

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 22 September 2020
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 18.1

Responsible Officer: Megan Sutherland
Executive Manager Organisational Development
Corporate Services

Subject: 2020 CEO Performance and Remuneration Reviews

For: Decision

1. 2020 CEO Performance and Remuneration Review – Exclusion of the Public

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- CEO, Andrew Aitken
- Director Infrastructure and Operations, Peter Bice
- Director Development and Regulatory Services, Marc Salver
- Director Corporate Services, Terry Crackett
- Director Community Capacity, David Waters
- Executive Manager Governance and Performance, Lachlan Miller
- Executive Manager Organisational Development, Megan Sutherland
- Governance and Risk Coordinator, Steven Watson
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 18.1: (2020 CEO Performance and Remuneration Review) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being the personal affairs of the Chief Executive Officer, in that details of his performance review will be discussed.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

2. 2020 CEO Performance and Remuneration Review – Confidential Item

SUMMARY

The *Employment Agreement* between Council and the Chief Executive Officer (CEO) provides the process for the review of performance and remuneration.

The performance review assesses the CEO's performance against the CEO's position description and agreed performance targets.

The review process was undertaken using an external consultant via the CEO Performance Review Panel (the Panel). The review process was undertaken between July and August 2020 to assess performance against the eight (8) areas of key responsibility (specified in the position description) and six (6) performance targets.

This report provides the recommendation from the Panel to the Council regarding the CEO's overall performance rating to enable the performance review process to be finalised.

The Panel has also provided recommendations to Council regarding changes to the Total Employment Cost (TEC) Package.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted**
- 2. That the CEO 'exceeds expectations' in relation to the 2020 CEO Performance Review.**
- 3. With regard to the performance outcome, that no specific performance improvement plan is needed.**
- 4. To increase the CEO's TEC Package by 1.0% to commence from 1 July 2020.**
- 5. To increase the CEO's annual leave allocation by five (5) days annual leave making a total of five (5) weeks annual leave per annum.**

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal Organisation

Objective O1 We have the right people with the right knowledge and skills in the right jobs and they are supported and developed

Priority O1.4 Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals

The requirement for the Council, via the Panel, to monitor and undertake regular review of performance enables accountability to be demonstrated and any recommendations on performance and development of the CEO to be identified, supported and managed.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999*.

This review process needs to be undertaken appropriately to ensure the CEO is provided with a fair and consistent approach to performance reviews. The process must stand up under scrutiny as the tool and the outcomes of the review directly affect decisions made in relation to the CEO, his performance and remuneration.

In accordance with S120 of the *Local Government Act 1999* the Executive Manager Organisational Development has registered a conflict of interest with the CEO, who has approved the officer to continue to work on the CEO performance and remuneration review process.

➤ **Risk Management Implications**

Undertaking regular review of the CEO's performance will assist in mitigating the risk of:

Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence in the organisation.

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Medium (3D)	Medium (3D)

Note: there are many other controls that also assist in managing this risk.

Non-achievement of CEO performance Targets result in loss of community benefit and/or opportunities and/or stakeholder confidence in the organisation.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3D)	Medium (3D)

Note: there are many other controls that also assist in managing this risk.

➤ **Financial and Resource Implications**

The 2020-21 Budget includes an organisational provision for salary increases related to enterprise agreements, as well as potential annual increments for review of those on individual employment contracts. If the Council adopts an increase to the CEO's TEC package this will be funded from that provision.

➤ **Customer Service and Community/Cultural Implications**

There is a community expectation that the CEO will perform competently and meet expectations to achieve the required outcomes for the organisation.

➤ **Sustainability Implications**

Not applicable

➤ **Engagement/Consultation conducted in the development of the report**

Engagement and/or consultation on the development of this report was as follows:

Council Committees: The Panel discussed and made recommendation to Council at its meeting on 3 September 2020.

Council Workshops: Not applicable.

Advisory Groups: Not applicable.

