
- **Workforce capability, succession planning and organisational resilience;**
- **Organisational structures and operational effectiveness;**
- **Previous reviews, audits and organisational improvement initiatives;**
- **Organisational learning, implementation discipline and improvement capability; and**
- **Long-term organisational sustainability.**

Additional Matters Requested by Council

In addition to the original project scope, Council requested that particular consideration be given to a number of issues identified by the Mayor during the review process.

These included:

Digital Systems and Governance Capability

The extent to which historical under-investment in digital systems may have contributed to governance inefficiencies, information management challenges and sub-optimal organisational processes.

Workforce Capability and Skills Development

The extent to which historical under-investment in workforce training, professional development and organisational capability building may have affected governance maturity, organisational performance and service delivery capacity.

Governance Recommendations and Organisational Capability

Ensuring that recommendations relating to governance improvement appropriately recognise existing organisational capability constraints and include practical approaches to workforce development, skills transfer and capability enhancement.

Asset Management and Organisational Capability

Consideration of the organisational impacts associated with historical asset management practices, infrastructure decision-making and leadership arrangements, including the implications for Council's long-term financial sustainability.

Outsourcing and Organisational Capacity

The impact of long-term reliance upon external contractors, consultants and specialist service providers on organisational capability, governance maturity, knowledge retention and internal service delivery capacity.

Workforce Development Culture

Consideration of cultural and organisational factors influencing employee participation in training, professional development and capability-building activities.

Contract Management and Governance

Review of governance lessons arising from significant contract management matters and project delivery arrangements, including examples raised during the review process.

Organisational Accountability and Confidentiality

Consideration of issues relating to organisational accountability, confidentiality obligations and governance expectations applying to both employees and elected members.

The matters identified above were considered throughout the review process and informed the findings, conclusions and recommendations contained within the report.

Intended Outcome

The intended outcome of the review was to provide Council with a practical roadmap for organisational stabilisation, renewal and long-term sustainability, supported by recommendations capable of strengthening leadership stability, governance accountability, communication and trust, workforce capability and organisational learning.

APPENDIX B

Review Methodology

Introduction

This organisational review was undertaken using a combination of documentary analysis, stakeholder engagement, organisational assessment and professional judgement methodologies commonly applied within local government and broader public sector organisational reviews.

The purpose of the methodology was to develop an evidence-based understanding of West Coast Council's current organisational condition, identify factors influencing organisational performance and sustainability, and assess opportunities for future improvement.

The methodology was deliberately designed to consider multiple sources of evidence rather than relying upon any single document, event, perspective or stakeholder group.

Review Approach

The review adopted a systemic organisational assessment approach.

Rather than focusing on isolated incidents or individual circumstances, the review sought to identify recurring organisational themes, underlying causes and broader institutional factors influencing organisational performance.

The review examined both current organisational conditions and the systems, structures and practices that contribute to those conditions.

Particular attention was given to understanding the relationships between leadership stability, governance accountability, communication and trust, workforce capability, organisational learning and long-term organisational sustainability.

Documentary Analysis

A significant component of the review involved examination of organisational documentation and historical information.

Documents considered throughout the review included governance material, organisational policies, workforce information, strategic and operational planning documents, consultant reports, audit findings, performance information, organisational correspondence and other relevant records provided during the review process.

Documentary analysis assisted in identifying recurring themes, historical organisational patterns, governance issues, workforce trends and organisational improvement initiatives undertaken over time.

The documentary review also enabled findings arising from stakeholder engagement to be considered within a broader organisational context.

A register of documents categories reviewed is provided at Appendix D.

Stakeholder Engagement

Stakeholder engagement formed a significant component of the evidence base supporting this review.

A minimum of 39 individuals participated in interviews, discussions or structured engagement activities undertaken throughout the review process. Participants included elected members, executive and management personnel, operational employees, administrative employees and other relevant stakeholders.

The purpose of stakeholder engagement was to obtain insight into organisational strengths, organisational challenges, workforce experiences and perceptions regarding governance, leadership, communication, accountability and organisational culture.

Interviews were conducted in a manner intended to encourage open discussion while maintaining appropriate confidentiality and professional integrity.

Information obtained through stakeholder engagement was assessed alongside documentary evidence and other information sources. Individual views were not treated as determinative. Rather, findings were informed by the extent to which themes emerged consistently across multiple sources of evidence.

A summary of stakeholder engagement activities is provided at Appendix C.

Assessment Framework

Throughout the review, evidence was assessed against a number of organisational themes commonly associated with sustainable organisational performance.

These themes ultimately informed the development of the West Coast Organisational Sustainability Model and included:

- **Leadership Stability;**
- **Governance Accountability;**
- **Communication and Trust;**
- **Workforce Capability and Succession; and**
- **Implementation and Organisational Learning.**

These themes emerged progressively through the review process and provided the framework through which findings, conclusions and recommendations were organised.

Historical Analysis

The review also considered historical organisational information where available. This was important in determining whether identified issues represented recent developments or reflected longer-term organisational patterns.

Consideration of historical information enabled the review to assess organisational learning, implementation capability, governance maturity and the organisation's ability to sustain improvement over time. This aspect of the review proved particularly important in understanding recurring organisational themes identified across multiple periods of the organisation's history.

Limitations

Organisational reviews of this nature *are not forensic investigations and should not be interpreted as such.* The review was not designed to determine individual culpability, establish legal findings or investigate specific complaints. Rather, ***the purpose was to identify organisational conditions, systemic influences, institutional strengths, organisational risks and opportunities for improvement.***

As with any organisational review, findings reflect the information available at the time of assessment. Organisations are dynamic environments and circumstances may change over time. Accordingly, findings should be considered within the context of organisational improvement, governance accountability and long-term organisational sustainability.

Reliability of Findings

The review considers the evidence base supporting its findings to be substantial.

The combination of documentary analysis, stakeholder engagement, historical review and organisational assessment provided sufficient evidence to identify recurring organisational themes, assess organisational risks and develop the conclusions and recommendations contained within this report.

The consistency with which many themes emerged across different stakeholder groups and evidence sources provides a reasonable basis for confidence in the findings presented.

APPENDIX C –

Stakeholder Engagement Summary

Stakeholder engagement formed a significant component of the organisational review process.

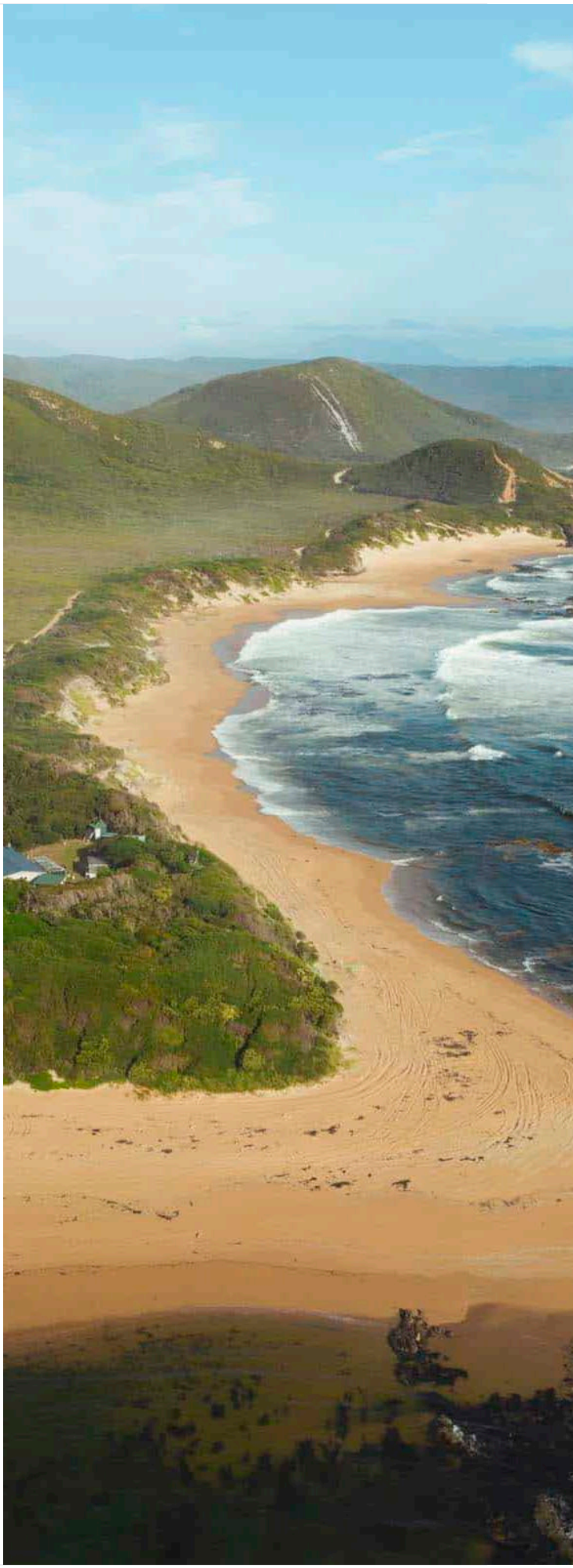
A minimum of 39 individuals participated in interviews, discussions or structured engagement activities undertaken throughout the review. Participants included elected members, members of the executive and management teams, employees from operational and administrative areas and other relevant stakeholders.

Participation represented a substantial proportion of the organisation and provided a broad cross-section of perspectives regarding organisational strengths, challenges and opportunities for improvement.

The purpose of stakeholder engagement was not to determine individual fault or validate isolated allegations. Rather, engagement activities were designed to identify recurring organisational themes, understand workforce experiences and gather evidence regarding organisational systems, leadership practices, governance arrangements and organisational culture.

Information obtained through stakeholder engagement was considered alongside documentary evidence, organisational records, governance material and other information sources. Findings contained within the review were not based upon individual views alone but upon the extent to which themes emerged consistently across multiple evidence sources.

Stakeholder engagement contributed significantly to the identification of the organisational themes and findings presented throughout this report.



Appendix D –

Documents and Information Sources Reviewed

Introduction

This review was informed by a broad range of documentary evidence, organisational records, governance material, workforce information and stakeholder-supplied documentation.

The purpose of documentary analysis was not to assess individual documents in isolation but to identify recurring themes, organisational patterns, governance issues, workforce trends and opportunities for organisational improvement.

The documents and information sources reviewed throughout the course of the review included, but were not limited to, the following categories.

Governance And Corporate Documents	Organisational Review and Consultant Reports	Workforce Information
• Council meeting agendas and minutes; • Council workshop material where available; • Governance policies and procedures; • Delegations and governance framework documentation; • Strategic planning documentation; • Organisational policies and procedures; • Audit and governance-related correspondence; • Risk management documentation where available; • Organisational reporting material.	• Previous organisational review reports; • Governance review reports; • Workforce and culture review material; • Organisational improvement plans; • Consultant reports and advisory documentation; • Leadership development and organisational development material; • Executive recruitment and performance review documentation where available; • Follow-up reports relating to previous organisational initiatives.	• Organisational structure documentation; • Position descriptions; • Workforce establishment information; • Employee turnover information; • Recruitment and vacancy information; • Workforce capability information; • Performance management documentation where available; • Learning and development material; • Workplace health and safety information; • Workers' compensation information provided during the review process; • Employee correspondence and workforce-related submissions.

Industrial And Employment Documentation

- Enterprise Agreement documentation;
- Workforce policy documentation;
- Human resource procedures;
- Employment-related guidance material;
- Internal workforce communications.

