

# **City of Karratha**

  

## **Development of CEO Performance Criteria 2023 - 2024**

  

### **Summary Report to Council**

Prepared by: Natalie Lincolne  
**September 2023**

# Development of CEO Performance Criteria 2023 - 2024

## Summary Report to Council

### CONTEXT

During contract negotiations with the CEO, Virginia Miltrup, performance criteria were not included in the contract of employment. It was agreed that the City would engage a consultant to work with the CEO and Council to formulate the performance criteria for the CEO.

Price Consulting Group was contracted in August 2023 to facilitate the development of Performance Criteria, as required of the CEO's employment contract and section 5.39(3)(b) of the *Local Government Act 1995*, which states:

**The CEO will have a written contract of employment, which shall include performance criteria for the purpose of conducting a review.**

#### Local Government (Administration) Regulations 1996

The development of Performance Criteria has also been conducted in line with *Local Government (Administration) Regulations 1996* (Schedule 2 Division 3) requirements, specifically section 16(1)(b) related to performance reviews, which states:

- (1) The local government and the CEO must agree on —**
  - (b) any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.**

### METHODOLOGY

The CEO developed a working draft set of proposed Performance Criteria for the next period which were circulated to Councillors on 18 August 2023.

The Consultant facilitated a workshop with Councillors on 21 August 2023 to review and amend the proposed Criteria. The proposed changes were provided to the CEO for consideration, and an amended working draft was circulated to Councillors for further comment.

No additional comments were provided. The proposed Performance Criteria for 2023 – 2024 are available in *Attachment 1*.

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**RECOMMENDATION TO COUNCIL**

**That Council:**

1. Approves the CEO's Performance Criteria for the 2023-2024 period, as per *Attachment 1*.



Natalie Lincolne  
**Senior Consultant**  
**Price Consulting Group**

14 September 2023

**Attachment 1 - Proposed CEO Key Performance Indicators 2023-2024**

KEY RESULT AREAS	ACTIVITIES	MEASURES	SCHEDULE
<b>ROLE OF THE CEO (LGA)</b>  Provides support to council in performing their role, administering the council meeting process and managing the city accordingly.	1. Local Government Act s5.41: Functions of the CEO	Provide a report to Council on completion of items (a) to (i) to the satisfaction of council.	Annually
	2. Communication with Council	Prepare a Communication Agreement to the satisfaction of council.	November 2023
		Report against the Communication Agreement .	Monthly
		Prepare with council a draft Contentious Issues Report template, including terms and conditions in September 2023, for presentation to council in November 2023.	November 2023
	3. Leadership	Demonstrate a positive and constructive leadership example within the organisation through the assessment of Councillors and Senior Staff. * <i>refer attached</i>	Annual
	4. Safety and Emergency Management	Effective management of emergency situations including cyclone, storm and fire in accordance with the Fire and Emergency Act, including working with stakeholders.	Report after each event
		Repair and rehabilitate damage to community facilities after emergency situations.	Report regularly after each event
<b>CITY PERFORMANCE</b>  Leads the effective delivery of projects, programs and services in alignment with the vision, priorities and expectations of Council and the community.	5. Statutory Plans	Prepare an Operating Plan 2023-24 and Budget 2023-24 with input from Council.	Annually
		Review and modify as necessary Key Integrated Strategic Planning documents including the Strategic Community Plan (10 year plan); the Long Term Financial Plan (10 year plan); the Corporate Business Plan (5 year plan); the Asset Management Plan (5 year plan); and the Workforce Plan (5 year plan).	Annually with Plan updates as necessary
	6. Improvements to service delivery	Identifies, implements, and demonstrates improvements including: a. cost of service delivery, and/or b. timeliness or quality of service, and/or c. customer or employee satisfaction.	Annually
	7. Employee Culture Plan (ECP)	Develop an ECP with the objective to deliver improvements to human resources practices and employee engagement.	November 2023
		Implement the Employee Culture Plan to the satisfaction of council and review at the end of term.	Review complete by 30 June 2024

