

16.3 REVISED KEY PERFORMANCE INDICATORS FOR CHIEF EXECUTIVE OFFICER

Responsible officer: Katrina Bell, Coordinator Organisational Development

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- Attachments:**
1. Revised KPIs - Jason Taylor 2019-2020 - Perks People Solutions - Confidential
 2. CEO Position Description - Jason Taylor - Confidential

Section under the Act	The grounds on which part of the Council or Committee may be closed to the public are listed in Section 90(2) & (3) of the <i>Local Government Act 1999</i> .
Sub-clause and Reason:	(a) - information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Executive Summary

The purpose of this report is to enable Council to complete the review of the CEO's Key Performance Indicators (KPIs) for the period of 1 July 2019 to 30 June 2020 with a half year review to be completed for the period ending 31 December 2019.

RECOMMENDATION

That Council:

1. accepts and notes the proposed Key Performance Indicators provided by Perks People Solutions;
2. applies the revised Key Performance Indicators for future review periods until 30 June 2020;
3. informs the CEO that the revised Key Performance Indicators are now in effect and will apply to future reviews.

**MOVED COUNCILLOR JEFFREY NICKOLLS
SECONDED COUNCILLOR PAUL IRELAND**

That Council:

1. accepts and notes the proposed Key Performance Indicators provided by Perks People Solutions;
2. applies the revised Key Performance Indicators for future review periods until 30 June 2020;
3. informs the CEO that the revised Key Performance Indicators are now in effect and will apply to future reviews.

CARRIED.

Background

The CEO, Jason Taylor, entered into a contract with Southern Mallee District Council and commenced employment on 19 July 2018. The contract has a term of 3 years with the potential for a one year extension.

The June Half Year Assessment was completed in September 2019 and revision of the KPIs was considered as a follow on from this process.

Context

At the conclusion of the June Half Year Assessment, which was presented to Council's 18 September meeting, Council resolved the following:

That Council:

- 1. Receives and notes the CEO Performance Review report and attachment;*
- 2. Determines that the CEO's performance review is satisfactory, based on the information in the report*
- 3. Engage Perks People Solutions to commence the remuneration review*
- 4. Reviews the Key Performance Indicators to apply to the next review period being 1 July 2019 to 31 December 2019.*

The revised KPIs were completed by Perks People Solutions in consultation with the CEO and Elected Members and the final draft was received on 9 October 2019. Elected Member's had the opportunity to provide feedback until 23 October 2019. There was no opposition to the proposed KPIs.

Policy and statutory implications

The Local Government Act 1999, Chapter 7, deals with requirements related to the CEO.

Issues

The CEO will need to be formally notified to the change in KPIs. Given the delay in communicating this information to the CEO. This may have an impact on the next review period at 31 December 2019.

Alternate options

Status quo:

The current KPIs, as stipulated in the CEO's position description remain in place. This is not recommended as current KPIs are not in line with Council's current objectives for the review period.

Further review:

Council seeks further consultation to develop alternative KPIs. This is not recommended due to the additional costs and delays it will cause in allowing the CEO adequate time to meet the KPIs.

Financial implications

There is a cost associated with engaging a firm to undertake a review of the CEO's KPIs.

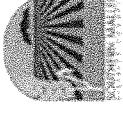
Work Health and Safety and Risk implications

There are no work health and safety and risk implications for this item.

Consultation

The CEO, Review Panel and Elected Members were all consulted in developing the revised KPIs for review periods until 30 June 2020 with the assistance of Perks People Solutions.

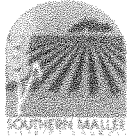
CONFIDENTIAL



Proposed Strategic Goals - Jason Taylor – CEO

Following from the June 2019 Performance Review for Jason Taylor, the following Strategic Goals have been proposed to cover the June 2019 to December 2019 period and then the next 6-month period, ending June 2020.

