SESLHD PROCEDURE COVER SHEET

Health
South Eastern Sydney
Local Health District

NAME OF DOCUMENT	Performance and Talent Procedure
TYPE OF DOCUMENT	Procedure
DOCUMENT NUMBER	SESLHDPR/415
DATE OF PUBLICATION	April 2021
RISK RATING	Low
LEVEL OF EVIDENCE	The National Safety and Quality Health Service (NSQHS) Standards – National Standard 1 – Section 1.22
REVIEW DATE	April 2026
FORMER REFERENCE(S)	SESLHDPR/415 - Managing for Performance PD131 Performance Development HB 009 Performance Development Handbook
EXECUTIVE SPONSOR	Director People and Culture
AUTHOR	Human Resources Advisory Services
POSITION RESPONSIBLE FOR THE DOCUMENT	Director People and Culture
FUNCTIONAL GROUP(S)	HR Consulting Organisational Learning
KEY TERMS	Performance and Talent, Performance Objectives, Development Objectives, Goals, Career, Managing for Performance, Performance Development, Performance Development Framework, Performance Development Plan, Performance Development Agreement, Performance Development Review
SUMMARY	This procedure outlines process for staff and their people leaders to record performance and career development goals and capture performance information to support performance, development and talent conversations.

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1. POLICY STATEMENT

The primary objective of this procedure is to guide people leaders and team members in how to develop and record performance and development goals and capture performance information to support performance conversations.

2. BACKGROUND

South Eastern Sydney Local Health District (SESLHD) is committed to building and maintaining a high performance culture. The District's success in achieving its collective goals and strategies relies on staff being individually responsible, empowered and motivated. We can support our people to do their best work by providing:

- Clear goals and an understanding of what is expected of them
- Fair, regular and timely feedback about how they are currently performing and how they can continue to develop
- Positions which support our vision *'Exceptional care, healthier lives'*
- Opportunities to develop their capabilities and their careers
- Recognition for a job well done

All people leaders and team members are required to participate in the annual performance development cycle. This approach to performance development is built on the fundamental requirements of the NSW Ministry of Health Policy Directive PD2016_040 - Managing for Performance, the NSW Public Sector Performance Development Framework (the Framework), The National Safety and Quality Health Service (NSQHS) Standards and SESLHD's Service Level Agreement with NSW Health.

This procedure applies to all staff with the exceptions of Health Service Executives, independent contractors, agency staff, students, volunteers and external researchers, who participate in alternative managing for performance processes.

All Nursing and Midwifery staff are required to participate in an annual Performance Development cycle. However, the management of nursing and midwifery staff who have an identified practice issue will also use the SESLHDPR/270 - Framework for Managing Nursing and Midwifery staff with identified practice issues. This framework utilises the *Nursing and Midwifery Board of Australia National Competency Standards for the Registered Nurse, Registered Midwife or Enrolled Nurse* as the required standard for practice.

3. DEFINITIONS

Performance and Talent (PAT) is the NSW Health electronic system which holds NSW Health employee details, integrates with other NSW Health systems such as StaffLink, and enables the electronic recording of performance goals, development goals, staff progress/achievements and performance reviews. The PAT system also enables talent identification, talent development, as well as career/succession planning.

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Performance Development Framework (the Framework) is the guideline set by the NSW Public Service Commission for performance development processes within all NSW Public Sector Agencies.

Performance Development Cycle is the ongoing annual cycle for managing and developing employee performance. This includes setting objectives, performing and developing according to those objectives, the provision of ongoing formal/informal feedback and then engaging in an annual discussion to review and asses the performance and development results.

Performance Development Plan is the online document created in PAT in which performance and development goals for a 12 month period are recorded and reviewed.

Performance Development Review is the mandatory annual meeting, recorded in PAT, which assesses an employee's performance against their performance and development goals for the past 12 months.

Capabilities are the knowledge, skills and experience required for an employee to perform their position effectively.

Goals/Objectives are statements that provide direction by clearly stating expectations and requirements of a role.