Financial, Asset And Operational Information

- Financial sustainability information provided during the review;
- Asset management documentation where available;
- Infrastructure and project-related information;
- Operational reporting material;
- Service delivery information;
- Contract management information;
- Procurement and contractor-related material.

Project And Governance Case Materi

- Project governance and contract management arrangements;
- Organisational decision-making processes;
- Asset and infrastructure governance matters;
- Governance lessons arising from major projects;
- Organisational responses to identified risks and issues;
- Matters relating to implementation and organisational accountability.

External Reference Material

The review also considered relevant local government governance guidance, organisational review methodologies, workforce capability frameworks and contemporary organisational sustainability principles commonly applied across local government and public sector organisations.

These materials assisted in benchmarking observations and informing the development of recommendations contained within this report.

Information Provided Through Stakeholder Engagement

In addition to formal documentation, the review considered information provided through interviews, discussions, correspondence and stakeholder submissions.

This information was assessed alongside documentary evidence and was not relied upon in isolation. Findings contained within the report were informed by the extent to which themes emerged consistently across multiple evidence sources.

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The review also considered information relating to a number of significant organisational matters raised during stakeholder engagement and documentary review.

These matters were not examined as standalone investigations but were considered insofar as they informed broader organisational themes and governance observations.

Principal Documents Referenced During the Review

While not intended to represent every document reviewed during the course of the assessment, the following information sources materially informed the findings, observations and recommendations contained within this report:

- Barta Financial Sustainability Review;
- Previous West Coast Council Organisational Review Reports;
- Auditor-General Reports relating to General Manager Recruitment, Appointment and Performance Assessment;
- Governance Review Documentation and Governance Frameworks;
- Organisational Structure and Workforce Information;
- Workforce Turnover, Recruitment and Workforce Planning Information;
- Enterprise Agreement 2025 and associated industrial relations documentation;
- Workers Compensation, Workplace Wellbeing and Psychosocial Risk Information;
- Executive Performance Review and Performance Management Material where available;
- Recruitment, Executive Search and Leadership Appointment Documentation where available;
- Audit and Risk Management Documentation;
- Organisational Policies, Procedures and Internal Governance Instruments;
- Strategic Planning, Corporate Planning and Organisational Improvement Documentation;
- Stakeholder submissions, correspondence and organisational communications relevant to themes identified throughout the review.

The breadth, consistency and recurring nature of the documentary evidence reviewed provided a sufficient basis for identifying organisational themes, assessing organisational risks and developing the findings, conclusions and recommendations contained throughout this report.

APPENDIX E –

Workforce Themes Summary

Introduction

As previously indicated, stakeholder engagement formed a significant component of the review process and provided valuable insight into workforce experiences, organisational conditions and perceptions regarding the organisation's current environment.

While individual views varied, a number of themes emerged consistently across multiple stakeholder groups and evidence sources. The themes outlined below do not represent the views of every employee. Rather, they reflect recurring observations identified throughout the review and considered relevant to organisational sustainability, workforce wellbeing and organisational performance.

Theme	Detail	Assessment
1. Organisational Confidence	A recurring workforce theme was reduced organisational confidence. Employees described varying levels of confidence regarding organisational direction, responsiveness, decision-making and the organisation's ability to resolve recurring issues. While confidence levels differed across work areas and individuals, sufficient evidence emerged to suggest that organisational confidence has weakened and requires deliberate organisational attention.	High Significance
2. Leadership Stability and Visibility	Employees consistently highlighted the importance of leadership stability and leadership visibility. Stakeholders expressed a desire for consistent leadership, visible engagement and confidence that organisational priorities would remain clear over time. Leadership accessibility, follow-through and responsiveness were identified as important contributors to workforce confidence and organisational effectiveness.	High Significance
3. Communication and Information Flow	Communication emerged as one of the most frequently raised themes throughout the review. Stakeholders identified opportunities to improve information flow, organisational responsiveness, communication consistency and understanding of organisational decisions and priorities. Concerns related not only to the volume of communication but also to confidence in communication processes and the quality of information provided.	High Significance

Theme	Detail	Assessment
4. Accountability and Follow-Through	Many stakeholders expressed frustration regarding situations where issues had been identified but meaningful or sustained action was not always perceived to follow. This theme was closely linked to organisational confidence and perceptions regarding organisational responsiveness. Employees generally sought confidence that identified issues, once raised, would be appropriately considered, addressed and monitored.	High Significance
5. Organisational Fatigue	The review identified evidence suggesting that aspects of organisational fatigue may be present within parts of the workforce. Stakeholders described frustration associated with recurring issues, repeated organisational challenges and uncertainty regarding the effectiveness of improvement initiatives. While commitment to the organisation remained evident, some employees appeared increasingly cautious regarding organisational change efforts.	High Significance
6. Psychological Safety	The ability to raise concerns, contribute ideas and participate in organisational improvement emerged as an important workforce theme. While experiences varied, evidence suggested opportunities exist to strengthen psychological safety and create an environment in which employees feel comfortable contributing feedback, identifying risks and participating constructively in organisational improvement.	High Significance
7. Workforce Capability and Development	The review identified concerns regarding workforce capability development, succession planning and access to professional development opportunities. Stakeholders recognised the importance of building organisational capability and reducing dependence upon a small number of key individuals. The need for structured workforce development, leadership development and succession planning emerged consistently throughout the review.	High Significance

Theme	Detail	Assessment
8. Workforce Sustainability and Succession Risk	Like many regional councils, West Coast Council faces workforce attraction, retention and recruitment challenges. The review identified evidence suggesting that workforce sustainability and succession planning represent significant organisational risks. Particular concern was expressed regarding organisational reliance upon accumulated knowledge held by experienced employees and the potential consequences of workforce turnover.	High Significance
9. Organisational Systems and Support	Many workforce concerns were not directed at individual employees or leaders but at broader organisational systems. Employees frequently demonstrated strong commitment and resilience. However, evidence suggested that organisational systems, processes and support mechanisms do not always operate at a level capable of reducing workload pressures, supporting accountability and enabling sustainable performance.	Moderate to High Significance
10. Commitment to Community Service	Importantly, the review also identified significant organisational strengths. Throughout stakeholder engagement, employees consistently demonstrated commitment to the West Coast community and pride in the services delivered by Council. Many employees continue to perform their roles under challenging circumstances and remain strongly committed to achieving positive outcomes for residents and stakeholders. This commitment represents one of the organisation's greatest strengths and provides a strong foundation for future organisational improvement.	**Significant Organisational Strength**

Overall Workforce Assessment

The review concludes that West Coast Council retains a committed and capable workforce that continues to demonstrate resilience, professionalism and dedication to community service. However, the workforce is also experiencing pressures associated with organisational confidence, communication, accountability, workforce sustainability and organisational capability. These themes are interconnected and collectively influence workforce wellbeing, organisational effectiveness and long-term sustainability.

Importantly, the review does not conclude that the organisation's primary challenge is a lack of workforce commitment or individual capability. Rather, the evidence suggests opportunities exist to strengthen the organisational systems, leadership practices, governance arrangements and workforce development mechanisms that support employees to succeed.

As noted throughout this review:

A sustainable organisation should not require extraordinary effort from ordinary people simply to maintain normal organisational performance.

This observation is considered central to understanding the workforce experience and organisational sustainability challenges facing West Coast Council.

APPENDIX F –

Governance Review Summary

Introduction

Governance emerged as a significant theme throughout this review and was identified as a critical determinant of West Coast Council's future organisational sustainability.

The review did not identify evidence of systemic governance failure in a statutory or compliance sense. Moreover, the evidence suggests opportunities exist to strengthen governance maturity, improve accountability, clarify responsibilities and enhance the systems through which decisions are implemented, monitored and evaluated.

We have found that governance should not be viewed solely as the responsibility of elected members. Effective governance is reflected throughout the organisation and influences leadership behaviour, decision-making, accountability, risk management, organisational culture and workforce confidence.

Governance Strengths

The review identified several governance strengths that provide a foundation for future improvement.

These include:

- **Strong commitment by elected members to the future of the municipality;**
- **Genuine interest in organisational improvement and reform;**
- **Recognition of the need to strengthen governance capability;**
- **Availability of governance frameworks and policy structures;**
- **Continued willingness to seek external advice and independent review when required;**
- **Commitment by many employees and leaders to supporting organisational accountability and community outcomes;**
- **The establishment and ongoing operation of an independent Audit and Risk Committee providing governance oversight, risk management advice and accountability support to Council.**

These strengths provide a sound platform upon which governance maturity can continue to develop.

Governance Risks and Challenges

The review also identified several governance challenges requiring attention.

Accountability Clarity

A recurring theme throughout the review was the need for greater clarity regarding organisational accountability.

Effective governance requires a clear understanding of responsibilities between Council, the General Manager, the Executive Leadership Team, managers and employees. Where accountability becomes unclear or inconsistently applied, organisational confidence, decision-making effectiveness and organisational performance can be adversely affected.

Confidentiality, Governance Conduct and Organisational Trust

The review identified stakeholder concerns regarding confidentiality obligations, governance conduct and the management of sensitive information.

While the review did not investigate individual matters, feedback received suggests that uncertainty regarding confidentiality expectations and governance behaviours has, at times, contributed to organisational tension and reduced confidence in organisational processes.

Effective governance requires elected members and employees alike to understand and respect their obligations regarding confidential information, decision-making processes and organisational accountability. Where confidentiality obligations are not consistently understood or observed, organisational trust can be weakened and unnecessary organisational risk created.

The review considers that ongoing governance development should include reinforcement of confidentiality obligations, governance responsibilities, role clarity and behavioural expectations applying to both elected members and employees.

Strengthening these areas would support governance maturity, organisational trust and more effective working relationships across the organisation.

Decision Implementation

The review identified evidence suggesting that implementation of decisions, recommendations and organisational initiatives has not always occurred consistently over time.

While governance decisions have often been made appropriately, opportunities exist to strengthen the systems used to monitor implementation, track progress and ensure organisational follow-through.

Governance Information and Reporting

Good governance relies upon the provision of timely, accurate and relevant information.

The review identified opportunities to strengthen governance reporting and improve visibility regarding organisational performance, strategic priorities, risk management and implementation progress.

Audit and Risk Committee

The Audit and Risk Committee represents an important component of Council's broader governance framework and provides an independent mechanism through which governance, risk management, internal controls and organisational accountability can be strengthened.

Throughout the review, recurring themes emerged relating to implementation, accountability, organisational learning and the sustainability of improvement efforts. In this context, the Committee has the potential to play an increasingly valuable role by maintaining visibility of strategic organisational risks, monitoring the implementation of significant governance improvements and supporting organisational accountability over time.

The Committee does not replace the governance responsibilities of Council or management. Rather, it provides an additional layer of oversight and constructive challenge which can assist Council to strengthen governance maturity and sustain improvement efforts.

As West Coast Council progresses through organisational renewal, the review considers the Audit and Risk Committee well placed to support governance accountability, implementation oversight and organisational learning.

Organisational Renewal Oversight Group and Independent Organisational Sustainability Advisor

A recurring theme throughout this review was that organisational issues were generally recognised by the organisation, but organisational awareness did not consistently translate into sustained organisational improvement. Previous reviews, consultant engagements, governance discussions and organisational initiatives have identified many of the same issues considered within this review. The challenge has not been the identification of issues, but the consistent implementation, monitoring and sustainment of improvement efforts over time.