KPI (as per the Job Description)	Summary of Action	Strategic Goals due end December 2019	Strategic Goals due end June 2020
Economic Development	Pinnaroo Village Green Masterplan and Lameroo Town Centre Plan project delivery	Hold the first project steering committee meeting and complete the first round consultation for both projects and report progress to Councillors.	Complete the Pinnaroo Village Green Masterplan and Lameroo Town Centre Plan projects in line with the allocated planning budget (total budget for both projects set at \$80,000).
Representation, Public Relations and Relationships	Councillor Relationships	Be available and attempt to meet in a face to face meeting with all Elected Members prior to 31 December 2019. Agree with each Elected Member to the frequency of future meetings.	Schedule regular 1-1 meetings with all Elected Members with the frequency and duration agreed to by both parties.
Leadership and Management	Council Agendas	Conduct and complete a review of the quality of Council reports and agendas having regard for the quality and style of reports and agendas prior to July 2018 and the introduction of InfoCouncil software in July 2019. The final report to be presented to Councillors.	Implement the recommendations from the review.
Financial Management	Budget Process	Develop a schedule for the 2020/2021 Annual Business Plan and Budget Process and present the schedule to Councillors.	Meet the timeliness and objectives as outlined in the Annual Business Plan and Budget Schedule.
Financial Management	Procurement	Review and recommend enhancements to Council's Procurement Policy (focused on reviewing thresholds, value for money and local purchasing). Present draft Procurement Policy to a Council meeting for adoption.	Nil



Position Description – Chief Executive Officer

Reports to: Council

Direct reports: 4

Position Objectives

Leadership and Management

The Chief Executive Officer will have responsibility for the management of Council by developing, implementing, evaluating, reviewing and reporting on Council's Strategic, Business and Financial Plans. You will provide effective leadership and management across all of Council's activities.

Community Development Programs

Take responsibility for the economic and community development of the region through investigating, identifying, developing and implementing a range of strategically responsive Community Services and Economic Development Programs.

Economic Development

Develop, implement and promote positive relationships with Council, staff and the community.

Representation, Public Relations and Relationships

Liaise with other Government bodies, represent Council on various committees and manage and oversee the public relations, media liaison and coordination of community events.

Key Performance Indicators

Council Strategic Plan

- Demonstrated annual delivery of the agreed key Council priorities in the Strategic Plan

Financial Management

- Develop each year's budget for consideration by council in a timely manner
- During the budget development process, provide Council with information and advice that:
 - Addresses Council's goals
 - Provides Council with options to improve its financial position
 - Demonstrates prudent management of Council's resources
 - Outlines potential risks and consequences
- Implement budget outcomes
- Provide simple, effective and regular reports to Council on progress against the established budget throughout the financial year

Customer/Community Engagement

- Develop a number of strategic alliances and partnerships with key stakeholder groups that have optimised the achievement of Council's goals and objectives
- Ensure community satisfaction with Council communication and consultation
- Develop a service request management system

Organisational and People Management

- Fully implement the Local Government OH&S One System
- Compliance with the Local Government Act
- Asset Management Plan
- Conduct internal audits and efficiency reviews of services and administrative functions
- Project management of Lameroo Community Wastewater Management System (CWMS)
- Transition Pinnaroo Industrial Development to assist sole owner's use of land
- Project management leasing arrangements for Lameroo Lakeside Caravan Park



Position Description – Chief Executive Officer (Cont'd)

Key Performance Indicators (Cont'd)

Governance and Reporting

- Full compliance with the requirements of the Local Government Act associated with council meetings
- Elected Member satisfaction with the quality of advice and support on community issues and the timeliness of responses
- Provide timely and accurate monthly reports to Council on the delivery of the Strategic Plan and Council's finances and progress
- Provide quarterly reports to Council outlining progress on key performance indicators in the Strategic Plan and other agreed performance indicators

Person Specification

Qualifications

- Tertiary qualification in Management, Business Administration, or another relevant field is essential

Knowledge

- Detailed knowledge of the *Local Government Act 1999* and regulations
- Comprehensive knowledge of commercial, business, tourism and other community services, policies and practices
- Sound knowledge of Local Government's role in the provision of Community Service Programs
- Sound knowledge of strategic and business planning processes, budgetary processes and performance measurement
- Good understanding of economic and community development principles
- Good knowledge of best practice principles
- Good knowledge of Employment Legislation, Awards, Council Human Resources and Administration Policies and the making of workplace agreements
- Good knowledge of the roles and relationships between Council, staff and the community
- Good understanding of the needs and expectations of rural communities

