



**NORTHERN AREAS
COUNCIL**

CEO PERFORMANCE MANAGEMENT PANEL

26 September 2023

Members of Panel

Mayor SV Scarman

Deputy Mayor DJ Higgins

Councillors:

JC Barberien, FM Hockey,

HJ Langes, TJ Malone, GC Moore,

KW Pluckrose, IR Pomerence

C Ordish (Independent Panel Member)

Notice of Meeting

**An Meeting of Council's CEO Performance Management Panel
will be held in the**

Council Chambers, 94 Ayr Street Jamestown

Tuesday 26 September 2023

Commencing at 4:00pm

**The business to be considered at the above mentioned meeting
is set out on the attached Agenda.**

**Kelly Westell
Chief Executive Officer
22 September 2023**



AGENDA

**AGENDA FOR CEO PERFORMANCE MANAGEMENT PANEL
OF THE NORTHERN AREAS COUNCIL MEETING
TO BE HELD IN THE COUNCIL CHAMBERS, 94 AYR STREET, JAMESTOWN
ON 26 SEPTEMBER 2023 - COMMENCING AT 4:00 PM**

Acknowledgement of Country:

We acknowledge and pay respect to the Nukunu and Ngadjuri people – Traditional Owners of the land the Northern Areas Council occupies – to their Elders past, present and emerging, and we extend that respect to other Aboriginal and Torres Strait Islander people who are present today.

PRESENT:

APOLOGIES:

ABSENT:

MEETING COMMENCED:

1. CONFIRMATION OF PREVIOUS MINUTES

Nil

2. ITEMS FOR DECISION

- | | | |
|-----|--------------------------------|---------|
| 2.1 | CEO Performance Review | 3 - 24 |
| 2.2 | CEO Key Performance Indicators | 25 - 27 |

3. MEETING CLOSURE

ITEM FOR DECISION

Report Item No:	2.1	
Report Title:	CEO Performance Review	
Meeting:	CEO Performance Management Panel	26 September 2023
Officer:	Chief Executive Officer	
File Number:	310.11.2	
Implementation:	2023/24 year	
Budget Impact:	Nil – review costs are included in 2023/24 annual budget	
Risk Assessment:	Low – risk increases if no review is undertaken	
Attachments:	1. CEO contract extract – performance reviews 2. CEO Job & Person Specifications 3. CEO Performance Management Panel – Terms of Reference 4. Facilitated Performance Review – Presentation	

EXECUTIVE SUMMARY:

For the CEO Performance Management Panel to discuss the performance review of the CEO and consider the approach for the 23/24 year.

OFFICER RECOMMENDATION:

1. That the CEO Performance Management Panel recommend to Council the CEO Annual Performance Review be undertaken by the following date: _____ .
2. That the CEO Performance Management Panel recommend to Council the CEO Annual Performance Review consist of: _____.

DISCUSSION:

In relation to the management of its CEO, a Council must consider the requirements of the *Local Government Act 1999* and regulations in relation to CEO remuneration, performance and appointments, and it must also consider the CEO's employment contract.

In relation to the performance review:

- The Act prescribes Council must, on at least an annual basis, undertake a performance review of the CEO and Council must obtain and consider the advice of a qualified independent person on such a review.
- The CEO contract contains pertinent clauses (as attached).
- The Panel's Terms of Reference (attached) outline its responsibilities. Even though the Panel includes all Council Members, it is a requirement for a recommendation to be put to Council for decision.

At the June Ordinary Meeting of Council, updated Terms of Reference were adopted (as attached to this report).

These include the requirements under the Act to:

- Obtain and consider the advice of a qualified independent person on the CEO's annual performance review.
- Appoint a 'qualified independent person' on its Performance Review Panel.

Council has appointed Collette Ordish from Perks People Solutions as its independent panel member and to provide advice in relation to the performance review as she has the requisite qualifications to undertake both roles.

