Notice of CEO Performance and Remuneration Review Committee

Monday 31 July 2017

MEMBERSHIP

Mayor Kevin Knight (Presiding Member)
Cr Stuart Headland
Cr Lucas Jones
Cr Matthew Harbinson
Cr Paula Luethen-Soper

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next CEO PERFORMANCE AND REMUNERATION REVIEW COMMITTEE will be held in the Civic Centre, 571 Montague Road, Modbury 5092 on MONDAY 31 JULY 2017 commencing at 6.30pm

A copy of the Agenda for the above meeting is supplied

ILONA COOPER
MANAGER GOVERNANCE & POLICY

Dated: 26 July 2017
AGENDA

1. Opening and Welcome

Acknowledgement of Country Statement

“The City of Tea Tree Gully recognises this City's considerable natural and cultural heritage, including thousands of years of Traditional Ownership by the Kaurna people and the more recent contributions from all who live here. We build on this heritage today by respecting and listening to each other, being receptive to new ideas and acting wisely for the current and future well-being of our community”.

2. Attendance Record:

2.1 Present
2.2 Apologies
2.3 Record of Officers in Attendance
2.4 Record of Number of Persons in the Public Gallery
2.5 Record of Media in Attendance

3. Confirmation of Minutes to the Previous Meeting

That the Minutes of the CEO Performance and Remuneration Review Committee held on 19 September 2016 be confirmed as a true and accurate record of proceedings.

4. Public Forum

Available to the public to address the Committee on policy, strategic matters or items that are currently before the Committee. Total time 10 mins with maximum of 2 mins per speaker. For more information refer to Council’s website www.teatreegully.sa.gov.au

5. Deputations - Nil

Requests from the public to address the meeting must be received in writing 5 days prior to the meeting and approved by the Mayor. For more information refer to Council’s website www.teatreegully.sa.gov.au
6. Presentations

6.1 Performance against CEO Key Performance Indicators 2016-2017

Mr John Moyle, Chief Executive Officer, will provide an overview of performance against the Key Performance Indicators (KPIs) for the 2016-2017 financial year.

Requests to present to the meeting must be received in writing 5 days prior to the meeting and approved by the Mayor. For more information refer to Council’s website www.teatreegully.sa.gov.au

7. Petitions - Nil

8. Declaration of Conflicts of Interest

Members are invited to declare any material, actual and/or perceived conflicts of interest in matters appearing before the Committee.

9. Motions Lying on the Table - Nil

10. Adjourned Business - Nil

11. Management Reports

Office of the Chief Executive Officer

*11.1 CEO Performance and Remuneration Review - Proposed Process, Timeline and Survey for 2017 and 2018 ............................................................. 7

*11.2 CEO Key Performance Indicators 2017-2018 .................................................. 37

Assets & Environment - Nil

Organisational Services & Excellence - Nil

Community & Cultural Development - Nil

12. Motions on Notice - Nil

13. Motions without Notice

14. Questions on Notice - Nil

15. Questions without Notice
16. Other Business

17. Section 90(2) Local Government Act 1999 – Confidential Items - Nil

   A record must be kept on the grounds that this decision is made.

18. Date of Next Meeting

   4 September 2017

19. Closure
PURPOSE

The purpose of this report is to:

- Consider and endorse a process, timeline and survey for reviewing the performance of the Chief Executive Officer (CEO) for the 2016-2017 financial year (performance cycle) and remuneration for the 2017-2018 financial year
- Consider and endorse a more streamlined process, timeline and survey for reviewing the performance of the Chief Executive Officer (CEO) for the 2017-2018 financial year (performance cycle) and remuneration for the 2018-2019 financial year
RECOMMENDATION

1. That the CEO Performance & Remuneration Review Committee endorses the following:

   - Process and timeline for 2017 and 2018 (as provided in Attachment 2); and
   - Survey for 2017 Review (as provided in Attachment 3) and 2018 Review (as provided in Attachment 4)

in relation to the report entitled “CEO Performance and Remuneration Review – Proposed Process, Timeline and Survey for 2017 and 2018” and dated 31 July 2017, with the following changes:

   - Process and timeline (for 2017 AND/OR 2018); and
     (a) ..........................
     (b) ..........................

   - Survey (for 2017 AND/OR 2018)
     (a) ..........................
     (b) ..........................
1 BACKGROUND

CEO Performance Review Requirements

The Chief Executive Officer (CEO) Mr John Moyle commenced his Employment Agreement with Council on 21 October 2013. Clause 13 of the CEO Employment Agreement requires that the CEO will undergo a performance review during the month of September for the term of the Employment Agreement (Attachment 1).

In addition to the agreed conditions contained in the CEO’s employment contract, section 99 of the Local Government Act 1999 (the Act) prescribes the responsibilities of a CEO. These are as follows:

“(1) The functions of the chief executive officer include –
(a) to ensure that the policies and lawful decisions of the council are implemented in a timely and efficient manner;
(b) to undertake responsibility for the day-to-day operations and affairs of the council;
(c) to provide advice and reports to the council on the exercise and performance of its powers and functions under this or any other Act;
(d) to co-ordinate proposals for consideration by the council for developing objectives, policies and programs for the area;
(e) to provide information to the council to assist the council to assess performance against its strategic management plans;
(f) to ensure 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;
(g) to ensure that the assets and resources of the council are properly managed and maintained;
(h) to ensure that records required under this or another Act are properly kept and maintained;
(i) to give effect to the principles of human resource management prescribed by this Act and to apply proper management practices;
(j) to exercise, perform or discharge other powers, function or duties conferred on the chief executive officer by or under this or other Acts, and to perform other functions lawfully directed by the council.”

While the Act is clear about the role and responsibilities required of the CEO it is silent on the process of performance reviews. This matter is therefore covered by individual contractual agreements between a CEO and their employer.

The CEO Performance and Remuneration Review Committee (the Committee) is responsible for undertaking the performance and remuneration review (the Review) of the CEO and making recommendations to Council as set out in the Terms of Reference for the Committee and Clause 13 and Schedule 2 of the CEO’s Employment Agreement with the Council.
Appointment of Consultant

During the 2015 Review process, a consultant was appointed to facilitate the CEO’s performance review and remuneration review on an annual basis for the duration of the current Council term in order to achieve the following benefits:

- Remove the need to conduct a separate procurement process to appoint a consultant each year
- The Committee would be in a better position to negotiate value for money with the successful consultant as part of the procurement process
- The Consultant would develop an understanding of how the Council operates
- Enable the Committee, CEO and the consultant to develop a positive working relationship over a longer period of time and provide continuity for the sake of the CEO and the Committee.

As a result of the appropriate procurement process being undertaken, Hender Consulting (Hender) was appointed to facilitate the review for the duration of the current Council term.

The Review process in 2016 (for the 2015-2016 performance cycle) was undertaken between July and September 2016, with Committee recommendations regarding CEO performance and remuneration presented to Council at its meeting on 27 September 2016 (which were subsequently adopted).