Skills

- High level of decision making, analytical skills and conceptual thinking
- Ability to make sound judgements, recommendations and devise innovative solutions, and ability to follow through with their implementation
- Organisation skills, including time management, prioritisation and the ability to delegate effectively
- High degree of oral communication skills, in particular consultation, negotiation, conflict resolution, counselling, coaching and information sharing
- Effective written communications skill; plans, reports, policies and correspondence are clear, concise and provide relevant detail
- Proficiency in computer based systems and utilising IT facilities including the internet

Experience

- Extensive experience and demonstrated success in initiating and managing projects, negotiating with the private sector and Government agencies
- Extensive experience in a managerial role, particularly in development of strategic planning and policy in the areas of economic and community development in the public and/or private sector
- Experience in identifying and negotiating joint ventures and developing strategic alliances to achieve outcomes
- Experience in cultural change and the ability to contribute significantly in leading and facilitating a change management program



Position Description – Chief Executive Officer (Cont'd)

Person Specification (Cont'd)

Personal Attributes

- Ability to foster, encourage and develop a participative employee relations environment
- Ability to facilitate and support positive relationships with unions and workplace representatives
- Demonstrates a high level of interpersonal skills and work ethics, including:
 - Motivation and enthusiasm; commitment to professionalism
 - Flexibility and adaptability to a changing and dynamic environment
 - Positive relationships with Elected Members
 - Strong commitments to, and focus on, customer service
 - Team oriented
 - Strong sense of social justice and sound social values

Delegation and Authority

The Chief Executive Officer has the authority, delegations and powers as provided for in the Local Government Act and Council's Delegations Manual.

Job Requirements

- Some intrastate and interstate travel may be required to attend relevant seminars/conferences
- A current driver's license is essential
- Attendance is required at a range of Committee and Council meetings
- Attendance at conferences, seminars and training courses to maintain strong and effective networks and competencies
- Ensure self and all staff comply with OHS&W legislation, regulations, practices and standards, in particular:
 - Protect own health and safety and that of others at work
 - Observe reasonable instructions in relation to health or safety at work
 - Comply with Council's OHS&W policy and, in particular, sections 19-21 of the OHS&W Act

Key Reporting Areas (KPIs)

Leadership and Management

Key Tasks	Performance Indicators
<p>Lead, control and take responsibility for the management of Council operations as provided for in the <i>Local Government Act 1999</i>, which includes:</p> <ul style="list-style-type: none"> • Ensuring that the policies and lawful decisions of the Council are implemented in a timely and efficient manner • Providing advice and reports to the Council on the exercise and performance of its powers and functions under the Local Government Act or any other Act • Coordinating proposals for consideration by the Council for developing objectives, policies and programs for the area • Providing information to the Council to assist the council to assess performance against its strategic management plans • Ensuring that timely and accurate information about council policies and programs is regularly provided to the Council's community, and to ensure that appropriate and prompt responses are given to specific requests for information made to the Council 	<p>High level leadership and effective management of council activities.</p> <p>Implementation of effective and lawful policies</p> <p>High level strategic advice.</p> <p>Informative and accurate reports on all aspects of Council operations, including economic, community, social and management matters</p> <p>Strategic objectives, plans, programs and policies initiated, proposed, developed, implemented and evaluated.</p> <p>Wide and effective community consultation</p> <p>High level, cost efficient asset management.</p> <p>Buildings and facilities well maintained and operating efficiently.</p>



Position Description – Chief Executive Officer (Cont'd)

Key Reporting Areas (KPIs) (Cont'd)

Leadership and Management (Cont'd)