> **Performance Goals/Objectives** are projects/outputs/activities that an employee is expected to deliver within the scope of their current position over the next 12 months. They are usually related to broader team goals and/or SESLHD's strategic direction.
>
> **Development Goals/Objectives** or Career Development Goals/Objectives are related to capabilities that an employee will develop and enhance over the next 12 months. They may relate to the employee's current position, and/or contribute to their future career aspirations.

Unsatisfactory performance is where an employee does not perform their duties to the standards set by their Position Description and can include:

- Unsatisfactory work, in terms of quantity, quality and timeliness, and not meeting expectations of the position as specified
- Breaches of work practices, procedures and guidelines
- Breaches of policies, expectations and codes of conduct that do not immediately warrant a misconduct investigation
- Inappropriate behaviour, such as poor interactions and communication problems with work colleagues, patients, public, suppliers, clients, etc.
- Non-achievement of standards of professional development
- Other deficits in work performance

Expectations are the standards of performance that are defined within Position Descriptions including the Expected Standards, the NSW Health Code of Conduct and SESLHD policies and procedures.

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Essential Elements are the mandatory aspects of the NSW Ministry of Health Policy PD2016_040 - Managing for Performance and the NSW Public Sector Performance Development Framework.

4. RESPONSIBILITIES

4.1 Employees will:

- Be responsible for their own performance, meet expectations and achieve their performance and development goals
- Actively participate in all aspects of performance development, including openly receiving feedback and providing open, honest and respectful feedback to their people leader
- Raise any concerns about their performance with their people leader and proactively seek development and/or support to overcome barriers/obstacles
- Maintain responsibility for personal and professional development by participating in training/education activities and applying new skills and knowledge where appropriate
- Maintain confidentiality of all performance development related discussions and records
- Utilise the Performance and Talent (PAT) system to record performance and career development goals and capture performance reviews.

4.2 People leaders will:

- Gain the requisite knowledge, skills and abilities to effectively implement and maintain the Performance Development Cycle
- Actively support the implementation of performance development for themselves and new staff and ensure its ongoing utilisation
- Clarify what is expected of employees as articulated in their Position Description
- Review and update employees' Position Descriptions when there has been a significant change to the position
- Set clear performance goals with their team members, which are aligned to the broader clinical plan/business unit and SESLHD strategy
- Formulate a Performance Development Plan, have regular (e.g. quarterly) Performance Development Meetings and conduct a full Performance Development Review with all employees they manage on an annual basis as a minimum
- Monitor the performance of employees they manage and provide regular and ongoing feedback
- Support employees to develop and achieve their performance and development goals
- Reward and reinforce performance expectations
- Address and resolve unsatisfactory performance in a timely manner
- Seek support and guidance from People & Culture staff when required
- Coach and mentor people leaders reporting to them to implement Performance Development Plans for employees they manage
- Ensure confidentiality of all performance development related discussions and documentation
- Utilise the Performance and Talent (PAT) system to record performance and career development goals and capture performance reviews.

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4.3 People & Culture Directorate will:

- Provide advice, information, coaching and training to people leaders to assist them to implement and maintain the performance development cycle
- When requested, provide reports and information to support management and organisational compliance with this procedure

4.4 General Managers/Directors will:

- Enable staff across their facilities/services/directorates to participate in the Performance Development Cycle
- Support all people leaders/supervisors to attend training
- Monitor and evaluate participation in the Performance Development Cycle
- Drive the participation in performance development by providing direction, advice and assisting staff to overcome barriers against higher performance

4.5 The Chief Executive will:

- Ensure that the Performance Development Plans of Tier 2 Directors contain the requirement to implement, monitor and report on compliance with this procedure

5. PERFORMANCE DEVELOPMENT

Performance Development is an ongoing cycle of collaboration that involves regular discussions between an employee and their people leader. The cycle begins with the Performance Development Plan meeting, during which, new objectives are set for the coming year. The cycle continues through: the monitoring of performance; ongoing feedback to recognise, reward and reinforce expected performance and address unsatisfactory performance as it occurs; recommended quarterly Performance Development Meetings to formally record progress and adjust focus as needed; and the completion of a full Performance Development Review with all employees on an annual basis.

