

## PERFORMANCE AGREEMENT: General Manager Lisa Miscamble

1 July 2021 to 30 June 2022

### Annual Review

This agreement defines the Council's expectations of the General Manager in accordance with clause 7 of the General Manager's contract of employment and is based on the Position Description and the Council's Delivery Program.

Importantly this review document takes cognisance of the key accountabilities contained within the contract.

There are three parts to this agreement:

- Part One:** A statement of the Managerial Objectives of the position
- Part Two:** A statement of specific Project Objectives related to the Delivery Program
- Part Three:** A statement of the Personal Professional Leadership Behaviours expected in the position
- Part Four:** Professional Development

The period of this agreement is from 1 July 2021 to 30 June 2022.

#### **SIGNED BY the General Manager:**

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Lisa Miscamble

#### **SIGNED BY the Administrator / Mayor:**

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Councillor XXXXX/ Administrator

**DATE:**

## Vision and Values

The Vision and Values are all about what an organisation stands for and where it is going.

A clearly articulated vision paints the picture for a desired future. Aligning behaviour at work with agreed corporate values is part of what creates a distinct organisational culture.

### **Vision**

A healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment'

(WSC CSP)

### **Organisational Values:**

- Integrity, trust and respect
- Responsibility and accountability
- Communication and team work
- Service quality

The General Manager is responsible for leading the organisation in the delivery of this vision as detailed in the following performance agreement.

## Summary of Annual Review Process

The annual review of the General Manager's (GM) performance is carried out by the Review Panel, consisting of the Mayor, Deputy Mayor, Councillor XXXX, Councillor XXXXX, Community Representative XXXXX, with the assistance of independent facilitator Kath Roach on ..... 2022 at the Wingecarribee Shire Council Offices.

The GM initially provided a presentation to the Panel outlining her efforts since 1 July 2021. This includes an update on the Part Two projects agreed by the GM and the Panel. The Panel (without the GM present) then assessed and rated each of the Performance Measures as set out in Parts One, Two and Three of the Performance Agreement. This was followed by a discussion with the GM present.

The Annual Review was based on assessment of the: Managerial and specific responsibilities (Part One), Specific projects (Part Two) and Personal behaviours (Part Three).

### Overall Comment General Manager:

Name:

Signed:

Date:

### Overall Comment Mayor/ Panel:

SCORE	RATING
1	Ineffective (does not meet goals; requires improvement)
2	Moderately effective (achieves some targets but not all; some improvement required)
3	Effective (consistently achieves goals to an agreed level of expectation)
4	Highly effective (consistently achieves and often exceeds goals)
5	Exceptional (significantly and consistently exceeds goals)
NA	<b>Not Applicable</b> This matter is not relevant or application to this review currently

Part One Performance Measures score: XXXX	Part Two Performance Measures score: XXXX	Part Three Performance Measures score: XXXX
Comment:		

Overall score:

Name:

Signed:

Date:

### Recommendation:

## Part One: Managerial Objectives

In this part the overall management objectives and responsibilities of the General Manager from 1 July 2021 will be outlined and performance in meeting those objectives and responsibilities assessed.