2 DISCUSSION

The Review process for last year (2016) comprised of 11 key steps:

1. Hender discussion with CEO on responsibilities and goals for year ahead
2. Process/timeline, methodology and survey endorsed by the Committee
3. CEO reports to the Committee on his performance against Key Performance Indicators for 2015-2016 (KPIs)
4. Committee input into potential 2016-2017 CEO KPIs
5. Distribution and completion of performance review survey (with CEO undertaking self-assessment)
6. Analysis and consolidation of survey results and remuneration benchmarking research by Hender
7. Consideration of initial then final Review findings (via Performance Appraisal and Remuneration Reports)
8. CEO invited to make submission to the Committee regarding remuneration
9. Hender undertake debrief with CEO to discuss performance appraisal report, findings and performance feedback and potential KPIs for 2016-2017
10. Establish Key Performance Indicators (KPIs) for 2016-2017 for recommendation to Council
11. Agree on final ratings and remuneration to be proposed to Council
12. Council considers Committee’s recommendations and makes a determination
Proposed Process and Timeline 2017 and 2018

In order to provide a final report to Council in September as contractually required, the attached process (refer Attachment 2) has been proposed with the following key dates for 2017 (which covers the 2016-2017 performance cycle):

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday 31 July 2017</td>
<td>First CEO Performance &amp; Remuneration Review Committee Meeting</td>
</tr>
<tr>
<td>Wednesday 2 August 2017</td>
<td>Survey distributed by Hender</td>
</tr>
<tr>
<td>Monday 14 August 2017</td>
<td>Surveys completed</td>
</tr>
<tr>
<td>Monday 4 September 2017</td>
<td>Second CEO Performance &amp; Remuneration Review Committee Meeting</td>
</tr>
<tr>
<td>Monday 18 September 2017</td>
<td>Third CEO Performance &amp; Remuneration Review Committee Meeting</td>
</tr>
<tr>
<td>Tuesday 26 September 2017</td>
<td>Committee recommendations to be considered by Council</td>
</tr>
</tbody>
</table>

If the Committee proposes to amend one of the key dates, discussion will need to occur on any subsequent key dates that will also need to be amended to ensure sufficient time to adequately undertake each step in the process.

**Timeframes for establishing CEO Key Performance Indicators**

In previous years, establishing the KPIs for the following financial year has been undertaken after the completion of the review by Hender, resulting in CEO KPIs being endorsed by Council in late September or early October each year. The implications of this approach is that it establishes KPIs well after budget and departmental business plans have been set and only leaves ¾ of the financial year to deliver on the KPIs.

On this basis, it is recommended that the establishment of CEO KPIs be undertaken earlier in the CEO Performance & Remuneration Review process, recognising that some KPI’s may need to be amended as a result of any feedback that arises through the Review process. A separate report has been prepared on the agenda for this meeting to consider the 2017-2018 KPIs.

**Streamlining process for 2018 (for 2017-2018 performance cycle)**

In regards to the 2018 Review process, due to the local government elections being held in November 2018, the caretaker provisions prohibit specific decisions being made (under Council’s Caretaker Policy and the Local Government (Elections) Act 1999), which will apply from early September 2018 until the conclusion of the local government elections.
Under section 91A(8)(a) of the *Local Government (Elections) Act 1999*, one of the prohibited decisions during this period is any decision “relating to the employment or remuneration of a chief executive officer”. These are referred to in the legislation as a ‘designated decision’. This would mean that no decision could be made by the current Council in relation to the CEO’s performance or remuneration during this period. Given the purpose of this review is for the Committee to intentionally turn their minds to the performance and remuneration of the CEO, it is recommended that the Committee consider and endorse a streamlined process and timeline that commences earlier for the 2018 Review (along with a streamlined survey) to ensure the Review is completed prior to the caretaker period. There is no reason why the process and timeline for next financial year can’t be agreed to earlier, and therefore to enable this to occur, Attachment 2 also includes a proposed process and earlier timeline for the 2018 Review (which covers the 2017-2018 performance cycle).

**Proposed process and timeline for 2017 (2016-2017 performance cycle)**

The proposed timeline for the 2017 Review process has been amended from previous years as follows (with key changes in italics):

1. Hender discussion with CEO on responsibilities and goals for year ahead (already completed)
2. Process/timeline and survey endorsed by the Committee for 2017 and 2018
3. CEO reports to the Committee on his performance against Key Performance Indicators (KPIs) for 2016-2017
4. *Committee recommends to Council 2017-2018 CEO KPIs (subject to changes being made at the conclusion of the CEO performance review process)*
5. *Council considers Committee’s CEO KPI recommendations and makes a determination*
6. Distribution and completion of performance review survey (with CEO undertaking self-assessment)
7. Analysis and consolidation of survey results and remuneration benchmarking research by Hender
8. Consideration of initial then final Review findings (via Performance Appraisal and Remuneration Reports)
9. CEO invited to make submission to the Committee regarding remuneration
10. Hender undertake debrief with CEO to discuss performance appraisal report, findings and performance feedback and *potential amendments to KPIs for 2017-2018*
11. *If required, CEO KPIs for 2017-2018 be amended for recommendation to Council*
12. Agree on final ratings and remuneration to be proposed to Council
13. Council considers Committee’s recommendations and makes a determination

It is anticipated that the same number of Committee meetings will be held next financial year, it is only anticipated that they will be undertaken earlier.

**Survey**

The draft survey (prepared by Hender) that is proposed to be sent to Elected Members and other agreed participants (eg. Direct reports to CEO) for completion as part of the 2017 Review (covering the 2016-2017 performance cycle), is presented for consideration by the Committee and has been provided as Attachment 3.
A more streamlined draft survey (also prepared by Hender) that is proposed to be sent to Elected Members and other agreed participants (eg. Direct reports to CEO) for completion as part of next year’s 2018 Review (covering the 2017-2018 performance cycle), is also presented for consideration by the Committee and has been provided as Attachment 4. This is a condensed version of the survey that requests a single overall rating for values and leadership principles, with no additional executive behaviours.

3 POLICY IMPLICATIONS

3.1 Financial / Budget

The estimated cost to Council to undertake the CEO performance and remuneration review process is in the order of $7,500 per Review. Funds have been allocated in the budget for this financial year to reflect this amount.

3.2 Legal and Risk Management

The CEO’s Employment Agreement contains specific clauses regarding performance and remuneration which must be undertaken in September each year.

Hender have been contracted to undertake the annual review each year for the remainder of the Council term. It is considered a prudent risk management measure to ensure individuals with the appropriate skills and qualifications are undertaking the review and informing the Committee in relation to the CEO’s performance and remuneration.

Confidentiality of data collected by survey is paramount and Hender have indicated that this can be assured.

The report recommendation has been drafted to allow for any amendments proposed by the Committee to be incorporated into the relevant documents. In the event that no changes are proposed, this aspect of the recommendation can be removed.