5.1 Performance Development Toolkit

This extensive Toolkit contains a wide range of tools and resources and can be accessed via the SESLHD intranet. People leaders and employees are encouraged to use the resources available on the SESLHD intranet, under People & Culture. (http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp).

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5.2 Mandatory Requirements

The NSW Ministry of Health Policy Directive PD2016_040 - Managing for Performance mandates that all performance management systems in the NSW government sector must contain the following six core components and essential elements:

	Component	Essential elements
CONTINUOUS	**Set and clarify expectations** Collaborative process between manager and employee to set performance expectations and clarify them on an ongoing basis.	• Each employee has an up-to-date description of their role, including required capabilities and responsibilities, linked to the organisation's strategy. • All employees understand the public sector values, the capabilities required of them in their roles, and the deliverables for which they are accountable. • All employees are aware of the codes of conduct, policies, procedures and standards they are expected to observe. • All new employees (in the sector or the team) undergo a review process that includes informal and formal reviews.
CONTINUOUS	**Monitor** Ongoing joint evaluation of progress towards achieving work goals and expectations, involving regular two-way feedback.	• All employees have regular opportunities to discuss their work with their manager and receive informal feedback on their performance (either individually or as a team). • All employees have the opportunity to provide informal and formal feedback (through a structured assessment method) to their manager.
CYCLICAL	**Plan and review** Collaborative process between manager and employee to plan performance, linked to corporate objectives, with periodic reviews of progress towards achieving work goals.	• All employees have an annual formal performance agreement with their manager that sets out individual performance objectives linked to corporate objectives as well as the capabilities they are required to demonstrate in their role. • Performance agreements for all executives who have financial accountability include mandatory performance objectives set out in Appendix A. • Performance agreements for all employees who have responsibility for managing people include mandatory performance objectives set out in Appendix B. • All employees have a formal performance review at least once a year. • Formal performance reviews are to inform all assessments for incremental salary progression; payment of increases determined by the Statutory and Other Officers Remuneration Tribunal (SOORT); and any contract renewal.
CYCLICAL	**Develop** Collaborative process to identify and develop employees' capabilities with periodic reviews of progress.	• Development plans are based on the capabilities required in the role, the employees' existing capabilities, and his/her performance objectives and/or career goals. • Progress against development plans is formally reviewed at least once a year.
CYCLICAL	**Recognise** Regular practice of recognising employee efforts and excellent performance outcomes and achievements.	• Agencies have guidelines in place to help managers appropriately recognise employees at the local level.
EVENT-DRIVEN	**Resolve unsatisfactory performance** Process of addressing employee unsatisfactory performance.	• Managers promptly work with the employee to understand and resolve instances or patterns of unsatisfactory performance.

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6. PERFORMANCE DEVELOPMENT CYCLE

The **Performance Development Cycle** is the ongoing annual cycle for managing and developing employee performance and includes the: setting of expectations; ongoing monitoring, feedback and recognition; recommended quarterly review meetings; and the mandatory annual **Performance Development Review** meeting completed every financial year for all employees**.**

The purpose of regular review meetings are to provide ongoing feedback and direction ensuring employees performance aligns with team and organisation wide goals on an ongoing basis. The annual **Performance Development Review** meeting is for an employee and their people leader to work together to review the performance and development goals from the previous financial year, consider areas for improvement/focus for the coming year, and establish new/ongoing performance and development goals for the next 12 months.

A record of the conversation had during a **Performance Development Review** meeting is documented within a **Performance Development Plan** recorded in the **Performance & Talent (PAT) system**. In order to prepare for this meeting it is recommended that both the people leader and employee access the resources available at: http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp.

6.1 Performance Review Period

The Performance Review Period within SESLHD is 12 months and is aligned to the financial year (i.e. 1 July to 30 June). The five (5) requirements detailed in section 5.2 above are streamlined and simplified into the 3 segments of a Performance Review Period: beginning, during and end.