Managerial Objectives and Specific Responsibilities		Performance Measures		Monitoring Comments
		Performance Indicator	Performance Standard	
<b>Staff Leadership</b>				
1.	Ensure there is <b>continuous Divisional Development</b> through promoting Service Quality, Learning and Best Practice	<ul style="list-style-type: none"> <li>Extent to which performance targets are met</li> </ul>	<ul style="list-style-type: none"> <li>Mayor and Councillors appraised annually of progress on the change management agenda</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
2.	Ensure appropriate <b>human resource management</b> including performance management, training, equalities, WH&S and risk management.	<ul style="list-style-type: none"> <li>Managerial leadership evidenced by both performance improvement and feedback from stakeholders.</li> <li>Appropriate performance management, training and development opportunities are available for staff.</li> <li>Equitable work practices ensuring that the legislation and spirit of the appropriate legislation is embraced.</li> <li>Culture of commitment to WH&amp;S and risk management e.g. WH&amp;S is a standard item on management team, undertake quarterly reviews identifying hazards and progressing safety matters</li> </ul>	<ul style="list-style-type: none"> <li>Mayor and Councillors satisfaction and as reported at each performance review session</li> <li>Staff engagement survey results</li> <li>Panel and stakeholders can see evidence of the GM's commitment to the equitable work practices and WHS practices</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
3.	Foster a <b>team and project approach</b> to responsibilities	<ul style="list-style-type: none"> <li>Evidence of teambuilding strategies and staff consultation</li> <li>Level/ quality of personal contribution across Council and through CRJOC Forums</li> </ul>	<ul style="list-style-type: none"> <li>Panel to assess level and quality of team-oriented approach both corporately and regionally</li> </ul>	

Managerial Objectives and Specific Responsibilities		Performance Measures		Monitoring Comments
		Performance Indicator	Performance Standard	
		<ul style="list-style-type: none"> <li>Adherence to and display of the Executive values</li> </ul>		
4.	Provide <b>financial and management leadership</b> about responsibilities and ensure efficient services are provided within budget	<ul style="list-style-type: none"> <li>Draft Budget (i.e. fees and charges) are prepared to support CSP outcomes</li> <li>Revenue and expenditure within budget, action taken where concerns are identified</li> <li>Alternative sources of funding to support the outcomes of the CSP are pursued</li> <li>Council process for performance management and staff development in place</li> <li>Extent to which performance targets and standard are met (within budget and time constraints)</li> <li>Timely presentation of high-quality management and Council reports</li> </ul>	<ul style="list-style-type: none"> <li>Mayor and Councillor, satisfaction that financial matters are operating to the highest standards, without unauthorised overspends.</li> <li>Expenditure monitored quarterly and significant variations reported.</li> <li>Increase in income generated</li> <li>All staff have undertaken a review in the last 12 months</li> <li>All targets have been met, any variations highlighted to Council</li> <li>Reports are prepared for Council within 5 days in advance of appropriate council meeting</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
<b>EXECUTIVE SUPPORT</b>				
5.	Address <b>legislative and statutory compliance</b>	<ul style="list-style-type: none"> <li>All statutory and regulatory duties and responsibilities with the post adequately addressed</li> </ul>	<ul style="list-style-type: none"> <li>Statutory obligations are met</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
6.	Monitor reports and other information provided by staff to council and ensure Council <b>decisions are actioned</b> without undue delay	<ul style="list-style-type: none"> <li>General Manager aware of information going from staff to Council and provides a management oversight</li> <li>Council reports submitted on time and are accurate.</li> <li>Requests for information provided within time and are of the required standard.</li> </ul>	<ul style="list-style-type: none"> <li>Correct, timely, relevant and consolidated information flow to Council.</li> <li>Council satisfaction regarding report quality.</li> <li>Feedback from Councillors, colleagues and stakeholders that information requests are properly responded to.</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>

