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**Cr Matthew Reid
Shire President
Shire of York
1 Joaquina Street
YORK WA 6302**

Dear Mr President & Councillors

RE: SHORT-LIST OF APPLICANTS – CEO – SHIRE OF YORK

Please find enclosed the collated survey results from the July 2014 CEO Performance Review.

This document contains the CEO's self-assessment and aligned with this are the Councillor's assessments against each performance criterion.

It is quite apparent from the very positive nature of each of the Councillors' comments that there is a very high degree of satisfaction across the whole Council with the CEO's performance during the period of review.

Accordingly, we commend this report to Council and recommend that the CEO be congratulated on achieving such a positive result in the time he has been in York.

Thank you for your instructions in this matter.

Yours sincerely

A handwritten signature in black ink that reads "Mike Fitz Gerald". The signature is written in a cursive style and is positioned above a horizontal line.

Mike Fitz Gerald
PRINCIPAL
Tuesday, 15 July 2014

NOTE: The *Local Government Act 1995* provides for statutory duties of a CEO and those statutory requirements have been incorporated into this document as performance criteria for the CEO in his initial period of employment at York. In addition, there were implied performance requirements that have been incorporated into this document, which the CEO has agreed are applicable to his initial term of employment. It is now opportune for the Council and the CEO to establish a fresh set of performance criteria for the CEO for the coming 12 months service, which will serve as the basis for the next annual performance review in 2015.

PERFORMANCE CRITERIA FROM LOCAL GOVERNMENT ACT 1995	CEO'S COMMENTS	COUNCILLORS' COMMENTS
<p>1 Advise the council in relation to the functions of a local government under this Act and other written laws;</p>	<p>Advice provided on the establishment of a Finance Audit and Risk Committee under Local Government Act 5.2.2.5.8 (Establishment of Committees)</p>	<p>Michael has shown a strong capacity to ensure issues relating to the LG Act are answered as quickly and effectively as possible</p> <p>Michael has consistently provided timely and accurate advice on matters relating to the Local Government Act and the many other Acts that Council is required to administer and adhere to.</p>
		<p>I believe that Michael has met this criteria at a high level</p>

		<p>Consistently provides good advice.</p> <p>Yes, where applicable</p>
<p>2 Ensure that advice and information is available to the council so that informed decisions can be made;</p>	<p>Ensured that all agenda items included complete information including: summary, background, consultation, statutory environment, policy implications, financial implications, strategic implications, voting requirements, triple bottom line, social implications, environmental implications, comments and recommendations as per Local Government best practice standards</p>	<p>Any advice sought is readily acted upon. Advice received has been found to be as required and as the Act prescribes</p> <p>Michael ensures that advice and information is provided to council in a timely manner. He has either provided this information himself or directed the appropriate staff member to provide it to Council.</p> <p>Michael has provided timely advice and information to assist council in its decision making. Michael has also put in place a monthly CEO report which assists Council in understanding</p>

		<p>his actions during the month</p> <p>Consistently provides all information available to make informed decisions.</p> <p>Yes</p>
<p>3 Cause council decisions to be implemented;</p>	<p>Instituted a procedure whereby all Council decisions are recorded and the progress of each is reported monthly to Council</p>	<p>Those actions Council has requested have either been acted as soon as is/was possible and if not, then reasons why not are supplied</p> <p>Michael has actioned Council resolutions and requests promptly, and reports any delays with explanation.</p> <p>I understand that Michael is putting in place a list of all actions to date that are not yet implemented and is actioning these.</p> <p>Competent</p>

		Direct only
<p>4 Manage the day to day operations of the local government;</p>	<p>Directing 4 managers and redefining their responsibilities, reorganising finance department introducing new Works Supervisor and restructuring outside work force to address short comings in supervision</p>	<p>From observations the management of the day to day operations are quietly and efficiently managed</p> <p>Michael has managed the day to day operations effectively with a significant improvement in service delivery and community relations being achieved.</p> <p>I believe Michael is managing the day to day operations at a high level</p> <p>Very competent</p> <p>Yes</p>
<p>5 Liaise with the (mayor or) president on the local government's affairs and the performance of the local government's functions;</p>	<p>Daily concerning ratepayer and residents' complaints and concerns and regular information exchange to keep President fully appraised daily on important developments</p>	<p>Again from observation, the working relationship between the President and CEO is positive and therefore leads to smooth functioning of core and other business</p>