Key Tasks	Performance Indicators
<ul style="list-style-type: none"> • Ensuring that the assets and resources of the Council are accurately managed and maintained • Ensuring that records required under the Local Government Act or another Act are properly kept and maintained • Giving effect to the principles of human resource management prescribed by the Local Government Act and applying management practices • Exercising, performing or discharging other powers, functions or duties conferred on the Chief Executive Officer by or under the Local Government Act and to perform other functions lawfully directed by the Council <p>Be accountable for obligations in accordance with various legislation, including EO Act, WHS Act, WRAC Act, Commonwealth/State Industrial Laws and various other statutory obligations.</p> <p>Take responsibility for the cost effective management of Council's financial planning process. Monitor, review and report on Council assets, resources, investments, grant allocations, and all committed expenditures (actual expenditure) against approved budgets.</p> <p>Ensure the effective implementation of workplace agreement strategies and commitments impacting on Council staff.</p>	<p>Accurate and relevant record keeping and maintenance.</p> <p>Effective human resource management, harmonious and participative employee relations culture and sound industrial relations environment.</p> <p>Effective, decisive and relevant delegated powers.</p> <p>Effective oversighting of staff exercising their delegations as provided for under the Local Government Act.</p> <p>Statutory obligations satisfactorily met.</p> <p>Responsible financial planning processes, including forecasting, monitoring investment portfolio achievements and committed expenditures.</p> <p>Financial reports are completed accurately and on time.</p> <p>Workplace agreement initiatives progressed and operating effectively.</p>

Economic Development

Key Tasks	Performance Indicators
<p>Implement, further develop and review the strategic plan that provides a strong focus on economic development for the region, both the natural and built environment, ensuring appropriate planning principles and controls are in place.</p> <p>Establish effective relationships with key stakeholders. Liaise and/or negotiate with external bodies and sources, including the Murraylands Regional Development Board. Develop positive responses to the economic and social issues of strategic importance to the region's future development.</p> <p>Research and monitor the economic and industrial base of the Region's major towns. Identify strategies for development of the economic base, investment attraction and trade promotions.</p>	<p>Plans reflect relevant and appropriate strategic focus.</p> <p>Effective responses to community issues, trends and needs.</p> <p>Involvement of all relevant stakeholders.</p> <p>Funds accessed successfully.</p> <p>High levels of community awareness of Council plans and directions.</p> <p>Effective consultative policies implemented.</p> <p>Cost effective and timely project management.</p> <p>Projects steered with Director and effective outcomes.</p> <p>Research is comprehensive and relevant.</p>



Position Description – Chief Executive Officer (Cont'd)

Key Reporting Areas (KPIs) (Cont'd)

Economic Development (Cont'd)

Key Tasks	
<p>Identify private sector interests, Government programs and funding sources with capability to facilitate development of the Region. Prepare submissions, receive, allocate and monitor grant expenditure.</p> <p>Plan, develop and implement a range of responsive, relevant and cost effective special projects related to the Strategic and Business Plans. Plan and undertake research, evaluation and community consultation. Report on outcomes and achievements and make recommendations to Council.</p>	

Representation, Public Relations and Relationships

Key Tasks	Performance Indicators
<p>Develop effective relationships between Council and other key stakeholders. Liaise and/or negotiate with Federal and State agencies and departments, various external bodies and sources on key issues, as required.</p> <p>Represent Council on various committees, network with other professionals and representatives from the three spheres of government and with other organisations.</p> <p>Report to Council on outcomes.</p> <p>Ensure Council's media liaison activities are timely and responsive, and portray a consistent, professional corporate image.</p> <p>Oversee the preparation of Council publications, annual reports, published advertisements and articles and other promotional documents (brochures, flyers etc) to ensure they present a professional image, and are consistent with Council's communications strategy.</p>	<p>All relevant stakeholders consulted and involved.</p> <p>Effective relationships built and maintained.</p> <p>Active and professional representations.</p> <p>Outcomes achieved.</p> <p>Professional media releases and liaison with external bodies.</p> <p>Increased community awareness of Council role and activities.</p> <p>Consistent corporate image.</p> <p>Professional presentation of all publications, including reports, advertisements, articles and promotional documents.</p> <p>Successful displays and promotions.</p>

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