The Perks People Solutions proposed methodology for the CEO performance review was included as an attachment in the confidential part of the July Council meeting.

The Panel will need to discuss the proposed methodology, any revisions to the suggested approach and any other matters it feels need to be considered through the review process. On that basis the recommendation is left incomplete.

While this agenda item is not proposed to be considered in confidence, the CEO can be asked to leave the Chamber should the Panel wish to discuss any matters without the CEO present.

16. PERFORMANCE REVIEW

- 16.1 This Clause is subject to any requirements for the CEO's performance review as set out in the *Local Government Act 1999* (SA).
- 16.2 The Parties agree that the CEO will, if so directed by the Council, participate in such annual and/or periodic performance review process as is required and determined by the Council.
- 16.3 The Council will, within three months of the Commencement Date, develop KPIs in consultation with the CEO, and following that consultation, the KPIs will be as advised by the Council to the CEO.
- 16.4 The Council may, at their absolute discretion, request for additional performance reviews. The CEO must participate in any performance review required by the Council. The Council will give the CEO a minimum of 10 working days' written notice that a performance review is to be conducted to enable the CEO sufficient time to prepare.
- 16.5 The performance review process will be undertaken by the Performance Review Panel. The composition of the Performance Review Panel will be determined by the Council and must include at least one (1) independent consultant. The independent consultant will be agreed by the Parties at least six (6) months prior to the end of each financial year of the Term.
- 16.6 At least two working days prior to the performance review, the CEO will submit to the Performance Review Panel an assessment of the CEO's own performance.
- 16.7 The Performance Review Panel will assess the CEO's performance by reference to the Performance Rating Scale set out in Schedule 3 measured against the CEO's Duties, the Job and Person Specification as set out in Schedule 1, and any other factors considered relevant by the Performance Review Panel. The Performance Review Panel will examine the extent to which the CEO has discharged the goals, objectives and responsibilities contained in the reference instruments and/or other agreed criteria.
- 16.8 A written report (including a comparison against the CEO's self-assessment) will be compiled with respect to the performance review and a copy provided to the CEO within one month of the completion of the performance review.
- 16.9 The report will set out in detail any particular aspects of the CEO's performance that requires improvement, together with timeframes within which the Council expects those areas of performance to be improved to a specified standard.
- 16.10 The Council must provide whatever counselling, advice and assistance as reasonably necessary to enable the CEO to improve the CEO's performance during any specified timeframes referred to in Clause 16.9.
- 16.11 At the conclusion of the timeframes referred to in Clause 16.9 of this Agreement, after taking into account the written report referred to in this Clause (and such other matters as the Council considers relevant), the CEO will either:
 - 16.11.1 be informed that the CEO's performance has improved to the satisfaction of the Council and that no further action will be taken; or
 - 16.11.2 be provided an extended timeframe for specified improvement for a further specified period; or
 - 16.11.3 be notified that the CEO's performance has not improved to the specified standards or requirements and the Council may terminate the Agreement in accordance with Clause 18.3.1.

SCHEDULE 1: JOB & PERSON SPECIFICATION

POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: MAYOR AND ELECTED COUNCIL

EMPLOYMENT STATUS: FIXED TERM CONTRACT

1. BROAD SCOPE

The Chief Executive Officer (CEO) is responsible to the Council for implementing Council strategies, policies and decisions, managing the various functions and activities of the Northern Areas Council, overseeing finances, assets, human resources, communications and major projects.

2. PRIME RESPONSIBILITIES

- ensuring that all Council policies and decisions are implemented and reasonable action is taken in a timely and effective manner to meet the statutory requirements of relevant legislation and agreed policies of Council;
- ensuring that the Council's human, physical and financial resources are effectively managed and services are provided efficiently and in a manner which meets customer needs and Council requirements;
- assisting and advising the Mayor and Council in developing initiatives for the community benefit;
- working effectively with the Mayor to promote Council and its activities to the broader community in a positive manner;
- working closely with the Council and Senior Management Team to craft, communicate and implement the overall strategic and business plans for the organisation;
- ensure the Council's Disaster Recovery and Continuity Plans are documented, updated, reviewed and activated as required.