		<p>Michael and I have a good working relationship based on mutual respect. We meet regularly to consider the affairs and functions of the shire. Michael ensures that I am informed of any significant events that occur and the level of performance of each of the various functions of the shire.</p> <p>I believe that Michael meets with the President and a regular basis and provides the President with relevant updates on the affairs and performance of the functions and administration of the Shire.</p> <p>Competent Yes</p>
6	Speak on behalf of the local	I have not been instructed to speak on
		The relationship between the CEO and

<p>government if the (mayor or) president agrees;</p>	<p>behalf of Council and have passed on all requests for information from the media to the President</p>	<p>President ensures this criteria is clearly covered</p> <p>I have not required Michael to speak on behalf of Council.</p> <p>I believe that Michael has the authority to speak on behalf of Council as instructed by the president.</p> <p>Very competent</p>
<p>7 Be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);</p>	<p>Since commencement I have ensured that I have made personal contact with each staff member and continue daily or regular contact and close interaction with the key staff members within the Administration of the Shire. Major contact has been focussed on budget completion and complaints management as well as reallocation of duties amongst staff to best suit their skills sets.</p>	<p>As in Point 4, it would appear that the continued day to day plus future planning is continuing under the management of Michael. As an indicator, the Budget work has been swift, positive and where necessary hard decisions are being made</p> <p>Michael has actively taken responsibility for the employment, management supervision, direction and dismissal of shire employees.</p>

		<p>Michael has a firm and fair management style that has brought about improvements in work practices at all levels of the organisation.</p> <p>Michael is responsible for management of all employees and I believe that he is currently assessing the staff's current duties and roles</p> <p>Consistently provides leadership, management and clear direction to all employees.</p> <p>Yes</p>
<p>8</p> <p>Ensure that records and documents of the local government are properly kept for the purposes of the <i>Local Government Act 1995</i> and any other written law;</p>	<p>All record are kept in hard and soft copy. All emails ingoing and outgoing are recorded in hard and soft copy. Disposals are in accordance with the State Records Act</p>	<p>Documentation is a strength of Michael's work ethic. Reports to Council and other "paper trails" are well presented and clearly indicate where and how processes are being managed</p>

		<p>I have found Michael to be a meticulous record keeper and he ensures that all documentation is executed at a high level and stored according to the act. Michael has also implemented Council's philosophy of transparency in Local Government affairs.</p> <p>I believe that Michael is currently reviewing this area</p> <p>Competent</p> <p>Yes</p>
<p>9 Perform any other function specified or delegated by the local government or imposed under the <i>Local Government Act 1995</i> or any other written law as a function to be performed by the CEO.</p>	<p>Ensured that the budget proceeded through committees to Council on time</p>	<p>Relationships with outside groups (CBH, Brookfields, Farmer groups etc) are being well managed as are LG directives and work with other Councils. Michael has a strong grasp of the necessary functions of LG</p>

		<p>Michael is competently liaising with community groups, other local government bodies, members of parliament and significant corporations that operate within the shire (CBH, Brookfield Rail etc) building constructive relationships that will assist in furthering the needs of the York Community.</p> <p>Cannot comment</p> <p>Competent</p> <p>Yes</p>
<p>IMPLIED PERFORMANCE CRITERIA AGREED TO BY THE CEO</p>		
<p>10 Provide a high quality of leadership and direction to the Council and Staff;</p>	<p>I am satisfied from the direct feedback from staff that my leadership and direction of staff is up to my usual standard and is having a positive impact on the overall operations of the Shire</p>	<p>In the short term of time, Michael has established clear and concise leadership directions for all those involved with him, the Council and staff. A strong feature of</p>