As mentioned above, in addition to establishing the CEO performance and remuneration process for 2017, a streamlined process has also been proposed for 2018 to enable the following year’s review process to commence earlier and be completed prior to the caretaker period for the local government elections, given a designated decision (including on CEO performance) during the caretaker period made in contravention of the Act or Council’s Caretaker Policy would be considered invalid.

3.4 Staffing / Work Plans

There is unlikely to be any significant impact on staff as a result of the process and timeline proposed.

3.4 Environmental

N/A
3.5 **Social**

N/A

3.6 **Strategic Plan / Policy**

The review of the CEO’s performance and remuneration is closely aligned to the delivery of Council’s strategic management plans, including the Strategic Plan, Long Term Financial Plan and the Annual Business Plan.

The review will consider the CEO’s KPIs which have been developed with reference to Council’s strategic management plans.

3.7 **Stakeholder Engagement**

No stakeholder engagement has occurred at this stage, with the exception of the CEO who has expressed interest in establishing KPIs for the following financial year earlier in the Review process. Feedback is sought from the Committee on this amended process.

3.8 **Promotion / Communications**

The CEO will need to be kept informed of any decision regarding this matter.
4 REPORT CONSULTATION

Given the nature of this report, no internal consultation has been undertaken in relation to the content of this report with the exception of the CEO who has expressed interest in establishing KPIs for the following financial year earlier in the Review process.

Attachments

1. CEO Employment Agreement extract - Clause 13 and Schedule 2.................. 16

Report Authorisers

Ilona Cooper
Manager Governance & Policy 8397 7310

John Moyle
Chief Executive Officer 8397 7201
13 PERFORMANCE REVIEW

13.1 The parties agree that the CEO will undergo a performance review during the month of September, for the term of this Agreement. The CEO must participate in any performance review required by the Employer.

13.2 The performance review shall be conducted by a Committee appointed by the Council (the Committee). The performance review process is detailed in Schedule 2.

13.3 The Committee and the Employer will set the Position Outcomes, Key Result Areas (KRAs) and Key Performance Indicators (KPIs) on which the review will be based.

13.4 The Committee will assess the CEO's performance by reference to the Position Outcomes, KRAs and KPIs agreed with the CEO, and against the CEO's Duties as outlined in this Agreement, Position Description and any other factors considered relevant by the Committee. The Committee and Employer will evaluate the extent to which the CEO has discharged the CEO's KRAs, KPIs and Key Outcomes, objectives, responsibilities and Duties outlined in Schedule 1.

13.5 The Position Description will be reviewed during the performance review process.

13.6 A written report shall be compiled with respect to the performance review and a copy provided to the CEO. The report shall set out in detail, any particular aspects of the CEO’s performance that require improvement, together with reasonable timeframes within which the Committee expects those areas of performance to be improved to a specified standard.

13.7 The Employer must provide whatever counselling, advice and assistance are reasonably necessary to enable the CEO to improve his performance during that period.

13.8 At the conclusion of the timeframes referred to in Clause 13.6 and after taking into account the written report referred to in that Clause (and such other matters as the Employer considers relevant), the CEO will either:

13.8.1 be informed that performance has improved to the satisfaction of the Employer and no further action will be taken, or

13.8.2 be provided with further written notice, providing final warning that unless the CEO's performance improves in the same stipulated areas, once again within a timeframe, the Employer will terminates this Agreement pursuant to Clause 15.
SCHEDULE TWO

CEO PERFORMANCE AND REMUNERATION REVIEW PROCESS

1. CEO reports to the CEO Performance and Remuneration Review Committee (CPRRC) and Elected Members against the Key Result Areas (KRAs) and Key Performance Indicators (KPIs).

2. The CPRRC and Elected Members shall, individually and independently, rate the performance of the CEO against the Position Objectives and each of the KRAs and KPIs.

3. The CEO submits a self rating.

4. The Consultant consolidates all scores and presents first draft of the final report to the Committee to discuss and agree overall ratings.

5. The CEO meets with the Committee and Consultant for feedback and discussion.

6. The Committee agrees on the final ratings.

7. The Committee and the CEO agree to the Position Objectives, KRAs and KPIs (specific, time bounded and achievable) for the upcoming year.

8. Consultant completes the final report, with final ratings and specific comments against each KRA and KPI.

9. Recommendations for rewards (where appropriate).

10. A sign off page provides for comments by the Committee, the CEO and the Consultant.

ONCE SIGNED AND DATED BY ALL PARTIES INVOLVED, THIS BECOMES THE OFFICIAL RECORD OF THE PERFORMANCE REVIEW.
## Proposed CEO Performance & Remuneration Review Process and Timeline for 2017

<table>
<thead>
<tr>
<th>Timeline</th>
<th>2017 Process</th>
</tr>
</thead>
</table>
| **Week commencing Monday 25 June 2017** | • Hender to speak with CEO to commence discussion on:  
  o Accountability statement and/or job specification  
  o Goals for the year ahead, including proposed 2017-2018 (and potentially draft 2018-2019) KPIs  
  • Governance to send email to Committee members asking for initial ideas on CEO Key Performance Indicators (KPIs) (noting Elected Members will also be given opportunity in survey). |
| **Monday 31 July 2017**                | **First CEO Performance & Remuneration Review Committee meeting**  
  • CEO presents on performance against 2016-2017 KPIs  
  • Committee to consider and endorse process/timeline and survey for 2017 review process (for 2016-2017 performance cycle)  
  • Committee to consider and potentially endorse a more streamlined process/timeline and survey for 2018 review process for the performance cycle of 2017-2018 (which will ensure a more condensed process that fits within the caretaker period for the Local Government elections)  
  • Present draft CEO KPIs for 2017-2018 for Committee to endorse and recommend to Council (subject to amendments to KPIs based on outcomes from the performance appraisal process) |
| **Wednesday 2 August 2017**            | • Hender distributes performance review survey to all Elected Members (and any other agreed participants) for completion with a due date for return **by Monday 14 August 2017**  
  • Elected Members and participating staff individually and independently assess the CEO’s performance as per endorsed survey  
  • CEO submits a self-assessment  
  • Responses being submitted to Hender via online survey  
  • Hender conduct remuneration benchmarking research  
  • Hender issue reminder on Tuesday 8 August 2017 |
| **Tuesday 8 August 2017**              | **Council meeting**  
  • Council makes determination regarding CEO KPIs for 2017-2018 (subject to amendments to KPIs based on outcomes from the performance appraisal process) |