3. KEY RESULT AREAS

- STRATEGIC PLANNING
- HUMAN RESOURCE MANAGEMENT
- FINANCIAL & ASSET MANAGEMENT
- OPERATIONS MANAGEMENT & MAJOR PROJECTS
- STAKEHOLDER MANAGEMENT & COMMUNICATION
- ADVICE TO & RELATIONSHIP WITH COUNCIL

4. JOB SPECIFICATION

STRATEGIC PLANNING

- working closely with Council to ensure strategic plans are prepared and implemented;
- effectively communicating the Council vision and strategy to all key stakeholders;
- ensuring Annual Business Plans are completed and communicated on time;
- preparing long term asset management and financial management plan to ensure Council sustainability;
- effectively consulting ratepayers and other key private and public stakeholders in the development of strategic and business plans;
- maintaining a continuous review of the Council's progress in attaining the Objectives and Strategies of the Corporate Plan.

HUMAN RESOURCE MANAGEMENT

- leading, developing, motivating and managing the human resources of the organisation;
- regularly reviewing the organisational structure to ensure it is flexible and appropriate;
- ensuring recruitment is undertaken in line with contemporary and equal opportunity principles and practices;
- ensuring retention and attraction strategies are activated to position Council as an "employer of choice";
- ensuring professional development and training opportunities, programs, records and policies are in place;
- as the responsible Officer, taking reasonable steps to ensure Council complies with all its obligations under the Occupational Health, Safety and Welfare Regulations 1995 and associated legislation to ensure a safe and positive working environment;
- ensuring contemporary performance management procedures are in place and adhered to;
- regularly reviewing remuneration and conditions for senior management and ensuring they conduct similar reviews for their teams to increase retention rates;
- monitoring and proactively managing staff turnover;
- creating a positive and productive staff culture;
- working closely with the Human Resources Department and other stakeholders to ensure a positive and productive industrial relations environment.

FINANCIAL & ASSET MANAGEMENT

- ensuring annual and long term financial plans are prepared, monitored and controlled;
- completing the annual budgeting process in close consultation with the Finance Department and Senior Management Team;
- ensuring close monitoring and controlling of budgets following variance analysis to ensure sound fiscal management;
- ensuring Council is provided with timely and accurate financial reports to aid key decision making;
- ensuring the financial systems architecture, systems and processes are sound and that technology is effectively utilised;
- ensuring long term asset management plans are in place and closely monitored;
- ensuring strong and well researched business cases are prepared to support major projects;
- ensuring cash flow is monitored and controlled;
- ensuring the collection and security of revenues and efficient utilisation of Council funds and assets;
- ensuring all commercial activities of the Council have clearly defined financial goals (including rate of return on assets) are in line with stated community service obligations;
- ensure the efficient and effective monitoring and management of the Council's operating revenue and expenditure;
- maximising the grants and subsidies available to Council and the broader community.

OPERATIONS MANAGEMENT & MAJOR PROJECTS

- ensuring improved productivity and quality by regular reviewing existing policies, authorities, controls, workplace agreements, delegations, authorities and systems;
- proactively championing and developing a strong customer service focus for the organisation;
- ensuring all of the residents of Northern Areas Council and adjoining townships are its customers and their best interests must be reasonably served at all times;
- providing an overview of the various operational areas of Council and reporting to Council and its committees on a regular and formal basis regarding the progress of the Council's operations;
- monitoring and responding to customer satisfaction resulting from regular surveys of the community to determine their perceptions on a range of activities in which the Council is providing service;
- maintaining the quality of overall project management eg. inter Council co-operation and resource sharing;
- ensuring major projects are completed in line with time and budgetary constraints and project status regularly monitored and communicated;

- improving performance of the Council by proactively embracing best practice and continuous improvement initiatives;
- managing the Council's resources and operations in an efficient and effective manner including the development and maintenance of a "contestability" philosophy in regard to both internal and external service provision;
- enhancing the Council's systems and technology consistent with the agreed strategic direction of the Council.