Administration: Chief Executive Officer
Director Corporate Services
Executive Manager Governance and Performance

External Agencies: Richard Altman, Morton Philips

Community: Not applicable

2. BACKGROUND

CEO Performance Review Panel (the Panel)

The role and specific function of the Panel, as described in the *Terms of Reference* (1 September 2017) are:

2. ROLE

- 2.1 The Council is responsible for the selection, remuneration and management of the Chief Executive Officer (CEO). The overall role of the Panel is to provide advice to Council on matters relating to the performance and development of the CEO.

3. SPECIFIC FUNCTIONS

- 3.1 The function of the Panel is to provide advice to Council on the CEO's performance and development, including the following matters:
- 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
 - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
 - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
 - 3.1.4 Identifying development opportunities for the CEO; and
 - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

In accordance with these functions, the Panel recommended to Council to utilise the expertise of an external consultant to gather data on the CEO's performance from Council Members and the Executive Leadership Team and to provide a report on the findings.

At its meeting held on 28 April 2020 Council resolved:

12.7 CEO Performance Review Process & Panel Schedule

Moved Cr Mark Osterstock
S/- Cr Kirrilee Boyd

73/20

Council resolves:

1. That the report be received and noted
2. That the 2020 CEO Performance Review and TEC package review be undertaken using an external consultant.
3. That the 2020 CEO Performance Review Panel Meeting and Process Schedule (as amended), as contained in Appendix 1, be adopted.

Carried Unanimously

CEO Employment Agreement

The CEO's current Employment Agreement commenced on 1 July 2019.

Clause 12 of the Agreement contains the provisions for a performance review process with the following key features:

12. **PERFORMANCE REVIEW**

- 12.1 The parties agree that the CEO will undergo no less than one annual performance review in accordance with the Council requirements for the Term of this Agreement. The CEO must also participate if directed in any other performance review required by the Council.
- 12.2 The performance review shall be conducted on an annual basis.
- 12.3 The CEO's performance will be assessed by reference to the Personal Evaluation System measured against the CEO's Duties as outlined in this Agreement, Position Description and any other factors considered relevant by agreement with the CEO. Evaluation will include the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1.
- 12.4 The performance review will review the CEO's Position Description and any key performance indicators.
- 12.5 A written report shall be compiled with respect to the performance review and a copy provided to the CEO. The report shall set out in detail where Competent Performance (or better) has been achieved, and any particular aspects of the CEO's performance that require improvement, together with reasonable time frames within which it is expected those areas of performance to be improved to a specified standard.
- 12.6 The Council must provide whatever counselling, advice and assistance are reasonably necessary to enable the CEO to improve his performance during that period.
- 12.7 At the conclusion of the time frames referred to in Clause 12.5 and after taking into account the written report referred to in that Clause (and such other matters as the Council considers relevant), the CEO will either:
 - 12.7.1 be informed that performance has improved to the satisfaction of the Council or reached Competent Performance (or better) and that no further action will be taken; or
 - 12.7.2 be provided with further written notice, providing final warning that unless the CEO's performance improves in the same stipulated areas, once again within a time frame, the Council will terminate this Agreement pursuant to Clause 14.3.1.
- 12.8 The CEO's Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.

A consideration from the performance review is whether there are any particular aspects of the CEO's performance that require improvement and if so, the reasonable timeframes within which it is expected for those areas to be improved.

Rating System

The Agreement (in Clause 12.4 above) requires a Personal Evaluation System which means the rating system by which the CEO’s performance is assessed. The agreed rating system provides the following assessment:

Rating Scale

Rating	Definition
5.. Exceptional	Performance far exceeded expectations due to exceptionally high quality of work performed in all <i>essential</i> areas of responsibility, resulting in an overall quality of work that was superior
4 Exceeds expectations	Performance consistently exceeded expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual goals were met.
3. Meets expectations	Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
2. Improvement needed	Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or most critical goals were not met.
1. Unsatisfactory	Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.
NA	Unable to comment

2019-2020 Performance Targets

Council adopted a new suite of CEO Performance Targets on 23 July 2019 covering the 2019-2020 financial year. (**Appendix 2**)

12.4 Proposed 2019-2020 CEO Performance Targets

Cr Malcolm Herrmann, Cr Linda Green and Cr Andrew Stratford declared a Perceived Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.4.

