

ALPINE SHIRE COUNCIL

Chief Executive Officer Performance Plan for the financial year 2023 November 2022

The Chief Executive Officer (CEO) of the Alpine Shire Council is appointed for a maximum term of five years. During this time, performance is monitored by the Council with support from the CEO Employment and Remuneration Committee (CEO E&RC) established in accordance with s45 of the *Local Government Act, 2020*.

Other relevant documents:

- CEO Employment & Remuneration Policy
- CEO Contract (current)

Key Performance Indicators (KPIs) will be developed collaboratively with the CEO on an annual basis and form part of this Plan.

For 2022/23 being the first year of the contract, the CEO KPIs, incorporating performance expectations and measures, will be developed in the first three months from contract commencement, including through a workshop with Councillors.

There will be two performance reviews for the financial year (FY) 2023 to enable alignment with Local Government reporting and planning cycles. These will be undertaken in February and May. The February review will be undertaken by Councillors and the May review with the support of the CEO E&RC.

To support the annual planning cycle, a KPI review will be part of the performance review in May 2023 and this review will generate the Annual Performance Review Report.

In subsequent years it is expected that the first and third reviews in the year will be undertaken by Councillors in association with a briefing session and the mid-year and end of year reviews will be undertaken by the CEO E&RC.

An annual review which will generate the Annual Performance Review Report and include the forward KPIs, will be undertaken in a timely manner to be presented at the June Ordinary Council Meeting.

The Annual Performance Review Report will be prepared, discussed with the CEO and submitted to Council in accordance with the CEO E&RC policy.

COUNCILLOR REVIEW:

Not less than one week before a briefing session, the CEO will submit a self-assessment progress report to all Councillors. It is desirable to gain input from all Councillors into the review and appraisal process and this may be written or in person.

The briefing session agenda will include a performance appraisal session and feedback discussion and will be undertaken with the CEO in that briefing session.

For 2023 FY, a Councillor led performance appraisal will be held in February.

If further feedback is requested by either the Council or the CEO, the Mayor will provide an opportunity for response and discussion with the CEO as required.

CEO E&RC REVIEW:

A CEO E&RC review will include CEO self-assessment and Councillor assessment, collated for a meeting of the CEO E&RC.

Not less than two weeks before the CEO E&RC meeting scheduled for development of the Annual Performance Review Report, the CEO will submit a self-assessment progress report to the CEO Employment and Remuneration Committee and all Councillors.

Not less than one week before the scheduled CEO E&RC meeting, Councillors will submit individual written scoring and comments on CEO Performance.

The CEO E&RC meeting for performance appraisal and development of the Annual Performance Review Report will be scheduled in early May, 2023.

This meeting will provide recommendations to Council, but the E&RC will discuss the review report with the CEO before submitting recommendations to Council, as required by clause 4.6 of the CEO Employment and Remuneration Policy.

The Mayor and Independent Chair, on behalf of the Council, will provide feedback to the CEO regarding the final ratings for performance against the KPIs and will also provide an opportunity for discussion and response, as required, by the CEO.

KEY PERFORMANCE INDICATOR DEVELOPMENT

Key Performance Indicators (KPIs) will be developed collaboratively with the CEO.

Planning for the following year's KPIs will commence at the last review of each financial year. KPI's will be aligned with performance expectations and performance measures.

The meeting of the CEO E&RC in May 2023 will commence that planning, considering current progress against delivery of the Council Plan.

INTERIM CEO E&RC PERFORMANCE REVIEW

In the event that Council has concerns about the performance of the CEO, the Mayor will, at the request of a majority of Council, ask the CEO E&RC to undertake an interim performance review.

The Mayor must write to the CEO if Council has requested an interim performance review, outlining the areas of concern to allow the CEO the opportunity to prepare.

The Mayor must allow the CEO a minimum of one week's notice prior to the commencement of an interim performance review.

KEY PERFORMANCE INDICATORS FOR 2022/23

ALPINE SHIRE COUNCIL CEO – KEY PERFORMANCE AREAS, DESIRED OUTCOMES AND PERFORMANCE INDICATORS

The following table summarises the four Key Performance Areas (KPAs):

KPA 1 Leadership & Culture	KPA 2 Engagement & Communication	KPA 3 Governance	KPA 4 Delivery Performance
Lead a high-performing organisation with a strong focus on effectiveness, accountability, and continuous improvement.	Deliver consistently high-quality engagement and communication with Council, the community and other key stakeholders.	Ensure good governance practices to fulfil legislative obligations, improve decision making and promote community confidence in Council.	Execute Council resolutions, policies, and plans using resources and managing risks effectively and efficiently.

Assessment needs to be undertaken against factors that are within the CEO's reasonable control.