6.1.1 Beginning of the Performance Review Period

People leaders should meet with all team members to discuss the upcoming Performance Review Period. Where possible it is advisable to meet with the team/s together to complete broader team planning for the upcoming financial year, to communicate the expectations for team performance and to provide direction on the next steps for reviewing the previous Performance Review Period and for creating the Performance Review Plan for the year to come.

People leaders should then meet with each staff member individually to discuss their prospective goals for the upcoming performance review period including any pre-assigned goals already generated in PAT, ensuring that the employee understands how each goal relates to their role, the teams objectives and the SESLHD strategy and vision.

The employee will then access the PAT system, reviewing auto assigned goals, and creating Performance Goals and Development Goals according to the needs of the organisation, the team, the position and their own development requirements. A completed Performance Development Plan is then submitted to their people leader within the PAT system. The people leader may also access the PAT system to add and adjust goals for the team/employee as needed.

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Once the Performance Development Plan is submitted by the employee, the people leader receives a notification. The people leader then accesses the PAT system to first review first review the plan, then either approve the plan or request adjustments. Please note the people leader can assign this task to another suitable people leader (e.g. NUM, team leader, or supervisor).

Once endorsed in the PAT system by a delegated people leader, the Performance and Development Goals are approved and the Performance Development Plan for that financial year is active.

To assist with successfully having these performance conversations, and with using the PAT system, people leaders and employees are encouraged to use the resources available at: http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp.

6.1.2 During the Performance Review Period

People leaders are expected to create a feedback culture within their teams. This is achieved by providing regular and ongoing feedback to team members throughout the Performance Review Period. Ongoing feedback should be an accurate mix of meaningful recognition, reinforcement and reward for performance that meets/exceeds expectations and constructive feedback and coaching where performance concerns occur. By providing meaningful/constructive feedback on a continuing basis it becomes normalised and accepted within the team.

Staff members are required to be open and accepting of recognition and/or constructive feedback, to role model performance standards and to actively work with their people leaders to resolve any concerns.

Regular feedback meetings with individual staff members are recommended to occur on at least a quarterly basis (i.e. every 3 months) where possible. These meetings should be designed to discuss the goals of the individual/team, any changing priorities and staff member's progress in their Performance Development Plan to date. This is a chance for the employee to detail their achievements so far, raise any concerns they have, and request additional support/assistance regarding potential barriers to success.

Employees are expected to track their progress within the PAT system against each Performance Goal and Development Goal, adding comments and notes as needed within their Performance Development Plan. In addition to the regular feedback meetings each employee should update their people leader as needed on their progress and notify their people leader as soon as any concerns arise.

Where there are changes to the expectations, systems, or position requirements during the Performance Review Period the people leader and employee should discuss these and determine if any adjustments in performance or development goals are required. The employee will then adjust their goals as needed within the PAT system for the people leader's review and approval or further adjustment.

To assist with successfully having these conversations including how to reinforce, recognise and reward performance and also with using the PAT system people leaders and employees are

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encouraged to use the resources available at:
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6.1.3 End of the Performance Review Period

People leaders are required to meet with each staff member to complete an annual Performance Development Review at the end of each Performance Review Period (i.e. on or around 30 June). The Performance Development Review should consider the employee's performance in line with their Performance Goals and Development Goals as agreed in their Performance Development Plan.

The review meeting should take into consideration the staff member's achievements, progress and improvements as well as any areas where the employee has not met the performance expectations. The people leader should provide a rating for each Performance Goal (see section 7. Performance Ratings). Where performance expectations are not met, the people leader should work with the team member to identify why this has occurred and what steps are to be taken to address this during the next Performance Review Period.

During the Performance Development Review meeting the people leader should complete their overall evaluation of the employee's performance and advise/explain the overall rating that the employee has achieved (see section 7 - Performance Ratings).

Following the annual Performance Development Review meeting employees are required to access the PAT system and generate a Performance Review Document completing their evaluation of their performance. Where necessary this can be completed by the people leader on the staff member's behalf.