Ref: D17/28903
<table>
<thead>
<tr>
<th>Timeline</th>
<th>2017 Process</th>
</tr>
</thead>
</table>
| Monday 14 August 2017        | • All responses returned to Hender by due date Monday 14 August 2017  
• Hender follow up any responses requiring further clarification and commence analysis, de-identifying and consolidation of feedback for draft report  
• Hender finalise Draft Performance Appraisal & Remuneration Reports  
• Committee to be distributed these Draft Reports prior to next Committee meeting (by 31 August 2017) – under separate cover |
| Monday 4 September 2017      | Second CEO Performance & Remuneration Review Committee meeting  
• Hender present Appraisal Report findings and Remuneration Review recommendation to the Committee  
• Committee approves Final Reports                                                                                                                                                                                                                                           |
| Week commencing Monday 12    | • Hender facilitate discussion with CEO to debrief on appraisal feedback and amend KPIs for 2017-2018 (if required, based on feedback from Review) prior to next Committee meeting                                                                                                                                                                      |
| September 2017               |                                                                                                                                                                                                                                                                                                                                              |
| Monday 18 September 2017     | Third CEO Performance & Remuneration Review Committee meeting  
• CEO invited to make a submission to the Committee regarding remuneration  
• Committee to recommend any relevant adjustments made to KPIs for 2017-2018 (if required)  
• Final Appraisal and Remuneration Reports issued (by 14 September 2017) – under separate cover  
• Committee to make recommendations to Council on CEO’s performance and remuneration (and amendments to KPIs if required)                                                                                                                                          |
| Tuesday 26 September 2017    | Council meeting  
• Final reports on CEO Performance and Remuneration Review presented to Council – under separate cover  
• Council makes determination regarding CEO performance and remuneration and any KPI amendments (Note: Hender Consulting not required for this meeting unless otherwise determined)                                                                                                         |
### Proposed CEO Performance & Remuneration Review Process and Timeline for 2018

<table>
<thead>
<tr>
<th>Timeline</th>
<th>2018 Process</th>
</tr>
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<tbody>
<tr>
<td><strong>Monday 18 June 2018</strong></td>
<td>First CEO Performance &amp; Remuneration Review Committee meeting&lt;br&gt;• CEO presents on performance against 2017-2018 KPIs to date (based on Q3 financial position against Q2)&lt;br&gt;• Committee to endorse and recommend to Council the CEO KPIs for 2018-2019 (subject to amendments to KPIs based on outcomes from the streamlined performance appraisal process)</td>
</tr>
<tr>
<td><strong>Tuesday 26 June 2018</strong></td>
<td>Council meeting&lt;br&gt;• Council makes determination regarding CEO KPIs for 2018-2019 (subject to amendments to KPIs based on outcomes from the performance appraisal process)&lt;br&gt;(Note: Hender Consulting not required for this meeting unless otherwise determined)</td>
</tr>
<tr>
<td><strong>Monday 2 July 2018</strong></td>
<td>• Hender distributes performance review survey to all Elected Members (and any other agreed participants) for completion with a due date for return <strong>by Monday 16 July 2018</strong>&lt;br&gt;• Elected Members and participating staff individually and independently assess the CEO’s based on streamlined survey&lt;br&gt;• CEO submits a self-assessment&lt;br&gt;• Responses being returned to Hender via online survey&lt;br&gt;• Hender conduct remuneration benchmarking research&lt;br&gt;• Hender issue reminder on Tuesday 10 July 2018</td>
</tr>
<tr>
<td><strong>Monday 16 July 2018</strong></td>
<td>• All responses returned to Hender by <strong>due date Monday 16 July 2018</strong>&lt;br&gt;• Hender follow up any responses requiring further clarification and commence analysis, de-identifying and consolidation of feedback for draft report&lt;br&gt;• Hender finalise Draft Performance Appraisal &amp; Remuneration Reports&lt;br&gt;• Committee to be distributed draft reports prior to next Committee meeting</td>
</tr>
<tr>
<td><strong>Monday 30 July 2018</strong></td>
<td>Second CEO Performance &amp; Remuneration Review Committee meeting&lt;br&gt;• Hender present appraisal report findings and remuneration review recommendation to the Committee</td>
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</tbody>
</table>

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<table>
<thead>
<tr>
<th>Timeline</th>
<th>2018 Process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Committee approves Final Appraisal and Remuneration Reports</strong></td>
<td>Following meeting, Hender issues Final Appraisal and Remuneration Reports</td>
</tr>
<tr>
<td><strong>Week commencing Monday 6 August</strong></td>
<td><strong>2018</strong></td>
</tr>
<tr>
<td>2018</td>
<td>• Hender facilitate discussion with CEO to debrief on appraisal feedback and make suggested amendments (if relevant) to KPIs for 2018-2019 prior to next Committee meeting</td>
</tr>
<tr>
<td><strong>Monday 13 August 2018</strong></td>
<td><strong>Third CEO Performance &amp; Remuneration Review Committee meeting</strong></td>
</tr>
<tr>
<td></td>
<td>• CEO invited to make a submission to the Committee regarding remuneration</td>
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<td></td>
<td>• Committee recommend any relevant adjustments made to KPIs for 2018-2019 (if required)</td>
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<tr>
<td></td>
<td>• Final report on performance appraisal with recommendations to Council</td>
</tr>
<tr>
<td><strong>Tuesday 21 August 2018</strong></td>
<td><strong>Council meeting</strong></td>
</tr>
<tr>
<td></td>
<td>• Final reports on CEO Performance and Remuneration Review presented to Council</td>
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<tr>
<td></td>
<td>• Council makes determination regarding CEO performance and remuneration and any KPI amendments (Note: Hender Consulting will not be required to be present at this meeting unless determined otherwise)</td>
</tr>
</tbody>
</table>
ATTACHMENT 3
CITY OF TEA TREE GULLY
CEO PERFORMANCE APPRAISAL 2016/2017
DRAFT SURVEY QUESTIONS

Rating scale for each question:

1 - Serious Concerns
2 - Minor Concerns
3 - Satisfactory
4 - Good
5 - Very Good
6 - Excellent
U - Unable to Assess

SECTION 1 - CEO RESPONSIBILITIES

Overall Position Purpose

Q1 Act as the principal advisor to the Council, providing effective advice on its statutory obligations, powers and limitations, ensuring it complies with all statutory and legal obligations.

Q2 Is responsible to Council for the implementation of policies and decisions and the effective management and leadership of the City of Tea Tree Gully as provided for in the Local Government Act 1999.

People & Strategic Leadership

Q3 In collaboration with Elected Members and working closely with the Executive Leadership Team: develop, implement, evaluate, review and report on Council’s Strategic, Corporate and Financial Plans; and ensure the development of business plans for service delivery that are aligned with Council’s Strategic, Corporate and Financial plans.

Q4 Develop a constructive, high performing culture and ensure the development of all corporate leaders to embed and sustain this culture.

Q5 Ensure that the organisational structure and workforce plans are aligned with Council’s strategic plans and that the workforce has the skills and capabilities needed to achieve Council’s objectives.
Q6 Ensure best practice human resources and organisational development strategies are implemented to achieve a harmonious and participative employee relations culture and a sound industrial relations environment.

Q7 Ensure appropriate policies, procedures and work practices are developed, monitored and evaluated to protect employees and people generally from potential health or safety hazards associated with Council’s activities, programs or projects through participating in the development and implementation of the Safety First Strategic Plan, creating and sustaining a culture where everyone places Safety First; and complying with the responsibilities as a Worker and an Officer in accordance with the Work Health and Safety Act 2012.