STAKEHOLDER MANAGEMENT & COMMUNICATION

- liaising with community organisations, business groups and regional interests as necessary for the achievement of Council's objectives;
- responding and initiating as required in regard to local and metropolitan media to position the organisation as a progressive and responsive entity;
- ensuring positive relationships are established with local media;
- providing input to any Commonwealth, State or Local Government initiatives affecting the Community;
- effectively liaising with local government authorities, the Local Government Association and other government authorities and agencies;
- ensuring community consultation programs are conducted, analysed and incorporated in the strategic planning process;
- represent the Council at appropriate events to maintain and if necessary enhance the Council's public profile within the community and amongst stakeholders;
- ensuring Council activities and initiatives are appropriately promoted and communicated;
- addressing public meetings in a positive and effective manner;
- establishing and maintaining quality relationships with local business leaders, educational institutions, community service providers, governmental agencies, regional development boards, individual residents and other customers;
- promptly and diligently responding to requests for service and advice from employees and community;
- developing and enhancing the internal and external communications strategies for the organisation;
- acting as a champion and advocate for the organisation.

ADVICE TO & RELATIONSHIP WITH COUNCIL

- developing and maintaining a positive working relationship with the Mayor and all Elected Members;
- ensuring a high degree of satisfaction with Council members in relation to support, guidance, service quality and accuracy of information, recommendations and related matters provided by the CEO and Senior Management Team;

- ensuring Council are provided with a suite of reports that indicate the status, success and effectiveness of all operations and major projects;
- ensuring that the Council's statutory and governance obligations are met in a timely and effective manner;
- ensuring Elected Members are provided with appropriate professional development opportunities and services;
- ensuring an Elected Member code of conduct is implemented and upheld;
- ensuring that effective communication and working relationships exist between the Councillors and the Administration, including attending meetings and regular and effective communication processes;
- providing professional, thorough and objective advice to Council;
- remaining up to date in regard to legislative and other major developments affecting local government and advising Council as to the ramifications thereof.

5. PERSON SPECIFICATION

QUALIFICATIONS


- tertiary and post graduate qualifications in an appropriate discipline are highly desirable;
- there is an expectation of ongoing external training, while on-the-job, to ensure an up-to-date knowledge of all relevant legislation and professional fields of responsibility, and to maintain and develop relevant professional administrative management skills will be provided.

EXPERIENCE & KNOWLEDGE

- it is anticipated that the successful candidate will have gained extensive experience in the management of multi-functioned service organisation, together with extensive experience in the supervision and management of strategy staff, assets and finances
- the appointee should ideally have a sound knowledge in the following areas :-
 - contemporary management practices and principles;
 - data based, spreadsheet and project management applications;
 - inter-Governmental techniques;
 - policy development techniques;
 - meeting procedures;
 - Local Government Act;
 - Local Government operations;
 - communications, public relations, media liaison and marketing.
- knowledge of industrial relations and dealing with unions;
- knowledge of Occupational Health Welfare and Safety legislation.

PERSONAL QUALITIES

- excellent written and verbal communication skills;
- excellent negotiation skills;
- good analytical skills;
- proficiency at public speaking;
- ability to chair and control meetings;
- excellent interpersonal skills;
- self starting and highly motivated;
- strong legislative and documentation interpretation skills;
- excellent skills in problem solving;
- excellent team building and leadership skills;
- warmth, empathy and good humour;
- chameleon skills to effectively communicate with a wide range of stakeholders from diverse backgrounds;
- strong ethics and professionalism in all matters;
- initiative and innovative approach;
- truth telling skills;
- ability to manage conflict;
- capacity to mentor and develop strong performers;
- capacity to manage performance;
- vision combined with strategic thinking and planning skills;
- high levels of commercial acumen;
- diplomatic but with a strong personality;
- demonstrated energy and passion for service to a community;
- ability to earn respect of others;
- ability to establish trust and empower staff;
- demonstrated capacity for delegation;
- preparedness to be hands on if required;
- ability to demonstrate a professional outlook and presentation style;
- ability to be a positive influence on the organisation.