For this reason, the review recommends the establishment of an ***Organisational Renewal Oversight Group supported by an Independent Organisational Sustainability Advisor.***

The purpose of these arrangements is not to replace the governance responsibilities of Council, the management responsibilities of the General Manager or the oversight role of the Audit and Risk Committee. Rather, they are intended to provide additional focus, accountability, implementation discipline and independent challenge throughout the organisational renewal process.

The Organisational Renewal Oversight Group should be chaired by the Mayor and comprise representatives of Council, organisational leadership and other members as determined by Council. Its role should include monitoring implementation of the Organisational Renewal Program, reviewing progress against agreed priorities, monitoring organisational health and sustainability measures, identifying implementation risks and supporting organisational accountability throughout the renewal period.

The Independent Organisational Sustainability Advisor should provide independent advice, mentoring, challenge and implementation support to Council and organisational leaders. The role should focus on strengthening organisational capability, supporting governance maturity, assisting leadership development, monitoring renewal progress and helping maintain momentum throughout the renewal process. The role should report to Council, not the General Manager.

The review considers that the advisor should possess substantial experience in local government leadership, organisational renewal, governance, executive coaching and organisational development. *Importantly, the role is not intended to undertake implementation on behalf of the organisation, but rather to support the organisation to successfully implement and sustain improvement activities itself.*

Together, the ***Oversight Group, Audit and Risk Committee and Independent Organisational Sustainability Advisor*** *provide a complementary governance framework capable of strengthening accountability, implementation discipline, organisational learning and long-term organisational sustainability.*

Organisational Capability Constraints

The review identified evidence suggesting that governance expectations have not always been matched by organisational capability, workforce capacity and systems maturity.

This is particularly relevant within a regional council environment where recruitment challenges, workforce limitations and historical under-investment in capability development can affect implementation capacity.

Governance improvement initiatives should therefore be designed with realistic consideration of organisational capability and available resources.

Governance Maturity Assessment

Based upon the evidence reviewed, West Coast Council appears to be operating within a period of organisational and governance renewal.

The organisation demonstrates awareness of governance responsibilities and a willingness to improve governance practices. However, several governance systems and organisational disciplines require further development before governance maturity can be considered fully embedded.

The review considers the following areas to represent governance improvement priorities:

- **Strengthening governance accountability;**
- **Clarifying organisational roles and responsibilities;**
- **Improving implementation oversight;**
- **Enhancing risk management capability;**
- **Strengthening organisational reporting and performance monitoring;**
- **Improving governance-related workforce capability;**
- **Embedding organisational learning and continuous improvement practices.**

Governance and Organisational Sustainability

The review identified a strong relationship between governance maturity and organisational sustainability.

Governance influences:

- **Leadership Stability;**
- **Communication and Trust;**
- **Workforce Capability and Succession;**
- **Implementation and Organisational Learning;**
- **Long-term organisational resilience.**

For this reason, governance improvement should not be viewed as a standalone initiative. Rather, governance strengthening should be regarded as a foundational component of the broader organisational renewal process outlined throughout this report.

Overall Assessment

The review concludes that West Coast Council possesses a number of governance strengths upon which future improvement can be built. Opportunities nevertheless exist to strengthen governance accountability, improve implementation oversight, clarify organisational responsibilities and further develop governance maturity.

The most significant governance challenge identified is not the absence of governance frameworks or governance intent. Consistent with one of the central conclusions of this review, ***the challenge is ensuring that governance decisions are translated into sustained organisational outcomes***.

Future governance efforts should therefore focus not only on governance structures and compliance requirements, but also on organisational capability, implementation discipline and continuous organisational learning. In doing so, Council will be better positioned to strengthen organisational confidence, support workforce capability and enhance long-term organisational sustainability.

APPENDIX G –

West Coast Organisational Sustainability Model

Introduction

A central conclusion of this review is that the challenges facing West Coast Council should not be viewed as isolated issues requiring individual solutions.

The review identified that many of the issues facing the organisation are interconnected. Improvements in one area often influence outcomes in another, while weaknesses in one area can affect organisational performance more broadly.

For this reason, the review has adopted the West Coast Organisational Sustainability Model as the organising framework for findings, recommendations and future organisational improvement.

The model reflects the review's conclusion that long-term organisational sustainability depends upon the strength and alignment of five interdependent organisational pillars.

The Five Pillars

Pillar	Detail	Key Elements Include
Leadership Stability	Leadership stability provides direction, consistency and organisational confidence. It influences organisational culture, workforce engagement, communication effectiveness, accountability and the organisation's ability to navigate change.	• Leadership visibility; • Leadership accountability; • Leadership communication; • Performance management; • Leadership continuity; and • Leadership development.
Governance Accountability	Governance accountability ensures organisational decisions are supported by appropriate oversight, clear responsibilities and effective risk management. It establishes confidence in decision-making and provides the framework through which organisational performance is monitored and evaluated.	• Governance maturity; • Accountability frameworks; • Role clarity; • Risk management; • Decision-making processes; and • Oversight and assurance.
Communication And Trust	Communication and trust influence how information flows throughout the organisation and how organisational decisions are understood, accepted and implemented. Strong communication supports organisational alignment, workforce engagement and effective relationships between elected members, leaders and employees.	• Information sharing; • Organisational alignment; • Transparency; • Responsiveness; • Consultation and engagement; and • Trust-building behaviours.
Workforce Capability and Succession	Workforce capability and succession ensure the organisation possesses the knowledge, skills and capacity required to achieve its objectives and maintain service delivery. This pillar recognises the importance of workforce planning, capability development and reducing organisational dependence upon key individuals.	• Workforce development; • Succession planning; • Leadership pathways; • Knowledge transfer; • Recruitment and retention; and • Organisational resilience.
Implementation and Organisational Learning	Implementation and organisational learning determine the organisation's ability to convert decisions, reviews and improvement initiatives into sustained organisational outcomes. This pillar reflects one of the central conclusions of the review: organisational awareness alone is insufficient without effective implementation and continuous learning.	• Implementation discipline; • Improvement capability; • Organisational learning; • Monitoring and evaluation; • Continuous improvement; and • Organisational knowledge retention.

Relationship Between the Five Pillars

The five pillars operate as an integrated organisational system.

Leadership influences communication and trust.

Communication influences workforce confidence and organisational alignment.

Workforce capability influences organisational performance and organisational resilience.

Governance influences accountability, decision-making and implementation.

Implementation and organisational learning influence the organisation's ability to sustain improvement over time.

For this reason, the pillars should not be viewed as separate initiatives. Sustainable organisational improvement will depend upon coordinated effort across all five areas.

Organisational Sustainability Outcome

When all five pillars operate effectively and in alignment, the organisation is better positioned to achieve:

- **Improved organisational confidence;**
- **Stronger governance maturity;**
- **Enhanced workforce capability;**
- **Greater organisational resilience;**
- **Sustainable service delivery;**
- **Improved community confidence; and**
- **Long-term organisational sustainability.**

Application of the Model

The findings, recommendations and organisational renewal framework presented throughout this report have been developed using the West Coast Organisational Sustainability Model. The model provides a practical framework through which Council can prioritise improvement activities, monitor progress and evaluate organisational performance over time.

The model is not intended to represent a short-term improvement program. Rather, it provides an enduring organisational framework capable of guiding decision-making, leadership development, governance improvement and organisational renewal over the coming years.

Conclusion

The review concludes that sustainable organisational improvement will not be achieved through isolated initiatives or short-term interventions. It will require deliberate and coordinated effort across all five pillars of the West Coast Organisational Sustainability Model.

For this reason, the model should be regarded as the foundation upon which Council's future organisational renewal efforts are built.

APPENDIX H –

Organisational Renewal Program Summary

Introduction

This review recommends the implementation of a structured four-year organisational renewal program designed to strengthen organisational sustainability, governance maturity, workforce capability and organisational performance.

The program is based upon the West Coast Organisational Sustainability Model and has been designed to provide a practical and achievable pathway for organisational stabilisation, renewal and long-term improvement.

The program recognises that sustainable organisational change requires deliberate sequencing, realistic implementation timeframes and alignment between organisational capability and improvement expectations.

For this reason, the recommended approach ***focuses on stabilisation during the early stages of implementation*** before progressing towards organisational maturity and long-term sustainability.

Program Objectives

The Organisational Renewal Program seeks to:

- **Strengthen Leadership Stability;**
- **Improve Governance Accountability;**
- **Enhance Communication and Trust;**
- **Build Workforce Capability and Succession Capacity;**
- **Strengthen Implementation and Organisational Learning;**
- **Improve Organisational Resilience;**
- **Support Long-Term Organisational Sustainability.**

The program is structured around five interconnected organisational pillars.

Pillar	Year 1 Stabilisation	Year 2 Development	Year 3 Maturity	Year 4 Sustainability
LEADERSHIP STABILITY	• Clarify leadership expectations and accountabilities; • Establish leadership visibility initiatives; • Strengthen manager and coordinator support; • Implement leadership communication routines.	• Leadership development program; • Management capability development; • Executive team alignment initiatives.	• Leadership effectiveness review; • Talent identification and leadership pathway development.	• Leadership continuity framework; • Long-term succession planning arrangements.
GOVERNANCE ACCOUNTABILITY	• Governance accountability framework; • Governance dashboard development; • Clarification of organisational roles and responsibilities.	• Audit and risk management maturity improvements; • Governance capability development; • Councillor governance development initiatives.	• Governance effectiveness review; • Strengthened organisational performance reporting.	• Governance excellence assessment; • Continuous governance improvement framework.
	Year 1 Stabilisation	**Year 2 Development**	**Year 3 Maturity**	**Year 4 Sustainability**
COMMUNICATION AND TRUST	• One Council Communication Program; • Leadership communication improvements; • Office and depot communication initiatives.	• Workforce engagement initiatives; • Communication capability development; • Organisational values renewal process.	• Organisational alignment review; • Workforce engagement assessment.	• Communication maturity framework; • Ongoing organisational engagement processes
WORKFORCE CAPABILITY AND SUCCESSION	• Workforce capability assessment; • Identification of critical positions; • Succession risk analysis.	• Workforce development strategy; • Capability-building initiatives; • Structured professional development pathways.	• Succession planning implementation; • Knowledge transfer systems; • Emerging leader development.	• Workforce sustainability review; • Long-term capability planning framework.
IMPLEMENTATION AND ORGANISATIONAL LEARNING	• Establish implementation governance processes; • Recommendation tracking framework; • Organisational improvement register.	• Improvement monitoring and reporting systems; • Organisational learning processes; • Continuous improvement initiatives.	• Improvement capability review; • Organisational learning assessment.	• Continuous improvement operating model; • Long-term organisational learning framework.

Flagship Organisational Initiatives

The review recommends five flagship initiatives to support implementation of the renewal program.

Initiative 1
West Coast Leadership Excellence Program

A structured leadership development and leadership stability initiative supporting executives, managers and emerging leaders.

Initiative 2
Governance and Accountability Framework

A governance maturity initiative focused on accountability, oversight, risk management and decision implementation.

Initiative 3
One Council Communication Program

Adopt the Disciplines of Sustainable Improvement to ensure organisational improvement initiatives are consistently implemented, monitored, reviewed and sustained over time.

Initiative 4
Workforce Capability and Succession Program

A coordinated workforce development initiative designed to strengthen capability, succession readiness and organisational resilience.

Initiative 5
Organisational Improvement Office

A practical implementation framework responsible for monitoring recommendations, tracking progress and ensuring organisational learning is embedded across the organisation.

