

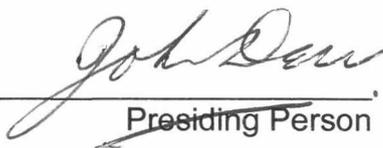


CONFIRMED MINUTES

CEO PERFORMANCE REVIEW COMMITTEE MEETING

28 AUGUST 2018

I certify that the minutes of the meeting of the CEO Performance Review Committee held on Tuesday, 28 August 2018 were confirmed on 28 November 2018.



Presiding Person

**CONFIRMED MINUTES
CEO PERFORMANCE REVIEW COMMITTEE MEETING
28 AUGUST 2018**

ATTENTION/DISCLAIMER

The purpose of this Committee Meeting is to discuss and make recommendations to Council about items appearing on the agenda and other matters for which the Committee is responsible. The Committee has no power to make any decisions which are binding on the Council or the Shire of Mundaring unless specific delegation of authority has been granted by Council. No person should rely on or act on the basis of any advice or information provided by a Member or Employee, or on the content of any discussion occurring, during the course of the Committee Meeting.

The Shire of Mundaring expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a Member or Employee, or the content of any discussion occurring during the course of the Committee Meeting.

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**CEO PERFORMANCE REVIEW COMMITTEE
WEIR ROOM, SHIRE OF MUNDARING ADMINISTRATION CENTRE**

1.0 OPENING PROCEDURES

The Presiding Person declared the meeting open at 4.33pm.

1.1 Announcement of Visitors

Nil

1.2 Attendance/Apologies

Members	Cr John Daw (President) (Presiding Person)	East Ward
	Cr Lynn Fisher (Deputy President)	Central Ward
	Cr Toni Burbidge	Central Ward
	Cr Darrell Jones	South Ward

Staff	Jonathan Throssell	Chief Executive Officer
	Paul O'Connor	Director Corporate Services
	Anna italiano	Minute Secretary

Leave of Absence	Cr Ian Green	West Ward
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Absent Nil

Guests	John Phillips	John Phillips Consulting
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Members of the Public Nil

Members of the Press Nil

2.0 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

Nil

3.0 DECLARATION OF INTEREST

3.1 Declaration of Financial Interest and Proximity Interests

Elected Members must disclose the nature of their interest in matters to be discussed at the meeting (*Part 5 Division 6 of the Local Government Act 1995*).

Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting (*Sections 5.70 and 5.71 of the Local Government Act 1995*).

Nil

3.2 Declaration of Interest Affecting Impartiality

An Elected Member or an employee who has an interest in a matter to be discussed at the meeting must disclose that interest (*Shire of Mundaring Code of Conduct, Local Government (Admin) Reg. 34C*).

The CEO disclosed an interest affecting impartiality in Item 6.1 (CEO Annual Performance Review 2017/18) and Item 6.2 (CEO Key Focus Areas 2018/19) as those items relate to himself.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

COMMITTEE DECISION RECOMMENDATION	CEOPR1.08.18
Moved by Cr Jones	Seconded by Cr Burbidge

That the Minutes of the CEO Performance Review Committee Meeting held 13 August 2018 be confirmed.

CARRIED 4/0

For: Cr Daw, Cr Fisher, Cr Burbidge and Cr Jones

Against: Nil

5.0 PRESENTATIONS

Nil

6.0 REPORTS OF EMPLOYEES

6.1 CEO Annual Performance Review 2017/18

File Code	OR.MTG 6/2/3
Author	Paul O'Connor, Director Corporate Services
Senior Employee	Paul O'Connor, Director Corporate Services
Disclosure of Any Interest	Nil
Attachments	1. Shire of Mundaring CEO Review (confidential) (under separate cover)

SUMMARY

The CEO Performance Review Committee (CEOPRC) is to complete the performance review of the Chief Executive Officer (CEO) for the 2017/18 financial year through consideration of the final feedback report and distribution of ratings on the CEO's key focus areas for the 2017/18 period.

BACKGROUND

The employment contract between the Council and CEO provides for an annual performance review.

Council established CEOPRC to fulfil the following functions:

1. Undertake an annual assessment of the CEO's performance in accordance with the provisions of the CEO's contract of employment;
2. In conjunction with the CEO, develop key result areas to deliver the key priorities of the Corporate Business Plan, and other methods that will be used to assess the CEO's future performance and to meet the expectation of Council;
3. Review the CEO's remuneration package annually and make recommendations to Council in relation to remuneration, in accordance with the CEO's contract of employment, having consideration to the CEO's performance, current level of remuneration, and the Salaries and Allowances Determination;
4. Provide positive communication opportunities between Council and the CEO; and
5. Provide guidance to Council in assessing the CEO's performance. The CEOPRC is therefore responsible to:
 - compile the consensus response for each of the agreed key result areas - COMPLETED – see **Confidential Attachment 1** "CEO Annual Review – CEO Appraisal report".
 - conduct a performance review feedback session with the CEO (**Completed 20 August 2018**)

- prepare and submit for Council approval, a report describing the assessment developed during the performance review, changes to be made, special tasks to be done, or decisions to follow as a result of the evaluation
- prepare and submit for Council approval any variations to the CEO's conditions of employment.

STATUTORY / LEGAL IMPLICATIONS

Local Government Act 1995 (Act)

5.38. Annual review of certain employees' performances

The performance of each employee who is employed for a term of more than one year, including the CEO and each senior employee, is to be reviewed at least once in relation to every year of the employment.

Additionally in accordance with s5.39 (3)(b) of the Act, it is a requirement that the contract of employment specifies performance criteria for the purpose of measuring the CEO's performance.

The process needs to be undertaken appropriately to ensure the CEO is provided with a fair and consistent approach to performance reviews. The process must stand up under scrutiny as the tool and the outcomes of the review directly affect decisions made in relation to the CEO, his performance and remuneration decisions.

The review of the CEO's performance is not only a statutory requirement, but also a critical component in monitoring the delivery of the strategic objectives of the Shire, as the CEO has responsibility for the Shire's strategic plan.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 1 - Governance

Objective 1.1 – A fiscally responsible Shire that prioritises spending appropriately

Strategy 1.1.4 – Practice effective governance and financial risk management

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Risk: Deficient CEO performance review practices may result in a lack of accountability and loss of stakeholder confidence in the Shire.		
Likelihood	Consequence	Rating
Possible	Moderate	Moderate
Action / Strategy		
Failure to undertake the review will result in a breach of legislative requirements and CEO contractual arrangements.		

CONSULTATION

Feedback received from Shire of Mundaring elected members and the draft review report were discussed at CEOPRC on 13 August 2018 and then directly with the CEO on 20 August 2018.

COMMENT

A review of the CEO's performance in key focus areas for the review period 2017/18 financial year has been carried out in accordance with Council's statutory and CEO contractual obligations.

Mr John Phillips, John Phillips Consulting was engaged to assist with the appraisal process. This included consulting with CEOPRC, compiling and distributing a questionnaire to elected members, interviewing those elected members who availed of the opportunity to meet with the facilitator, as well as preparing and presenting the appraisal feedback report.

A consistent performance appraisal has been used over the past years by Mr Phillips which enables for comparison of the CEO's performance over time.

The CEO Appraisal Report dated 20 August 2018 is attached and indicates an overall rating for the CEO as "meets the agreed performance requirements" – see **Confidential Attachment 1** "CEO Annual Review".

VOTING REQUIREMENT

Simple Majority

COMMITTEE RECOMMENDATION**CEOPR2.08.18**

Moved by

Cr Jones

Seconded by

Cr Burbidge

That:

1. CEOPRC receives and endorses the CEO Appraisal Report dated 11 September 2018 prepared by John Phillips Consulting (refer **Confidential Attachment 1** "CEO Annual Review" - provided under separate confidential cover);
2. CEOPORC notes Mr Throssell's response to the CEO appraisal report; and
3. Council:
 - i. Notes that the Chief Executive Officer's annual appraisal for the 2017/18 period has been undertaken (refer **Confidential Attachment 1** "CEO Annual Review" - provided under separate confidential cover); and
 - ii. Endorses the Committee's finding that Mr Throssell's performance has met agreed performance requirements as the Chief Executive Officer.

CARRIED 4/0**For:** Cr Daw, Cr Fisher, Cr Burbidge and Cr Jones**Against:** Nil

6.2 CEO Key Focus Areas 2018/19

File Code	OR.MTG 6/2/3
Author	Paul O'Connor, Director Corporate Services
Senior Employee	Paul O'Connor, Director Corporate Services
Disclosure of Any Interest	Nil
Attachments	<ol style="list-style-type: none">1. Shire of Mundaring CEO Review (confidential) (under separate cover)2. Amended - Shire of Mundaring CEO Review (confidential) (under separate cover)

SUMMARY

The CEO Performance Review Committee (CEOPRC) following completion of its review of the Chief Executive Officer's (CEO) KFAs for the 2017/18 financial year need to consider in conjunction with the CEO, the development of key result areas and objectives for 2018/19 to deliver the key priorities of the Council's Strategic and Corporate Business Plan to assess the CEO's performance in meeting the expectations of Council.

BACKGROUND

The employment contract between the Council and CEO provides for an annual performance review.

Council established CEOPRC to fulfil the following functions:

1. Undertake an annual assessment of the CEO's performance in accordance with the provisions of the CEO's contract of employment;
2. In conjunction with the CEO, develop key result areas to deliver the key priorities of the Corporate Business Plan, and other methods that will be used to assess the CEO's future performance and to meet the expectation of Council;
3. Review the CEO's remuneration package annually and make recommendations to Council in relation to remuneration, in accordance with the CEO's contract of employment, having consideration to the CEO's performance, current level of remuneration, and the Salaries and Allowances Determination;
4. Provide positive communication opportunities between Council and the CEO; and
5. Provide guidance to Council in assessing the CEO's performance.

The CEOPRC is therefore responsible to:

- compile the consensus response for each of the agreed key result areas (COMPLETED)
- conduct a performance review feedback session with the CEO (COMPLETED)

- prepare and submit for Council approval, a report describing the assessment developed during the performance review, changes to be made, special tasks to be done, or decisions to follow as a result of the evaluation
- prepare and submit for Council approval any variations to the CEO's conditions of employment.

STATUTORY / LEGAL IMPLICATIONS

Local Government Act 1995 (Act)

5.38. Annual review of certain employees' performances

The performance of each employee who is employed for a term of more than one year, including the CEO and each senior employee, is to be reviewed at least once in relation to every year of the employment.

Additionally in accordance with s5.39 (3)(b) of the Act, it is a requirement that the contract of employment specifies performance criteria for the purpose of measuring the CEO's performance.

The process needs to be undertaken appropriately to ensure the CEO is provided with a fair and consistent approach to performance reviews. The process must stand up under scrutiny, as the tool and the outcomes of the review directly affect decisions made in relation to the CEO, his performance and remuneration decisions.

The review of the CEO's performance is not only a statutory requirement, but also a critical component in monitoring the delivery of the strategic objectives of the Shire, as the CEO has responsibility for the delivery of Shire's strategic community plan.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 1 - Governance

Objective 1.1 – A fiscally responsible Shire that prioritises spending appropriately

Strategy 1.1.4 – Practice effective governance and financial risk management

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Risk: Deficient CEO performance review practices may result in a lack of accountability and loss of stakeholder confidence in the Shire.		
Likelihood	Consequence	Rating
Possible	Moderate	Moderate
Action / Strategy		
Failure to undertake the review will result in a breach of legislative requirements and CEO contractual arrangements.		

CONSULTATION

Feedback received from Shire of Mundaring elected members and the draft review report were discussed at CEOPRC on 13 August 2018 and then directly with the CEO on 20 August 2018.

COMMENT

The employment contract between Council and CEO provides for a performance review process. The review is to assess the CEO's performance against CEO Key Focus Areas (KFAs).

The role of the CEOPRC includes reviewing the performance of the CEO, in particular, his performance against the agreed KPIs and to undertake a review of the CEO's KFAs to ensure they remain relevant and aligned to Council's strategic objectives.

A review of the CEO's performance in key focus areas for the review period 2017/18 financial year has been carried out in accordance with Council's statutory and CEO contractual obligations.

Mr John Phillips, John Phillips Consulting was engaged to assist with the appraisal process. This included consulting with CEOPRC, compiling and distributing a questionnaire to elected members, interviewing those elected members who availed of the opportunity to meet with the facilitator, as well as preparing and presenting the appraisal feedback report.

Key Focus Areas 2018/19

Preliminary work has been undertaken to develop an appropriate suite of KFAs for the CEO in the 2018/19 period. The KFAs has been considered to ensure alignment with Council's Strategic and Corporate Business Plans.

The proposed suite of KFAs and objectives for 2018/19, timeframes for completion and their Strategic/Corporate Plan references are to be determined by CEOPRC in conjunction with the CEO - see **Amended Confidential Attachment 2, pages 63 - 66**).

Important actions/projects have been identified based on the Strategic Plan and Corporate Business Plan following input from elected members during the CEO appraisal process.

* The KFAs do not include 'day to day' operational activities, which are captured under the obligations of the CEO position description.

The focus of matters included in the KFAs are issues considered to be of strategic importance and critical to the success of the delivery of the Shire's Strategic and Corporate Business Plans.

CEOPRC are asked to finalise the CEO's proposed KFAs for 2018/19.

VOTING REQUIREMENT

Simple Majority

COMMITTEE RECOMMENDATION	CEOPR3.08.18
Moved by Cr Jones	Seconded by Cr Fisher

That Council endorses the CEO's Key Focus Areas for 2018/19 (**Amended Confidential Attachment 2, pages 63 – 66**) (provided under separate confidential cover).