Managerial Objectives and Specific Responsibilities		Performance Measures		Monitoring Comments
		Performance Indicator	Performance Standard	
7.	<b>Support the Leadership Team</b> in their Executive leadership capacity	<ul style="list-style-type: none"> <li>▪ GM provides a coordinating link between the organisation and the Council</li> <li>▪ Existence of environmental scanning processes (e.g. GM 's role in procuring best practice ideas), extent/quality of GM 's input to corporate forums</li> <li>▪ Timelines and quality of annual planning processes, including efforts to extend participation of staff</li> <li>▪ Management of issues ensures opportunities are acted upon and threats averted (including image)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mayor's satisfaction which will be influenced by feedback from the Councillors and other key stakeholders.</li> <li>▪ GM to provide the Panel with examples of how innovation and best practice has been implemented in the organisation.</li> <li>▪ Agreed timelines are adhered to.</li> <li>▪ Mayor to be satisfied that GM is sufficiently proactive in spotting potential problems before they occur.</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
8.	<b>Support the Mayor and Councillors</b> in their governing body and representational roles	<ul style="list-style-type: none"> <li>▪ Requests are met within Council policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ All requests are responded to appropriately in a timely fashion</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
<b>External Leadership</b>				
9.	Promote the <b>Council's image</b> as an efficient and effective organisation	<ul style="list-style-type: none"> <li>▪ Encourage the positive promotion of the Council's image and ensures that the Council's policies on community engagement are complied with.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide support Council's image via positive public relations</li> <li>▪ All PR requests are met within Council policy</li> <li>▪ All requests are responded to appropriately in a timely fashion</li> <li>▪ Council satisfaction about the PR output of the Council as a whole</li> <li>▪ Increase in community satisfaction measured through bi annual survey</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
10.	Establish regular <b>consultative processes</b> and <b>build partnerships</b> with the community	<ul style="list-style-type: none"> <li>▪ Knowledge of the profile of community and target groups, including needs/expectations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure the organisation fully embraces the Council's commitment to engaging with the community</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>

**Part 1:**

**Self-Appraisal:**

Comment:

Score:

**Review Panel:**

Comment:

Score:

## Part 2: Specific Projects: 1 July 2021 – 30 June 2022

In this part the specific projects of significant importance to the organisation and community will be listed and the efforts of the General Manager to lead and co-ordinate the delivery of these projects will be assessed.

Key activities from the Delivery program / Agreed priority Projects	Performance Measures	Review
1. Review the organisational structure.	<ul style="list-style-type: none"> <li>Council's structure is clearly aligned to ensure delivery of the Council's strategic and operational objectives including:               <ul style="list-style-type: none"> <li>Senior staff structure reviewed – August 2021</li> <li>Senior staff and other relevant vacancies are filled in a timely manner – December 2021</li> </ul> </li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
2. Reduce the number of revotes/ carryover projects	<ul style="list-style-type: none"> <li>Carry over (revotes) to be reduced by 20% – June 2022</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
3. Develop and implement an effective communication and engagement strategy	<ul style="list-style-type: none"> <li>Community engagement strategy and model developed - April 2022</li> <li>Community engagement metrics established to measure success of the strategy and consultation process - April 2022</li> <li>Meaningful community consultation is evident through community and village meetings and digital communication processes - June 2022</li> </ul>	<p><b>Self-Appraisal:</b></p> <p><b>Panel Comments:</b></p>
4. Develop and implement a project management approach that enables effective scoping and delivery of major projects	<ul style="list-style-type: none"> <li>Initiate fortnightly capital works meetings in the short term to improve delivery</li> <li>Project delivery framework developed – March 2022</li> <li>Implement framework for major projects including use of appropriate software and training – June 2022</li> </ul>	
5. A program of Councillor professional development is	<ul style="list-style-type: none"> <li>Induction program developed for the first 4 months – December 2021</li> </ul>	



Key activities from the Delivery program / Agreed priority Projects	Performance Measures	Review
provided including induction program.	<ul style="list-style-type: none"> <li>Professional development program offered which considered collective and individual needs of Councillors – June 2022</li> </ul>	
6. Develop and implement an attraction and retention plan	Develop and implement an Attraction and Retention Plan which will include: <ul style="list-style-type: none"> <li>Review of the salary administration system - December 2021</li> <li>Initiatives to promote Council as a good employer and great place to work</li> </ul>	
7. Prepare a strategic plan for the Southern Highlands Innovation Park	<ul style="list-style-type: none"> <li>Plan for the delivery of the Southern Highland Innovation park is developed with active involvement of key stakeholders – June 2022</li> </ul>	
8. Prepare an integrated transport plan for the Shire	<ul style="list-style-type: none"> <li>Prepare an integrated transport plan which includes:               <ul style="list-style-type: none"> <li>Public transport</li> <li>Vehicles</li> <li>Active transport</li> <li>Pedestrian movements</li> <li>Considers areas of growth and impacts on networks including the servicing of the Southern Highlands Innovation park (SHIP)</li> </ul> </li> </ul>	