	CEO PERFORMANCE MANAGEMENT PANEL – TERMS OF REFERENCE	Version No:	
		Last Adopted:	
		To be Reviewed	

Responsible Officer	Chief Executive Officer
First Issued / Adopted	19 June 2003
Review Period	4 years (or within 12 months of the general election)
Last Reviewed / Adopted	November 2022
Next review Date	November 2026
Applicable legislation	<i>Local Government Act 1999</i>
File Reference	310.11.1

1. Background

- 1.1 Pursuant to Section 41 of the *Local Government Act 1999* ("the Act") the Council establishes the Chief Executive Officer Performance Management Panel ("the Panel").
- 1.2 Subject to clause 1.3, the Panel will continue in existence until the next general election of Council unless wound up by resolution of Council.
- 1.3 The Panel may be wound up or altered at any time by the Council by resolution.

2. Function of the Panel

- 2.1 The Panel is established to assist the Council in the performance of the functions relating to the recruitment, remuneration and performance management of the CEO.
- 2.2 As membership includes the full membership of Council, the following functions are delegated to the Committee:
 - a. At least once in each year the CEO holds that office, review the CEO's performance, assisted by a qualified independent person in accordance to section 102A of the Act. The qualified independent person may undertake a confidential survey to be completed by the CEO, Council Members, employees and external agencies to provide a comprehensive review of the CEO's performance and shall make recommendations to the Panel in relation to a review of the remuneration, package and conditions of employment of the CEO;
 - b. In the event of a vacancy in the office of CEO, appoint a qualified independent person in line with section 98(4a) of the Act to advise the Committee which will then act as a selection panel pursuant to section 98(4) of the Act. Before making a recommendation to Council on the appointment of the CEO, the Panel shall consider the advice of the qualified independent person.

3. Membership

- 3.1 All Council Members are appointed as members of the Panel, for a period determined by Council.

4. Chairperson and Deputy Chairperson

- 4.1 The Council will appoint the Presiding Member (to be known as the Chairperson) of the Panel for the term determined by Council.
- 4.2 The Panel will appoint a Deputy Chairperson from its members at the first meeting of the Panel for the same term as the Chairperson.
- 4.3 If the Chairperson of the Panel is absent from a meeting, then the Deputy Chairperson will preside at the meeting until the Chairperson is present. In the absence of the Chairperson and the Deputy Chairperson a member of the Panel chosen from those present will preside at the meeting until the Chairperson is present.

5. Meeting Details

- 5.1 The Panel will generally meet on a quarterly basis or as otherwise determined by the Panel.
- 5.2 The Panel may meet in the Council Chambers, or as otherwise determined by the Panel.
- 5.3 All Panel meetings will be conducted in accordance with the Act, and relevant Regulations, Code of Practice for Committee Meeting Procedures and Code of Practice for Access to Council and Panel Meetings and Council Documents.
- 5.4 Part 3 of the *Local Government (Procedures at Meetings) Regulations 2013* apply to meetings of the Panel.

6. Reporting Requirements

- 6.1 This Panel reports directly to and is accountable to Council.
- 6.2 The Minutes of the Panel shall be submitted to Council for decision.