Customer & Community Relations

Q8 Ensure the development and delivery of frameworks, strategies and initiatives that position the City of Tea Tree Gully as a leader in local government.

Q9 Ensure timely and accurate information about Council’s policies and programs is regularly provided to the community and ensure that appropriate responses are given to specific requests for information.

Q10 Establish an organisational culture that:
   - values and respects its community and views community engagement as a critical success factor in identifying and achieving key goals and priorities;
   - develops positive responses to the social and cultural issues of strategic importance to the future development of the community.

Governance & Risk

Q11 Ensure that the City of Tea Tree Gully is not exposed to reasonably foreseeable risks by adopting a strategic risk management approach that:
   - ensures assets are protected and loss through error is contained by the implementation of a risk management framework;
   - complies with the City of Tree Gully’s Code of Conduct, policies, procedures, guidelines and standards.

Financial & Asset Management

Q12 Manage, maintain and maximise Council’s assets and resources through:
   - ensuring the preparation of long term asset management and financial management plans to ensure the Council’s sustainability;
   - ensuring that major projects are completed in line with time and budgetary constraints and that project status is regularly monitored and communicated;
   - ensuring all commercial activities are in line with community service obligations and have clearly defined financial goals (including rate of return on assets) whilst meeting Council’s sustainability objectives.
Q13 Ensure the development, implementation and maintenance of knowledge and information strategies, plans, and related services and infrastructure to support Council's Strategic and Corporate Plan objectives.

External Relations & Stakeholder Management

Q14 Form an effective working relationship with the Mayor as is suitable to the separation of responsibilities and to give advice and assistance on any matters involved with the Mayoral function.

Q15 Establish effective relationships with all Elected Members to respond appropriately to their enquiries and to give assistance or advice where appropriate.

Q16 Promote the City of Tea Tree Gully’s interests in its relationship with State and Federal Government, other local government bodies, the business community and resident groups.

Q17 Represent the City of Tea Tree Gully in an official capacity as required and liaise and negotiate with external bodies and sources to resolve major issues that affect the management, planning and development of the City of Tea Tree Gully.

Q18 Research and monitor the City of Tea Tree Gully’s economic and industrial base through:
- identifying strategies for the development of the economic base, investment attraction and trade promotions;
- identifying private sector interests, government programs and funding sources with capability to facilitate development of the Council area;
- preparing submissions and receive, allocate and monitor grant expenditure.
SECTION 2 - CEO PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS 2016-2017

<table>
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<tr>
<th>Strategic Plan Theme &amp; Objective</th>
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</thead>
<tbody>
<tr>
<td><strong>Q19</strong> <strong>Healthy &amp; Safe</strong>&lt;br&gt;• A community where people are safe in our public places and spaces&lt;br&gt;<strong>Vibrant &amp; Liveable</strong>&lt;br&gt;• A city that is made up of places and spaces that are appealing and easy to access</td>
<td>Ensure the capital works program as set out in Council’s 2016-2017 Annual Business Plan is delivered, evidenced by:&lt;br&gt;• reporting on projects completed by project, with a focus of a 90% completion rate (and 98% commenced by 30 June 2017) and within a negative 1% - positive 2% range of Council’s third quarter budget review.&lt;br&gt;• progress to be reported to Council at the end of each quarter.&lt;br&gt;Note: incorporates Council’s delivery of the co-funded footpath project with the State Government</td>
</tr>
<tr>
<td><strong>Q20</strong> <strong>Healthy &amp; Safe</strong>&lt;br&gt;• A community where people are safe in our public places and spaces</td>
<td>Completion of Council’s Work Health and Safety (WH&amp;S) Action Plan in accordance with established time frames.</td>
</tr>
<tr>
<td><strong>Q21</strong> <strong>Prosperous and Connected</strong>&lt;br&gt;• A community where people have the resources and capacity to achieve their goals</td>
<td>Progress the development of a new works depot facility within budgeted fund allocation via an inclusive staff engagement process to the extent that an overall design is completed and a transition plan is in place for all current depot based staff.&lt;br&gt;Note: This will include consideration of the re-use of any available space at the current depot site and any additional space created at the Civic Centre.</td>
</tr>
<tr>
<td><strong>Q22</strong> <strong>Prosperous and Connected</strong>&lt;br&gt;• A community with a resilient local economy</td>
<td>Develop an Economic Development Framework/Strategy (or similar) to be presented to Council for consideration, including a strategy addressing Council’s role (if any) in supporting small business.</td>
</tr>
<tr>
<td>Strategic Plan Theme &amp; Objective</td>
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<td>Q23 Vibrant &amp; Liveable</td>
<td>Progress the revitalisation of Modbury Precinct through public realm improvements and provide regular reporting to Council against the Modbury Activation Strategy.</td>
</tr>
</tbody>
</table>
| Q24 Vibrant and Liveable         | Ensure Council provides for community events and programs that support community development. This will be achieved via:  
- Delivering an Events program as adopted by Council for 2016-2017, and developing a draft Events program for 2017-2018 for Council’s consideration;  
- Enriching our community through lifelong learning and leisure opportunities and providing access to resources, evidenced by:  
  o a min. 25 programs and activities delivered by the library & arts, recreation & leisure, community and youth development teams; and  
  o a min. of 220 participants completing these programs/activities |
| Q25 People and Leadership        | Support the continued development of staff as a collective group and individually through:  
- Implementing our Culture Survey Strategy 2016 as reported to Council in May 2016, with Culture Survey actions from departmental action plans completed during financial year;  
- Undertaking a new culture survey for staff;  
- Developing a 3 year Training Plan to address the core organisational competencies. |
| Q26 Customers and Community Relations | Continue to listen to our customers and modify our services to meet their needs and expectations using an annual Customer Service benchmarking project and Community Survey to provide effectiveness of the program and identify new priorities for future years. Improved practices will be reported to Council. |
| Q27 Governance                   | LGA Mutual Liability Scheme review to be scored at metropolitan council's average or better, and associated action plan to be implemented (where appropriate). |
## Strategic Plan Theme & Objective

<table>
<thead>
<tr>
<th>Item 11.1</th>
<th>KPI</th>
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</table>
| Q28       | Finance and Systems  
• We are financially sustainable  
Deliver a robust and accurate financial planning and reporting system that incorporates a balanced budget delivery where operating expenditure is within a negative 1% - positive 2% range of Council's third quarter budget review. This includes implementing an improved capital works finance reporting system that provides timely information in relation to Year to Date expenditure against the budget lines reported in the Annual Business Plan for 2016-2017. |
| Q29       | Continuous Improvement  
• We include continuous improvement in our daily thinking in order to grow  
Complete at least 8 Continuous Improvement initiatives for 2016-2017 reporting a summary of the outcomes to Elected Members throughout the year. |

## SECTION 3 - VALUES, LEADERSHIP PRINCIPLES AND BEHAVIOURS

Please rate John’s performance in role modelling and fostering behaviours aligned with the CTTG values, Leadership Principles and other behaviours:

**Q30 Value - Accountability**
- We are accountable for our actions, behaviours and decisions.
- We accept the responsibilities of our position.
- We lead by example.