CARRIED 4/0

For: Cr Daw, Cr Fisher, Cr Burbidge and Cr Jones

Against: Nil

COMMITTEE RECOMMENDATION	CEOPR4.08.18
Moved by Cr Burbidge	Seconded by Cr Fisher

That Council notes that Mr Throssell has elected not to seek a variation to his total reward package for the 2018/19 period.

CARRIED 4/0

For: Cr Daw, Cr Fisher, Cr Burbidge and Cr Jones

Against: Nil

7.0 URGENT BUSINESS (LATE REPORTS)

Nil

8.0 CLOSING PROCEDURES

8.1 Date, Time and Place of the Next Meeting

Date to be determined.

8.2 Closure of the Meeting

The Presiding Person declared the meeting closed at 5.48pm.



**CONFIDENTIAL ATTACHMENTS UNDER
SEPARATE COVER**

**CEO PERFORMANCE REVIEW
COMMITTEE MEETING**

28 AUGUST 2018

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Confidential Attachment 1

Item 6.1

CEO Annual Performance Review 2017/18

CONFIDENTIAL

CONFIDENTIAL



Chief Executive Officer

Annual Performance Review 2017

CEOPRC REPORT TO COUNCIL

11 September 2018

Prepared by:

 **John Phillips Consulting**
ABN: 73115446380

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1.0 Summary

The review of Mr. Jonathan Throssell's performance as the Chief Executive Officer of the Shire of Mundaring has been carried out in accordance with Council's statutory and contractual obligations.

Council appointed John Phillips, '*John Phillips Consulting*', to assist with the appraisal process. This included consulting with the CEO Performance Review Committee (CEOPRC), compiling and distributing a questionnaire to the CEO and Elected Members, undertaking interviews and preparing and presenting reports.

Mr Throssell is rated overall by respondents as having met the performance requirements of the position as the Shire's Chief Executive Officer during the review period July 2017 to July 2018. This is the same outcome as for the 2017 annual appraisal.

2.0 Context

The Review has been conducted in accordance with sections 5.38 and 5.39(3)(b) and Regulation 18D of the Local Government Administration Regulations, which requires that:

- The performance of the CEO be reviewed at least once a year;
- The CEO will have a written contract of employment, which shall include performance criteria for the purpose of conducting a review; and,
- A Local Government is to consider each review on the performance of the CEO carried out under section 5.38 and is to accept the review, with or without modification, or to reject the review.

The period of the review was August 2017 to August 2018

3.0 Methodology

All Elected Members were provided with a questionnaire containing a series of questions reflecting the agreed Key Focus Areas and associated outcomes developed as part of the 2016 appraisal process.

Eleven (11) Elected Members provided feedback, which is the same response rate as for the 2017 Appraisal. Eight (8) Councillors individually met with the facilitator to provide their feedback, two (2) Councillors provided their contribution via email and one (1) provided written feedback via normal mail.

Mr Throssell also provided his own self-assessment report using the same key focus areas and outcomes.

Elected Members were also requested to provide any proposed performance objectives for the 2018/189 review year, and their feedback on the updated appraisal process (with suggestions for improvement).

The facilitator prepared a reviewer/feedback report, which was discussed by the CEOPRC on 13 August 2018.

The formal appraisal was undertaken with the CEO at meeting of the CEOPRC on 20 August 2018. A further meeting was undertaken on 28 August 2018 to enable the committee and Mr. Throssell to finalise the key focus areas for 2018/19, and to review the draft report to Council.

The CEO and Committee members also discussed contractual obligations in relation to a review of the CEO's remuneration ('Total Reward Package').

4.0 Outcome

Overall the aggregate ratings across all outcome areas by respondent Elected Members indicates that Mr Throssell is rated as having met the agreed performance objectives.

The draft key focus areas for 2018/19 are at Attachment A.

5.0 Draft Recommendations

That Council:

1. NOTES that the Chief Executive Officer's annual appraisal for the 2016/17 period has been undertaken.
2. ENDORSES the Committee's finding that Mr. Throssell's performance has met performance requirements as the Chief Executive Officer.
3. ENDORSES the draft key focus areas for 2018/19;

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Attachment A: Draft Key Focus Areas and Objectives for 2018 – 2019

Subject	KPI	Target	Timeframe
1. Corporate Business Plan			
	<ul style="list-style-type: none"> Review and deliver the Corporate Business Plan actions; and Corporate Business Plan progress report provided to Council each quarter 	<ul style="list-style-type: none"> Minimum 90% actions are completed; and progress reports provided to Council each quarter 	October 2018 - June 2019
		<ul style="list-style-type: none"> Corporate Business Plan meets "achieving" standard against the DLGSC IPR framework¹ (meets all of the listed regulatory requirements) 	By June 2019

Subject	KPI	Target	Timeframe
2. Capital Works Program 2018/19			
	<ul style="list-style-type: none"> Deliver 2018/19 capital works program 	<ul style="list-style-type: none"> Minimum of 85% of the funded program by program and/or number of projects delivered; and progress reports provided to Council each quarter 	October 2018 - June 2019
		<ul style="list-style-type: none"> 100% of grant funded projects (i.e. roads) are acquitted by due date 	By June 2019

¹ This key result area references the Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework. See Appendix 1 to the CEO Key Focus Areas and Objectives for 2018-19 for detail of the IPRF standards.

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Subject	KPI	Target	Timeframe
3. Financial Sustainability			
	<ul style="list-style-type: none"> Deliver a Long Term Financial Plan for the sustainability of the Shire. <p>Note: Ratios are those within the control of the CEO and, if impacted by Council decisions, are moderated accordingly²</p>	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) is reviewed and presented to Council LTFP meets the "achieving" standard of the DLGSC IPR³ as follows: 	<p>By June 2019</p> <p>By June 2019</p>
		<p>0% < Operating Surplus Ratio < 15%</p> <p>Debt Service Cover Ratio ≥ 2</p> <p>0.4 ≤ Own Source Revenue Coverage ≥ 0.9</p>	<p>As determined in end of year financial statements dated 30 June 2019</p>

² Council adopted the LTFP for 2019-2028 in June 2018. Note that the Operating Surplus Ratio for 2018/19 is -3.14%; 2019/20 is -2.07%; 2020/21 is -1.14%; 2021/22 is 1.02%

³ See Appendix 1 to the CEO Key Focus Areas and Objectives for 2018-19 for detail of the IPRF standards.

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Subject	KPI	Target	Timeframe
4. Risk Management			
	<ul style="list-style-type: none"> Manage the Strategic Risk Register and risk indicators 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress against mitigating actions in the strategic risk register 	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the procurement internal audit 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations 	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the fleet management internal audit 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations 	By June 2019
	<ul style="list-style-type: none"> Undertake an assessment of the impact of social media 	<ul style="list-style-type: none"> Assessment complete 	October 2018
	<ul style="list-style-type: none"> Provide briefing report to Council 	<ul style="list-style-type: none"> Briefing report to Council 	

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Subject	KPI	Target	Timeframe
5. Organisational Leadership			
	<ul style="list-style-type: none"> Lead and develop the executive team 	<ul style="list-style-type: none"> Review the leadership competency model for Executive level that describes the critical success factors and desired behavioural indicators across a range of factors, including shaping and managing strategic direction; achieving results; building relationships; and demonstrating authentic leadership. Allocate Corporate Business Plan actions to the Directors who are then accountable for delivery. Implement 360 degree performance review for the Executive Team, providing feedback on leadership effectiveness. Executive team will receive coaching in how to lead cultural change and a service culture which is solutions focused 	By June 2019

Subject	KPI	Target	Timeframe
6. Organisational Culture			
	<ul style="list-style-type: none"> Develop a culture that fosters solutions focused service delivery 	<ul style="list-style-type: none"> Develop a business case for an Organisational Culture Plan to facilitate and deliver a clear and measurable approach to embedding a solutions focused service culture throughout the organisation 	February 2019
		<ul style="list-style-type: none"> Review the Customer Service Charter and Complaints Handling Policy; and seek Council approval 	By November 2018

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Subject	KPI	Target	Timeframe
7. Stakeholder Relationship Management			
	<ul style="list-style-type: none"> Establish and maintain effective relationships with stakeholders 	<ul style="list-style-type: none"> Implement stakeholder engagement plan for members of State and Federal Parliament. Lobbying and advocacy strategy efforts. Liaison with other local governments within the region. Attend resident and ratepayer meetings as required/by invitation. 	30 June 2019

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Notes:

Advisory Standard – Corporate Business Plan	
Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> ▪ A Council has adopted a Corporate Business Plan that meets all of the listed regulatory requirements: <ul style="list-style-type: none"> (i) A minimum four-year timeframe (ii) Identifies and prioritises the principal strategies and activities the Council will undertake in response to the aspirations stated in the Strategic Community Plan (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost (i) References resourcing considerations such as asset management plans, finances and workforce plans (ii) Is adopted by Council by absolute majority <p>Note the Corporate Business Plan must be reviewed annually.</p> <ul style="list-style-type: none"> ▪ Year 1 of the Corporate Business Plan establishes the Annual Budget ▪ The local government also has in place: <ul style="list-style-type: none"> – a Workforce Plan that meets the Achieving Standard – asset management key performance indicators that meet the Standards – a Long Term Financial Plan
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard ▪ Core informing strategies (Workforce Plan, Asset Management Plans, Long Term Financial Plan) have been integrated to drive activities and service delivery ▪ The Workforce Plan meets Intermediate Standard ▪ Asset management key performance indicators are at “Standard is improving” ▪ Financial management key performance indicators meet Achieving Standards
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard and Intermediate Standard ▪ All activities and services delivered are integrated through the Corporate Business Plan ▪ Asset key performance indicators are at “Standard is improving”* and all financial performance indicators meet Advanced Standards (where applicable) ▪ The Workforce Plan meets Advanced Standard

Attachment B: CEOPRC Report 29 August 2017



Chief Executive Officer

Annual Performance Review 2017

CEOPRC MEETING

20 August 2018

CEO APPRAISAL REPORT

Prepared by:

 **John Phillips Consulting**
(ABN 73115446380)

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Overview

The review of Mr. Jonathan Throssell's performance as the Chief Executive Officer of the Shire of Mundaring has been carried out in accordance with Council's statutory and contractual obligations.

Council appointed John Phillips, '*John Phillips Consulting*', to assist with the appraisal process. This included consulting with the CEO Performance Review Committee (CEOPRC), compiling and distributing a questionnaire to the CEO and Elected Members, undertaking interviews and preparing and presenting reports.

Mr Throssell is rated overall by respondents as having met the performance requirements of the position as the Shire's Chief Executive Officer during the review period July 2017 to July 2018. This is the same outcome as for the 2017 annual appraisal.

Methodology

All Elected Members were provided with a questionnaire containing a series of questions reflecting the agreed Key Focus Areas and associated outcomes developed as part of the 2016 appraisal process.

Eleven (11) Elected Members provided feedback, which is the same response rate as for the 2017 Appraisal. Eight (8) Councillors individually met with the facilitator to provide their feedback, two (2) Councillors provided their contribution via email and one (1) provided written feedback via normal mail.

Mr Throssell also provided his own self-assessment report using the same key focus areas and outcomes.

Elected Members were also requested to provide any proposed performance objectives for the 2018/189 review year, and their feedback on the updated appraisal process (with suggestions for improvement). These are included as Attachment 3 of this report.

Outcome

Overall the aggregate ratings across all outcome areas by respondent Elected Members indicates that Mr. Throssell is rated as having met the agreed performance criteria.

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Summary Comments

Overall Rating: Meets Performance Requirements

Comments

In assessing the overall outcome for both of the individual key focus areas as well as for the overall rating, all respondents have assessed Mr. Throssell as either 'Meets' or 'Exceeds' performance requirements (see **Attachment 3**), viz:

Exceeds Requirements	23%
Meets Requirements	77%

The 2017 ratings were:

Exceeds Requirements	27%
Meets Requirements	73%

Notwithstanding that there have been significant changes to the composition of Council at the October 2017 local government elections, there is a high degree of consistency of comment and ratings across the performance criteria used for the 2018 and 2017 annual appraisal processes, including the same overall rating.

Several Councillors commented that 2017/18 has been a difficult year for Mr. Throssell due to his personal circumstances as well as a heightened representation of issues and criticism of the Shire by some members of the community via social media.

It was noted that despite some absences which were required by Mr Throssell to address personal issues, the organisation continued to function effectively, with some Councillors postulating that this is an endorsement of his team approach at the Executive level and their ability to rise to the challenge when required.

Summary comments from Councillors indicates that, overall, Mr. Throssell continues to capably undertake the role of Chief Executive Officer at the Shire of Mundaring. He has built on the achievements of 2016/17, with specific mention made by Councillors in relation to the following areas:

- Continuing high standard of governance and statutory advice to Council;
- Despite delays, the commissioning of the Mundaring Arena as a high standard facility;
- Effective delivery of the review of the Mt Helena Aquatic Centre, involving positive organisational engagement with the community;
- The budget, reflective of the 2016/17 process, involved extensive Councillor input which allowed for effective consideration and endorsement for 2018/19;
- Personal support to Councillors, in particular those who have been newly elected;

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Areas which attracted comments in relation to areas for a continued focus on improvement and merit discussion with Mr. Throssell at the formal appraisal meeting scheduled for 20 August 2018 include:

1. Project Management:

- Closer consultation with Council in the development of draft plans on projects, eg Mundaring Town Centre Revitalisation project;
- Delivery of the Shire's multiple capital works would benefit from the embedding of a project management team approach within the organisation (including cross-project dialogue between teams). This would ensure regular control, monitoring and reporting delivery against stages of any given project, and more effective management of potential delays and/or cost over-runs;
- Delivery of projects could be determined at a set rate within a year (either financial or calendar, e.g. 85% of project stage completion);
- Increased communication of projects' progress with community members.