Perks People Solutions CEO Performance Review



Collette Ordish, Principal Consultant



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Your Consulting Team



Collette Ordish

Principal Consultant

cordish@ppsconsulting.com.au

Qualifications:

- Bachelor of Business & Commerce (HR & Business Law)
- Certified Organisational Development Practitioner (AIHR)
- Member of the Australian Human Resources Institute (AHRI)
- Over 20 years experience as a HR Practitioner



Alicia Del Corso

Consultant

adelcorso@ppsconsulting.com.au

Qualifications:

- Bachelor of Psychology (Counselling and Interpersonal Skills)
- Bachelor of Business (Human Resource Management)

What is a CEO Performance Review?

- An opportunity to provide robust feedback to the CEO and ensure performance expectations are clear
- A requirement as set out in:
 - The Local Government Act 1999
 - The CEO Employment Agreement
 - The CEO Performance Management Panel Terms of Reference
- The process that needs to be undertaken to formally review salary, contract extensions as per the Employment Agreement





CEO Performance Review - Design

- We **uniquely design and customise** the performance review process and methodology for each client. We adjust scoring systems, the questions and the format to suit your needs
- We **align** the review with the Employment Agreement and terms of employment
- We understand that the **best** CEO Performance Review process:
 - provides clarity to the CEO, holds them to account and drives performance
 - Is compliant with the *Local Government Act 1999*
 - is independent, safe, ethical, free from bias and personal agendas
 - Includes measurable goals or KPIs for the CEO that are connected to the strategic plans of Council

The Local Government Act 1999

102A—Chief executive officer—performance review

(1) A council must review the performance of its chief executive officer —

(a) at least once in each year that the chief executive officer holds office as chief executive officer; and

(b) if relevant, before reappointment of the chief executive officer.

(2) The council must obtain and consider the advice of a qualified independent person on a review under subsection (1).

(3) In this section—

"qualified independent person" means a person who is—

(a) not a member or employee of the council; and

(b) determined by the council to have appropriate qualifications or experience in human resource management.