**Q31 Value - Customer Focus**
- Our customers, both external and internal, are important and we attend to their enquiries promptly and efficiently.
- We are focused on delivering quality customer service outcomes.

**Q32 Value - Integrity & Honesty**
- We treat everyone equally and recognise their contribution.
- We display truth and transparency in decision making and meet our legal obligations.
- We display a high level of work ethic and work attitude.
- We act morally and ethically.
- We recognise and meet our obligations as required by policies, procedures, principles and guidelines.
Q33 Value - Reward & Recognition
- We recognise and/or reward the contribution of staff who consistently show a high level of performance.
- We recognise and/or reward new initiatives and ideas.
- We recognise and/or reward staff who demonstrate quality outputs and/or work ethic.

Q34 Value - Communication
- We encourage open, honest and appropriate communication.
- We use effective communication methods.
- We value constructive feedback.
- We give clear instructions.
- We effectively communicate matters that affect other portfolios.

Q35 Value - Innovation
- We encourage innovation and creativity and value the outcomes it brings to our work and the community.
- We strive for best practice.

Q36 Value - Respect
- We value diversity and respect the views and opinions of others.
- We treat everyone with professionalism and courtesy.
- We are considerate of others and use appropriate language, behaviours and actions.
- We always endeavour to be punctual.

Q37 Value - Teamwork
- We demonstrate a willingness to work together to achieve outcomes.
- We support each other.
- We willingly share knowledge, experiences and ideas.

Q38 Leadership Principle - Achieving Goals
- We set clear expectations.
- We stretch goals, and we do what we agree to.
- We are solution and outcomes focused.
- We embrace change and communicate often.
- We encourage innovation by taking risks and tolerating mistakes.

Q39 Leadership Principle - Inspiring Others
- We support other people to make their own decisions.

Attachment 3
City of Tea Tree Gully
CEO Performance Appraisal 2016/2017 Draft Survey Questions

Page 8

**STRICLY PRIVATE & CONFIDENTIAL**

- We live our Values and our Leadership Principles.
- We ask for and give honest feedback.
- We appreciate and recognise the efforts and achievements of others.

**Q40 Leadership Principle - Being Positive**
- We have a ‘can do’ attitude.
- We are energetic and enthusiastic.
- We focus on the positive and encourage others.
- We are proactive.

**Q41 Leadership Principle - Building Relationships**
- We are fair and consistent.
- We are a positive influence on others.
- We actively listen to what others have to say.
- We involve others and acknowledge their input.
- We keep the promises we make.

Q42 Maintains confidentiality at all times.
Q43 Is receptive to and encouraging of positive and proactive change.
Q44 Exercises sound judgement and makes decisions that are based on reasoned and well researched information.
Q45 Gives performance feedback to staff in a constructive and timely manner.
Q46 Maintains a healthy work/life balance for own wellbeing.
Q47 Thinks and acts strategically.
Q48 Is able to establish immediate credibility and rapport with internal and external stakeholders to facilitate outcomes (possesses genuine presence, confidence and assurance).
Q49 Has the capacity to effectively negotiate beneficial outcomes for the organisation without compromising stakeholder relationships.
Q50 Demonstrates high levels of emotional intelligence.
Q51 Demonstrates well developed commercial acumen to drive effective decision making.
Q52 Demonstrates well developed political acumen and diplomacy whilst maintaining probity and transparency.
Q53 Demonstrates ability to provide unbiased and candid advice.
Q54 Demonstrates a genuine passion for community development.
Q55 What constructive action could John take to improve his performance in demonstrating organisational values, leadership principles and behaviours?

Q56 Are you happy to approve the proposed CEOs KPIs provided for 2017/2018 cycle?

Yes / No

If No, please comment briefly on which KPI’s you believe should be amended?
ATTACHMENT 4

CITY OF TEA TREE GULLY
CEO PERFORMANCE APPRAISAL 2017/2018
PROPOSED SURVEY QUESTIONS

Rating scale for each question:
1 - Serious Concerns
2 - Minor Concerns
3 - Satisfactory
4 - Good
5 - Very Good
6 - Excellent
U - Unable to Assess

SECTION 1 - CEO RESPONSIBILITIES

Overall Position Purpose

Q1 Act as the principal advisor to the Council, providing effective advice on its statutory obligations, powers and limitations, ensuring it complies with all statutory and legal obligations.

Q2 Is responsible to Council for the implementation of policies and decisions and the effective management and leadership of the City of Tea Tree Gully as provided for in the Local Government Act 1999.

People & Strategic Leadership

Q3 In collaboration with Elected Members and working closely with the Executive Leadership Team: develop, implement, evaluate, review and report on Council’s Strategic, Corporate and Financial Plans; and ensure the development of business plans for service delivery that are aligned with Council’s Strategic, Corporate and Financial plans.

Q4 Develop a constructive, high performing culture and ensure the development of all corporate leaders to embed and sustain this culture.

Q5 Ensure that the organisational structure and workforce plans are aligned with Council’s strategic plans and that the workforce has the skills and capabilities needed to achieve Council’s objectives.

Q6 Ensure best practice human resources and organisational development strategies are implemented to achieve a harmonious and participative employee relations culture and a sound industrial relations environment.
Q7 Ensure appropriate policies, procedures and work practices are developed, monitored and evaluated to protect employees and people generally from potential health or safety hazards associated with Council’s activities, programs or projects through participating in the development and implementation of the Safety First Strategic Plan, creating and sustaining a culture where everyone places Safety First, and complying with the responsibilities as a Worker and an Officer in accordance with the Work Health and Safety Act 2012.

Customer & Community Relations

Q8 Ensure the development and delivery of frameworks, strategies and initiatives that position the City of Tea Tree Gully as a leader in local government.

Q9 Ensure timely and accurate information about Council’s policies and programs is regularly provided to the community and ensure that appropriate responses are given to specific requests for information.

Q10 Establish an organisational culture that:
   - values and respects its community and views community engagement as a critical success factor in identifying and achieving key goals and priorities;
   - develops positive responses to the social and cultural issues of strategic importance to the future development of the community.

Governance & Risk

Q11 Ensure that the City of Tea Tree Gully is not exposed to reasonably foreseeable risks by adopting a strategic risk management approach that:
   - ensures assets are protected and loss through error is contained by the implementation of a risk management framework;
   - complies with the City of Tea Gully’s Code of Conduct, policies, procedures, guidelines and standards.

Financial & Asset Management

Q12 Manage, maintain and maximise Council’s assets and resources through:
   - ensuring the preparation of long term asset management and financial management plans to ensure the Council’s sustainability;
   - ensuring that major projects are completed in line with time and budgetary constraints and that project status is regularly monitored and communicated;
   - ensuring all commercial activities are in line with community service obligations and have clearly defined financial goals (including rate of return on assets) whilst meeting Council’s sustainability objectives.