2. Personal Skills and Attributes

- Mr. Throssell to continue to work on improving professional relationships with some elected members, noting that there has been progress in this regard during 2017/18;
- Increasing his profile and the successes of the organisation in implementing Council's projects, programs and service within the community could ameliorate some of the negative social media commentary which has increased in recent years. Whilst this is noted (including by Mr. Throssell himself) as a sector wide issue, some Councillors commented that the phenomena could be defused by highlighting successes;
- Several Councillors noted that Council's decision in relation to the Shire's Youth Program appears to have been problematic for the CEO and senior staff, with several attempts made to have the issue revisited. This has caused some disquiet in relation to the perception of disagreement with Council's directions;
- Future new Councillor induction programs would benefit from incumbent Councillors input, in particular the Shire President, in relation to administrative arrangements including access to training, payment/reimbursements claims and processing as well as a comprehensive overview of the organisation's structure and services. The existing program is considered to be complex and narrowly focused on legal responsibilities and restraints, not allowing Councillors to more quickly understand some of the more basic requirements of undertaking their roles or not familiar with the full suite of the Shire's services;
- The legal matter relating to prosecution of a ratepayer for offences involving his dogs is a significant example of ensuring that sound organisation policies, practices and procedures exist, to ensure effective enforcement of local laws.

On a personal level, Mr. Throssell is considered by Councillors to be:

- a professional and competent local government administrator. He is well informed and knowledgeable in relation to the statutory and regulatory environment;
- committed to achieving Council's strategic goals and expectations;
- taking a strategic or 'big picture' view;
- protective of his staff and of the Council;
- accessible and works effectively with individual Councillors to assist them in their role;
- focused on continuing professional development and training for himself, Executive and staff;
- personable and civil;
- well organised and authoritative.

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Summary Comments made at 2017 Appraisal:

The majority of elected members are of the view that Mr. Throssell is performing well as the Shire's Chief Executive Officer with several noting that as relatively recently elected Councillors they have developed a greater understanding of the nature of his leadership style and management responsibilities and comment that the working relationship has improved.

Most Councillors also provided feedback that Mr. Throssell has worked effectively and appropriately with Council to achieve its planned and funded objectives, and that his assistance to them personally has been appreciated. It was noted that the CEO and senior staff are noticeably more responsive and that support of, and engagement with, Councillors is effective and more timely.

Mr. Throssell and his management team are reported to continue to be presented with challenges by Council to deliver the Shire's outcomes in a cost effective manner – including to decrease costs. Whilst this has been a theme in recent years, and has included close attention during Council's meeting processes, the general view is that the Mr. Throssell has led an effective team in delivering good quality services, and in a responsive and customer focused manner.

The Shire organisation is considered by a significant number of respondents to be effectively managed, and that the CEO is well respected by employees. It was noted that the staff turnover rate is perceived to be relatively low, and the resultant stability has had a positive effect on service delivery to the community.

An area which attracted a significant amount of positive feedback was Council's budget development process. This is perceived to be much more engaging and consultative, and has demonstrated that the CEO and relevant staff appreciate Councillors' desire to better understand the process. It is noted that the same level of collaboration and engagement between Councillors and relevant staff would also be helpful in the community engagement process.

Several Councillors commended the effective project management and delivery of the Boya Community Centre.

Projects or issues which attracted comment from some Councillors were discussed with Mr Throssell at the formal appraisal meeting and included:

- Dissatisfaction with the process, outcome and cost of the Lake Leschenaultia Master Plan;
- Lacey Road and Pretty Lane issues
- Mundaring Sports Arena – design and costing process
- Quality of some Officers' reports Toy Library
- focus on reducing costs and expenditure

Discussions at the Committee meeting undertaken on 29 August concluded that:

- Councillors want to be involved at an earlier stage in project planning processes, i.e. at the scoping phase in order to clarify expectations;
- A continued focus on reducing operating expenditure will occur;
- There will be a continued focus on improving the calibre of Officer's reports
- Feedback on some of the abovementioned issues was perceived to relate to views by Councillors on decisions of Council rather than Mr. Throssell's performance as CEO

On a personal level, Mr. Throssell is considered to be knowledgeable in relation to the local government statutory, regulatory and operating environment, is capable in managing competing and conflicting influences including community demands, regulatory changes and Government imposts and is a competent and effective leader. He is also reported to be respectful, has personal integrity, is tenacious and genuinely committed to the Shire of Mundaring.

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Attachment 1: 2017/18 Key Focus Areas and Objectives - Status

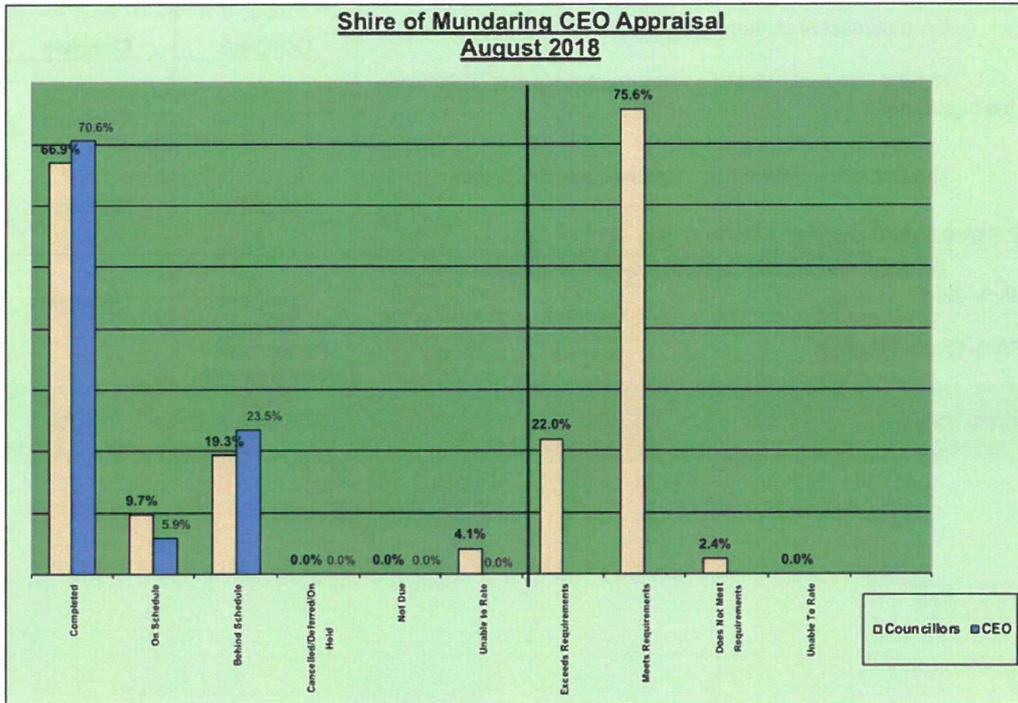
	Rating All Councillors (Aggregated)	Rating - CEO
KFA 1. Deliver Corporate Business Plan (2017/18)		
1.1 Capital Projects		
· Mundaring Arena	Complete	Complete
· Replace toilet block – Glen Forrest	Behind Schedule	Behind Schedule
· Replace toilet block – Sawyers Valley Oval	Behind Schedule	Behind Schedule
· Darlington Hall – accessibility upgrade works	Behind Schedule	Behind Schedule
1.2 Strategies and Corporate Plans		
· Review of Mt Helena Aquatic and Recreation Centre operations	Complete	Complete
· Outsource commercial operations at Lake Leschenaultia	Complete	Complete
· Reserves Assessment Strategy	Complete	Complete
· Cease maintenance of Chidlow and Mahogany Creek Tennis Courts	Complete	Complete
· Disposal of Mahogany Creek Hall	Complete	Complete
· Mundaring Town Site Revitalisation Project	Complete	Complete
· Local Commercial Strategy review	Complete	Complete
· Chart of Accounts	Behind Schedule	On Schedule
KFA 1 - Overall Rating	Meets Performance Requirements	
KFA 2. Capital Works		
2.1 Deliver 2017/18 capital works program		
· Works program delivered to a minimum of 85% of the funded program by program and/or number of projects	On Schedule	On Schedule
KFA 2 - Overall Rating	Meets Performance Requirements	

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KFA 3. Personal Skills & Attributes		
3.1 Leadership		
· Keep abreast of contemporary leadership practices	Complete	Complete
· Maintain responsible and positive leadership and governance of the organisation	Complete	Complete
· Develop and implement an organisational KPI project	Complete	Complete
3.2 Stakeholder Relationship Management		
· Establish and maintain effective relationships with stakeholders	Complete	Complete
KFA 3- Overall Rating	Meets Performance Requirements	
Overall Rating:	Meets Performance Requirements	

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Attachment 2: Distribution of Ratings



	Councillors		CEO	
Outcomes:				
Completed	97	66.9%	12	70.6%
On Schedule	14	9.7%	1	5.9%
Behind Schedule	28	19.3%	4	23.5%
Unable to Rate	6	4.1%		
Key Focus Area Ratings:				
Exceeds Requirements	9	22.0%		
Meets Requirements	31	75.6%		
Does Not Meet Requirements	1	2.4%		

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Attachment 3: Elected Members’ suggestions to update the Key Focus Areas and Objectives for 2018-2019

Specific contributions provided by Councillors are shown hereunder.

A.

Area of significant focus (‘KEY FOCUS AREA’)	Evidence/Proof of Achievement (‘OUTCOME’)
<p>Corporate Performance</p>	<ul style="list-style-type: none"> ▪ 90% of Corporate Plan Actions achieved within designated timeframes. ▪ Funded Services delivered in accordance with the grant conditions. ▪ Reduction in complaints related to Council service delivery (Calculated as the number of complaints received in a period divided by the number of complaints in the previous period. Reported six monthly) ▪ Increase in overall satisfaction rating of community services (Data will be sourced from the satisfaction rating from community surveys. Calculated as the current satisfaction rating divided by the previous satisfaction rating. Reported annually)
<p>Physical Assets: well managed and maintained physical infrastructure</p>	<ul style="list-style-type: none"> ▪ Roads maintained (Calculated as the number of projects undertaken as planned, subject to funding. Target 90%. Reported six monthly) ▪ Plant and Vehicles serviceable (Calculated as the number of items of plant and vehicles in operation as a percentage of the establishment. Target 90%. Reported six monthly) ▪ Townscapes and Facilities Increase in overall community satisfaction rating for community townscapes and facilities. Data will be sourced from the satisfaction rating from community surveys. Calculated as the current satisfaction rating divided by the previous satisfaction rating. Reported annually.

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Environment	<ul style="list-style-type: none"> Compliance with Shire environment strategies, waste management service delivery and fire management practices
Management and Governance	<ul style="list-style-type: none"> Financial Sustainability: Total operating revenue (excluding capital grants) less total operating expenses divided by total operating revenue. Operating deficit <10% of operating revenue. Reported annually. Financial Ratios: Compliance with Department of Local Government prescribed ratios.
Organisation	<ul style="list-style-type: none"> Performance Management Reviews are undertaken in a timely manner. Calculated as the number of staff that have undertaken a performance review within 30 days of the review falling due divided by the total number of performance reviews that should have been conducted. Target 90%. Monthly report to Council. Employee turnover. Determined by the total number of voluntary separations for a period divided by the total number of staff employed at the end of the period, expressed as a percentage. Monthly report to Council.
Statutory and legislative requirements	<ul style="list-style-type: none"> 100% compliance. Annual report.
Social and Cultural: Maintain and improve the health, culture and well-being of the community	<ul style="list-style-type: none"> Number of community grants versus compliance. Tracking of grant funded programs

B.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
EMRC	<ul style="list-style-type: none"> Work with Council’s delegates and Council in contributing to a determination of the future role of the EMRC, including the development of a new Establishment Agreement.