Program Governance

Responsibility for implementation should be shared between:

- **Council;**
- **General Manager;**
- **Executive Leadership Team;**
- **Managers and Coordinators; and**
- **Employees.**

The Audit and Risk Committee should provide independent oversight of implementation progress, strategic organisational risks and governance accountability throughout the renewal process.

Regular reporting should occur through a structured Organisational Sustainability Scorecard Success Measures

The success of the Organisational Renewal Program should be measured through:

- **Improved organisational confidence;**
- **Improved workforce engagement;**
- **Stronger governance maturity;**
- **Reduced succession risk;**
- **Improved implementation performance;**
- **Enhanced organisational capability;**
- **Increased organisational resilience;**
- **Sustainable service delivery outcomes.**

Conclusion

The Organisational Renewal Program is intended to provide a practical and achievable pathway for organisational improvement. It recognises that sustainable organisational change requires leadership commitment, governance discipline, workforce engagement and consistent implementation over time.

Importantly, the program does not seek transformational change overnight. Rather, it provides a structured pathway through which West Coast Council can progressively strengthen organisational capability, governance maturity and long-term organisational sustainability over a four-year period.

APPENDIX I –

Applying the Disciplines of Sustainable Improvement

Introduction

Throughout this review a recurring pattern emerged. Issues were identified, actions were proposed and improvement activity commenced. However, implementation momentum was often difficult to sustain over time. As a result, a number of issues identified previously continued to reappear in later reviews, audits, consultant reports and organisational discussions.

This observation does not suggest a lack of commitment. Throughout the review, employees, leaders and councillors consistently demonstrated a genuine desire to improve the organisation and achieve positive outcomes for the West Coast community.

The challenge identified by this review was different. The challenge was ensuring that improvement initiatives remained visible, accountable and sustainable long after initial decisions had been made.

For this reason, Chapter 13 identifies four disciplines considered essential to sustainable organisational improvement:

- **Accountability;**
- **Monitoring;**
- **Organisational Learning; and**
- **Sustainability.**

These disciplines are not intended to create additional structures, committees or bureaucracy. They represent practical organisational habits that help ensure improvement initiatives remain visible, accountable and sustainable over time.

This appendix explains what these disciplines mean in practice and provides examples of how they may be applied across the organisation. It is not intended to prescribe how Council must implement the Organisational Renewal Program. Rather, it provides examples of the behaviours, practices and leadership disciplines commonly found in organisations that are successful in sustaining improvement over time.

Breaking the Cycle

One of the strongest conclusions emerging from this review is that West Coast Council has not lacked reviews, recommendations or improvement initiatives.

Over many years the organisation has undertaken governance reviews, operational reviews, workplace investigations, workforce initiatives, audits, consultant engagements and strategic planning exercises. Many of these activities identified legitimate issues and opportunities for improvement.

However, the review also found evidence that implementation momentum has often been difficult to sustain over time. In some cases, recommendations were partially implemented. In others, organisational priorities changed, resources became constrained or leadership attention shifted to competing demands. As a result, a number of issues have continued to reappear in different forms over time.

The disciplines outlined in this appendix are intended to help break that cycle.

Their purpose is not to create additional administrative requirements. Their purpose is to help ensure that improvement efforts remain visible, accountable and sustainable so that organisational learning is retained and progress continues beyond the life of any individual project, review or leadership team.

1 Discipline One
Accountability

What Do We Mean?

Accountability means that responsibility for organisational improvement is clearly understood and remains visible throughout implementation.

Successful organisations do not assume that improvement will occur simply because a recommendation has been accepted. They identify who is responsible, clarify expectations and regularly review progress.

If everybody is responsible, nobody is responsible.

What Good Practice Looks Like

Examples of accountability in practice may include:

- **Clearly assigning ownership of significant improvement initiatives;**
- **Ensuring responsibilities are understood by those involved;**
- **Regular discussion of progress and implementation barriers;**
- **Visible leadership commitment to agreed priorities; and**
- **Open reporting of outcomes and progress.**

What Success Looks Like

Accountability is working effectively when:

- **Employees understand organisational priorities;**
- **Leaders understand their responsibilities;**
- **Progress remains visible over time;**
- **Implementation does not stall due to uncertainty regarding ownership; and**
- **Organisational priorities continue despite leadership or personnel changes.**

2 Discipline Two
Monitoring

What Do We Mean?

Monitoring means maintaining visibility of organisational improvement over time.

Improvement initiatives often begin with strong intent and positive momentum. Monitoring helps ensure that momentum is maintained and that emerging barriers are identified before progress is lost.

Monitoring should focus on outcomes achieved rather than activities completed.

What Good Practice Looks Like

Examples of monitoring in practice may include:

- **Regular review of implementation progress;**
- **Reporting against agreed priorities and objectives;**
- **Identification of emerging organisational risks;**
- **Assessment of organisational capability and capacity constraints;**
- **Discussion of implementation barriers; and**
- **Periodic review of progress against the Organisational Renewal Program.**

What Success Looks Like

Monitoring is working effectively when:

- **Progress remains visible to leaders and Council;**
- **Risks are identified early;**
- **Barriers are addressed before they become significant problems;**
- **Organisational priorities remain active and visible; and**
- **Improvement initiatives maintain momentum over time.**

3 Discipline Three
Organisational Learning

What Do We Mean?

Organisational learning means deliberately using experience to improve future performance.

The review identified organisational learning as one of the greatest opportunities available to West Coast Council. Many of the issues identified throughout this review have been identified previously. This suggests that opportunities exist to strengthen the way lessons learned are captured, shared and applied across the organisation.

What Good Practice Looks Like

Examples of organisational learning in practice may include:

- **Reviewing outcomes following significant projects and initiatives;**
- **Capturing lessons arising from audits, reviews and investigations;**
- **Encouraging constructive reflection on successes and failures;**
- **Sharing knowledge across teams and work areas;**
- **Documenting organisational knowledge; and**
- **Applying lessons learned to future planning and decision-making.**

What Success Looks Like

Organisational learning is working effectively when:

- **Similar issues occur less frequently over time;**
- **Organisational knowledge is retained despite workforce changes;**
- **Previous lessons influence future decisions;**
- **Improvement efforts become progressively more effective; and**
- **• Employees actively contribute ideas and learning.**

4 Discipline Four
Sustainability

What Do We Mean?

Sustainability means ensuring that improvements become part of normal organisational practice. The objective of organisational improvement is not simply to complete actions. The objective is to create lasting organisational capability.

Many organisations successfully implement change for a period of time but gradually revert to previous practices once attention shifts elsewhere. Sustainable organisations actively reinforce improvements so they continue long after implementation activities conclude.

What Good Practice Looks Like

Examples of sustainability in practice may include:

- **Embedding successful practices into normal council activities;**
- **Reinforcing desired leadership behaviours and organisational values;**
- **Aligning improvement initiatives with organisational priorities;**
- **Reviewing whether improvements remain effective over time;**
- **Supporting capability development and succession planning; and**
- **Maintaining leadership focus on long-term organisational outcomes.**

What Success Looks Like

Sustainability is working effectively when:

- **Improvements continue beyond the life of individual projects;**
- **Positive organisational practices become routine;**
- **Organisational capability continues to strengthen over time;**
- **Knowledge and capability are retained within the organisation; and**
- **The organisation demonstrates increasing resilience and adaptability.**

Applying the Disciplines Across the Organisation

The disciplines described in this appendix are relevant to all levels of the organisation.

Council

Council's role is to provide strategic direction, maintain oversight and monitor progress against the Organisational Renewal Program. Council should remain focused on organisational outcomes, accountability and long-term sustainability.

General Manager

The General Manager plays a critical role in maintaining organisational focus, reinforcing accountability and ensuring organisational priorities remain visible.

Executive Leadership Team

The Executive Leadership Team has a significant influence on whether organisational improvement is sustained over time. Collective ownership of organisational priorities and visible leadership commitment are essential to successful implementation.

Managers, Coordinators, Team Leaders and Supervisors

Managers, Coordinators, Team Leaders and Supervisors play a key role in translating organisational priorities into day-to-day practice and reinforcing accountability, learning and continuous improvement within their teams.

Employees

Employees contribute through participation, feedback, capability development and continuous improvement activities. Sustainable improvement is strengthened when employees understand organisational priorities and can see how their contributions support broader organisational outcomes.

Audit and Risk Committee

The Audit and Risk Committee can support organisational sustainability by maintaining visibility of strategic risks, monitoring progress and providing governance oversight regarding significant improvement initiatives.

Measuring Progress – Organisational Sustainability Scorecard

One of the challenges identified throughout this review is maintaining visibility of improvement efforts over time.

Organisational renewal can lose momentum when priorities become unclear, leadership attention shifts elsewhere or progress is not regularly monitored and discussed. ***For this reason, Council may wish to establish a simple Organisational Sustainability Scorecard aligned to the five pillars of the West Coast Organisational Sustainability Model***.

The purpose of the scorecard is not to create additional reporting requirements. Its purpose is to provide Council, leadership and employees with a simple and visible way of understanding organisational progress, emerging risks and areas requiring further attention.

The scorecard may include measures and indicators relating to:

> **Leadership Stability;**
> **Governance Accountability;**
> **Communication and Trust;**
> **Workforce Capability and Succession; and**
> **Organisational Learning and Improvement.**

The specific measures adopted by Council should reflect local priorities and organisational circumstances. The emphasis should remain on identifying trends, monitoring organisational health and maintaining visibility of progress over time rather than generating excessive reporting detail.

A simple traffic light approach may be sufficient:

- Green – **Progress is on track and outcomes are being achieved;**
- Amber – **Progress is occurring but requires attention or additional support; and**
- Red – **Significant concerns exist and intervention may be required.**

Used effectively, the scorecard can support accountability, strengthen organisational learning and help ensure that organisational renewal remains visible long after initial implementation activity has commenced.

What Success Looks Like

The scorecard is working effectively when:

- **Council has clear visibility of organisational progress;**
- **Leadership teams regularly discuss organisational priorities and risks;**
- **Emerging issues are identified early;**
- **Improvement initiatives remain visible over time;**
- **Organisational decisions are informed by evidence rather than assumptions; and**
- **Progress can be demonstrated across the five pillars of the Sustainability Model.**

Ultimately, the value of the scorecard is not the reporting itself. Its value lies in helping the organisation maintain focus, sustain momentum and ensure that improvement remains a continuing organisational priority.

Conclusion

The disciplines outlined in Chapter 13 are intended to help West Coast Council sustain improvement over time.

The practical examples contained within this appendix illustrate ways in which accountability, monitoring, organisational learning and sustainability may be strengthened across the organisation.

Ultimately, sustainable improvement is not achieved through frameworks, plans or reviews alone. It is achieved through the consistent application of the behaviours, disciplines and leadership practices that ensure improvement remains visible, accountable and embedded within normal organisational practice.

In this way, organisational awareness can be translated into organisational improvement, and organisational improvement can be translated into lasting organisational change.

APPENDIX J –

Implementation Scorecards and Monitoring Templates

Introduction

This appendix provides practical scorecards, templates and monitoring tools that may assist Council and organisational leaders in implementing the Organisational Renewal Program and monitoring progress against the West Coast Organisational Sustainability Model.

The review identified that West Coast Council has generally been successful in identifying organisational issues and improvement opportunities. A more significant challenge has been maintaining visibility of implementation progress and sustaining improvement over time.