**Part 2:**

**Self-Appraisal:**

Comment:

Score:

**Review Panel:**

Comment:

Score:

### Part Three: Personal Professional Leadership Behaviours

In this part the personal conduct and modelling behaviour of the General Manager will be assessed in terms of success achieved in leading and inspiring the staff who work for Council, building strong working relationships with senior colleagues and importantly the Mayor and Councillors, and represent the Council in the community.

These issues will be influenced by the organisation's values and principles which bind together in a team format all who work for the Council.

These values are: Integrity, trust and respect    Responsibility and accountability    Communication and team work    Service quality

Personal and professional leadership behaviours	Performance Measures	Review
Observe and actively demonstrate the values of <i>integrity, trust and respect</i>	<ul style="list-style-type: none"> <li>• Being open and honest with each other</li> <li>• Being reliable and delivering on our commitments</li> <li>• Acting fairly and lawfully</li> <li>• Being consistent in our decision making, behaviour and interactions</li> <li>• Maintaining high standards of personal conduct and character</li> <li>• Treating others with kindness and fairness</li> <li>• Speaking to staff, management and customers in a respectful and courteous manner</li> <li>• Respecting people's differences and accepting their individual characteristics</li> <li>• Embracing diversity</li> <li>• Acknowledging the ideas and contributions of others and celebrating successes</li> <li>• Working in a safe manner</li> </ul>	<p><b>GM Self Appraisal:</b></p> <p><b>Panel Comments:</b></p>
Observe and actively demonstrate the values of <i>responsibility and accountability</i>	<ul style="list-style-type: none"> <li>• Being reliable, responsible and delivering on our commitments</li> <li>• Acknowledging and assuming responsibility for our actions, decisions and reporting</li> <li>• Making sound decisions based on Council's Code of Conduct and policies and procedures</li> <li>• Taking responsibility for the actions required to achieve the outcomes in the Delivery and Operational Plans</li> <li>• Manage resources and logistics efficiently and effectively</li> </ul>	<p><b>GM Self Appraisal:</b></p> <p><b>Panel Comments:</b></p>

	<ul style="list-style-type: none"> <li>• Strong leadership and effective planning</li> </ul>	
Observe and actively demonstrate the values of <i>communication and team work</i>	<ul style="list-style-type: none"> <li>• Willingness to be flexible in assisting others when they need help</li> <li>• Sharing knowledge, ideas and talents to problem solve and achieve outcomes</li> <li>• Listening to, and respecting, other people's views</li> <li>• Working with other organisations as partners</li> </ul>	<b>GM Self Appraisal:</b>  <b>Panel Comments:</b>
Observe and actively demonstrate the <i>value of service quality</i>	<ul style="list-style-type: none"> <li>• Listening and responding to the needs of both our internal and external customers to understand their needs</li> <li>• Delivering prompt, courteous and helpful service</li> <li>• Providing services and facilities that offer value to the community in terms of cost, quality, reliability and timeliness</li> <li>• Providing a range of services and programs that meet the needs of the community as effectively and economically as possible</li> <li>• Ensuring our decisions are economically, socially and environmentally sustainable</li> <li>• Having positive interactions with other staff and the community</li> </ul>	<b>GM Self Appraisal:</b>  <b>Panel Comments:</b>

**Part 3:**

**Self-Appraisal:**

Comment:

Score:

**Review Panel:**

Comment:

Score:

## Part Four: Professional Development

Personal / Professional Development opportunities for the coming 12 months