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C.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Personal Skills and Attributes: Dynamic positive energy of CEO motivates staff to support Council and Community	<ul style="list-style-type: none"> ▪ Language used by CEO and staff is consistently enthusiastic. ▪ Passion for achievement in work is notable.
	<ul style="list-style-type: none"> ▪ Respect for the community is evident through examples
Successful lobbying and advocacy with key stakeholders achieves outcomes required to meet medium and long term goals	<ul style="list-style-type: none"> ▪ Positive outcomes can be described related to improvements to policy and/or finance regarding: <ul style="list-style-type: none"> ○ Mundaring Town Centre redevelopment ○ PAN Highway ○ Joint projects commenced with other LG’s, community business and government
Capital Works Projects reach 85% completion and works funded by grants reach 100% of recoup of grant	<ul style="list-style-type: none"> ▪ Road works projects reach 85% completion and works funded by grants reach 100% recoup of grant
New Chart of Accounts completed	<ul style="list-style-type: none"> ▪ Completed by December 2018

D.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Corporate Business Plan - Governance	<ul style="list-style-type: none"> ▪ Public Health Plan - 2020 ▪ Mundaring Town Centre Land Assemble Project – 2020 ▪ Chart of Accounts - 2019
Corporate Business Plan - Community	<ul style="list-style-type: none"> ▪ Recreation Plan - 2019 ▪ Reconciliation Action Plan - 2020 ▪ Seniors <unclear> strategy - 2020
Corporate Business Plan – Natural Environment	<ul style="list-style-type: none"> ▪ Weed Control – start review - 2020
Corporate Business Plan – Built Environment	<ul style="list-style-type: none"> ▪ POS Strategy - 2020

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E.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Social Media	<ul style="list-style-type: none"> ▪ Organisational management of the impact of social media
Community Satisfaction Index	<ul style="list-style-type: none"> ▪ Reporting
	<ul style="list-style-type: none"> ▪ Evaluation
Local Government Act Review	<ul style="list-style-type: none"> ▪ Research and advise Council in relation to Phase 2 of the Minister's review
Mundaring Town Centre Structure Plan	<ul style="list-style-type: none"> ▪ Work with Council on the implications and effect of the whole of government integrated structure planning
Business Development	<ul style="list-style-type: none"> ▪ Industrial Land zoning

F.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Youth Services	<ul style="list-style-type: none"> ▪ Support and resource youth service program
Profile of Shire/Local Government	<ul style="list-style-type: none"> ▪ Develop a strategy in conjunction with Council
Town Centre Redevelopment	<ul style="list-style-type: none"> ▪ Per SCP/CBP

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Attachment 4: CEO’s Proposed Key Focus Areas and Objectives for 2018-2019

Subject	KPI	Target	Timeframe
1. Corporate Business Plan			
	<ul style="list-style-type: none"> Review and deliver the Corporate Business Plan actions; and Corporate Business Plan progress report provided to Council each quarter 	Minimum 90% actions are completed; and progress reports provided to Council each quarter	October 2018 - June 2019
		Corporate Business Plan meets “achieving” standard against the DLGSC IPR framework (meets all of the listed regulatory requirements)	By June 2019

Subject	KPI	Target	Timeframe
2. Capital Works Program 2018/19			
	<ul style="list-style-type: none"> Deliver 2018/19 capital works program 	Minimum of 85% of the funded program by program and/or number of projects delivered; and progress reports provided to Council each quarter	October 2018 - June 2019

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Subject	KPI	Target	Timeframe
3. Financial Sustainability			
	<ul style="list-style-type: none"> Deliver a Long Term Financial Plan for the sustainability of the Shire. Ratios are those within the control of the CEO and are not impacted by Council decisions (or moderated accordingly) 	Long Term Financial Plan (LTFP) is reviewed and approved by Council AND meets the "achieving" standard of the DLGSC IPR (Discuss – list the individual ratios and targets here??)	By June 2019

Subject	KPI	Target	Timeframe
4. Risk Management			
	<ul style="list-style-type: none"> Manage the Strategic Risk Register and risk indicators 	Provide quarterly reporting to the Audit and Risk Committee of progress against mitigating actions in the strategic risk register	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the procurement internal audit 	Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the fleet management internal audit 	Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations	By June 2019

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Subject	KPI	Target	Timeframe
5. Organisational Leadership			
	<ul style="list-style-type: none"> Lead and develop the executive team 	<p>Review the leadership competency model for Executive level that describes the critical success factors and desired behavioral indicators across a range of factors, including shaping and managing strategic direction; achieving results; building relationships; and demonstrating authentic leadership.</p> <p>Allocate Corporate Business Plan actions to the Director who is then accountable for delivery.</p> <p>Implement 360 degree performance review for the Executive Team, providing feedback on leadership effectiveness.</p> <p>Executive Team will receive coaching as a team in how to lead cultural change and create a 'can do' service culture.</p>	By June 2019

Subject	KPI	Target	Timeframe
6. Organisational Culture			
	<ul style="list-style-type: none"> Develop a culture that fosters "can do" service delivery 	<p>Develop a business case for an Organisational Culture Plan to facilitate and deliver a structured approach to embedding a "can do" service culture throughout the organisation</p> <p>Review the Customer Service Charter and Complaints Handling Policy; and seek Council approval</p>	<p>By June 2019</p> <p>By November 2018</p>

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Subject	KPI		Timeframe
7. Personal Skills and Attributes			
7.1	Leadership		
	<ul style="list-style-type: none"> Keep abreast of contemporary leadership practices 	Participation in professional development opportunities; networking; self-education	June 2019
	<ul style="list-style-type: none"> Maintain responsible and positive leadership and governance of the organisation 	Annual delegations review; Compliance Audit Return; Internal Audit Program; Tender Register maintained; Employee Engagement Initiatives.	June 2019
	<ul style="list-style-type: none"> Develop and implement an organisational KPI project 	Report to Council regarding the development and implementation of an organisational KPI project	March 2019
7.2	Stakeholder Relationship Management		
	<ul style="list-style-type: none"> Establish and maintain effective relationships with stakeholders including, but not limited to, residents, ratepayers, Council and Councillors, local political representatives and Government agencies 	Deliver effective induction program for newly elected councillors; enable early involvement of councillors in developing project scope; develop and implement stakeholder engagement plan for members of State and Federal Parliament; attend resident and ratepayer meetings as required/by invitation; drive lobbying and advocacy strategy.	June 2019

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Attachment 5: Elected Members' suggestions for Process Improvement (2019 Appraisal)

1. Review the assessment measures and setting of timeframes;
2. Commence the process in March and complete by 30 June;
3. Identify professional development ;
4. Summary of Councillor comments against each individual KPI;
5. Administrative – match KPI's to Position Description;
6. Discuss options for the CEO to debrief employees (senior staff?) on outcome of his annual appraisal process;
7. A mid year assessment of performance
8. CEO to report on performance of staff management – possible 180° feedback process/staff survey.

END

Confidential Attachment 1

Item 6.2

CEO Key Focus Areas 2017/18



Chief Executive Officer
Annual Performance Review 2017
CEOPRC REPORT TO COUNCIL
11 September 2018

Prepared by:

 **John Phillips Consulting**
ABN: 73115446380

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1.0 Summary

The review of Mr. Jonathan Throssell's performance as the Chief Executive Officer of the Shire of Mundaring has been carried out in accordance with Council's statutory and contractual obligations.

Council appointed John Phillips, '*John Phillips Consulting*', to assist with the appraisal process. This included consulting with the CEO Performance Review Committee (CEOPRC), compiling and distributing a questionnaire to the CEO and Elected Members, undertaking interviews and preparing and presenting reports.

Mr Throssell is rated overall by respondents as having met the performance requirements of the position as the Shire's Chief Executive Officer during the review period July 2017 to July 2018. This is the same outcome as for the 2017 annual appraisal.

2.0 Context

The Review has been conducted in accordance with sections 5.38 and 5.39(3)(b) and Regulation 18D of the Local Government Administration Regulations, which requires that:

- The performance of the CEO be reviewed at least once a year;
- The CEO will have a written contract of employment, which shall include performance criteria for the purpose of conducting a review; and,
- A Local Government is to consider each review on the performance of the CEO carried out under section 5.38 and is to accept the review, with or without modification, or to reject the review.

The period of the review was August 2017 to August 2018

3.0 Methodology

All Elected Members were provided with a questionnaire containing a series of questions reflecting the agreed Key Focus Areas and associated outcomes developed as part of the 2016 appraisal process.

Eleven (11) Elected Members provided feedback, which is the same response rate as for the 2017 Appraisal. Eight (8) Councillors individually met with the facilitator to provide their feedback, two (2) Councillors provided their contribution via email and one (1) provided written feedback via normal mail.

Mr Throssell also provided his own self-assessment report using the same key focus areas and outcomes.

Elected Members were also requested to provide any proposed performance objectives for the 2018/189 review year, and their feedback on the updated appraisal process (with suggestions for improvement).

The facilitator prepared a reviewer/feedback report, which was discussed by the CEOPRC on 13 August 2018.

The formal appraisal was undertaken with the CEO at meeting of the CEOPRC on 20 August 2018. A further meeting was undertaken on 28 August 2018 to enable the committee and Mr. Throssell to finalise the key focus areas for 2018/19, and to review the draft report to Council.

The CEO and Committee members also discussed contractual obligations in relation to a review of the CEO's remuneration ('Total Reward Package').

4.0 Outcome

Overall the aggregate ratings across all outcome areas by respondent Elected Members indicates that Mr Throssell is rated as having met the agreed performance objectives.

The draft key focus areas for 2018/19 are at Attachment A.

5.0 Draft Recommendations

That Council:

1. NOTES that the Chief Executive Officer's annual appraisal for the 2016/17 period has been undertaken.
2. ENDORSES the Committee's finding that Mr. Throssell's performance has met performance requirements as the Chief Executive Officer.
3. ENDORSES the draft key focus areas for 2018/19;

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Attachment A: Draft Key Focus Areas and Objectives for 2018 – 2019

Subject	KPI	Target	Timeframe
1. Corporate Business Plan			
	<ul style="list-style-type: none"> Review and deliver the Corporate Business Plan actions; and Corporate Business Plan progress report provided to Council each quarter 	<ul style="list-style-type: none"> Minimum 90% actions are completed; and progress reports provided to Council each quarter 	October 2018 - June 2019
		<ul style="list-style-type: none"> Corporate Business Plan meets “achieving” standard against the DLGSC IPR framework¹ (meets all of the listed regulatory requirements) 	By June 2019

Subject	KPI	Target	Timeframe
2. Capital Works Program 2018/19			
	<ul style="list-style-type: none"> Deliver 2018/19 capital works program 	<ul style="list-style-type: none"> Minimum of 85% of the funded program by program and/or number of projects delivered; and progress reports provided to Council each quarter 	October 2018 - June 2019
		<ul style="list-style-type: none"> 100% of grant funded projects (i.e. roads) are acquitted by due date 	By June 2019

¹ This key result area references the Department of Local Government, Sport and Cultural Industries’ Integrated Planning and Reporting Framework. See Appendix 1 to the CEO Key Focus Areas and Objectives for 2018-19 for detail of the IPRF standards.

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Subject	KPI	Target	Timeframe
3. Financial Sustainability			
	<ul style="list-style-type: none"> Deliver a Long Term Financial Plan for the sustainability of the Shire. <p>Note: Ratios are those within the control of the CEO and, if impacted by Council decisions, are moderated accordingly²</p>	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) is reviewed and presented to Council LTFP meets the “achieving” standard of the DLGSC IPR³ as follows: 	<p>By June 2019</p> <p>By June 2019</p>
		<p>0% < Operating Surplus Ratio < 15%</p> <p>Debt Service Cover Ratio ≥ 2</p> <p>0.4 ≤ Own Source Revenue Coverage ≥ 0.9</p>	<p>As determined in end of year financial statements dated 30 June 2019</p>

² Council adopted the LTFP for 2019-2028 in June 2018. Note that the Operating Surplus Ratio for 2018/19 is -3.14%; 2019/20 is -2.07%; 2020/21 is -1.14%; 2021/22 is 1.02%

³ See Appendix 1 to the CEO Key Focus Areas and Objectives for 2018-19 for detail of the IPRF standards.

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Subject	KPI	Target	Timeframe
4. Risk Management			
	<ul style="list-style-type: none"> Manage the Strategic Risk Register and risk indicators 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress against mitigating actions in the strategic risk register 	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the procurement internal audit 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations 	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the fleet management internal audit 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations 	By June 2019
	<ul style="list-style-type: none"> Undertake an assessment of the impact of social media 	<ul style="list-style-type: none"> Assessment complete 	October 2018
	<ul style="list-style-type: none"> Provide briefing report to Council 	<ul style="list-style-type: none"> Briefing report to Council 	

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Subject	KPI	Target	Timeframe
5. Organisational Leadership			
	<ul style="list-style-type: none"> Lead and develop the executive team 	<ul style="list-style-type: none"> Review the leadership competency model for Executive level that describes the critical success factors and desired behavioural indicators across a range of factors, including shaping and managing strategic direction; achieving results; building relationships; and demonstrating authentic leadership. Allocate Corporate Business Plan actions to the Directors who are then accountable for delivery. Implement 360 degree performance review for the Executive Team, providing feedback on leadership effectiveness. Executive team will receive coaching in how to lead cultural change and a service culture which is solutions focused 	By June 2019

Subject	KPI	Target	Timeframe
6. Organisational Culture			
	<ul style="list-style-type: none"> Develop a culture that fosters solutions focused service delivery 	<ul style="list-style-type: none"> Develop a business case for an Organisational Culture Plan to facilitate and deliver a clear and measurable approach to embedding a solutions focused service culture throughout the organisation 	February 2019
		<ul style="list-style-type: none"> Review the Customer Service Charter and Complaints Handling Policy; and seek Council approval 	By November 2018

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Subject	KPI	Target	Timeframe
7. Stakeholder Relationship Management			
	<ul style="list-style-type: none"> • Establish and maintain effective relationships with stakeholders 	<ul style="list-style-type: none"> • Implement stakeholder engagement plan for members of State and Federal Parliament. • Lobbying and advocacy strategy efforts. • Liaison with other local governments within the region. • Attend resident and ratepayer meetings as required/by invitation. 	30 June 2019

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Notes:

Advisory Standard – Corporate Business Plan	
Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> ▪ A Council has adopted a Corporate Business Plan that meets all of the listed regulatory requirements: <ul style="list-style-type: none"> (i) A minimum four-year timeframe (ii) Identifies and prioritises the principal strategies and activities the Council will undertake in response to the aspirations stated in the Strategic Community Plan (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost (i) References resourcing considerations such as asset management plans, finances and workforce plans (ii) Is adopted by Council by absolute majority Note the Corporate Business Plan must be reviewed annually. ▪ Year 1 of the Corporate Business Plan establishes the Annual Budget ▪ The local government also has in place: <ul style="list-style-type: none"> - a Workforce Plan that meets the Achieving Standard - asset management key performance indicators that meet the Standards - a Long Term Financial Plan
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard ▪ Core informing strategies (Workforce Plan, Asset Management Plans, Long Term Financial Plan) have been integrated to drive activities and service delivery ▪ The Workforce Plan meets Intermediate Standard ▪ Asset management key performance indicators are at “Standard is improving” ▪ Financial management key performance indicators meet Achieving Standards
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard and Intermediate Standard ▪ All activities and services delivered are integrated through the Corporate Business Plan ▪ Asset key performance indicators are at “Standard is improving”* and all financial performance indicators meet Advanced Standards (where applicable) ▪ The Workforce Plan meets Advanced Standard

Attachment B: CEOPRC Report 29 August 2017



Chief Executive Officer

Annual Performance Review 2017

CEOPRC MEETING

20 August 2018

CEO APPRAISAL REPORT

Prepared by:

 **John Phillips Consulting**
(ABN 73 1154 46380)

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Overview

The review of Mr. Jonathan Throssell’s performance as the Chief Executive Officer of the Shire of Mundaring has been carried out in accordance with Council’s statutory and contractual obligations.