Once the Performance Review Document is generated within the PAT system the people leader receives a notification. The people leader then accesses the PAT system to record their evaluation on the staff member's performance.

To assist with successfully having the performance review conversations and with using the PAT system people leaders and employees are encouraged to use the resources available at:
http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp.

6.2 First Performance Development Period

Employees who are participating in a Performance Development Period for the first time (e.g. newly recruited employees or existing employees in a new position, or those who are having a performance review for the first time) should follow the process described in section 6.1.1. Expectations of the role should be discussed within one month of commencing in the position. Within three months of commencement a Performance Development Plan should be discussed, agreed and recorded within the PAT system. At the end of the current Performance Review Period (i.e. on or around 30 June) a Performance Development Review should be completed. Further Performance Development Reviews will then continue as per section 6.1.

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6.3 Mandatory Performance Goals

The following performance goals are mandatory for different groups of employees and must be included in the Performance Development Plan. Details on how to incorporate these goals can be found in the Managing for Performance Toolkit available at: http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp.

Mandatory Goals for All Employees

Performance Development Plans for all employees must include the following goals relating to CORE Values, Mandatory Training as well as Health, Safety and Wellbeing:

- 'Consistently 'lives' the CORE Values of Collaboration, Openness, Respect and Empowerment and contributes positively to the culture by demonstrating the CORE Values in delivering work independently and with others.
- All mandatory training assigned has been completed and is up to date.
- While at work an employee must:
    - take reasonable care for your own health and safety (psychologically and physically)
    - take reasonable care for the health and safety of others (psychologically and physically)
    - comply with any reasonable instructions, training, policies and procedure given by their employer, business or controller of the workplace.
    - ask if you're not sure how to safely perform the work
    - use personal protective equipment (PPE) in the way you were trained and instructed to use it
    - report safety incidents, injuries and unsafe or unhealthy situations to your supervisor, through IIMS+ or to your health and safety advisor within 24 hours
    - contribute to a collaborative team culture that fosters an environment that is psychologically and physical safe.

Mandatory Goals for All People leaders

Performance Development Plans for all people leaders with a responsibility for managing people must include the following mandatory performance goals relating People Management as well as Health, Safety and Wellbeing:

- All employees in the team have a current performance and development plan.
- Performance and career discussions are undertaken quarterly where possible and performance is supported by regular feedback.
- People leaders and staff maintain an annual leave balance under 30 days as per their anniversary date.
- All employees in the team meet their obligations in relation to maintaining a positive workplace health and safety culture.
- Budget and staffing is managed within allocated resources.
- People leaders are responsible for the carrying out of work in a safe manner in the workplace. Responsibilities:

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- making decisions about health and safety that may affect work activities or other people (psychologically and physically)
- ensuring legal requirements regarding health and safety are met
- reporting safety incidents, injuries and unsafe or unhealthy situations through IIMS+ and to your health and safety manager within 24 hours
- actioning safety reports and carrying out workplace inspections within 48 hours of notifications
- ensuring safe work method statements are completed
- ensuring safe work practices are carried out and maintained
- conducting inductions and regular safety briefings
- participating in incident investigations
- leading by example and promoting health and safety at every opportunity
- creating a psychologically and physically safe environment where our people are supported to reach their full potential
- achieving SESLHD health, safety and wellbeing performance targets for injury prevention, return at work and safety risk management
- actively demonstrating your commitment to health and safety, and injury prevention, and supporting a safe cultural environment.

7. Performance Ratings

During the annual Performance Development Review people leaders must assess their employee's performance and assign an individual rating dependent on the employee's achievement/progress for each Performance Goal. Once each of the goals have been assessed and rated the people leader then considers the employee's overall performance for the entire review period and assigns an overall performance rating. Details of the review and the assigned ratings are recorded within the PAT system by the people leader.

