

Attachment 3

BIENNIAL REVIEW OF THE SUNSHINE COAST ECONOMIC FUTURES BOARD (SCEFB)**Combined Assessment and Recommendations for Governance and Performance**

| TOPICS | EVALUATION QUESTIONS | ASSESSMENT | RECOMMENDATIONS |
|------------------------------|--|---|--|
| ASSESSING GOVERNANCE | | | |
| Board Model | 1. Is the Board model – an advisory committee to Council under the Local Government Regulation 2012 – appropriate to the stated purpose of the leadership board within the Regional Economic Development Strategy? | Yes. The current model is considered the most suitable and appropriate for the Board's stated purpose and functions. There is also potential to enhance and focus the Board's advisory role. | Corporate Strategy and Delivery to convene an annual working session for Councillors and Board members, to provide external perspectives and advice on a range of topics identified by Council. |
| | 2. Are the Board's accountabilities to Council and its purpose well understood by Board members? | Yes. Council supports SCEFB members' views that the Board should provide genuine, independent advice and comment - in keeping with its stated purpose and Charter. | Nil |
| | 3. Is the purpose of the Board understood by external parties? | There is some inconsistency in external parties' awareness and understanding of the Board's purpose. It is considered that the Board's role should be better communicated with state and federal governments and key regional business and industry representatives so as to establish increased awareness, understanding and connections. | Council to establish a communication plan to increase awareness and understanding of the Board's role with: <ul style="list-style-type: none"> • State and federal representatives and departments; and • Chambers of Commerce and Sunshine Coast Business Council |
| Role of Board Members | 4. Is the role of a Board member clearly defined and well understood by members? | Yes | Nil |

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| Composition and Skills | 5. Is the Board large enough to carry out the work required of it? | Yes | Nil |
| | 6. Does the spread of talent and skill sets within the Board reflect the needs of the Board's key role and responsibilities outlined in the Charter? | Yes There is potential to access additional skills and expertise to assist the Board in its deliberations. | The Chair of SCEFB to invite industry and business experts to meetings as required, on an invited guest basis, to provide additional input and information to assist the Board in its deliberations on key issues or projects. |
| | 7. Do all Board members bring valuable skills and experience to the Board? | Yes | Nil |
| | 8. Does the high-level calibre, expertise and mix of Board members provide the region with connections to a range of industry and business networks and advocacy channels? | Yes See Related Recommendation at section 18. | Nil |
| Board Charter | 9. Does the Charter cover the key operational requirements, functions and composition of the Board? | Yes | Nil |
| | 10. Do any amendments need to be made to the Charter to reflect changed accountabilities or circumstances? | A minor amendment to the Charter is required to reflect the correct title for the designated Council Manager charged with administering the Board. No other changes are recommended. | The Board secretariat to amend the Board's Charter, in sections 5 and 7, to replace the title of Manager, Economic Development with Manager, Office of the Mayor and CEO, in line with designated responsibilities for the Board. |

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| Remuneration | 11. Are remuneration arrangements adequate and appropriate for Board members? | <p>The level of remuneration is generally considered appropriate for the nature of the Board, its responsibilities and time commitment.</p> <p>Board members' remuneration is based on upon the sitting fee rates established by the Queensland Government under its <i>Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies</i>. It is also noted that the Queensland Government updated its sitting fee rates as at 1 January 2016.</p> | <p>Board members' remuneration, in the form of sitting fees, is amended in line with the Queensland Government's updated guidelines, <i>Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies</i>, which took effect from 1 January 2016.</p> |
| Board Meetings | 12. Do Board agenda papers contain the correct amount and type of information? | <p>Chair and Board member discussions have determined that future meetings will concentrate on a smaller number of agenda items to facilitate enhanced Board discussion and feedback. These discussion items will focus on Council's key economic priorities and core responsibilities outlined in the Board's Charter or as requested by Council.</p> <p>Board members have also elected to have:</p> <ul style="list-style-type: none"> • "Board member only" discussions as an agenda item; and • meeting Minutes which include any issues, actions, outcomes or requests/recommendations to Council. <p>Future Board agenda papers will need to be developed in line with these new requirements.</p> | <p>In line with the Board's greater focus on issues and outcomes, it is recommended that the Board secretariat implement the following administrative actions in consultation with the Chair:</p> <ul style="list-style-type: none"> • a smaller number of topics for discussion at meetings; • "Board member only" discussions as an agenda item; and • meeting Minutes which include any issues, actions, outcomes or requests/recommendations for Council. <p>It is also recommended that the Board Charter is amended at section 7 (<i>Meeting Practice - Agendas and Minutes</i>) to provide for: "Board member only" discussions; and recommended changes to meeting Minutes.</p> |

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| | 13. Are Board members diligent in preparing for meetings? | Yes | Nil |
| | 14. Are quarterly meetings – and the duration of meetings - sufficient to undertake and meet the Board’s key functions and responsibilities? | The duration of Board meetings is generally considered to be sufficient. It was noted that meeting schedules will need to be flexible in order to align meeting dates with key regional project milestones and decision points. | Nil |
| ASSESSING PERFORMANCE | | | |
| Strategy | 15. Does the Board know and understand the region’s vision and economic strategy? | Yes | Nil |
| | 16. Does the Board know and keep abreast of trends and issues affecting the region and the environment in which it competes? | Yes | Nil |
| | 17. Is the work of the Board outcomes focused, including building credibility for the region, providing advice on financial and human capital investment and/or domestic and global connections? | It was noted that the Board’s work program is now being structured and focused to facilitate the provision of relevant advice in key areas of importance to the region. The Board will continue to progress this outcomes-focused approach. | Nil |

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| Service/advice/ contacts | 18. Do Board members actively engage in networking for the benefit of the region? | It was considered that the delivery of this output was a work in progress. More needed to be achieved in terms of identifying opportunities to embed Board members in relevant regional business/economic activities, eg. inviting members to be part of delegations and missions. | Council and the Board to identify appropriate opportunities to enhance and better leverage Board members' networking and business connections for the benefit of the region and to assist the region in its advocacy endeavours and pursuits eg. members' inclusion in regional missions and delegations and the use of ambassadorial materials by members to promote the region. |
| Reporting | 19. Does the Board know and understand its reporting requirements and accountabilities under the Charter, including its annual report to the public? | Yes. It was also considered that any reporting to Council and/or community should be at an issues and outcomes level, rather than an activity level. | Nil |
| | 20. Is there a requirement for the Board to provide ad hoc or regular reports to Council? | It was noted that the Board's Charter requires the Board to provide an annual report to the public. However, the Charter, at clause 5.4, also makes provision for the Board to initiate and develop reports for Council or in response to Council requests. There was no request for the mandating of regular reports to Council. | Nil |
| CONTINUOUS IMPROVEMENT | | | |

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| Professional Development | 21. Does Council provide adequate information and advice on new regional developments, projects and emerging strategies to ensure Board members remain up-to-date? | Generally, yes. Other suggestions for improvement include: <ul style="list-style-type: none"> confidential briefings with the Mayor, CEO and Board members; and providing members access to regional development updates for members through either an online site or a monthly update. | To assist in supporting member's professional development, it is recommended that Council provide Board members with: <ul style="list-style-type: none"> access to Council's monthly Business E-News; and links to Council's development and planning publications at https://www.sunshinecoast.qld.gov.au/Development/Stay-Connected/Publications. |