Council appointed John Phillips, ‘*John Phillips Consulting*’, to assist with the appraisal process. This included consulting with the CEO Performance Review Committee (CEOPRC), compiling and distributing a questionnaire to the CEO and Elected Members, undertaking interviews and preparing and presenting reports.

Mr Throssell is rated overall by respondents as having met the performance requirements of the position as the Shire’s Chief Executive Officer during the review period July 2017 to July 2018. This is the same outcome as for the 2017 annual appraisal.

Methodology

All Elected Members were provided with a questionnaire containing a series of questions reflecting the agreed Key Focus Areas and associated outcomes developed as part of the 2016 appraisal process.

Eleven (11) Elected Members provided feedback, which is the same response rate as for the 2017 Appraisal. Eight (8) Councillors individually met with the facilitator to provide their feedback, two (2) Councillors provided their contribution via email and one (1) provided written feedback via normal mail.

Mr Throssell also provided his own self-assessment report using the same key focus areas and outcomes.

Elected Members were also requested to provide any proposed performance objectives for the 2018/189 review year, and their feedback on the updated appraisal process (with suggestions for improvement). These are included as Attachment 3 of this report.

Outcome

Overall the aggregate ratings across all outcome areas by respondent Elected Members indicates that Mr. Throssell is rated as having met the agreed performance criteria.

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Summary Comments

Overall Rating: Meets Performance Requirements

Comments

In assessing the overall outcome for both of the individual key focus areas as well as for the overall rating, all respondents have assessed Mr. Throssell as either ‘Meets’ or ‘Exceeds’ performance requirements (see **Attachment 3**), viz:

Exceeds Requirements	23%
Meets Requirements	77%

The 2017 ratings were:

Exceeds Requirements	27%
Meets Requirements	73%

Notwithstanding that there have been significant changes to the composition of Council at the October 2017 local government elections, there is a high degree of consistency of comment and ratings across the performance criteria used for the 2018 and 2017 annual appraisal processes, including the same overall rating.

Several Councillors commented that 2017/18 has been a difficult year for Mr. Throssell due to his personal circumstances as well as a heightened representation of issues and criticism of the Shire by some members of the community via social media.

It was noted that despite some absences which were required by Mr Throssell to address personal issues, the organisation continued to function effectively, with some Councillors postulating that this is an endorsement of his team approach at the Executive level and their ability to rise to the challenge when required.

Summary comments from Councillors indicates that, overall, Mr. Throssell continues to capably undertake the role of Chief Executive Officer at the Shire of Mundaring. He has built on the achievements of 2016/17, with specific mention made by Councillors in relation to the following areas:

- Continuing high standard of governance and statutory advice to Council;
- Despite delays, the commissioning of the Mundaring Arena as a high standard facility;
- Effective delivery of the review of the Mt Helena Aquatic Centre, involving positive organisational engagement with the community;
- The budget, reflective of the 2016/17 process, involved extensive Councillor input which allowed for effective consideration and endorsement for 2018/19;
- Personal support to Councillors, in particular those who have been newly elected;

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Areas which attracted comments in relation to areas for a continued focus on improvement and merit discussion with Mr. Throssell at the formal appraisal meeting scheduled for 20 August 2018 include:

1. Project Management:

- Closer consultation with Council in the development of draft plans on projects, eg Mundaring Town Centre Revitalisation project;
- Delivery of the Shire's multiple capital works would benefit from the embedding of a project management team approach within the organisation (including cross-project dialogue between teams). This would ensure regular control, monitoring and reporting delivery against stages of any given project, and more effective management of potential delays and/or cost over-runs;
- Delivery of projects could be determined at a set rate within a year (either financial or calendar, e.g. 85% of project stage completion);
- Increased communication of projects' progress with community members.

2. Personal Skills and Attributes

- Mr. Throssell to continue to work on improving professional relationships with some elected members, noting that there has been progress in this regard during 2017/18;
- Increasing his profile and the successes of the organisation in implementing Council's projects, programs and service within the community could ameliorate some of the negative social media commentary which has increased in recent years. Whilst this is noted (including by Mr. Throssell himself) as a sector wide issue, some Councillors commented that the phenomena could be defused by highlighting successes;
- Several Councillors noted that Council's decision in relation to the Shire's Youth Program appears to have been problematic for the CEO and senior staff, with several attempts made to have the issue revisited. This has caused some disquiet in relation to the perception of disagreement with Council's directions;
- Future new Councillor induction programs would benefit from incumbent Councillors input, in particular the Shire President, in relation to administrative arrangements including access to training, payment/reimbursements claims and processing as well as a comprehensive overview of the organisation's structure and services. The existing program is considered to be complex and narrowly focused on legal responsibilities and restraints, not allowing Councillors to more quickly understand some of the more basic requirements of undertaking their roles or not familiar with the full suite of the Shire's services;
- The legal matter relating to prosecution of a ratepayer for offences involving his dogs is a significant example of ensuring that sound organisation policies, practices and procedures exist, to ensure effective enforcement of local laws.

On a personal level, Mr. Throssell is considered by Councillors to be:

- a professional and competent local government administrator. He is well informed and knowledgeable in relation to the statutory and regulatory environment;
- committed to achieving Council's strategic goals and expectations;
- taking a strategic or 'big picture' view;
- protective of his staff and of the Council;
- accessible and works effectively with individual Councillors to assist them in their role;
- focused on continuing professional development and training for himself, Executive and staff;
- personable and civil;
- well organised and authoritative.

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Summary Comments made at 2017 Appraisal:

The majority of elected members are of the view that Mr. Throssell is performing well as the Shire's Chief Executive Officer with several noting that as relatively recently elected Councillors they have developed a greater understanding of the nature of his leadership style and management responsibilities and comment that the working relationship has improved.

Most Councillors also provided feedback that Mr. Throssell has worked effectively and appropriately with Council to achieve its planned and funded objectives, and that his assistance to them personally has been appreciated. It was noted that the CEO and senior staff are noticeably more responsive and that support of, and engagement with, Councillors is effective and more timely.

Mr. Throssell and his management team are reported to continue to be presented with challenges by Council to deliver the Shire's outcomes in a cost effective manner – including to decrease costs. Whilst this has been a theme in recent years, and has included close attention during Council's meeting processes, the general view is that the Mr. Throssell has led an effective team in delivering good quality services, and in a responsive and customer focused manner.

The Shire organisation is considered by a significant number of respondents to be effectively managed, and that the CEO is well respected by employees. It was noted that the staff turnover rate is perceived to be relatively low, and the resultant stability has had a positive effect on service delivery to the community.

An area which attracted a significant amount of positive feedback was Council's budget development process. This is perceived to be much more engaging and consultative, and has demonstrated that the CEO and relevant staff appreciate Councillors' desire to better understand the process. It is noted that the same level of collaboration and engagement between Councillors and relevant staff would also be helpful in the community engagement process.

Several Councillors commended the effective project management and delivery of the Boya Community Centre.

Projects or issues which attracted comment from some Councillors were discussed with Mr Throssell at the formal appraisal meeting and included:

- Dissatisfaction with the process, outcome and cost of the Lake Leschenaultia Master Plan;
- Lacey Road and Pretty Lane issues
- Mundaring Sports Arena – design and costing process
- Quality of some Officers' reports Toy Library
- focus on reducing costs and expenditure

Discussions at the Committee meeting undertaken on 29 August concluded that:

- Councillors want to be involved at an earlier stage in project planning processed, i.e. at the scoping phase in order to clarify expectations;
- A continued focus on reducing operating expenditure will occur;
- There will be a continued focus on improving the calibre of Officer's reports
- Feedback on some of the abovementioned issues was perceived to relate to views by Councillors on decisions of Council rather than Mr. Throssell's performance as CEO

On a personal level, Mr. Throssell is considered to be knowledgeable in relation to the local government statutory, regulatory and operating environment, is capable in managing competing and conflicting influences including community demands, regulatory changes and Government imposts and is a competent and effective leader. He is also reported to be respectful, has personal integrity, is tenacious and genuinely committed to the Shire of Mundaring.

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Attachment 1: 2017/18 Key Focus Areas and Objectives - Status

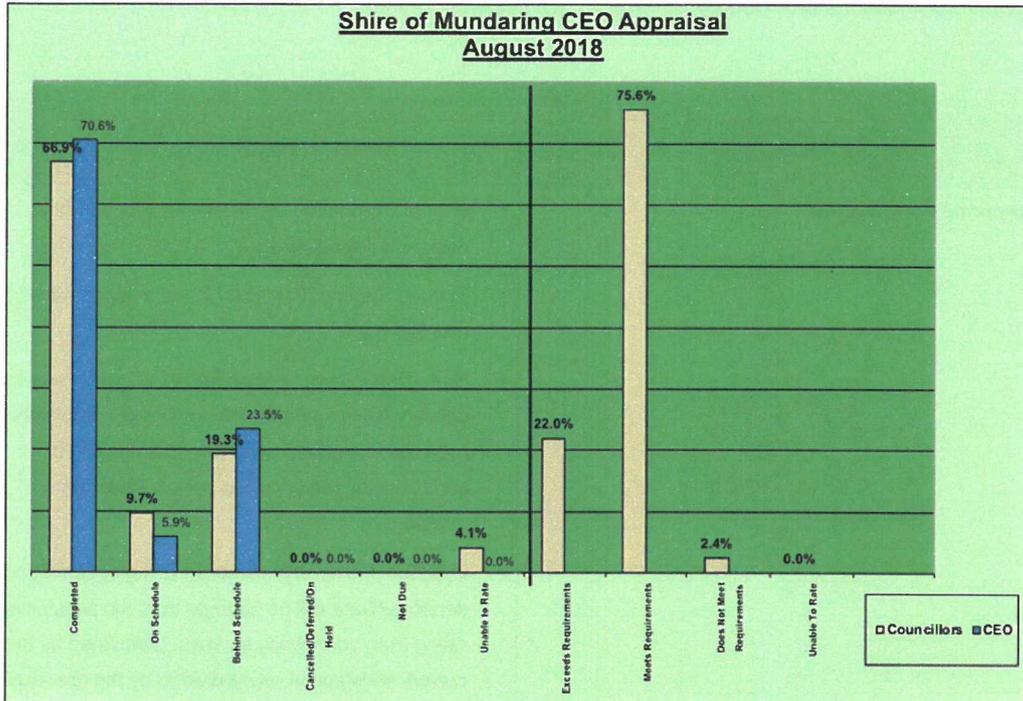
	Rating All Councillors (Aggregated)	Rating - CEO
KFA 1. Deliver Corporate Business Plan (2017/18)		
1.1 Capital Projects		
· Mundaring Arena	Complete	Complete
· Replace toilet block – Glen Forrest	Behind Schedule	Behind Schedule
· Replace toilet block – Sawyers Valley Oval	Behind Schedule	Behind Schedule
· Darlington Hall – accessibility upgrade works	Behind Schedule	Behind Schedule
1.2 Strategies and Corporate Plans		
· Review of Mt Helena Aquatic and Recreation Centre operations	Complete	Complete
· Outsource commercial operations at Lake Leschenaultia	Complete	Complete
· Reserves Assessment Strategy	Complete	Complete
· Cease maintenance of Chidlow and Mahogany Creek Tennis Courts	Complete	Complete
· Disposal of Mahogany Creek Hall	Complete	Complete
· Mundaring Town Site Revitalisation Project	Complete	Complete
· Local Commercial Strategy review	Complete	Complete
· Chart of Accounts	Behind Schedule	On Schedule
KFA 1 - Overall Rating	Meets Performance Requirements	
KFA 2. Capital Works		
2.1 Deliver 2017/18 capital works program		
· Works program delivered to a minimum of 85% of the funded program by program and/or number of projects	On Schedule	On Schedule
KFA 2 - Overall Rating	Meets Performance Requirements	

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KFA 3. Personal Skills & Attributes		
3.1 Leadership		
· Keep abreast of contemporary leadership practices	Complete	Complete
· Maintain responsible and positive leadership and governance of the organisation	Complete	Complete
· Develop and implement an organisational KPI project	Complete	Complete
3.2 Stakeholder Relationship Management		
· Establish and maintain effective relationships with stakeholders	Complete	Complete
KFA 3- Overall Rating	Meets Performance Requirements	
Overall Rating:	Meets Performance Requirements	

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Attachment 2: Distribution of Ratings



	Councillors		CEO	
Outcomes:				
Completed	97	66.9%	12	70.6%
On Schedule	14	9.7%	1	5.9%
Behind Schedule	28	19.3%	4	23.5%
Unable to Rate	6	4.1%		
Key Focus Area Ratings:				
Exceeds Requirements	9	22.0%		
Meets Requirements	31	75.6%		
Does Not Meet Requirements	1	2.4%		

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Attachment 3: Elected Members’ suggestions to update the Key Focus Areas and Objectives for 2018-2019

Specific contributions provided by Councillors are shown hereunder.

