

TOWN OF COTTESLOE

Development of Performance Criteria for the Chief Executive Officer

for the period April 2018 to June 2019

Prepared by:

Natalie Lincolne

June 2018

CONTEXT

As a part of the Chief Executive Officer's annual performance review undertaken in August and September 2017, Council determined that CEO's Performance Criteria for the 2017-2018 were to be defined by the new Council following the October 2017 elections.

Natalie Lincolne, Senior Consultant from Price Consulting, was contracted to facilitate the development of the new Performance Criteria in March 2018.

METHODOLOGY

Council met with the Consultant on the 14th March 2018 to commence the process of identifying new performance criteria. Given that there were only a few months of the 2017-2018 financial year remaining, Council determined that the Performance Criteria until the end of the 2018-2019 financial year.

An initial set of draft Performance Criteria were developed and circulated by email for Councillor review and comment. The CEO considered this draft set and added comment and targets/dates where requested. The revised draft was circulated to Councillors and CEO until no further edits were suggested. The final draft Performance Criteria document can be found at *Attachment 1*.

Councillors suggested a four-monthly reporting cycle against the Performance Criteria, so as to maintain ongoing appreciation of the CEO's progress without creating a burdensome workload.

RECOMMENDATIONS TO COUNCIL

That Council:

1. Endorses that the CEO's Performance Criteria for the period April 2018 to June 2019 as per *Attachment 1*.
2. Requires that the CEO reports to Council on progress against the Performance Criteria on a four-monthly basis.

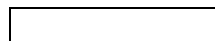


Natalie Lincolne
Senior Consultant
12 June 2018

PROPOSED KEY PERFORMANCE INDICATORS – CHIEF EXECUTIVE OFFICER, TOWN OF COTTESLOE

April 2018 – June 2019

Key Result Area	Objective	Activities	Performance Standards	Timeframe
1. INTEGRATED PLANNING AND REPORTING	Completion of priority actions in the Corporate Business Plan as approved by Council, with monthly reporting at Ordinary Council meetings.	a) Delivery of approved milestones for: <ul style="list-style-type: none"> Indiana Tea House Station St upgrade Foreshore Project Harvey Field Precinct Works Depot Bike Plan Infrastructure Finalisation of the CRM New website 	i. Completion of project milestones on time and budget (to be identified by the CEO for each project for end '18 and end '19) ii. Timely reporting to Council of resources required if a project is delayed	April 2018 to June 2018
		b) Develop relationships with key stakeholders	i. Review of strategic planning for East-West connectivity to identify necessary amendments and future plans and funding opportunities through community and state-level engagement	June 2018
		a) Delivery of approved milestones for: <ul style="list-style-type: none"> Indiana Tea House lease and public toilet resolution Station St upgrade Foreshore Project Harvey Field Precinct Works Depot Bike Plan Infrastructure Finalisation of the CRM New website 	i. Completion of project milestones on time and budget (to be identified by the CEO in a report to Council for each project for end '18 and end '19) ii. Timely Reporting to Council of resources required when a project is delayed iii. Early prior consultation and communication with ProCott in relation to any projects affecting the Village	July 2018 to June 2019
		b) Develop relationships with key stakeholders	i. Undertake identified community and state-level engagement activities for East-West connectivity plans to identify funding opportunities.	June 2019

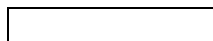


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Shaded boxes indicate 2018-2019 KRAs

Key Result Area	Objective	Activities	Performance Standards	Timeframe
1. INTEGRATED PLANNING AND REPORTING	Commence the review of the Strategic Community Plan and Corporate Business Plan	c) Establish Document Framework and Council expectations	i. Workshop held with Elected Members where the content, format and structure of the Strategic Community Plan, Corporate Business Plan and Supporting Strategies are finalised ii. Undertake timely and broad community consultation for input into the Strategic Community Plan and Corporate Business Plan	June 2018
		c) Undertake the review of the Strategic Community Plan	i. Following the completion of community consultation, undertake the review of the Strategic Community Plan by way of Councillor interactive workshops	November 2018

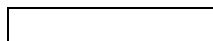


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Key Result Area	Objective	Activities	Performance Standards	Timeframe
2. FINANCIAL SUSTAINABILITY	Ensure the financial sustainability of the Town, and its ability to deliver future projects	a) Manage the Town's finances within the approved Budget and Long Term Financial Plan	The Draft Annual Budget, as presented, is to;	By 30 June 2018
			<ul style="list-style-type: none"> i. Provide for any required rate increase within the target range set within the Long Term Financial Plan; ii. Allocate income and expenditure to ensure the Financial Ratio targets identified in the Long Term Financial Plan can be met iii. Ensure that where Financial Ratios are outside of the guidelines set by the Department, an explanation is provided and a plan for restoring the ratio is in place. iv. Utilise robust briefing and tendering processes, and compliance with the TOC Purchasing and Procurement policies to reduce budget adjustments. 	As determined in end of year financial statements dated 30 June 2018
		b) Source external funding to support future projects	<ul style="list-style-type: none"> i. Contact and set up meetings with local members (Federal and State) and other interested parties (including philanthropic) to share plans for major projects (as listed in KRA1) and seek their assistance in raising funds via grants. ii. Provide an annual report to Council identifying alternative/additional revenue streams. 	By June 2018
		a) Review the Long Term Financial Plan for the sustainability of the Town.	i. The review of the Long Term Financial Plan is presented to Council for consideration by 30 June 2019	By 30 June 2019
			<ul style="list-style-type: none"> ii. The revised Long Term Financial Plan should set goals for; <ul style="list-style-type: none"> • Rate increases and rate yield required by the Town to meet its Asset Management obligations; and • Targets for Financial Ratios to be achieved 	As determined in end of year financial statements dated 30 June 2019
		b) Source external funding to support future projects	<ul style="list-style-type: none"> i. Following the adoption by Council of concept plans for major projects a funding plan is presented to Council for consideration; and ii. The adopted funding plan for each project (or project category) is met. 	June 2019