The templates contained within this appendix are intended to provide practical examples of how organisational priorities, improvement initiatives and organisational risks may be monitored and reviewed. They are not intended to prescribe specific reporting arrangements and may be adapted to suit future organisational needs, organisational capacity and leadership preferences.

They are basic, yet applicable for the task. Without a solid base, organisational direction will undoubtedly waiver.

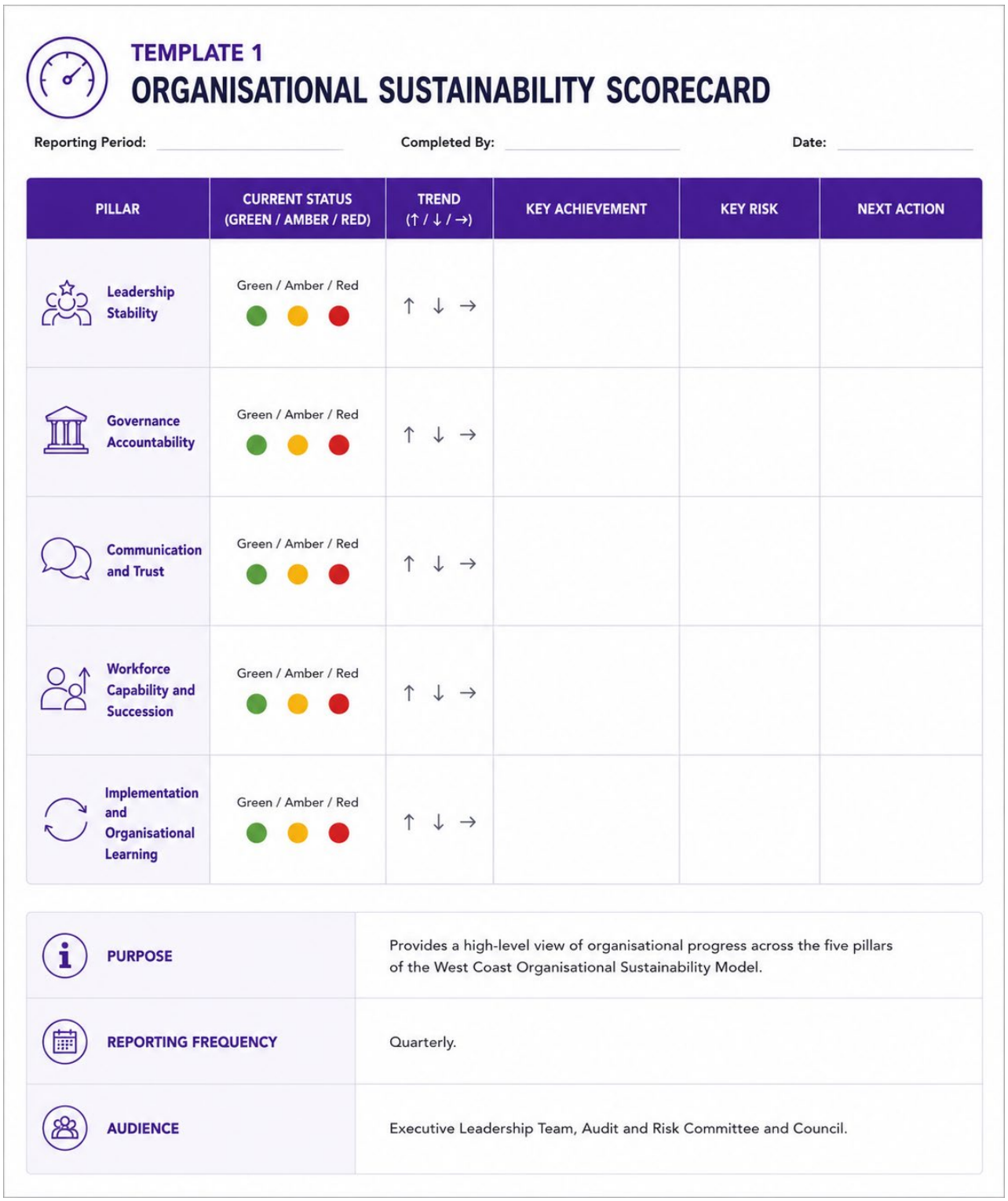
The templates include:

1. **Organisational Sustainability Scorecard – providing an overview of progress across the five pillars of the Sustainability Model;**
2. **Organisational Renewal Action Register – tracking implementation of recommendations and renewal initiatives;**
3. **Strategic Flagship Initiative Scorecard – monitoring progress against the five flagship initiatives identified in the Organisational Renewal Program;**
4. **Governance Accountability Scorecard – supporting governance oversight and monitoring governance maturity;**
5. **Workforce Capability and Succession Scorecard – monitoring workforce sustainability and capability development;**
6. **Communication and Trust Scorecard – monitoring communication effectiveness and organisational alignment;**
7. **Organisational Learning Review – supporting reflection, learning and continuous improvement; and**
8. **Annual Organisational Sustainability Assessment – providing an annual assessment of organisational condition, progress and future priorities.**

Used collectively, these tools provide practical mechanisms for maintaining visibility of progress, strengthening accountability, supporting organisational learning and sustaining organisational improvement over time.

The templates are provided as examples only. Council may adapt, simplify or expand them to suit local circumstances, organisational priorities and available resources.

Template 1 – Organisational Sustainability Scorecard



TEMPLATE 1

ORGANISATIONAL SUSTAINABILITY SCORECARD

Reporting Period: _____ Completed By: _____ Date: _____

PILLAR	CURRENT STATUS (GREEN / AMBER / RED)	TREND (↑ / ↓ / →)	KEY ACHIEVEMENT	KEY RISK	NEXT ACTION
Leadership Stability	Green / Amber / Red	↑ ↓ →			
Governance Accountability	Green / Amber / Red	↑ ↓ →			
Communication and Trust	Green / Amber / Red	↑ ↓ →			
Workforce Capability and Succession	Green / Amber / Red	↑ ↓ →			
Implementation and Organisational Learning	Green / Amber / Red	↑ ↓ →			

PURPOSE	Provides a high-level view of organisational progress across the five pillars of the West Coast Organisational Sustainability Model.
REPORTING FREQUENCY	Quarterly.
AUDIENCE	Executive Leadership Team, Audit and Risk Committee and Council.

Purpose

Provides a high-level view of organisational progress across the five pillars of the West Coast Organisational Sustainability Model.

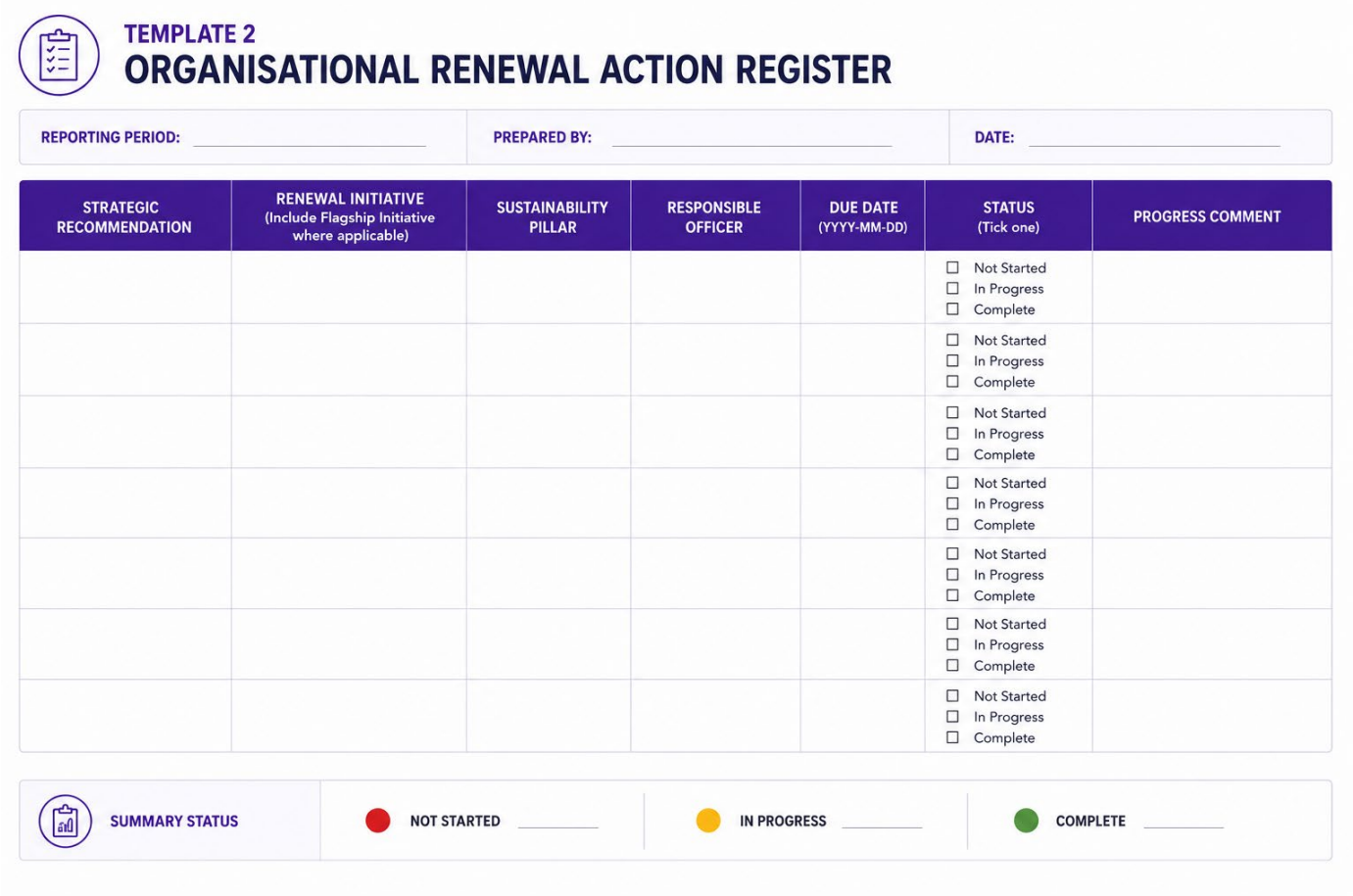
Reporting Frequency

Quarterly.

Audience

Executive Leadership Team, Audit and Risk Committee and Council.

Template 2 - Organisational Renewal Action Register



TEMPLATE 2

ORGANISATIONAL RENEWAL ACTION REGISTER

REPORTING PERIOD: _____ PREPARED BY: _____ DATE: _____

STRATEGIC RECOMMENDATION	RENEWAL INITIATIVE (Include Flagship Initiative where applicable)	SUSTAINABILITY PILLAR	RESPONSIBLE OFFICER	DUE DATE (YYYY-MM-DD)	STATUS (Tick one)	PROGRESS COMMENT
					☐ Not Started ☐ In Progress ☐ Complete	
					☐ Not Started ☐ In Progress ☐ Complete	
					☐ Not Started ☐ In Progress ☐ Complete	
					☐ Not Started ☐ In Progress ☐ Complete	
					☐ Not Started ☐ In Progress ☐ Complete	
					☐ Not Started ☐ In Progress ☐ Complete	
					☐ Not Started ☐ In Progress ☐ Complete	

SUMMARY STATUS NOT STARTED _____ IN PROGRESS _____ COMPLETE _____

Purpose

Tracks implementation of recommendations, renewal initiatives and organisational priorities.