Q13 Ensure the development, implementation and maintenance of knowledge and information strategies, plans, and related services and infrastructure to support Council’s Strategic and Corporate Plan objectives.
External Relations & Stakeholder Management

Q14 Form an effective working relationship with the Mayor as is suitable to the separation of responsibilities and to give advice and assistance on any matters involved with the Mayoral function.

Q15 Establish effective relationships with all Elected Members to respond appropriately to their enquiries and to give assistance or advice where appropriate.

Q16 Promote the City of Tea Tree Gully's interests in its relationship with State and Federal Government, other local government bodies, the business community and resident groups.

Q17 Represent the City of Tea Tree Gully in an official capacity as required and liaise and negotiate with external bodies and sources to resolve major issues that affect the management, planning and development of the City of Tea Tree Gully.

Q18 Research and monitor the City of Tea Tree Gully's economic and industrial base through:
   - identifying strategies for the development of the economic base, investment attraction and trade promotions;
   - identifying private sector interests, government programs and funding sources with capability to facilitate development of the Council area;
   - preparing submissions and receive, allocate and monitor grant expenditure.
### SECTION 2 - CEO PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS 2017-2018

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<td>Q19 - Q29</td>
<td>To be included once finalised</td>
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SECTION 3 - VALUES, LEADERSHIP PRINCIPLES AND BEHAVIOURS

Q30 Please rate John's performance in role modelling and fostering behaviours aligned with the CTTG Values overall:
- Accountability
- Customer Focus
- Integrity & Honesty
- Reward & Recognition
- Communication
- Innovation
- Respect
- Teamwork

Q31 Please rate John's performance in role modelling and fostering behaviours aligned with the CTTG Leadership Principles overall
- Achieving Goals
- Inspiring Others
- Being Positive
- Building Relationships

Q32 What constructive action could John take to further enhance his performance in demonstrating behaviours aligned to the values, leadership principles & behaviours in the future?

Q33 What do you believe should be the key KPI themes for focus for the CEO for 2018/2019?

End of Survey
PURPOSE

To provide the Committee with an opportunity to consider and recommend to Council, the Chief Executive Officers (CEO's) Key Performance Indicators (KPIs) for 2017-2018 financial year.

RECOMMENDATION

That the CEO Performance & Remuneration Review Committee recommends to Council:

That Council adopt the Chief Executive Officer’s (CEO’s) Key Performance Indicators for the 2017-2018 financial year contained in Attachment 1 of the Committee meeting report entitled “CEO Key Performance Indicators 2017-2018” and dated 31 July 2017, noting that some KPIs may be subject to change as a result of the 2017 CEO Performance & Remuneration Review Process currently underway.
1 BACKGROUND

At its meeting on 31 July 2017, the CEO Performance & Remuneration Review Committee will discuss the approach of the 2017 review of CEO performance (covering 2016-2017 performance cycle) and remuneration (for 2017-2018 financial year) as set out in Clause 13 and Schedule 2 of the CEO’s Employment Agreement.

As part of the Committee meeting on 31 July 2017, Mr John Moyle will also present and provide an overview of performance against the CEO Key Performance Indicators (KPIs) that were established for the 2016-2017 financial year.

The Review process in 2016 (covering the 2015-2016 performance cycle) was undertaken between July and September 2016, with Committee recommendations regarding CEO KPIs presented to Council at its meeting on 27 September 2016 (which were subsequently adopted).

2 DISCUSSION

In previous years, establishing the KPIs for the following financial year has been undertaken after the completion of the review by Hender, resulting in CEO KPIs being endorsed by Council in late September or early October each year. The implications of this approach is that it establishes KPIs well after budget and departmental business plans have been set and only leaves ¾ of the financial year to deliver on the KPIs.

On this basis, it is recommended that the establishment of CEO KPIs be undertaken earlier in the CEO Performance & Remuneration Review process thus allowing the CEO to better incorporate the KPIs into various Individual plans of key staff and at an earlier time. As part of the Review process, all Elected Members and direct reports of the CEO are given the opportunity to provide confidential input into some KPI themes that could be applied to the CEO over the 2017-2018 financial year. It is for this reason the recommendation in proposing adoption of 2017-2018 CEO KPI’s, also recognises that some KPI’s may need to be amended or fine tuned as a result of any feedback that arises through the Review process.

Based on feedback received and in discussion with Hender Consulting, the CEO has provided a set of draft KPIs for the Committee to consider in establishing his KPIs for the 2017-2018 financial year. These are provided as Attachment 1 for consideration, with the intention of providing a recommendation for adoption at the next Council meeting. This allows additional time in delivering the KPIs.

3 POLICY IMPLICATIONS

3.1 Financial / Budget

The CEO KPIs established for 2017-2018 will need to be able to be delivered within the parameters of the 2017-2018 financial year budget and Annual Business Plan endorsed by the Council in June 2017. Any new KPIs or shift in priorities that may result in variations to the budget or Annual Business Plan will need to be considered by Council as part of a budget review.
3.2 **Legal and Risk Management**

The CEO’s Employment Agreement contains specific clauses regarding his performance review which must be undertaken each year in September. The employment agreement requires the establishment of KPI’s on which part of his performance review will be based.

Key Performance Indicators are a measurement tool used to determine how well an organisation or person meets set operational and strategic goals and objectives. Establishing CEO KPIs assists the Committee (and subsequently Council) in establishing clear direction and priorities for the year, and provides a tool to define and measure the CEO’s progress against these specific goals and objectives.

There is a risk that CEO KPIs could be established that are inconsistent with previous resolutions, strategies or business plans already adopted by Council. The Committee should consider this when determining which CEO KPI’s may be most appropriate for the 2017-2018 financial year.

Given this item is considering the establishment of CEO KPIs for 2017-2018 and does not propose to consider the personal affairs or prior performance of the CEO for 2016-2017 performance cycle, it has been not proposed to consider this matter in confidence. It is anticipated that the CEO and any other staff in attendance, along with representatives from Hender Consulting, will be present for the discussion of this item.

3.3 **Staffing / Work Plans**

The CEO’s KPIs are delivered with the assistance of staff throughout the organisation and therefore have the potential to have a direct impact on staff work plans and priorities.

3.4 **Environmental**

N/A

3.5 **Social**

N/A

3.6 **Strategic Plan / Policy**

The CEO’s KPIs have been drafted with reference to each theme in Council’s Strategic Plan 2020 and Organisation Plan 2020, with the specific references noted within Attachment 1.

3.7 **Stakeholder Engagement**

Based on the feedback received and in discussion with Hender Consulting, the CEO has provided a set of draft KPIs for the Committee to consider in establishing his KPIs for the 2017-2018 financial year. These are provided as Attachment 1.
3.8 **Promotion / Communications**

The CEO will need to be kept informed of any decision regarding this matter.