A.

Area of significant focus (‘KEY FOCUS AREA’)	Evidence/Proof of Achievement (‘OUTCOME’)
<p>Corporate Performance</p>	<ul style="list-style-type: none"> ▪ 90% of Corporate Plan Actions achieved within designated timeframes. ▪ Funded Services delivered in accordance with the grant conditions. ▪ Reduction in complaints related to Council service delivery (Calculated as the number of complaints received in a period divided by the number of complaints in the previous period. Reported six monthly) ▪ Increase in overall satisfaction rating of community services (Data will be sourced from the satisfaction rating from community surveys. Calculated as the current satisfaction rating divided by the previous satisfaction rating. Reported annually)
<p>Physical Assets: well managed and maintained physical infrastructure</p>	<ul style="list-style-type: none"> ▪ Roads maintained (Calculated as the number of projects undertaken as planned, subject to funding. Target 90%. Reported six monthly) ▪ Plant and Vehicles serviceable (Calculated as the number of items of plant and vehicles in operation as a percentage of the establishment. Target 90%. Reported six monthly) ▪ Townscapes and Facilities Increase in overall community satisfaction rating for community townscapes and facilities. Data will be sourced from the satisfaction rating from community surveys. Calculated as the current satisfaction rating divided by the previous satisfaction rating. Reported annually.

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Environment	<ul style="list-style-type: none"> Compliance with Shire environment strategies, waste management service delivery and fire management practices
Management and Governance	<ul style="list-style-type: none"> Financial Sustainability: Total operating revenue (excluding capital grants) less total operating expenses divided by total operating revenue. Operating deficit <10% of operating revenue. Reported annually. Financial Ratios: Compliance with Department of Local Government prescribed ratios.
Organisation	<ul style="list-style-type: none"> Performance Management Reviews are undertaken in a timely manner. Calculated as the number of staff that have undertaken a performance review within 30 days of the review falling due divided by the total number of performance reviews that should have been conducted. Target 90%. Monthly report to Council. Employee turnover. Determined by the total number of voluntary separations for a period divided by the total number of staff employed at the end of the period, expressed as a percentage. Monthly report to Council.
Statutory and legislative requirements	<ul style="list-style-type: none"> 100% compliance. Annual report.
Social and Cultural: Maintain and improve the health, culture and well-being of the community	<ul style="list-style-type: none"> Number of community grants versus compliance. Tracking of grant funded programs

B.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
EMRC	<ul style="list-style-type: none"> Work with Council’s delegates and Council in contributing to a determination of the future role of the EMRC, including the development of a new Establishment Agreement.

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C.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Personal Skills and Attributes: Dynamic positive energy of CEO motivates staff to support Council and Community	<ul style="list-style-type: none"> ▪ Language used by CEO and staff is consistently enthusiastic. ▪ Passion for achievement in work is notable.
	<ul style="list-style-type: none"> ▪ Respect for the community is evident through examples
Successful lobbying and advocacy with key stakeholders achieves outcomes required to meet medium and long term goals	<ul style="list-style-type: none"> ▪ Positive outcomes can be described related to improvements to policy and/or finance regarding: <ul style="list-style-type: none"> ○ Mundaring Town Centre redevelopment ○ PAN Highway ○ Joint projects commenced with other LG's, community business and government
Capital Works Projects reach 85% completion and works funded by grants reach 100% of recoup of grant	<ul style="list-style-type: none"> ▪ Road works projects reach 85% completion and works funded by grants reach 100% recoup of grant
New Chart of Accounts completed	<ul style="list-style-type: none"> ▪ Completed by December 2018

D.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Corporate Business Plan - Governance	<ul style="list-style-type: none"> ▪ Public Health Plan - 2020 ▪ Mundaring Town Centre Land Assemble Project – 2020 ▪ Chart of Accounts - 2019
Corporate Business Plan - Community	<ul style="list-style-type: none"> ▪ Recreation Plan - 2019 ▪ Reconciliation Action Plan - 2020 ▪ Seniors <unclear> strategy - 2020
Corporate Business Plan – Natural Environment	<ul style="list-style-type: none"> ▪ Weed Control – start review - 2020
Corporate Business Plan – Built Environment	<ul style="list-style-type: none"> ▪ POS Strategy - 2020

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E.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Social Media	<ul style="list-style-type: none"> ▪ Organisational management of the impact of social media
Community Satisfaction Index	<ul style="list-style-type: none"> ▪ Reporting ▪ Evaluation
Local Government Act Review	<ul style="list-style-type: none"> ▪ Research and advise Council in relation to Phase 2 of the Minister's review
Mundaring Town Centre Structure Plan	<ul style="list-style-type: none"> ▪ Work with Council on the implications and effect of the whole of government integrated structure planning
Business Development	<ul style="list-style-type: none"> ▪ Industrial Land zoning

F.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Youth Services	<ul style="list-style-type: none"> ▪ Support and resource youth service program
Profile of Shire/Local Government	<ul style="list-style-type: none"> ▪ Develop a strategy in conjunction with Council
Town Centre Redevelopment	<ul style="list-style-type: none"> ▪ Per SCP/CBP

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Attachment 4: CEO’s Proposed Key Focus Areas and Objectives for 2018-2019

Subject	KPI	Target	Timeframe
1. Corporate Business Plan			
	<ul style="list-style-type: none"> Review and deliver the Corporate Business Plan actions; and Corporate Business Plan progress report provided to Council each quarter 	Minimum 90% actions are completed; and progress reports provided to Council each quarter	October 2018 - June 2019
		Corporate Business Plan meets “achieving” standard against the DLGSC IPR framework (meets all of the listed regulatory requirements)	By June 2019

Subject	KPI	Target	Timeframe
2. Capital Works Program 2018/19			
	<ul style="list-style-type: none"> Deliver 2018/19 capital works program 	Minimum of 85% of the funded program by program and/or number of projects delivered; and progress reports provided to Council each quarter	October 2018 - June 2019

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Subject	KPI	Target	Timeframe
3. Financial Sustainability			
	<ul style="list-style-type: none"> Deliver a Long Term Financial Plan for the sustainability of the Shire. Ratios are those within the control of the CEO and are not impacted by Council decisions (or moderated accordingly) 	Long Term Financial Plan (LTFP) is reviewed and approved by Council AND meets the "achieving" standard of the DLGSC IPR (Discuss – list the individual ratios and targets here??)	By June 2019

Subject	KPI	Target	Timeframe
4. Risk Management			
	<ul style="list-style-type: none"> Manage the Strategic Risk Register and risk indicators 	Provide quarterly reporting to the Audit and Risk Committee of progress against mitigating actions in the strategic risk register	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the procurement internal audit 	Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the fleet management internal audit 	Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations	By June 2019

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Subject	KPI	Target	Timeframe
5. Organisational Leadership			
	<ul style="list-style-type: none"> Lead and develop the executive team 	<p>Review the leadership competency model for Executive level that describes the critical success factors and desired behavioral indicators across a range of factors, including shaping and managing strategic direction; achieving results; building relationships; and demonstrating authentic leadership.</p> <p>Allocate Corporate Business Plan actions to the Director who is then accountable for delivery.</p> <p>Implement 360 degree performance review for the Executive Team, providing feedback on leadership effectiveness.</p> <p>Executive Team will receive coaching as a team in how to lead cultural change and create a 'can do' service culture.</p>	By June 2019

Subject	KPI	Target	Timeframe
6. Organisational Culture			
	<ul style="list-style-type: none"> Develop a culture that fosters "can do" service delivery 	<p>Develop a business case for an Organisational Culture Plan to facilitate and deliver a structured approach to embedding a "can do" service culture throughout the organisation</p>	By June 2019
		<p>Review the Customer Service Charter and Complaints Handling Policy; and seek Council approval</p>	By November 2018

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Subject	KPI		Timeframe
7. Personal Skills and Attributes			
7.1	Leadership		
	<ul style="list-style-type: none"> Keep abreast of contemporary leadership practices 	Participation in professional development opportunities; networking; self-education	June 2019
	<ul style="list-style-type: none"> Maintain responsible and positive leadership and governance of the organisation 	Annual delegations review; Compliance Audit Return; Internal Audit Program; Tender Register maintained; Employee Engagement Initiatives.	June 2019
	<ul style="list-style-type: none"> Develop and implement an organisational KPI project 	Report to Council regarding the development and implementation of an organisational KPI project	March 2019
7.2	Stakeholder Relationship Management		
	<ul style="list-style-type: none"> Establish and maintain effective relationships with stakeholders including, but not limited to, residents, ratepayers, Council and Councillors, local political representatives and Government agencies 	Deliver effective induction program for newly elected councillors; enable early involvement of councillors in developing project scope; develop and implement stakeholder engagement plan for members of State and Federal Parliament; attend resident and ratepayer meetings as required/by invitation; drive lobbying and advocacy strategy.	June 2019

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Attachment 5: Elected Members' suggestions for Process Improvement (2019 Appraisal)

1. Review the assessment measures and setting of timeframes;
2. Commence the process in March and complete by 30 June;
3. Identify professional development ;
4. Summary of Councillor comments against each individual KPI;
5. Administrative – match KPI's to Position Description;
6. Discuss options for the CEO to debrief employees (senior staff?) on outcome of his annual appraisal process;
7. A mid year assessment of performance
8. CEO to report on performance of staff management – possible 180° feedback process/staff survey.

END

Amended Confidential Attachment 2

Item 6.2

CEO Key Focus Areas 2017/18



Chief Executive Officer

Annual Performance Review 2017

CEOPRC REPORT TO COUNCIL

11 September 2018

Prepared by:

 **John Phillips Consulting**
ABN: 73115446380

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1.0 Summary

The review of Mr. Jonathan Throssell's performance as the Chief Executive Officer of the Shire of Mundaring has been carried out in accordance with Council's statutory and contractual obligations.

Council appointed John Phillips, '*John Phillips Consulting*', to assist with the appraisal process. This included consulting with the CEO Performance Review Committee (CEOPRC), compiling and distributing a questionnaire to the CEO and Elected Members, undertaking interviews and preparing and presenting reports.

Mr Throssell is rated overall by respondents as having met the performance requirements of the position as the Shire's Chief Executive Officer during the review period July 2017 to July 2018. This is the same outcome as for the 2017 annual appraisal.

2.0 Context

The Review has been conducted in accordance with sections 5.38 and 5.39(3)(b) and Regulation 18D of the Local Government Administration Regulations, which requires that:

- The performance of the CEO be reviewed at least once a year;
- The CEO will have a written contract of employment, which shall include performance criteria for the purpose of conducting a review; and,
- A Local Government is to consider each review on the performance of the CEO carried out under section 5.38 and is to accept the review, with or without modification, or to reject the review.

The period of the review was August 2017 to August 2018

3.0 Methodology

All Elected Members were provided with a questionnaire containing a series of questions reflecting the agreed Key Focus Areas and associated outcomes developed as part of the 2016 appraisal process.

Eleven (11) Elected Members provided feedback, which is the same response rate as for the 2017 Appraisal. Eight (8) Councillors individually met with the facilitator to provide their feedback, two (2) Councillors provided their contribution via email and one (1) provided written feedback via normal mail.

Mr Throssell also provided his own self-assessment report using the same key focus areas and outcomes.

Elected Members were also requested to provide any proposed performance objectives for the 2018/189 review year, and their feedback on the updated appraisal process (with suggestions for improvement).

The facilitator prepared a reviewer/feedback report, which was discussed by the CEOPRC on 13 August 2018.

The formal appraisal was undertaken with the CEO at meeting of the CEOPRC on 20 August 2018. A further meeting was undertaken on 28 August 2018 to enable the committee and Mr. Throssell to finalise the key focus areas for 2018/19, and to review the draft report to Council.

The CEO and Committee members also discussed contractual obligations in relation to a review of the CEO's remuneration ('Total Reward Package').

4.0 Outcome

Overall the aggregate ratings across all outcome areas by respondent Elected Members indicates that Mr Throssell is rated as having met the agreed performance objectives.

The draft key focus areas for 2018/19 are at Attachment A.

5.0 Draft Recommendations

That Council:

1. NOTES that the Chief Executive Officer's annual appraisal for the 2016/17 period has been undertaken.
2. ENDORSES the Committee's finding that Mr. Throssell's performance has met performance requirements as the Chief Executive Officer.
3. ENDORSES the draft key focus areas for 2018/19;

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Attachment A: Draft Key Focus Areas and Objectives for 2018 – 2019

Subject	KPI	Target	Timeframe
1. Corporate Business Plan			
	<ul style="list-style-type: none"> Review and deliver the Corporate Business Plan actions; and Corporate Business Plan progress report provided to Council each quarter 	<ul style="list-style-type: none"> Minimum 90% actions are completed; and progress reports provided to Council each quarter Corporate Business Plan meets “achieving” standard against the DLGSC IPR framework¹ (meets all of the listed regulatory requirements) 	<p>October 2018 - June 2019</p> <p>By June 2019</p>

Subject	KPI	Target	Timeframe
2. Capital Works Program 2018/19			
	<ul style="list-style-type: none"> Deliver 2018/19 capital works program 	<ul style="list-style-type: none"> Minimum of 85% of the funded program by program and/or number of projects delivered; and progress reports provided to Council each quarter 100% of grant funded projects (i.e. roads) are acquitted by due date 	<p>October 2018 - June 2019</p> <p>By June 2019</p>

¹ This key result area references the Department of Local Government, Sport and Cultural Industries’ Integrated Planning and Reporting Framework. See Appendix 1 to the CEO Key Focus Areas and Objectives for 2018-19 for detail of the IPRF standards.