Cr Malcolm Herrmann, Cr Linda Green and Cr Andrew Stratford remained in the Chamber and voted.

Moved Cr Mark Osterstock

S/- Cr Pauline Gill

190/19

Council resolves:

1. That the report be received and noted
2. To confirm that the CEO has achieved the outcomes of the 2018-2019 Performance Targets per *Attachment 1*.
3. To adopt the proposed 2019-2020 CEO Performance Targets recommended by the Panel as per *Appendix 2*.

Carried Unanimously

These performance targets, in conjunction with the key responsibilities in the position description are used to assess the CEO's performance in accordance with Clause 12.4 of the Agreement.

CEO Total Employment Cost Package

The Agreement contains the provisions for the review of the Total Employment Cost (TEC) Package in Clause 13 that must be used when considering any change in TEC as follows:

13. **TEC PACKAGE REVIEW**

- 13.1 The TEC Package specified in Clause 10 and Schedule 2 shall be reviewed annually in conjunction with the performance review process and outcomes.
- 13.2 The TEC Package review will be conducted each year following the performance review set out in Clause 12 (if reasonably practicable), and any change to the TEC Package shall take effect from the anniversary of the Commencement Date or as agreed.
- 13.3 The review of the TEC Package will take into account the following:
 - 13.3.1 The agreed key performance indicators;
 - 13.3.2 The CEO's Position Description;
 - 13.3.3 Movements in the Consumer Price Index (all groups) Adelaide as issued by the Australian Bureau of Statistics for the year ending in the quarter immediately preceding the review;
 - 13.3.4 Remuneration paid to CEO's of councils in South Australia; and
 - 13.3.5 Any other factors the Council considers relevant.
- 13.4 Notwithstanding Clause 13.3, the parties acknowledge that, in undertaking any review of the TEC Package, the CEO is not, as a right, entitled to any annual increase of the TEC Package.

The current CEO Total Employment Cost Package is:

Annual base salary	\$232,604
Employer superannuation (9.5% of annual base salary)	\$22,097
Full and unrestricted use of fully maintained vehicle	\$10,000
TOTAL TEC	\$264,701

3. ANALYSIS

A requirement of the Performance Review (Clause 12.5 of the Agreement) stipulates a determination on the CEO's performance by way of a written report identifying whether competent performance (or better) has been achieved, and to identify any particular aspects of the CEO's performance that requires improvement. In determining whether the CEO has achieved competent performance, under the CEO's Employment Agreement (in 'Definitions') competent performance is defined in the following way.

Competent Performance means the achievement by the CEO of a performance rating at least equal to the mid point of the rating scale (ie CEO's performance met expectation).

The Panel met with the consultant on 27 August 2020 to be briefed on the *2020 CEO Performance Review Report* (the Review).

The assessment of the CEO's performance covers the position description key responsibilities and the annual performance targets. The Key Responsibilities from the position description cover the following subject matters:

- Advice to and Relations with Council Members
- Leadership and Management of Councils Employees
- Stakeholder Management and Communication
- Financial and Asset Management
- Work Health and Safety
- Strategic Planning
- Human Resources Management and
- Operational Management, Governance and Major Projects.

The position description as contained in the Agreement is based on the requirements of s99 – *Role of chief executive officer* of the Act and is a standard used across many councils within the local government sector.

2020 CEO Performance Review

The outcome for this performance review is detailed in the Review (**Appendix 1**). A summary of the findings detailed in the Review are provided below.

Table 1 (the Review, p4) is a summary of the overall (average) ratings from both Council Members and Executive Leadership staff for each of the key responsibilities in the position description.