4 **REPORT CONSULTATION**

No formal report consultation has been undertaken in relation to this report, however the following staff have been consulted in the preparation of the draft CEO Key Performance Indicators for 2017-2018 (in Attachment 1):

- Chief Executive Officer – John Moyle
- Director Assets & Environment – Thornton Harfield
- Director Community & Cultural Development – Carol Neil
- Manager Community Development & Engagement – Carla Leversedge
- Manager Community Safety – Craig Hickman
- Manager Recreation & Leisure Services – Felicity Birch
- Manager Library Services Arts & Culture – Helen Kwaka
- Manager City Development – Nathan Grainger
- Director Organisational Services & Excellence – Ryan McMahon
- Manager Customer & Communications – Elissa Graves
- Manager Organisational Development – Julie Short

**Attachments**

1. **DRAFT CEO Chief Executive Officer Key Performance Indicators KPIs – 2017-2018** - linked to strategic plan and organisational plan

**Report Authorisers**

Ilona Cooper  
Manager Governance & Policy  
8397 7310

John Moyle  
Chief Executive Officer  
8397 7201
City of Tea Tree Gully – Chief Executive Officer Key Performance Indicators (KPIs) – 2017-2018

KPIs linked to the Strategic Plan 2020

- Healthy and Safe
- Prosperous and Connected
- Vibrant and Liveable

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<th>Objective</th>
<th>CEO KPI</th>
<th>Responsibility</th>
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</thead>
</table>
| 1.  | Healthy and Safe – our community is healthy and safe | A community where people are safe in our public places and spaces | Safety First Strategy
    Development and implementation of Safety First Strategy and the achievement of the associated strategy targets
    
    Note: While the above focus is on internal safety which contributes to community safety, community safety is also addressed as an objective through delivery of the capital works program (refer KPI 4) | John Moyle, Thornton Harfield, Carol Neil, Ryan McMahon, Julie Short |
| 2.  | Healthy and Safe – our community is healthy and safe AND Vibrant and Liveable – our city is a desirable and sustainable place to live | A community where people have easy access to places, spaces and services that support good health A sustainable city that has a healthy natural environment and is resilient to climate change | Open Space Review
    Complete review of Open Space approach and present recommendations to Council | John Moyle, Carol Neil, Ingrid Wilkskshire, Felicity Birch |
| 3.  | Prosperous and Connected – our local economy prospers and people feel a sense of purpose and belonging | A community where people have the resources and capacity to achieve their goals | New Service Centre
    Architectural building and construction design work completed and building works substantially commenced for the new Service Centre facility, within budgeted fund allocation and continued communication to staff | Thornton Harfield, Andrew Craig |

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| 4.  | Vibrant and Liveable – our city is a desirable and sustainable place to live  
AND  
Healthy and Safe – our community is healthy and safe | A city that is made up of places and spaces that are appealing and easy to access  
A community where people are safe in our public places and spaces | Capital Works Program and Budget  
Ensure that the capital works program as set out in Council’s Annual Business Plan for 2016-2017 is delivered. This will be evidenced by reporting on projects completed by project, with a focus of a 90% completion rate (and 98% commenced by 30 June 2017) and within a negative 5% to positive 5% range of Council’s third quarter budget review based on budget category. Progress to be reported to Council at the end of each quarter.  
Note: Given that the CEO Performance Review process is anticipated to be undertaken earlier in 2018 (due to caretaker period for local government elections), these figures will be based on quarter 3 budget review. Final figures will still be reported to Council, however this will occur after the completion of the CEO Performance Review. | Thornton Harfield  
Ryan McMahon  
Carol Neil |
| 5.  |                                  | A city that is made up of places and spaces that are appealing and easy to access | Modbury Precinct  
Progress the revitalisation of Modbury Precinct through public realm improvements and ongoing stakeholder engagement, providing regular reporting to Council against the Modbury Activation Strategy | John Moyle  
Thornton Harfield  
Ingrid Wilkshire |
| 6.  | A place that expresses a unique character and identity, an area that inspires pride in its residents and one that people enjoy visiting | Community Events, Programs and Services  
Ensure Council provides for community events and programs that support community development. This will be achieved via:  
- Delivering an Events program as adopted by Council for 2017-2018 and developing a draft Events program for 2018-2019 for Council’s consideration.  
- Delivering a range of programs and services that take into account the diversity of our communities interests and needs, evidenced by:  
  - The number and target demographic group of programs/services offered quarterly  
  - Positive participant feedback received (as part of evaluation) on the outcomes and impact of programs/services delivered | Ryan McMahon  
Elissa Graves  
Carol Neil  
Helen Kwaka  
Felicity Birch  
Carla Laversedge |
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|     |                                  |           | - Participation rates  
|     |                                  |           | - Programs and service achieve at least 3 areas desired outcomes in the Activation matrix relevant to the Strategic Plan 2020 | |
### KPIs to be linked to the Organisation Plan 2020

- People and Leadership
- Customer and Community Relations
- Governance
- Finance and Systems
- Continuous Improvement

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</table>
| 1.   | People and Leadership    | We have a positive high-performing culture | Training Plan  
Support the continued development of staff as a collective group and individually through implementing a Training Plan to address core organisational competencies | Ryan McMahon  
Julie Short |
| 2.   | Customers and Community Relations | We identify and understand the needs of our customers to inform delivery of services | Customer Experience Program  
Ensure that the Customer Experience Program is continued to be implemented through the Customer First Program, with positive results from the Customer Survey value for money for rates paid (>2%) and customer satisfaction (<3%), | Ryan McMahon  
Elissa Graves |
| 3.   | Governance                | We take a balance approach to risk | Legislative Reform  
Ensure ready for and responsive to legislative change including:  
- Planning Reform  
- Dog and Cat Management Act and Local Nuisance and Litter Control Act  
Response and preparedness to key legislative changes to be reported to Council | Carol Neil  
Craig Hickman  
Nathan Grainger |
| 4.   | Finance and Systems       | We are financially sustainable | Operating Budget  
Deliver robust and accurate financial planning and reporting that incorporates a balanced budget delivery where operating expenditure is within a negative 1% - positive 2% range of Council’s third quarter budget review | John Moyle  
Thornton Harfield  
Carol Neil  
Ryan McMahon  
Anna-Lucia Draper |

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<td>Note: Given that the CEO Performance Review process is anticipated to be undertaken earlier in 2018 (due to caretaker period for local government elections), these figures will be based on quarter 3 budget review. Final figures will still be reported to Council, however this will occur after the completion of the CEO Performance Review.</td>
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| 5    | Continuous Improvement  | We include continuous improvement in our daily thinking in order to grow | Continuous Improvement  
   • Complete at least 15 Continuous Improvement initiatives for 2017-2018 reporting a summary of the outcomes to Elected Members throughout the year.  
   • Deliver continuous improvement education sessions across the organisation that promote the benefits of continuous improvement | Ryan McMahon |

Ref: D17/35165

Attachment 1  
Item 11.2