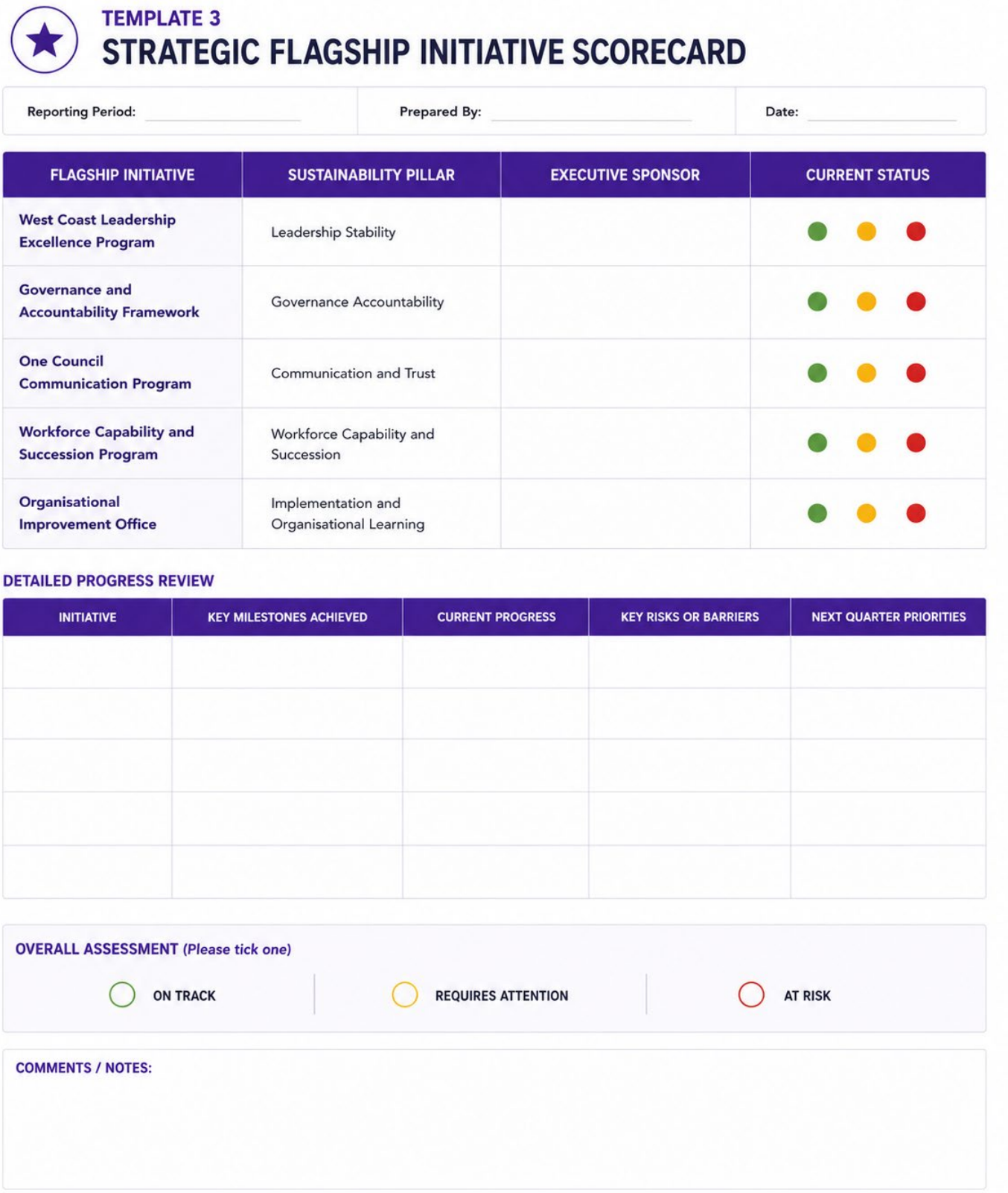
Provides a direct link between review recommendations, implementation activities, flagship initiatives and the Sustainability Model.

Reporting Frequency

Monthly internal review.

Quarterly Executive Leadership Team review.

Template 3 - Strategic Flagship Initiative Scorecard



TEMPLATE 3

STRATEGIC FLAGSHIP INITIATIVE SCORECARD

Reporting Period: _____ Prepared By: _____ Date: _____

FLAGSHIP INITIATIVE	SUSTAINABILITY PILLAR	EXECUTIVE SPONSOR	CURRENT STATUS
West Coast Leadership Excellence Program	Leadership Stability		
Governance and Accountability Framework	Governance Accountability		
One Council Communication Program	Communication and Trust		
Workforce Capability and Succession Program	Workforce Capability and Succession		
Organisational Improvement Office	Implementation and Organisational Learning		

DETAILED PROGRESS REVIEW

INITIATIVE	KEY MILESTONES ACHIEVED	CURRENT PROGRESS	KEY RISKS OR BARRIERS	NEXT QUARTER PRIORITIES

OVERALL ASSESSMENT *(Please tick one)*

○ ON TRACK ○ REQUIRES ATTENTION ○ AT RISK

COMMENTS / NOTES:

Purpose

Provides visibility of progress against the flagship initiatives that underpin the Organisational Renewal Program.

Reporting Frequency

Quarterly.

Template 4 - Governance Accountability Scorecard

TEMPLATE 4
GOVERNANCE ACCOUNTABILITY SCORECARD

Reporting Period: _____	Completed By: _____	Date: _____

GOVERNANCE AREA	STATUS (Please tick one)	COMMENTS
Council–Administration Relationships	Strong ○ Moderate ○ Weak ○	
Council–Audit and Risk Committee Relationships	Strong ○ Moderate ○ Weak ○	
Risk Management	Strong ○ Moderate ○ Weak ○	
Decision Implementation	Strong ○ Moderate ○ Weak ○	
Governance Reporting	Strong ○ Moderate ○ Weak ○	
Policy Review Program	Strong ○ Moderate ○ Weak ○	
Audit Actions Completed	Strong ○ Moderate ○ Weak ○	

GUIDE:

- ○ **Strong** = Governance practices are effective and consistently applied.
- ○ **Moderate** = Governance practices are partly effective and require improvement.
- ○ **Weak** = Governance practices are ineffective or require immediate attention.

REPORTING FREQUENCY: Six-Monthly.

Purpose

Supports governance oversight, accountability and governance maturity monitoring.

Reporting Frequency

Six-Monthly.

Template 5 - Workforce Capability and Succession Scorecard

TEMPLATE 5

WORKFORCE CAPABILITY AND SUCCESSION SCORECARD

Reporting Period: _____	Completed By: _____	Date: _____

MEASURE	TARGET	CURRENT POSITION
Critical Positions Identified		
Succession Plans Completed		
Training Participation		
Leadership Development Participation		
Employee Turnover		
Recruitment Timeframes		

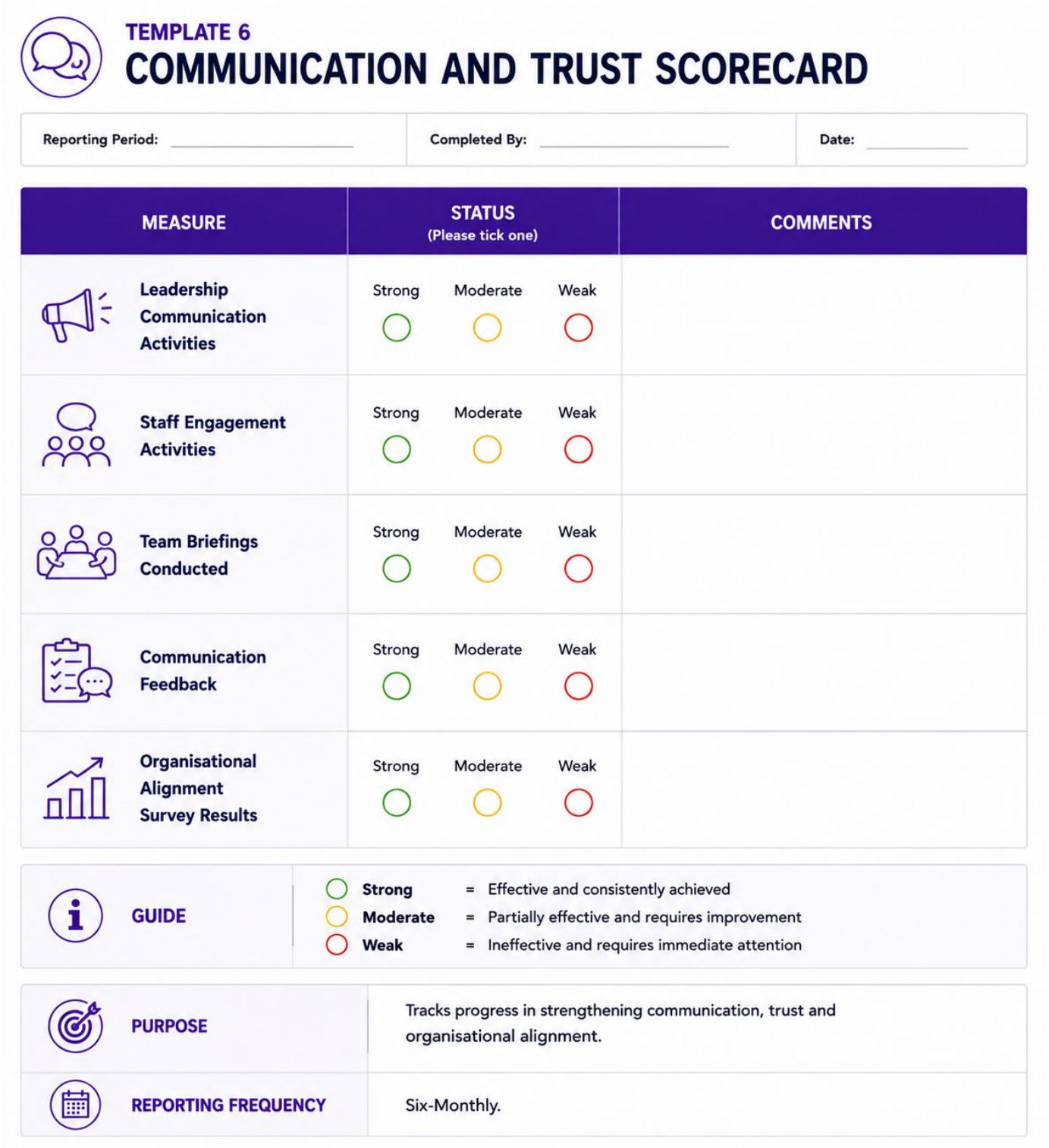
Purpose

Monitors workforce sustainability, succession planning and capability development.

Reporting Frequency

Six-Monthly.

Template 6 - Communication and Trust Scorecard



TEMPLATE 6

COMMUNICATION AND TRUST SCORECARD

Reporting Period: _____ Completed By: _____ Date: _____

MEASURE	STATUS (Please tick one)	COMMENTS
Leadership Communication Activities	Strong ○ Moderate ○ Weak ○	
Staff Engagement Activities	Strong ○ Moderate ○ Weak ○	
Team Briefings Conducted	Strong ○ Moderate ○ Weak ○	
Communication Feedback	Strong ○ Moderate ○ Weak ○	
Organisational Alignment Survey Results	Strong ○ Moderate ○ Weak ○	

GUIDE

- Strong = Effective and consistently achieved
- Moderate = Partially effective and requires improvement
- Weak = Ineffective and requires immediate attention

PURPOSE: Tracks progress in strengthening communication, trust and organisational alignment.

