

Extract of Email from Mayor Gear to Elected Members and CEO Saturday 30/01/2021

The City of Melville is a major metropolitan local government authority that seeks to be a contemporary and innovative leader in the provision of "value for money" community services and to be the aspirational operating model for local government in WA. To assist the city to achieve this vision, it is seeking an independent professional evaluation of its current performance, and the identification of opportunities for improvement.

The review is to include an assessment and recommendation on each of the following areas:

Leadership

- a. Leadership and governance throughout the organisation, including Mayor, council, CEO and administration. Clear roles and responsibilities.
- b. Leadership of culture-Leadership of vision, inspiration and values.
- c. Society, community and environmental responsibility.

Strategy and Planning

- a. Clear strategic direction (understood and followed by all key parties)
- b. The Planning Process (specifically the LG Integrated Planning and Reporting Framework, including Strategic community Plans, Service Plans, Long Term Financial Plans, Workforce Planning, Asset Management etc)
- c. Risk appetite and management.

Information and Knowledge

- a. Generating, collecting and analysing the right data to inform decision making, including Council reports, policy, executive policies etc.
- b. Creating value through applying knowledge.
- c. Integrity and transparency of information and decision making process.

People

- a. The attraction and retention of highly capable and motivated people.
- b. Behaviours and practices that support a contemporary, innovative and successful corporate culture.
- c. Attaining the right balance between in-house and outsourcing of services.

Customer and Market Focus

- a. Gaining and using knowledge of customers and other stakeholders - culture, systems and processes that support a positive customer focus.
- b. Effective management of customer and other stakeholders relationships, experiences and communication.
- c. Understanding customer and stakeholder needs and their perception of priorities and value.

Process Management, Improvement and Innovation

- a. Identification and management of efficient and effective processes
- b. Approach to process improvement and innovation
- c. Review procurement procedures.

Results and Sustainable Performance

- a. Measuring and communication organisation results - clear KPI's and benchmarks.
- b. Achieving sustainable performance (economic social and cultural) - value for money services.
- c. Conduct a financial health check including long term financial sustainability, rating effort and effective use of debt and reserves.

Consultant firms / consultants are to outline their proposed approach, fees and charges and timeline for this brief. They are also to list their experience of similar reviews they have been involved in within the local government sector.