		<p>his role</p> <p>Michael has provided clear and strong leadership to the Shire staff. Michael has a clear understanding of his role as an advisor to council and has assisted me in improving the level of corporate governance and leadership at Council level.</p> <p>I believe that Michael provides a high leadership standard</p> <p>Consistently</p> <p>Yes</p>
<p>11 Develop sound professional relationships with all Councillors and Staff and foster a culture of trust, openness and accountability within the organisation;</p>	<p>While this will be a slow cautious process, relying on trust and respect on both sides, and may take months to achieve, the feedback that I have received from community members and staff on this aspect of my performance has been rewarding</p>	<p>Michael. He is ready and willing to listen and support Councillors as required</p> <p>I believe Michael has a very sound professional relationship with all councillors. I have</p>

		<p>observed Michael actively build a high level of trust with all councillors by consistently providing sound and impartial advice both to the council as a whole and to individual councillors on matters specific to them.</p> <p>I believe that Michael is professional in his dealings with all Councillors and is open to discussion at all times.</p> <p>Excels in this area</p> <p>Yes</p>
<p>12 Foster positive external relationships between the Shire and its customers, electors and stakeholders;</p>	<p>This is an everyday issue, involving the Shire President and myself with no end in sight until mutual trust is effected, however the feedback mentioned in 11 above has been encouraging and rewarding</p>	<p>Michael has quickly established a strong rapport with all sections of the community. He appears to have defused some issues and has worked strongly to lift confidence in the “office of the</p>

		<p>Council”</p> <p>Michael has engaged well with the community, attending community group meetings, York Volunteer Workers, Rotary etc as well as making himself available to meet with individuals and local lobby groups. The community has embraced his openness.</p> <p>Michael shows positive relationship qualities with the local community</p> <p>Consistently</p> <p>Yes</p>
<p>13 Demonstrate a high quality level of professionalism and vision in the overall management of the Shire;</p>	<p>I am still learning the strengths and weakness of the organisation, however, I have applied past experience to the needs of the organisation and made changes in payroll and credit</p>	<p>The professionalism Michael displays is highly commended and supports staff and Councillors</p> <p>Michael demonstrates a high</p>

	<p>management that I believe was urgent and essential to the sustainability of the Shire in the immediate future. See 15 below.</p>	<p>level of professionalism in the overall management of the shire.</p> <p>I believe Michael is professional in this area</p> <p>Consistently</p> <p>Yes</p>
<p>14 Demonstrate sound forward planning principles and practice that will ensure the long term sustainability of the Shire;</p>	<p>My main focus in forward planning to this point has been in building public trust and confidence in the Shire by ensuring open and accountable management of the management of the Shire</p>	<p>Despite the tenure period, Michael has worked to continue with forward planning and vision successfully. As a Councillor I have confidence in his approach to the Council's future</p> <p>Michael has employed sound management and accounting principles to guide council's decision making so that the Shire of York will achieve long term sustainability.</p> <p>I believe that Michael is providing</p>

		<p>good guidance in this area</p> <p>Consistently</p> <p>Yes</p>
<p>15 Exercise sound financial management of the Shire's assets and finances and ensure that outstanding rates and sundry creditors are held accountable for their debts to the Shire and that outstanding rates are collected in a timely, efficient and effective manner;</p>	<p>Instituted a new financial management system, which will take months to complete. Appointed new credit management policies to substantially reduce outstanding rates and debtors. Creditors to be paid monthly instead of weekly to conserve cash flow. This does not apply to local creditors</p>	<p>Work done thus far on the 2014-15 Budget indicates strong financial credibility. Councillors have/are been worked through processes and requirement with care. The involvement in financial management is at a high level for all those who should be involved. Rates, sundry debtors and outstanding fines will test this criteria but I believe Michael can with support manage it</p> <p>Michael's strong financial skills have been an asset to Council during the drafting of the 2014-15 budget. Michael has identified significant areas of concern that council has not addressed in the past (outstanding rates and</p>