Performance Rating Scale

Name	Description
Does not meet expectations	Does not meet performance expectations for all goals. Performance is not at an acceptable level for the role.
Needs Improvement	Still developing in role and needs improvement across some performance goals. A number of performance goals have not been met yet. The employee has met one or some performance goals.
Meets Expectations	Delivers to the performance goals. Consistently meets performance outcomes at a high standard.
Exceeds Expectations	Exceeds on all performance goals. Consistently meets all performance outcomes and exceeds on a number of outcomes. Considered a role model.
Exceptional	Consistently goes above and beyond exceeding all performance expectations. Considered a role model living the values each day and mentoring others to role model the values.

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Employees in roles classified under the Health Managers State Award are able to progress within their salary band based on an annual assessment of their performance achieving a rating or either 'Exceeds Expectations' or 'Exceptional'. For detail of this process please refer to SESLHDPR/321 - Progression within the Health Service People Leader Salary Band.

For more information refer to the resources in the Performance & Talent Toolkit available at: http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp.

8. RECORD KEEPING

Records relating to Performance & Talent are to be kept electronically within the PAT system in accordance with the *State Records Act, 1998*. The PAT system ensures these records are securely and confidentially maintained.

In accordance with section 15.9.3 Performance Management of State Records General Retention & Disposal Authority GA28 - Personnel, records relating to the assessment, evaluation and review of an employee's performance are to be retained for a minimum of three (3) years after superseded, then destroyed in accordance with SESLHDPR/220 Records Management – Destruction of. The PAT system automatically retains performance and talent information for a 3 year period and securely and confidentially disposes of these records following the retention period.

All meetings and documentation are to be treated as confidential.

9. DOCUMENTATION

Performance Development Plans and Performance Development Reviews templates are established within the PAT system and should be recorded electronically within PAT.

Resources and information can be found on the Performance & Talent (PAT) Toolkit available at: http://seslhnintranet/Workforce_Services/Managing_For_Performance/default.asp).

10. AUDIT

Participation in an annual Performance Development Review process is a mandatory requirement for each employee under Standard 13 (Workforce Planning and Management) of The National Safety and Quality Health Service (NSQHS) Standards and is a KPI in the Service Agreement with NSW Health.

To demonstrate compliance, people leaders are responsible for ensuring all Performance Development Plans and Performance Development Reviews are recorded within the Performance & Talent (PAT) system. Details on how to record these within PAT are outlined in section 8. Recording in PAT, above.

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11. REFERENCES

External References

NSW Ministry of Health Policy Directive PD2016_040 - Managing for Performance
NSW Ministry of Health Policy Directive PD2015_049 - Code of Conduct
NSW Ministry of Health Policy Directive PD2011_010 - Visiting Medical Officer (VMO) Performance Review Arrangements
NSW Ministry of Health Policy Directive PD2016_019 - Executive Performance Management
The National Safety and Quality Health Service (NSQHS) Standards
NSW Public Sector Performance Development Framework
Nursing and Midwifery Board of Australia National Competency Standards for the Registered Nurse, Registered Midwife or Enrolled Nurse
NSW Health Staff Specialist (State) Award
NSW Government State Records Act, 1998

Internal References

SESLHDPR/379 - Resolving Unsatisfactory Performance
SESLHDPR/270 - Framework for Managing Nursing and Midwifery Staff with Identified Practice Issues
SESLHDPR/321 - Progression within the Health Service People Leader Salary Band
SESLHDPR/220 - Records Management – Destruction of
South Eastern Sydney Local Health District and Secretary NSW Health Service Agreement

12. REVISION AND APPROVAL HISTORY

Date	Revision No.	Author and Approval
April 2015	1	Application to develop approved by Executive Sponsor and placed on draft for comment page.
June 2015	2	Feedback incorporated and approved by Executive Sponsor. Endorsed by DET on 11.6.15.
November 2020	3	Major review commenced and procedure renamed 'Performance and Talent Procedure' and placed on draft for comment page.
March 2021	3	Final version approved by Executive Sponsor. To be tabled at Corporate Executive Council for approval.
April 2021	3	Approved at the April 2021 Corporate Executive Council.

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