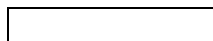


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Key Result Area	Objective	Activities	Performance Standards	Timeframe
3. COUNCIL AND ORGANISATIONAL GOVERNANCE		a) Continuous improvement applied to Officer reports and other communication to Council in response to Council resolutions and requests including prompt preparation of Agendas and Minutes	i. Proactive, timely and complete information and responses provided in response to Council resolutions and requests, with reasons or background included; ii. Details of applicable legislation/policy, financial, sustainability, social and risk management information included in Officer reports to Council, with the new format to be discussed at an interactive Councillor workshop and then reported to Council for formal adoption	June 2018
		b) Review and update all local laws, in early and ongoing consultation with Councillors, and then Council	i. A plan for review of all local laws to be completed and presented to Council by June 2018 ii. Review of all local laws completed and submitted by June 2019	
		c) Action outstanding Council resolutions	i. All Outstanding Council resolutions are actioned or reported back to Council as to why they have not been actioned. i. Such a report is to be made six monthly after the first report	
		d) Continuous improvement applied to Officer reports and other communication to Council	i. Proactive, timely and complete information and responses provided in response to Council resolutions and requests, with reasons or background included; ii. Details of relevant and applicable legislation/policy, financial, sustainability, social and risk management information included in Officer reports to Council.	
		a) Review and update local laws, in consultation with Council	ii. Manage the review project, with revised local laws submitted for approval, subject to resources being allocated within the operating budget.	June 2019
		b) Update local policies	i. Hold an interactive Councillor workshop by September 2018 to establish priority policies for review. ii. Present Councillors with plan for review of all Council policies by December 2018 by way of an Officer report to OMC i. Update identified priority policies for 2019 financial year, subject to additional resources being allocated for the project.	
		c) Action outstanding Council resolutions	iii. Outstanding Council resolutions are actioned or reported back to Council by June 2019	

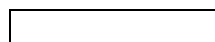


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Key Result Area	Objective	Activities	Performance Standards	Timeframe
4. ORGANISATIONAL EFFECTIVENESS	Shift the culture towards “can do”, customer-focus and innovation	a) Identify areas of administration for resource and asset sharing and cooperation with neighbouring local governments	i. Report to Council on current resource sharing arrangements; ii. Report to Council on resource sharing opportunities that are identified.	June 2018
		b) Improve visibility of customer satisfaction	i. Provide monthly customer service reports to Council including number of formal and informal complaints received, including the subject matter of the complaint and the time taken to respond and resolve the complaint ii. CRM is operational and the first CRM report to Council will include an explanation to Council and the community of how CRM will work iii. Introduce a customer feedback process to measure customer satisfaction, to be incorporated in the CRM report to Council.	September 2018
		c) Review of the communication policy that includes increased used of proactive and timely communication (social media, outbound emails, website, etc.)	i. As part of the review of all Council policies, a workshop is held with Councillors on the Communications Policy and the Community Consultation Policy	June 2018

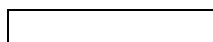


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Key Result Area	Objective	Activities	Performance Standards	Timeframe
4. ORGANISATIONAL EFFECTIVENESS		a) Commence implementation of administrative resource and asset sharing and cooperation with neighbouring local governments	i. Resource sharing opportunities, as approved by Council, are set in place.	June 2019
		b) Implement a customer feedback process to measure customer satisfaction and establish baseline data	i. Project implemented by way of the CRM system.	June 2019
		c) Implement and monitor the outbound communications to ensure responses to complaints satisfy complainants	i. Following a Councillor interactive CRM workshop, Administration to report to Council by December 2018 as to its recommendation for a strategy to set customer service targets for administration to achieve. ii. Targets reported to Council on three monthly basis and any necessary recommended remediation to be reported to Council.	June 2019
	The Town of Cottesloe is an employer of choice that is able to retain and attract talent	d) Valued staff are retained provided with feedback and development opportunities	i. Initiate the annual CEO performance review process in a timely manner, so that a formal review is completed by the end of each financial year, with a midterm review and report to Council on progress made. ii. Individual staff performance appraisals are conducted on an annual basis with a minimum of 95% staff completion rate by due date. iii. Reduce voluntary workforce turnover to alignment with WA Council Metro average (16%)	June 2019



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