The Process - 360 Survey



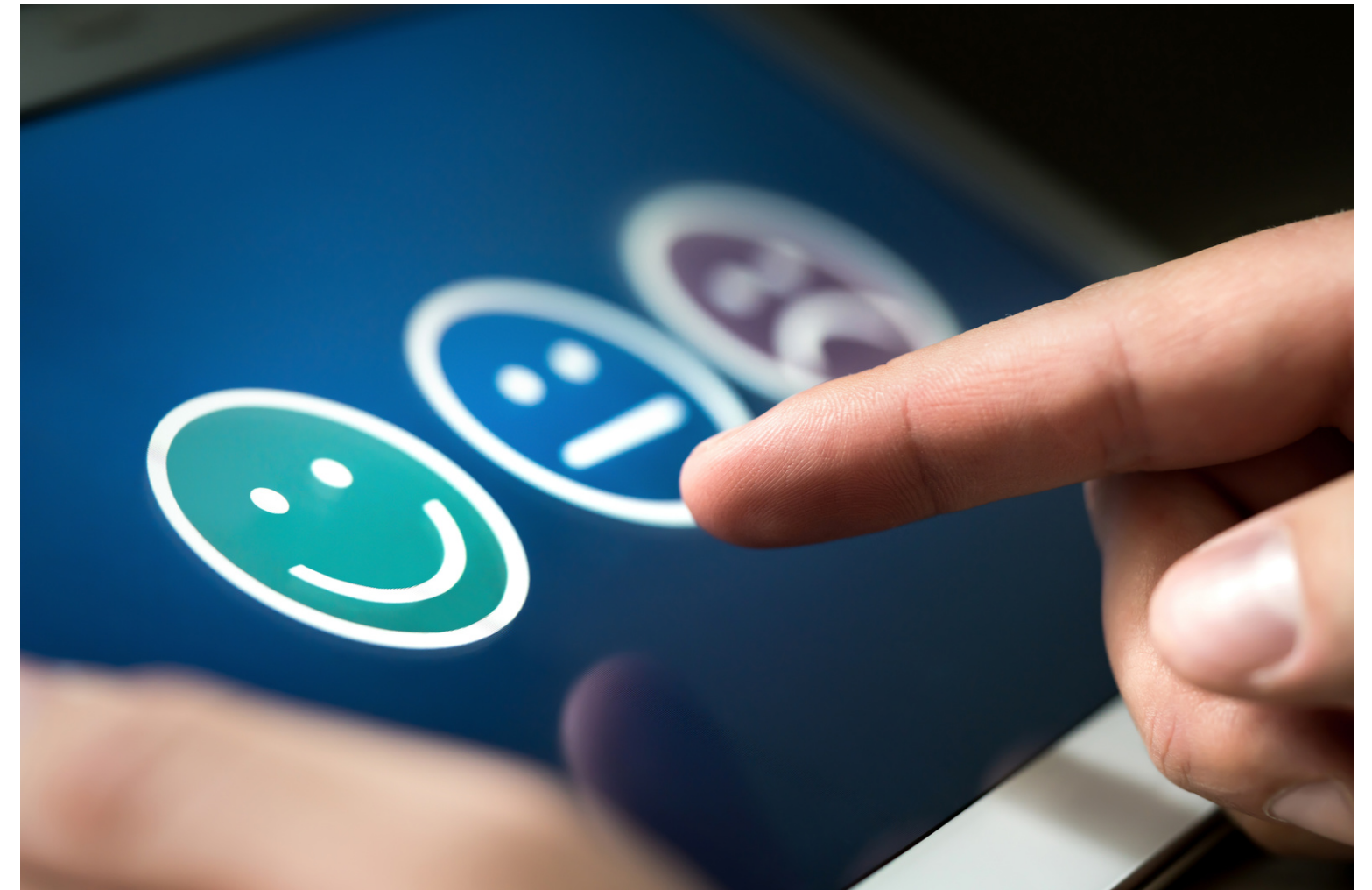
The Process - 360 Survey

Recommended Survey Rating Scale

Score	Definition
5	The CEO exceeds expectations
4	The CEO performs at a satisfactory level all the time
3	The CEO performs at a satisfactory level most of the time
2	The CEO performs at an unsatisfactory level some of the time
1	The CEO performs at an unsatisfactory level all the time
U/A	Unable to answer

Recommended KPI rating Scale

Score	Definition
3	Completed
2	Partially Completed
1	Incomplete



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Risks of Getting it Wrong

- Psychological injury claim (Workcover)
- Penalties under Work Health & Safety Act (Psychosocial hazards)
- Breach of contract
- Reputational damage
- Productivity impact (demotivating, disengaging process)



The Process - Remuneration Review

After the completion of the performance review, we provide Council with a comprehensive remuneration benchmarking report including:

- Benchmarking against other Local Council's within the relevant banding level as determined by the Remuneration Tribunal of South Australia (RTSA)
- Remuneration recommendations to ensure Council is compliant with Determination No.4 of 2023 of the RTSA and the Employment Agreement



Questions

ITEM FOR INFORMATION

Report Item No:	2.2	
Report Title:	CEO Key Performance Indicators	
Meeting:	CEO Performance Management Panel	26 September 2023
Officer:	Chief Executive Officer	
File Number:	310.11.2	
Implementation:	2023/24 year	
Budget Impact:	Nil – review costs are included in 2023/24 annual budget	
Risk Assessment:	Low – risk increases if no review is undertaken	
Attachments:	Draft Key Performance Indicators	

EXECUTIVE SUMMARY:

For the CEO Performance Management Panel to discuss appropriate Key Performance Indicators (KPIs) with which to measure the CEO's performance.

OFFICER RECOMMENDATION:

That the CEO Performance Management Panel recommend to Council the adoption of the CEO Key Performance Indicators as attached to the report.

DISCUSSION:

The CEO's employment contract states the Council must '...within three months of the [CEO's] Commencement Date, develop KPIs in consultation with the CEO, and following that consultation, the KPIs will be as advised by the Council to the CEO'.