REPORTING FREQUENCY: Six-Monthly.

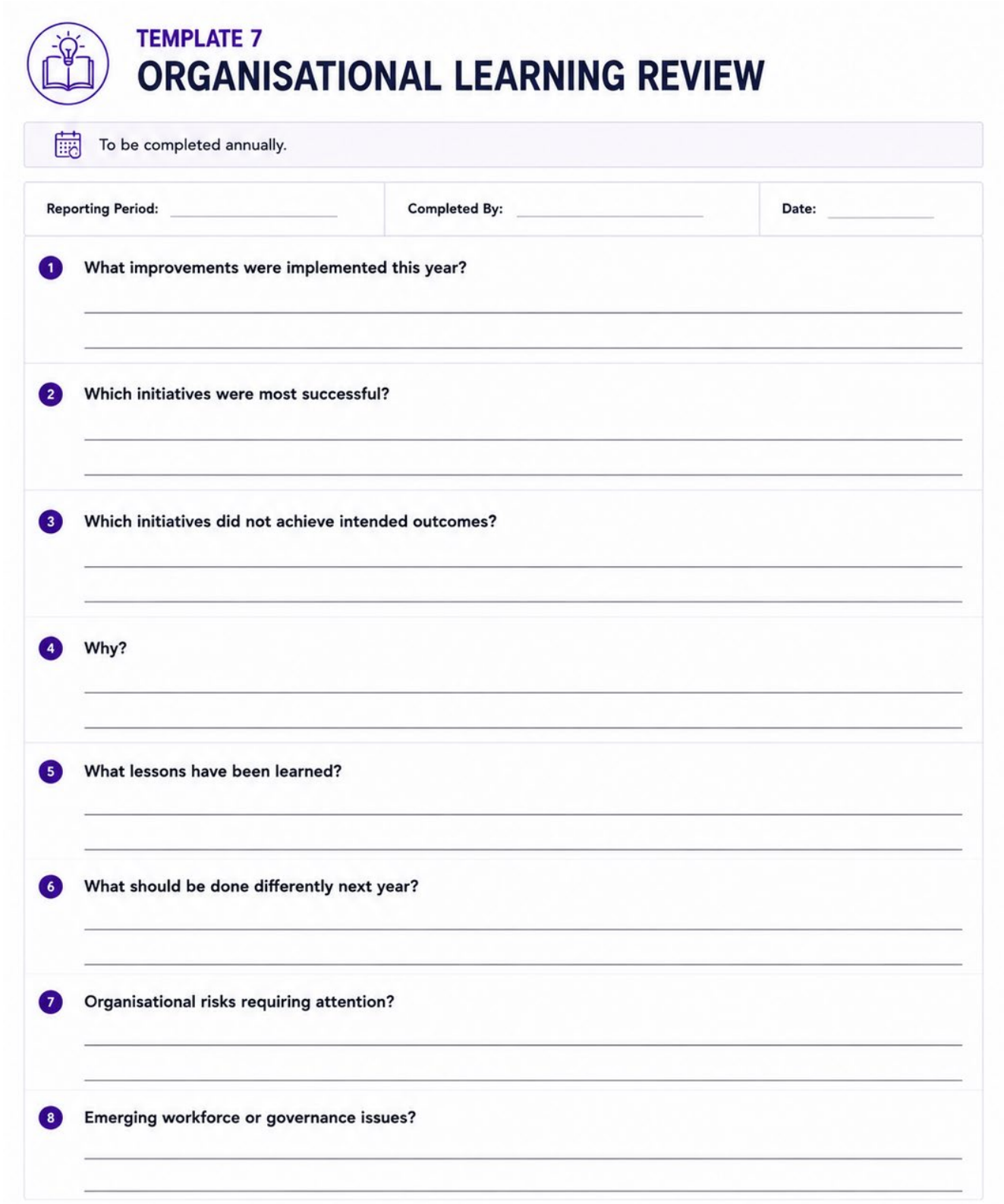
Purpose

Tracks progress in strengthening communication, trust and organisational alignment.

Reporting Frequency

Six-Monthly.

Template 7 - Organisational Learning Review



TEMPLATE 7

ORGANISATIONAL LEARNING REVIEW

To be completed annually.

Reporting Period: _____ Completed By: _____ Date: _____

1. What improvements were implemented this year?
2. Which initiatives were most successful?
3. Which initiatives did not achieve intended outcomes?
4. Why?
5. What lessons have been learned?
6. What should be done differently next year?
7. Organisational risks requiring attention?
8. Emerging workforce or governance issues?

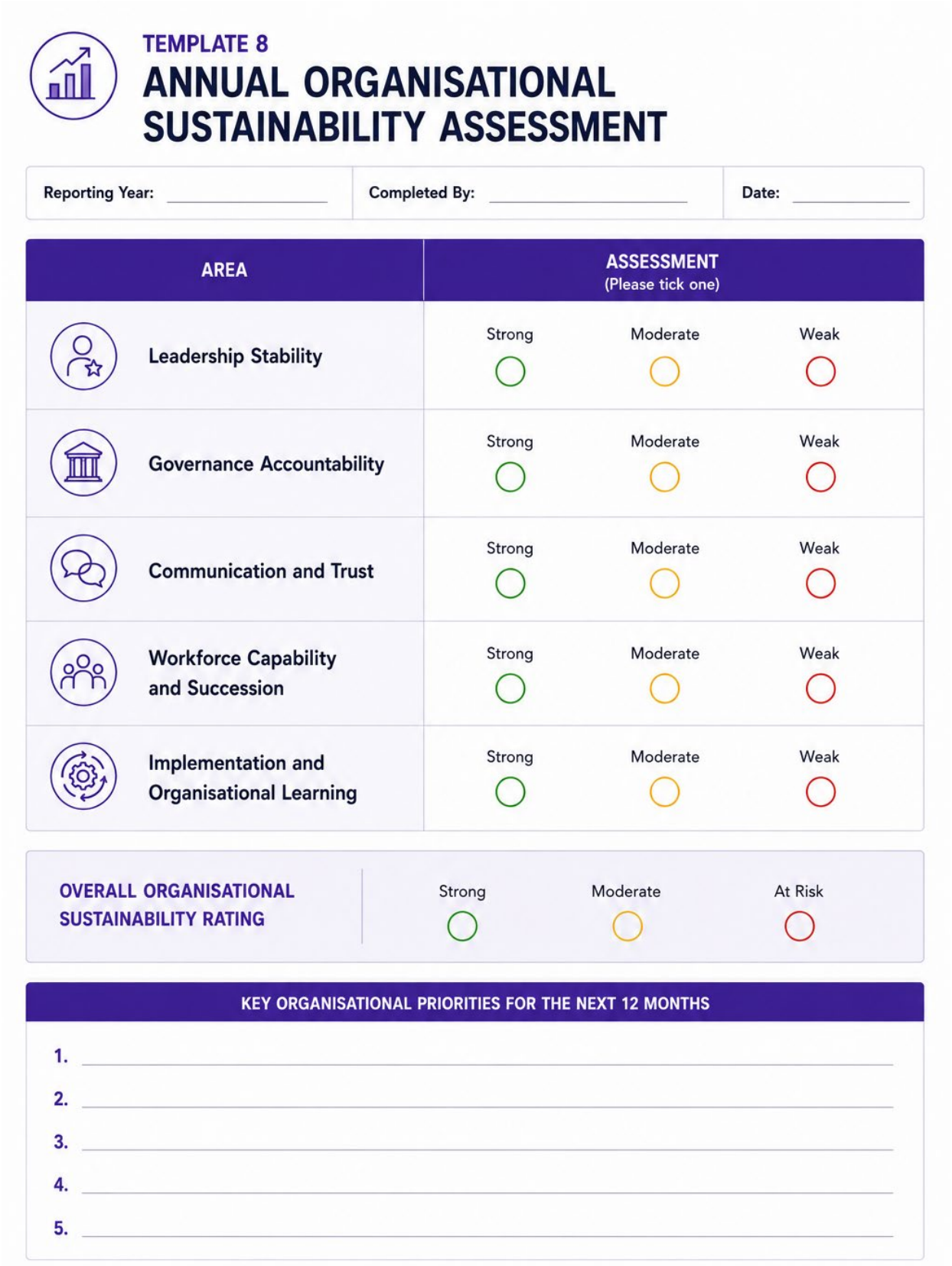
Purpose

Supports organisational learning by ensuring lessons arising from implementation are deliberately captured and applied to future decision-making.

Reporting Frequency

Annually.

Template 8 - Annual Organisational Sustainability Assessment



TEMPLATE 8

ANNUAL ORGANISATIONAL SUSTAINABILITY ASSESSMENT

Reporting Year: _____ Completed By: _____ Date: _____

AREA	ASSESSMENT (Please tick one)		
Leadership Stability	Strong ○	Moderate ○	Weak ○
Governance Accountability	Strong ○	Moderate ○	Weak ○
Communication and Trust	Strong ○	Moderate ○	Weak ○
Workforce Capability and Succession	Strong ○	Moderate ○	Weak ○
Implementation and Organisational Learning	Strong ○	Moderate ○	Weak ○

OVERALL ORGANISATIONAL SUSTAINABILITY RATING	Strong ○	Moderate ○	At Risk ○

KEY ORGANISATIONAL PRIORITIES FOR THE NEXT 12 MONTHS
1. _____
2. _____
3. _____
4. _____
5. _____

Purpose

Provides an annual assessment of organisational condition, organisational sustainability and future priorities.

Suggested Review Cycle

Frequency	Review Activity
Monthly	• Organisational Renewal Action Register Review
Quarterly	• Organisational Sustainability Scorecard Review • Strategic Flagship Initiative Review
Six-Monthly	• Governance Accountability Review • Workforce Capability Review • Communication and Trust Review • Council Progress Reporting
Annually	• Organisational Learning Review • Organisational Sustainability Assessment
Four-Yearly	• Independent Organisational Review

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Conclusion

The purpose of these templates and scorecards is to provide practical tools that support accountability, monitoring, organisational learning and sustainability across the organisation.

The review identified that West Coast Council has previously demonstrated awareness of organisational challenges but has experienced difficulty consistently translating organisational awareness into sustained organisational improvement.

The examples contained within this appendix are intended to assist Council and organisational leaders to maintain visibility of priorities, monitor progress, strengthen accountability and capture organisational learning over time.

Used consistently, these practices can help ensure that improvement initiatives remain active, visible and sustainable. In doing so, they support one of the central objectives of this review:

> **strengthening the organisation's capacity to convert organisational awareness into sustained organisational improvement and lasting organisational change**

APPENDIX – TERMS OF REFERENCE (ORGANISATIONAL OVERSIGHT GROUP)

Terms of Reference

Organisational Renewal Oversight Group (OROG)

West Coast Council

1. Overview

The Organisational Renewal Oversight Group (OROG) is established by West Coast Council in response to the findings and recommendations of the ***Independent Organisational Review (June 2026)***.

The Group provides structured governance oversight of the Council's Organisational Renewal Program to ensure that approved improvements are implemented, monitored, measured and sustained.

2. Purpose

The purpose of the Organisational Renewal Oversight Group is to:

a. provide oversight of the implementation of the Organisational Renewal Program;

b. monitor progress against Council-approved recommendations and agreed implementation milestones;

c. promote organisational accountability for delivery of renewal initiatives;

d. monitor organisational capability, performance and sustainability;

e. identify implementation risks and recommend appropriate mitigation strategies;

f. support organisational learning by ensuring lessons arising from reviews, audits, projects and operational experience are captured and incorporated into future practice; and

g. provide Council with transparent, regular and evidence-based reporting regarding implementation progress.