*Attachment 1 - Proposed CEO Key Performance Indicators 2023-2024*

KEY RESULT AREAS	ACTIVITIES	MEASURES	SCHEDULE
<b>KEY FOCUS AREAS DEFINED BY COUNCIL</b>  Ensures these focus areas are prioritised and council are engaged and informed	8. Housing and Accommodation	Develop a housing strategy and Accommodation Action Plan with council and community input that sets housing priorities and informs advocacy and establishes partnerships.	March 2024
	9. Advocacy	Prepare an Advocacy Strategy that identifies strategic areas of importance to Council.	November 2023
		Deliver the Advocacy Strategy and ensure quarterly reporting of actions and measures of accomplishment.	Report to council Quarterly
	10. Community Recreation Facilities	Undertake consultation with the community and council on the 10-year community facilities recreation plan.	June 2024 with quarterly reporting to council
		Report to council on the Plan delivery schedule.	Quarterly
	11. Community Engagement	Improve the city's approach to community engagement, improving community participation in council decisions.	Report to council Quarterly

\* Proposed Executive Leadership Competencies and Behaviours to measure KPI 3

Visionary & Strategic Leadership	Interpersonal Leadership	Leading Change	Communicates with Influence	Drives Results
<ul style="list-style-type: none"> <li>Ensures organisational alignment with the Council and their vision and direction.</li> <li>Clearly communicates the organisation's vision.</li> <li>Develops long-term objectives and strategies that align with the vision.</li> <li>Successfully integrates strategic and operational planning</li> <li>Maintains employee focus on the organisation's vision and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Builds cooperative relationships across the organisation.</li> <li>Demonstrates skill at relating to many different types of people including employees, Councillors and external stakeholders and community members.</li> <li>Values diversity and promotes inclusion of all stakeholders.</li> <li>Provides prompt feedback, both positive and negative.</li> <li>Genuinely accepts constructive feedback and demonstrates this through responsive actions.</li> <li>Coaches and mentors the executive team.</li> <li>Develops employees by delegating effectively and providing challenge and opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages activities that position the organisation for the future.</li> <li>Effectively involves key people in the design and implementation of change.</li> <li>Acts ethically and with high integrity to build trust and belief.</li> <li>Offers novel ideas and perspectives and promotes creativity.</li> <li>Pushes the organisation to adopt new innovative initiatives.</li> <li>Adapts plans as necessary.</li> <li>Effectively manages others' resistance to change.</li> <li>Seeks opportunities to harness technology.</li> </ul>	<ul style="list-style-type: none"> <li>Communicates in a direct, clear, and articulate manner, both verbally and in writing.</li> <li>Authentically engages with others by listening deeply and being responsive.</li> <li>Inspires and engages others by creating meaning and purpose in communications.</li> <li>Negotiates with the intent to facilitate agreement and acceptance of mutually beneficial outcomes.</li> <li>Understands when it is appropriate to confront issues or provide direction contrary to other's views.</li> <li>Keeps people up to date and fully informed.</li> </ul>	<ul style="list-style-type: none"> <li>Is determined, highly motivated and action-oriented.</li> <li>Seeks out and values specialist/technical/ community expertise.</li> <li>Provides clear accountabilities for employees that focus on delivering community expectations.</li> <li>Establishes systems and processes to measure and evaluate accountabilities and high risk issues.</li> <li>Displays resilience and maintains positivity and calm focus after setbacks.</li> <li>Shows strong commitment to continued learning and personal development and looks for opportunities to enhance own skills.</li> <li>Recognises and rewards high performance.</li> <li>Actively manages under performance.</li> </ul>

Guide rating executive leadership behaviours from 1 to 9, for example:

9: Outstanding

7: Highly Satisfactory

5: Satisfactory

3: Needs improvement

1: Unsatisfactory