Ratings to be used by Councillors and by the CEO in his self-assessment against achievement of the desired outcomes are:

1. Achieved
2. Not Achieved (with mitigation)
3. Not Achieved
4. Unable to Rate

Ratings for the overall assessment in the role will be:

- Exceeds Performance Requirements
- Meets Performance Requirements
- Does Not Meet Performance Requirements
- Unable to Rate

KPA 1: Leadership & Culture

Desired Outcomes	Key Performance Indicators (2022/23)
1.1 Improvement in organisational efficiency and effectiveness.	1.1.1 Restructured organisation delivering better alignment between and across functional areas and bringing role clarity to all staff. 1.1.2 Business processes streamlined to improve productivity. 1.1.3 Digital systems reviewed for alignment to business needs. 1.1.4 Gaps in organisational capacity and capability identified and addressed.
1.2 Improved culture across a reinvigorated organisation.	1.2.1 Empowered leaders have increased decision-making autonomy. 1.2.2 Improved staff satisfaction as measured through the annual staff satisfaction survey. 1.2.3 Improved staff retention as reported in Council's Annual Report.
1.3 Zero harm to our staff.	1.3.1 Leadership focus on physical and psychological safety with appropriate systems and processes in place to minimise risk to our staff.
1.4 A CEO with the skills, knowledge and networks to deliver effective leadership of the organisation.	1.4.1 Personal and professional development plan in place to maintain and enhance skills and experience and to build strong and effective networks.

KPA 2: Engagement & Communication

Desired Outcomes	Key Performance Indicators (2022/23)
<p>2.1 Improvement in the quality of Council's deliberative engagement processes delivering improved alignment with community needs and aspirations.</p>	<p>2.1.1 Community feedback trending in a positive direction and an improving perception of Council within the community.</p> <p>2.1.2 Continuous improvement processes in place to build on engagement successes and learn from shortcomings.</p>
<p>2.2 Improvement in the quality of customer service provision.</p>	<p>2.2.1 Key customer service performance metrics established and reported.</p> <p>2.2.2 More consistent customer experience achieved, aligned to an agreed customer service standard.</p>
<p>2.3 Beneficial community outcomes achieved through the advocacy efforts of Council and Council staff.</p>	<p>2.3.1 Development of an Advocacy Plan establishing a clear, shared understanding of what advocacy means for Council, what the current advocacy priorities are and the desired outcomes from this advocacy.</p> <p>2.3.2 New relationships established and opportunities explored for collaboration across the region in areas aligned with Council's advocacy priorities.</p>
<p>2.4 A Council which is well informed and able to effectively deliver for the community.</p>	<p>2.4.1 An effective and professional working relationship is maintained between the CEO and Council, supporting the effective development and evolution of policy, strategy and administration.</p>

KPA 3: Governance

Desired Outcomes	Key Performance Indicators (2022/23)
3.1 Council's strong financial position is maintained.	3.1.1 Advice is provided to Council for the responsible management of Council's financial and physical assets and workforce. 3.1.2 Opportunities are explored to strengthen Council's financial position.
3.2 Risks are identified and appropriate managed.	3.2.1 An effective and professional working relationship is maintained with the Audit and Risk Committee, and feedback from the Committee is positive. 3.2.2 Risk Register is reviewed and revised with input from across the organisation, applying a consistent understanding and approach to use of key risk terminology and improving relevance of the register to the operational teams.
3.3 Council decisions are implemented in a timely, accurate and efficient way.	3.3.1 Implementation of Council resolutions and actions arising from adopted plans and strategies is tracked and reported effectively.
3.4 The organisation is responsive to strategic opportunities and challenges.	3.4.1 Emerging issues and opportunities are identified, communicated, and addressed in a way which maximises benefit for our community.

KPA 4: Delivery Performance

Desired Outcomes	Key Performance Indicators
4.1 The community is led and supported on a journey towards a low emission economy.	4.1.1 Net zero achieved from Council operations by 30 June 2023. 4.1.2 Community Climate Action Roadmap is developed with the community.
4.2 A contemporary Planning Scheme is established, with key gaps addressed.	4.2.1 Comprehensive gap analysis completed of the Alpine Planning Scheme and a plan and timeframe established for the resulting planning scheme amendments to be gazetted.
4.3 Our towns are well planned to accommodate the forecast growth in population, including infrastructure and community facilities.	4.3.1 A roadmap is established for delivering Structure Plans for the main population centres in the Alpine Shire, including a schedule and key milestone dates, community engagement plan, committed budget and allocated staff resourcing.
4.4 Value for the community is delivered through Council's capital works program.	4.4.1 The capital works team is appropriately resourced to deliver the budgeted program and flexible to adapt to the changing external environment. 4.4.2 Council is kept well briefed on capital works delivery progress and challenges and engaged early in all decisions with potential to impact on the overall outcomes for the community.