		<p>sundry debtors) and put in place measures to bring these to within industry norms.</p> <p>Michael has provided council with positive guidance in this area and by encouraging Council to engage Community input via Committees is a positive outcome for York</p> <p>Consistently</p> <p>Yes</p>
<p>16 Act as an agent of change so as to ensure that the Council is seen by the electors, ratepayers and stakeholders as an open and accountable organisation which exercises the best principles of good governance and community building</p>	<p>Too soon to comment personally – every effort focused on this important aspect of operations. Receiving good feedback from community members on the openness and accountability that I have introduced to the processes of Shire operations</p>	<p>The principles of good governance are on show and Michael is congratulated on his efforts</p> <p>Michael has demonstrated his competence in this area by:</p> <ul style="list-style-type: none"> • € Keeping clear and

		<p>accurate records</p> <ul style="list-style-type: none">• Making council documentation more available to community members• Delivering on commitments made to community members• Providing guidance to council on the best principles of good governance• Demonstrating a calmer tone in interactions between the shire and the community <p>Michael has proved that changes to make the administration and</p>
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		<p>Council more open and accountable is a positive action for the good of the community.</p> <p>Consistently Yes</p>
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GENERAL COMMENTS IN SUMMARY

CEO's Comments

1. There is a level of trust between the CEO and Council
2. Change is always a problem with a new CEO, but in the main the staff are adapting slowly
3. Managers have generally reacted favourably to increased responsibilities
4. The morale of some staff is very low due to vilification by some ratepayers, there does not seem to be a way forward at present

The following is a list of (major) projects that I have commenced and that are underway at present:

All Managers

Letting them manage/Teaching them to manage

Outside Crew

- Re-organise priorities
- Managing Bullying claim
- Resolved racial vilification claim in Equal Opportunity Commission

Employ Ian as gardening consultant
Establish works committee

Finance

Re-organise accounting section
Budget started immediately on commencement/completed
Commenced new financial reporting system
Commenced new budget forecasting system
Commenced outsourcing of payroll
Appoint new Debt Collectors

HR

Appoint HR manager
Commenced HR policies development

Library

Commenced new marketing plan

Tourism

Commenced new marketing plan

Other

Calm down upset ratepayers
Finalised lease for Pioneer Memorial Home
Commence MOU's for Sporting Clubs
Commenced business plan for YRCC
Commenced formal training on Bullying and vilification for all staff
Commenced review and risk analysis on IT systems

Councillors' Comments

Michael has displayed a high level of professionalism and expertise in his three month tenure. The role has required patience (with haste), strength (with a level of softness) to confront issues, appeasement of some who felt aggrieved but most importantly he has displayed strong leadership. I congratulate him on his efforts. Cr Pat Hooper 03/07/2014

Word for word I fully endorse Cr Hooper's excellent review of Michael Keeble's performance so far.

Cr Tony Boyle.

Michael has made a strong start to his tenure in York. He has shown strong leadership and delivered significant cultural change, calming the relationship between Shire administration and Council and also between Shire administration and the community. His policy of openness and accountability is widely applauded in the community.

Michael's strength in financial management has proved very useful in addressing my and community concerns about the financial position of the shire and its long term financial viability. Cr Matthew Reid Shire President 09/07/2014

I believe that in the short time that Michael has been with the Shire of York he has made good decisions and positive changes to administrative procedures. This is beneficial to the staff, council and community of York. Michael is open, approachable and provides good guidance on all matters relating to council business. Cr Denese Smythe 7th July 2014

Michael has performed all tasks of the CEO position very well. He has introduced staff to a better

work ethic, by doing this I have seen greater efficiencies in the office and works. Michael has also improved communication to the general public and council. I feel Michael is doing a fantastic job and is helping us achieve our goals and make York a better place for everyone. Cr David Wallace
15th July 2014

Considering the amount of time Michael has been in the seat he has carried out his duties to the best of his ability. Cr Douperouzel