The objective of the Group is not simply the completion of projects, but the embedding of sustainable organisational practices that strengthen governance, leadership and organisational performance.

3. Authority

The Organisational Renewal Oversight Group is an advisory governance body established by Council.

The Group:

- does not replace the governance responsibilities of the Council;
- does not replace the statutory functions of the Mayor;
- does not replace the management responsibilities of the General Manager;
- does not replace the responsibilities of the Audit and Risk Committee.

Nothing contained within these Terms of Reference limits or modifies the statutory responsibilities established under the ***Local Government Act 1993*** or any other applicable legislation.

The Group may make recommendations to Council and monitor implementation of Council decisions but shall not exercise powers reserved to Council or delegated to the General Manager.

4. Governance Principles

The Organisational Renewal Oversight Group shall conduct its activities in accordance with the following governance principles.

4.1 Good Governance

The Group shall promote good governance by supporting transparent decision-making, ethical leadership, effective stewardship of public resources and compliance with all relevant legislation, Council policies and adopted governance frameworks.

4.2 Accountability

Clear accountability shall exist for every organisational renewal initiative. Responsibilities, timeframes, performance measures and reporting requirements shall be clearly defined, monitored and regularly reviewed.

4.3 Transparency

Progress, achievements, implementation challenges and organisational risks shall be openly reported to Council. Reporting shall be evidence-based, timely and sufficiently detailed to support informed governance decisions.

4.4 Independent Oversight

The Group shall provide constructive challenge and independent oversight of implementation progress. Advice provided by the Independent Organisational Sustainability Advisor shall support objective assessment and continuous improvement.

4.5 Risk Management

Implementation risks shall be identified, monitored and actively managed throughout the Organisational Renewal Program. Significant risks shall be promptly reported to Council together with proposed mitigation strategies.

4.6 Continuous Improvement

The Group shall promote a culture of organisational learning by ensuring that lessons arising from reviews, audits, projects and operational experience are captured, evaluated and incorporated into future organisational practice.

4.7 Organisational Sustainability

The Group shall focus on embedding sustainable governance, leadership, systems and organisational capability so that improvements continue beyond the completion of individual renewal initiatives.

4.8 Evidence-Based Decision Making

Recommendations and reports shall be supported by appropriate evidence, measurable performance indicators and documented outcomes. Actions shall not be reported as complete until satisfactory evidence of implementation has been reviewed.

4.9 Collective Responsibility

Members of the Group shall work collaboratively in pursuit of whole-of-Council outcomes. While individual statutory and management responsibilities remain unchanged, members shall collectively support the successful delivery of the Organisational Renewal Program.

4.10 Respect for Statutory Roles

Nothing contained within these Terms of Reference shall be interpreted as altering the statutory responsibilities of the Council, the Mayor, Councillors, the General Manager or any other office established under the Local Government Act 1993. The Group shall exercise its functions in a manner that complements, rather than duplicates or diminishes, those legislative responsibilities.

4.11 No Surprises

Members shall promote a culture of early disclosure and open communication. Significant implementation issues, emerging organisational risks, budget pressures or matters likely to affect the successful delivery of the Organisational Renewal Program shall be reported to the Group and to Council at the earliest reasonable opportunity. The timely identification and escalation of issues is fundamental to effective governance and organisational sustainability

5. Operating Philosophy

The work of the Group shall be guided by four principles that reflect the *Disciplines of Sustainable Improvement*.

5.1 Accountability

Every significant renewal initiative shall have a clearly identified executive owner who is accountable for implementation, reporting and delivery.

5.2 Monitoring

Organisational improvement shall be monitored with the same discipline applied to financial performance, strategic planning, asset management and service delivery.

5.3 Organisational Learning

Lessons arising from reviews, audits, projects, successes and failures shall be deliberately captured, shared and incorporated into future organisational practice.

5.4 Sustainability

The objective of organisational renewal is not merely implementation of recommendations, but embedding improved behaviours, systems and governance practices that continue beyond completion of the Renewal Program.

6. Functions

The Group shall:

a. oversee implementation of the Organisational Renewal Program;

b. monitor progress against approved implementation plans;

c. review organisational performance measures relevant to organisational renewal;

d. monitor organisational sustainability indicators;

e. review implementation risks and barriers;

f. monitor completion of actions arising from reviews, audits and Council resolutions;

g. promote organisational accountability across all areas of Council;

h. encourage continuous organisational learning;

i. recommend corrective action where implementation progress is unsatisfactory; and

j. report progress and recommendations to Council.

7. Membership

The Group shall comprise:

- Mayor (Chairperson)
- Councillors as determined by Council
- General Manager
- Directors
- Organisational Improvement Officer (Executive Officer)
- Independent Organisational Sustainability Advisor

Additional officers may attend meetings by invitation of the Chairperson.

8. Roles and Responsibilities

8.1 Chairperson

The Mayor shall act as Chairperson of the Group.

The Chairperson shall:

- chair meetings;
- promote constructive discussion and consensus;
- ensure matters requiring Council consideration are referred appropriately;
- present reports and recommendations to Council;
- support accountability for implementation through governance oversight;
- ensure the Group operates in accordance with these Terms of Reference.

In the absence of the Mayor, a Councillor appointed by the Group shall preside as Acting Chairperson.

8.2 Councillors

Councillors shall:

- provide strategic oversight;
- monitor implementation progress;

- review organisational performance;
- consider reports presented by the Group;
- maintain focus on organisational outcomes rather than operational management;
- support organisational sustainability through informed governance.

8.3 General Manager

The General Manager shall:

- lead implementation of the Organisational Renewal Program;
- allocate responsibility for implementation activities;
- ensure appropriate organisational resources are available;
- maintain executive accountability for delivery;
- provide timely and accurate progress reports;
- identify implementation risks;
- recommend corrective actions where necessary;
- ensure Council decisions are implemented.

8.4 Executive Leadership Team

The Executive Leadership Team (General Manager and Directors) shall operate as the principal leadership group responsible for organisational renewal.

Each member shall:

- accept shared accountability for whole-of-organisation outcomes;
- support organisational priorities above departmental priorities;
- ensure agreed actions are completed within approved timeframes;
- report implementation risks;
- contribute to organisational learning;
- actively support cross-functional initiatives.

8.5 Organisational Improvement Officer

The Organisational Improvement Officer (OIO) shall provide secretariat and program management support.

The OIO shall:

- prepare meeting agendas;
- distribute agendas at least seven (7) calendar days before meetings;
- prepare and distribute minutes within ten (10) calendar days;
- maintain the Organisational Renewal Action Register;
- maintain implementation schedules;
- coordinate reporting templates;
- prepare draft progress reports;
- maintain documentary evidence supporting completed actions;
- monitor implementation milestones;
- coordinate reporting to Council and the Audit and Risk Committee.

Minutes shall be confirmed at the next meeting of the Group.

This role will be filled by the Executive Officer

8.6 Independent Organisational Sustainability Advisor

The Independent Organisational Sustainability Advisor shall provide independent advice, challenge and mentoring to support organisational renewal.

The Advisor shall:

- provide independent advice to Council and organisational leaders;
- review implementation progress;
- challenge assumptions where implementation performance is unsatisfactory;
- support governance and leadership capability development;
- assist development of organisational sustainability;
- review monthly progress reports prior to submission to Council;
- provide an annual independent assessment of organisational sustainability.

The Advisor reports to Council through the Mayor.

9. Decision Making

The Group shall seek to make recommendations by consensus.

Where consensus cannot be achieved:

a. differing views shall be recorded in the minutes; and

b. matters requiring determination shall be referred to Council.

Nothing within these Terms of Reference authorises expenditure outside Council-approved budgets.

Any proposal requiring expenditure beyond approved budgets shall be referred to Council for approval.

10. Meetings

The Group shall meet monthly or more frequently if required.

A meeting schedule shall be approved annually.

The Chairperson may convene additional meetings where necessary.

11. Reporting

The General Manager, supported by the Organisational Improvement Office, shall ensure that a Monthly Organisational Renewal Report is presented to each Ordinary Council Meeting.

The report shall include:

- confirmed minutes of the Organisational Renewal Oversight Group;
- Organisational Renewal Action Register;
- Organisational Sustainability Scorecard;
- Strategic Flagship Initiative Scorecard;
- implementation status against approved recommendations;
- emerging organisational risks;
- significant achievements;
- overdue actions;
- decisions made under delegated authority relevant to organisational renewal;
- recommendations requiring Council consideration;
- proposed budget variations where applicable.

Copies of relevant reports shall also be provided to the Audit and Risk Committee.

A monthly staff update shall also be prepared summarising progress in organisational renewal.

12. Mandatory Accountability Framework

To ensure implementation remains transparent and sustainable:

1. Every recommendation shall have:
    - a nominated executive owner;
    - an implementation timetable;
    - measurable success criteria;
    - documented evidence requirements.
2. No recommendation shall be reported as completed until supporting evidence has been reviewed by the Organisational Renewal Oversight Group.
3. Actions overdue by more than thirty (30) days shall be specifically identified within the Monthly Organisational Renewal Report together with:
    - reasons for delay;
    - implementation risks;
    - proposed corrective actions.
4. The implementation status of every recommendation shall remain visible in Council reporting until formally closed by resolution of Council or otherwise concluded in accordance with Council policy.
5. The Group may request additional information where evidence supporting implementation is considered insufficient.

13. Relationship with Other Governance Bodies

13.1 Audit and Risk Committee

The Audit and Risk Committee shall receive copies of organisational renewal reports and may:

- review implementation progress;
- monitor organisational risks;
- recommend additional assurance activities;
- make recommendations to Council.

13.2 General Manager Performance Review Committee

Progress in implementing the Organisational Renewal Program may be considered by the General Manager's Performance Review Committee where implementation responsibilities align with the General Manager's performance objectives.

14. Review Cycle

Frequency	Review Activity	Audience
Monthly	• Organisational Renewal Action Register • Staff Newsletter	• OROG • ELT
Quarterly	• Organisational Sustainability Scorecard Review • Strategic Flagship Initiative Review	• Council • Audit & Risk
Six-Monthly	• Governance Accountability Review • Workforce Capability Review • Communication and Trust Review • Council Progress Reporting	• Council • Audit & Risk
Annually	• Organisational Learning Review • Organisational Sustainability Assessment	• Council • Staff • The Department LG
Four-Yearly	• Independent Organisational Review	• Council • Audit & Risk • Staff

		• The Department LG

15. Reporting Templates

Appendix A of the Independent Organisational Review (June 2026) contains standard reporting templates to support implementation monitoring.

The templates include:

1. Organisational Sustainability Scorecard
2. Organisational Renewal Action Register
3. Strategic Flagship Initiative Scorecard
4. Governance Accountability Scorecard
5. Workforce Capability and Succession Scorecard
6. Communication and Trust Scorecard
7. Organisational Learning Review
8. Annual Organisational Sustainability Assessment

All reports prepared using these templates shall be reviewed by the Organisational Renewal Oversight Group prior to submission to Council or any external governance body.

16. Review of these Terms of Reference

These Terms of Reference shall be reviewed annually by the Organisational Renewal Oversight Group and any proposed amendments shall be submitted to Council for approval.

MEETING CLOSED :