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Subject	KPI	Target	Timeframe
3. Financial Sustainability			
	<ul style="list-style-type: none"> Deliver a Long Term Financial Plan for the sustainability of the Shire. 	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) is reviewed and presented to Council 	By June 2019

Subject	KPI	Target	Timeframe
4. Risk Management			
	<ul style="list-style-type: none"> Manage the Strategic Risk Register and risk indicators 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress against mitigating actions in the strategic risk register 	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the procurement internal audit 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations 	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the fleet management internal audit 	<ul style="list-style-type: none"> Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations 	By June 2019
	<ul style="list-style-type: none"> Undertake an assessment of the impact of social media 	<ul style="list-style-type: none"> Assessment complete 	October 2018
	<ul style="list-style-type: none"> Provide briefing report to Council 	<ul style="list-style-type: none"> Briefing report to Council 	October 2018

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Subject	KPI	Target	Timeframe
5. Organisational Leadership			
	<ul style="list-style-type: none"> Lead and develop the executive team 	<ul style="list-style-type: none"> Review the leadership competency model for Executive level that describes the critical success factors and desired behavioural indicators across a range of factors, including shaping and managing strategic direction; achieving results; building relationships; and demonstrating authentic leadership. Allocate Corporate Business Plan actions to the Directors who are then accountable for delivery. Implement 360 degree performance review for the Executive Team, providing feedback on leadership effectiveness. Executive team will receive coaching in how to lead cultural change and a service culture which is solutions focused 	By June 2019

Subject	KPI	Target	Timeframe
6. Organisational Culture			
	<ul style="list-style-type: none"> Develop a culture that fosters solutions focused service delivery 	<ul style="list-style-type: none"> Develop a business case for an Organisational Culture Plan to facilitate and deliver a clear and measurable approach to embedding a solutions focused service culture throughout the organisation 	February 2019
		<ul style="list-style-type: none"> Review the Customer Service Charter and Complaints Handling Policy; and seek Council approval 	By November 2018

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Subject	KPI	Target	Timeframe
7. Stakeholder Relationship Management			
	<ul style="list-style-type: none"> • Establish and maintain effective relationships with stakeholders 	<ul style="list-style-type: none"> • Implement stakeholder engagement plan for members of State and Federal Parliament. • Drive lobbying and advocacy strategy efforts. • Liaison with other local governments within the region. • Attend resident and ratepayer meetings as required/by invitation. 	30 June 2019

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Notes:

Advisory Standard – Corporate Business Plan	
Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> ▪ A Council has adopted a Corporate Business Plan that meets all of the listed regulatory requirements: <ul style="list-style-type: none"> (i) A minimum four-year timeframe (ii) Identifies and prioritises the principal strategies and activities the Council will undertake in response to the aspirations stated in the Strategic Community Plan (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost (i) References resourcing considerations such as asset management plans, finances and workforce plans (ii) Is adopted by Council by absolute majority Note the Corporate Business Plan must be reviewed annually. ▪ Year 1 of the Corporate Business Plan establishes the Annual Budget ▪ The local government also has in place: <ul style="list-style-type: none"> – a Workforce Plan that meets the Achieving Standard – asset management key performance indicators that meet the Standards – a Long Term Financial Plan
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard ▪ Core informing strategies (Workforce Plan, Asset Management Plans, Long Term Financial Plan) have been integrated to drive activities and service delivery ▪ The Workforce Plan meets Intermediate Standard ▪ Asset management key performance indicators are at “Standard is improving” ▪ Financial management key performance indicators meet Achieving Standards
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard and Intermediate Standard ▪ All activities and services delivered are integrated through the Corporate Business Plan ▪ Asset key performance indicators are at “Standard is improving”* and all financial performance indicators meet Advanced Standards (where applicable) ▪ The Workforce Plan meets Advanced Standard

Attachment B: CEOPRC Report 29 August 2017



Chief Executive Officer
Annual Performance Review 2017

CEOPRC MEETING
20 August 2018

CEO APPRAISAL REPORT

Prepared by:

 **John Phillips Consulting**
(ABN 73115446380)

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Overview

The review of Mr. Jonathan Throssell's performance as the Chief Executive Officer of the Shire of Mundaring has been carried out in accordance with Council's statutory and contractual obligations.

Council appointed John Phillips, '*John Phillips Consulting*', to assist with the appraisal process. This included consulting with the CEO Performance Review Committee (CEOPRC), compiling and distributing a questionnaire to the CEO and Elected Members, undertaking interviews and preparing and presenting reports.

Mr Throssell is rated overall by respondents as having met the performance requirements of the position as the Shire's Chief Executive Officer during the review period July 2017 to July 2018. This is the same outcome as for the 2017 annual appraisal.

Methodology

All Elected Members were provided with a questionnaire containing a series of questions reflecting the agreed Key Focus Areas and associated outcomes developed as part of the 2016 appraisal process.

Eleven (11) Elected Members provided feedback, which is the same response rate as for the 2017 Appraisal. Eight (8) Councillors individually met with the facilitator to provide their feedback, two (2) Councillors provided their contribution via email and one (1) provided written feedback via normal mail.

Mr Throssell also provided his own self-assessment report using the same key focus areas and outcomes.

Elected Members were also requested to provide any proposed performance objectives for the 2018/189 review year, and their feedback on the updated appraisal process (with suggestions for improvement). These are included as Attachment 3 of this report.

Outcome

Overall the aggregate ratings across all outcome areas by respondent Elected Members indicates that Mr. Throssell is rated as having met the agreed performance criteria.

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Summary Comments

Overall Rating: Meets Performance Requirements

Comments

In assessing the overall outcome for both of the individual key focus areas as well as for the overall rating, all respondents have assessed Mr. Throssell as either 'Meets' or 'Exceeds' performance requirements (see **Attachment 3**), viz:

Exceeds Requirements	23%
Meets Requirements	77%

The 2017 ratings were:

Exceeds Requirements	27%
Meets Requirements	73%

Notwithstanding that there have been significant changes to the composition of Council at the October 2017 local government elections, there is a high degree of consistency of comment and ratings across the performance criteria used for the 2018 and 2017 annual appraisal processes, including the same overall rating.

Several Councillors commented that 2017/18 has been a difficult year for Mr. Throssell due to his personal circumstances as well as a heightened representation of issues and criticism of the Shire by some members of the community via social media.

It was noted that despite some absences which were required by Mr Throssell to address personal issues, the organisation continued to function effectively, with some Councillors postulating that this is an endorsement of his team approach at the Executive level and their ability to rise to the challenge when required.

Summary comments from Councillors indicates that, overall, Mr. Throssell continues to capably undertake the role of Chief Executive Officer at the Shire of Mundaring. He has built on the achievements of 2016/17, with specific mention made by Councillors in relation to the following areas:

- Continuing high standard of governance and statutory advice to Council;
- Despite delays, the commissioning of the Mundaring Arena as a high standard facility;
- Effective delivery of the review of the Mt Helena Aquatic Centre, involving positive organisational engagement with the community;
- The budget, reflective of the 2016/17 process, involved extensive Councillor input which allowed for effective consideration and endorsement for 2018/19;
- Personal support to Councillors, in particular those who have been newly elected;

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Areas which attracted comments in relation to areas for a continued focus on improvement and merit discussion with Mr. Throssell at the formal appraisal meeting scheduled for 20 August 2018 include:

1. Project Management:

- Closer consultation with Council in the development of draft plans on projects, eg Mundaring Town Centre Revitalisation project;
- Delivery of the Shire's multiple capital works would benefit from the embedding of a project management team approach within the organisation (including cross-project dialogue between teams). This would ensure regular control, monitoring and reporting delivery against stages of any given project, and more effective management of potential delays and/or cost over-runs;
- Delivery of projects could be determined at a set rate within a year (either financial or calendar, e.g. 85% of project stage completion);
- Increased communication of projects' progress with community members.

2. Personal Skills and Attributes

- Mr. Throssell to continue to work on improving professional relationships with some elected members, noting that there has been progress in this regard during 2017/18;
- Increasing his profile and the successes of the organisation in implementing Council's projects, programs and service within the community could ameliorate some of the negative social media commentary which has increased in recent years. Whilst this is noted (including by Mr. Throssell himself) as a sector wide issue, some Councillors commented that the phenomena could be defused by highlighting successes;
- Several Councillors noted that Council's decision in relation to the Shire's Youth Program appears to have been problematic for the CEO and senior staff, with several attempts made to have the issue revisited. This has caused some disquiet in relation to the perception of disagreement with Council's directions;
- Future new Councillor induction programs would benefit from incumbent Councillors input, in particular the Shire President, in relation to administrative arrangements including access to training, payment/reimbursements claims and processing as well as a comprehensive overview of the organisation's structure and services. The existing program is considered to be complex and narrowly focused on legal responsibilities and restraints, not allowing Councillors to more quickly understand some of the more basic requirements of undertaking their roles or not familiar with the full suite of the Shire's services;
- The legal matter relating to prosecution of a ratepayer for offences involving his dogs is a significant example of ensuring that sound organisation policies, practices and procedures exist, to ensure effective enforcement of local laws.

On a personal level, Mr. Throssell is considered by Councillors to be:

- a professional and competent local government administrator. He is well informed and knowledgeable in relation to the statutory and regulatory environment;
- committed to achieving Council's strategic goals and expectations;
- taking a strategic or 'big picture' view;
- protective of his staff and of the Council;
- accessible and works effectively with individual Councillors to assist them in their role;
- focused on continuing professional development and training for himself, Executive and staff;
- personable and civil;
- well organised and authoritative.

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Summary Comments made at 2017 Appraisal:

The majority of elected members are of the view that Mr. Throssell is performing well as the Shire's Chief Executive Officer with several noting that as relatively recently elected Councillors they have developed a greater understanding of the nature of his leadership style and management responsibilities and comment that the working relationship has improved.

Most Councillors also provided feedback that Mr. Throssell has worked effectively and appropriately with Council to achieve its planned and funded objectives, and that his assistance to them personally has been appreciated. It was noted that the CEO and senior staff are noticeably more responsive and that support of, and engagement with, Councillors is effective and more timely.

Mr. Throssell and his management team are reported to continue to be presented with challenges by Council to deliver the Shire's outcomes in a cost effective manner – including to decrease costs. Whilst this has been a theme in recent years, and has included close attention during Council's meeting processes, the general view is that the Mr. Throssell has led an effective team in delivering good quality services, and in a responsive and customer focused manner.

The Shire organisation is considered by a significant number of respondents to be effectively managed, and that the CEO is well respected by employees. It was noted that the staff turnover rate is perceived to be relatively low, and the resultant stability has had a positive effect on service delivery to the community.

An area which attracted a significant amount of positive feedback was Council's budget development process. This is perceived to be much more engaging and consultative, and has demonstrated that the CEO and relevant staff appreciate Councillors' desire to better understand the process. It is noted that the same level of collaboration and engagement between Councillors and relevant staff would also be helpful in the community engagement process.

Several Councillors commended the effective project management and delivery of the Boya Community Centre.

Projects or issues which attracted comment from some Councillors were discussed with Mr Throssell at the formal appraisal meeting and included:

- Dissatisfaction with the process, outcome and cost of the Lake Leschenaultia Master Plan;
- Lacey Road and Pretty Lane issues
- Mundaring Sports Arena – design and costing process
- Quality of some Officers' reports Toy Library
- focus on reducing costs and expenditure

Discussions at the Committee meeting undertaken on 29 August concluded that:

- Councillors want to be involved at an earlier stage in project planning processed, i.e. at the scoping phase in order to clarify expectations;
- A continued focus on reducing operating expenditure will occur;
- There will be a continued focus on improving the calibre of Officer's reports
- Feedback on some of the abovementioned issues was perceived to relate to views by Councillors on decisions of Council rather than Mr. Throssell's performance as CEO

On a personal level, Mr. Throssell is considered to be knowledgeable in relation to the local government statutory, regulatory and operating environment, is capable in managing competing and conflicting influences including community demands, regulatory changes and Government imposts and is a competent and effective leader. He is also reported to be respectful, has personal integrity, is tenacious and genuinely committed to the Shire of Mundaring.