The matter of KPI development was discussed in confidence at the June Special Meeting of Council and Council authorised the Mayor, with the assistance of Mr John Coombe OAM and the CEO Performance Review Panel as necessary, to prepare draft KPIs for the Chief Executive Officer in consultation with the Chief Executive Officer, and report back to Council for those KPIs to be finalised and endorsed.

The Mayor and CEO met with Mr Coombe on 15 August and discussed at length the various activities being undertaken by the CEO, the CEO's contract and Job & Person Specifications and key challenges facing the Council.

Mr Coombe indicated having a small number of measurable KPIs – particularly in the first 12 months of employment – was an appropriate approach. He has drafted a set of KPIs for the Panel's consideration.

Should the Panel wish to amend the KPIs to put to Council for finalisation, the recommendation would need to be modified.

DRAFT KPI'S FOR THE CHIEF EXECUTIVE OFFICER **Ms KELLY WESTELL**

BACKGROUND

Ms Kelly Westell, commenced her role as Chief Executive Officer with the Northern Areas Council in January 2023. In addition to her Statutory Responsibilities, the Council and the CEO agreed on establishing additional Key Performance Indicators (KPI's) to measure her performance against important organisational goals.

While the establishment of the KPI's is only now being finalised, it is understood that a significant amount of time and effort has been directed by the CEO into identifying those areas of the organisation which require change and a refocus of effort and resources. To this end, it would seem appropriate to include these considerations into the KPI's for this year.

Given the timing in adopting these KPI's it is considered appropriate to have the Performance Review of the CEO in July of each year.

DEFINING KEY PERFORMANCE INDICATORS

Key Performance Indicators must be Specific, Achievable, Measurable, Realistic and Timely. It is also important to be aware it is not the number of KPI's which is important, but the relativity to improve and assist in driving the success of the organisation, through the leadership and professional ability of the CEO.

Having met with the Mayor and CEO in Jamestown on Tuesday 15th August to discuss possible KPI options, the following are submitted for your consideration. Please feel free to alter, delete or include new KPI's as you deem appropriate. Upon receiving your response I will finalise and forward to you for adoption by Council.

John Coombe OAM

John Coombe Consulting ~ Specialising in Local Government

9 Park Terrace Strathalbyn SA 5255

E: jlccac@hotmail.com

M: 0417 813 570

F: 08 8536 8501

ABN: 93 893 052 173



SUGGESTED DRAFT KPI'S FOR YOUR CONSIDERATION

1. FINANCIAL & ASSET MANAGEMENT PLANS

The CEO deliver the 2023/24 Annual Business Plan within Budget by 30th June 2024.

Ensure the finalisation of the Asset Management Plan reviews by 30th June 2024 with links to an updated and relevant Long Term Financial Plan.

Ensure completion of the Capital Works Plan by 30th June 2024.

2. COUNCIL ORGANISATIONAL REVIEW

The CEO undertake an Organisational Review to ensure the Council is appropriately structured, with personnel and skills to achieve the outcomes defined in the various Plans adopted by Council. Such review to be completed by December 2023. The skills audit is to identify those staff requiring further training and nurturing, thereby enhancing the capacity of the organisation to achieve the goals and future challenges.

3. STAKEHOLDER MANAGEMENT & COMMUNICATION

The CEO begin the process of rebuilding Community Engagement and Confidence in Council from across all sections of the community. The formal process of how this is to be achieved is to be presented to and be adopted by Council as this is viewed as a Corporate wide responsibility. Regular reports be presented to Council and be included in the Council's Annual Report.

4. ELECTED MEMBER SKILL DEVELOPMENT

The CEO, with involvement from the Elected Members, develop and adopt a Training and Skill Development Program by January 2024, to enhance the capabilities of the elected body in fulfilling their roles, in accordance with their legislative and community responsibilities.