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Attachment 1: 2017/18 Key Focus Areas and Objectives - Status

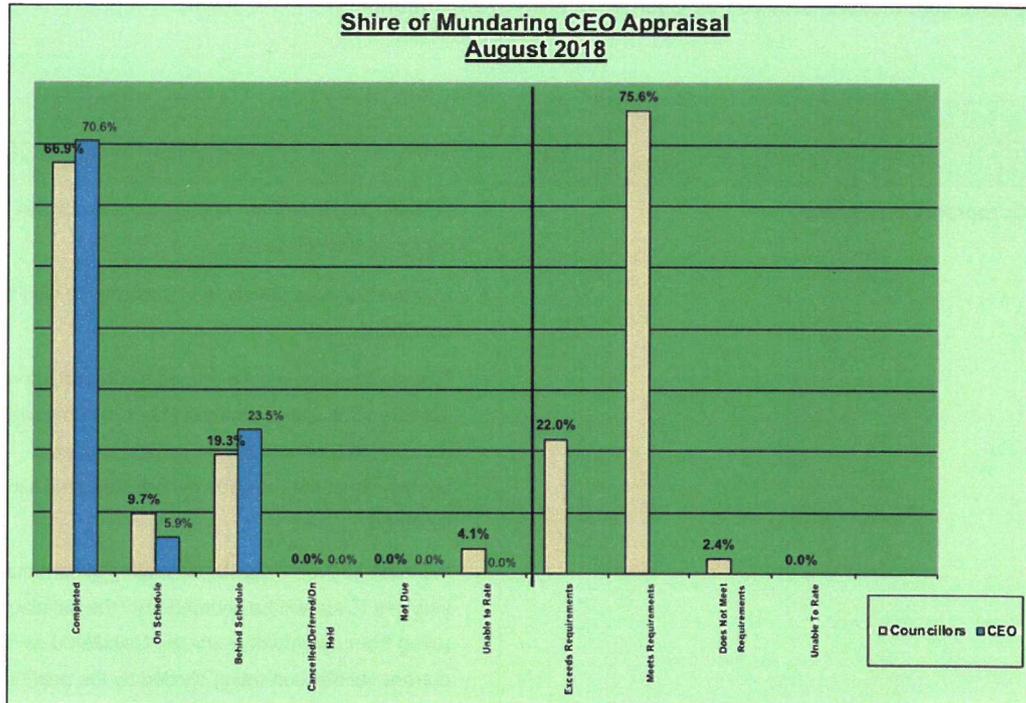
	Rating All Councillors (Aggregated)	Rating - CEO
KFA 1. Deliver Corporate Business Plan (2017/18)		
1.1 Capital Projects		
· Mundaring Arena	Complete	Complete
· Replace toilet block – Glen Forrest	Behind Schedule	Behind Schedule
· Replace toilet block – Sawyers Valley Oval	Behind Schedule	Behind Schedule
· Darlington Hall – accessibility upgrade works	Behind Schedule	Behind Schedule
1.2 Strategies and Corporate Plans		
· Review of Mt Helena Aquatic and Recreation Centre operations	Complete	Complete
· Outsource commercial operations at Lake Leschenaultia	Complete	Complete
· Reserves Assessment Strategy	Complete	Complete
· Cease maintenance of Chidlow and Mahogany Creek Tennis Courts	Complete	Complete
· Disposal of Mahogany Creek Hall	Complete	Complete
· Mundaring Town Site Revitalisation Project	Complete	Complete
· Local Commercial Strategy review	Complete	Complete
· Chart of Accounts	Behind Schedule	On Schedule
KFA 1 - Overall Rating	Meets Performance Requirements	
KFA 2. Capital Works		
2.1 Deliver 2017/18 capital works program		
· Works program delivered to a minimum of 85% of the funded program by program and/or number of projects	On Schedule	On Schedule
KFA 2 - Overall Rating	Meets Performance Requirements	

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KFA 3. Personal Skills & Attributes		
3.1 Leadership		
· Keep abreast of contemporary leadership practices	Complete	Complete
· Maintain responsible and positive leadership and governance of the organisation	Complete	Complete
· Develop and implement an organisational KPI project	Complete	Complete
3.2 Stakeholder Relationship Management		
· Establish and maintain effective relationships with stakeholders	Complete	Complete
KFA 3- Overall Rating	Meets Performance Requirements	
Overall Rating:	Meets Performance Requirements	

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Attachment 2: Distribution of Ratings



	Councillors		CEO	
Outcomes:				
Completed	97	66.9%	12	70.6%
On Schedule	14	9.7%	1	5.9%
Behind Schedule	28	19.3%	4	23.5%
Unable to Rate	6	4.1%		
Key Focus Area Ratings:				
Exceeds Requirements	9	22.0%		
Meets Requirements	31	75.6%		
Does Not Meet Requirements	1	2.4%		

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Attachment 3: Elected Members’ suggestions to update the Key Focus Areas and Objectives for 2018-2019

Specific contributions provided by Councillors are shown hereunder.

A.

Area of significant focus (‘KEY FOCUS AREA’)	Evidence/Proof of Achievement (‘OUTCOME’)
<p>Corporate Performance</p>	<ul style="list-style-type: none"> ▪ 90% of Corporate Plan Actions achieved within designated timeframes. ▪ Funded Services delivered in accordance with the grant conditions. ▪ Reduction in complaints related to Council service delivery (Calculated as the number of complaints received in a period divided by the number of complaints in the previous period. Reported six monthly) ▪ Increase in overall satisfaction rating of community services (Data will be sourced from the satisfaction rating from community surveys. Calculated as the current satisfaction rating divided by the previous satisfaction rating. Reported annually)
<p>Physical Assets: well managed and maintained physical infrastructure</p>	<ul style="list-style-type: none"> ▪ Roads maintained (Calculated as the number of projects undertaken as planned, subject to funding. Target 90%. Reported six monthly) ▪ Plant and Vehicles serviceable (Calculated as the number of items of plant and vehicles in operation as a percentage of the establishment. Target 90%. Reported six monthly) ▪ Townscapes and Facilities Increase in overall community satisfaction rating for community townscapes and facilities. Data will be sourced from the satisfaction rating from community surveys. Calculated as the current satisfaction rating divided by the previous satisfaction rating. Reported annually.

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Environment	<ul style="list-style-type: none"> Compliance with Shire environment strategies, waste management service delivery and fire management practices
Management and Governance	<ul style="list-style-type: none"> Financial Sustainability: Total operating revenue (excluding capital grants) less total operating expenses divided by total operating revenue. Operating deficit <10% of operating revenue. Reported annually. Financial Ratios: Compliance with Department of Local Government prescribed ratios.
Organisation	<ul style="list-style-type: none"> Performance Management Reviews are undertaken in a timely manner. Calculated as the number of staff that have undertaken a performance review within 30 days of the review falling due divided by the total number of performance reviews that should have been conducted. Target 90%. Monthly report to Council. Employee turnover. Determined by the total number of voluntary separations for a period divided by the total number of staff employed at the end of the period, expressed as a percentage. Monthly report to Council
Statutory and legislative requirements	<ul style="list-style-type: none"> 100% compliance. Annual report.
Social and Cultural: Maintain and improve the health, culture and well-being of the community	<ul style="list-style-type: none"> Number of community grants versus compliance. Tracking of grant funded programs

B.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
EMRC	<ul style="list-style-type: none"> Work with Council's delegates and Council in contributing to a determination of the future role of the EMRC, including the development of a new Establishment Agreement.

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C.

Area of significant focus (‘KEY FOCUS AREA’)	Evidence/Proof of Achievement (‘OUTCOME’)
Personal Skills and Attributes: Dynamic positive energy of CEO motivates staff to support Council and Community	<ul style="list-style-type: none"> ▪ Language used by CEO and staff is consistently enthusiastic. ▪ Passion for achievement in work is notable. <hr/> <ul style="list-style-type: none"> ▪ Respect for the community is evident through examples
Successful lobbying and advocacy with key stakeholders achieves outcomes required to meet medium and long term goals	<ul style="list-style-type: none"> ▪ Positive outcomes can be described related to improvements to policy and/or finance regarding: <ul style="list-style-type: none"> ○ Mundaring Town Centre redevelopment ○ PAN Highway ○ Joint projects commenced with other LG’s, community business and government
Capital Works Projects reach 85% completion and works funded by grants reach 100% of recoup of grant	<ul style="list-style-type: none"> ▪ Road works projects reach 85% completion and works funded by grants reach 100% recoup of grant
New Chart of Accounts completed	<ul style="list-style-type: none"> ▪ Completed by December 2018

D.

Area of significant focus (‘KEY FOCUS AREA’)	Evidence/Proof of Achievement (‘OUTCOME’)
Corporate Business Plan - Governance	<ul style="list-style-type: none"> ▪ Public Health Plan - 2020 ▪ Mundaring Town Centre Land Assemble Project – 202 ▪ Chart of Accounts - 2019
Corporate Business Plan - Community	<ul style="list-style-type: none"> ▪ Recreation Plan - 2019 ▪ Reconciliation Action Plan - 2020 ▪ Seniors <unclear> strategy - 2020
Corporate Business Plan – Natural Environment	<ul style="list-style-type: none"> ▪ Weed Control – start review - 2020
Corporate Business Plan – Built Environment	<ul style="list-style-type: none"> ▪ POS Strategy - 2020

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E.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Social Media	<ul style="list-style-type: none"> ▪ Organisational management of the impact of social media
Community Satisfaction Index	<ul style="list-style-type: none"> ▪ Reporting
	<ul style="list-style-type: none"> ▪ Evaluation
Local Government Act Review	<ul style="list-style-type: none"> ▪ Research and advise Council in relation to Phase 2 of the Minister’s review
Mundaring Town Centre Structure Plan	<ul style="list-style-type: none"> ▪ Work with Council on the implications and effect of the whole of government integrated structure planning
Business Development	<ul style="list-style-type: none"> ▪ Industrial Land zoning

F.

Area of significant focus ('KEY FOCUS AREA')	Evidence/Proof of Achievement ('OUTCOME')
Youth Services	<ul style="list-style-type: none"> ▪ Support and resource youth service program
Profile of Shire/Local Government	<ul style="list-style-type: none"> ▪ Develop a strategy in conjunction with Council
Town Centre Redevelopment	<ul style="list-style-type: none"> ▪ Per SCP/CBP

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Attachment 4: CEO’s Proposed Key Focus Areas and Objectives for 2018-2019

Subject	KPI	Target	Timeframe
1. Corporate Business Plan			
	<ul style="list-style-type: none"> Review and deliver the Corporate Business Plan actions; and Corporate Business Plan progress report provided to Council each quarter 	Minimum 90% actions are completed; and progress reports provided to Council each quarter	October 2018 - June 2019
		Corporate Business Plan meets “achieving” standard against the DLGSC IPR framework (meets all of the listed regulatory requirements)	By June 2019

Subject	KPI	Target	Timeframe
2. Capital Works Program 2018/19			
	<ul style="list-style-type: none"> Deliver 2018/19 capital works program 	Minimum of 85% of the funded program by program and/or number of projects delivered; and progress reports provided to Council each quarter	October 2018 - June 2019

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Subject	KPI	Target	Timeframe
3. Financial Sustainability			
	<ul style="list-style-type: none"> Deliver a Long Term Financial Plan for the sustainability of the Shire. Ratios are those within the control of the CEO and are not impacted by Council decisions (or moderated accordingly) 	Long Term Financial Plan (LTFP) is reviewed and approved by Council AND meets the “achieving” standard of the DLGSC IPR (Discuss – list the individual ratios and targets here??)	By June 2019

Subject	KPI	Target	Timeframe
4. Risk Management			
	<ul style="list-style-type: none"> Manage the Strategic Risk Register and risk indicators 	Provide quarterly reporting to the Audit and Risk Committee of progress against mitigating actions in the strategic risk register	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the procurement internal audit 	Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations	By June 2019
	<ul style="list-style-type: none"> Implement the recommendations of the fleet management internal audit 	Provide quarterly reporting to the Audit and Risk Committee of progress of implementing the recommendations	By June 2019

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Subject	KPI	Target	Timeframe
5. Organisational Leadership			
	<ul style="list-style-type: none"> Lead and develop the executive team 	<p>Review the leadership competency model for Executive level that describes the critical success factors and desired behavioral indicators across a range of factors, including shaping and managing strategic direction; achieving results; building relationships; and demonstrating authentic leadership.</p> <p>Allocate Corporate Business Plan actions to the Director who is then accountable for delivery.</p> <p>Implement 360 degree performance review for the Executive Team, providing feedback on leadership effectiveness.</p> <p>Executive Team will receive coaching as a team in how to lead cultural change and create a ‘can do’ service culture.</p>	By June 2019

Subject	KPI	Target	Timeframe
6. Organisational Culture			
	<ul style="list-style-type: none"> Develop a culture that fosters "can do" service delivery 	Develop a business case for an Organisational Culture Plan to facilitate and deliver a structured approach to embedding a "can do" service culture throughout the organisation	By June 2019
		Review the Customer Service Charter and Complaints Handling Policy; and seek Council approval	By November 2018

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	Subject	KPI	Timeframe
7.	Personal Skills and Attributes		
7.1	Leadership		
	<ul style="list-style-type: none"> Keep abreast of contemporary leadership practices 	Participation in professional development opportunities; networking; self-education	June 2019
	<ul style="list-style-type: none"> Maintain responsible and positive leadership and governance of the organisation 	Annual delegations review; Compliance Audit Return; Internal Audit Program; Tender Register maintained; Employee Engagement Initiatives.	June 2019
	<ul style="list-style-type: none"> Develop and implement an organisational KPI project 	Report to Council regarding the development and implementation of an organisational KPI project	March 2019
7.2	Stakeholder Relationship Management		
	<ul style="list-style-type: none"> Establish and maintain effective relationships with stakeholders including, but not limited to, residents, ratepayers, Council and Councillors, local political representatives and Government agencies 	Deliver effective induction program for newly elected councillors; enable early involvement of councillors in developing project scope; develop and implement stakeholder engagement plan for members of State and Federal Parliament; attend resident and ratepayer meetings as required/by invitation; drive lobbying and advocacy strategy.	June 2019

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Attachment 5: Elected Members' suggestions for Process Improvement (2019 Appraisal)

1. Review the assessment measures and setting of timeframes;
2. Commence the process in March and complete by 30 June;
3. Identify professional development ;
4. Summary of Councillor comments against each individual KPI;
5. Administrative – match KPI's to Position Description;
6. Discuss options for the CEO to debrief employees (senior staff?) on outcome of his annual appraisal process;
7. A mid year assessment of performance
8. CEO to report on performance of staff management – possible 180° feedback process/staff survey.

END