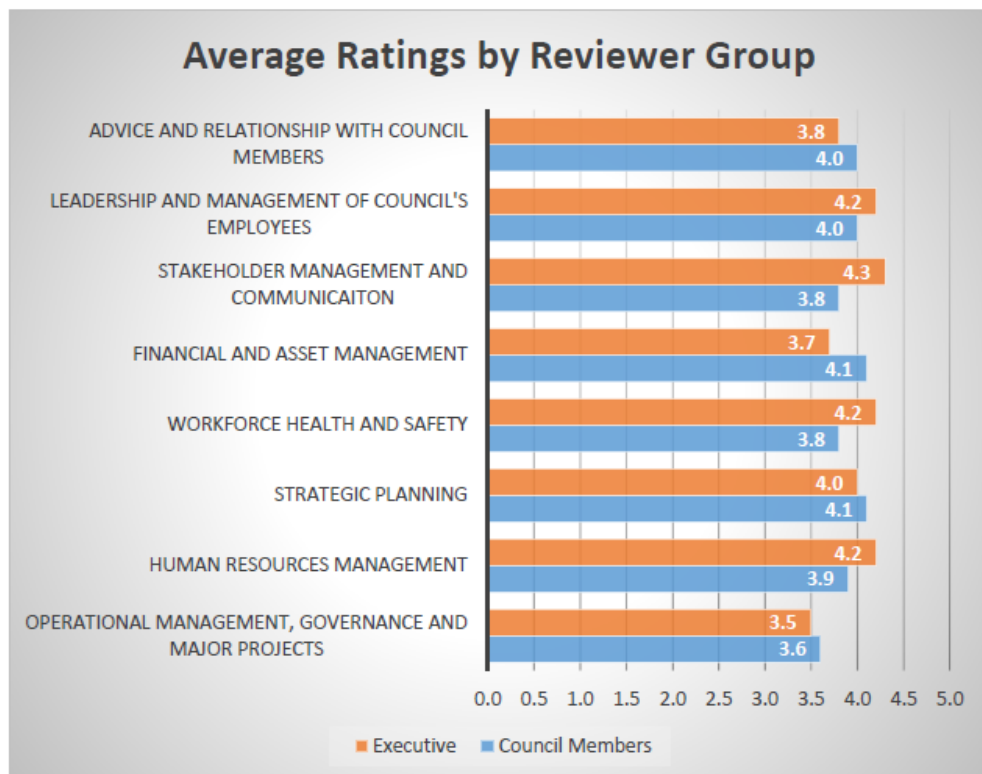


Table 1

The Review states (pp4-5)

As can be seen from the chart above there is a high degree of alignment across capability areas from each of the reviewer groups. With ratings of “met expectation” or “exceeded expectation” the CEO rated highly in all areas.

In determining an overall score, Council Members have rated the CEO’s performance across all capability areas as 3.9 and Executive Staff as 4.0 (taking the average of each of the scores). It is clear that the CEO has been rated by Council Members as being strong across all capability areas, but they have provided higher average ratings for Financial and Asset Management, and Strategic Planning. It is a positive outcome for the CEO.

Executive Staff have also rated the CEO as performing above expectation in the capability areas of Leadership and Management of Council’s Employees, Stakeholder Management and Communications, Workplace Health and Safety, and Human Resources Management. All of the remaining ratings are also positive for the CEO.

The ratings shown in the table above demonstrate the CEO has performed strongly across all capability areas in the view of both reviewer groups. The lowest average rating for Council Members and Executive Staff was for Operational Management, Governance and Major Projects. While this capability area received the lowest average rating, it is still higher than the “met expectation” rating of 3.0 for both reviewer groups.

Table 2 (the Review p 5) and Table 3 (the Review p 6) provides the percentage response rates for each of the capability areas by respondent groups.

The following table shows ratings provided by Council Members:



Table 2

Table 3 shows ratings provided by Executive staff:



Table 3

It is clear from the table above that no Executive Staff have provided a rating for any capability area at lower than 3.0, or in the "not met expectation" range. Clearly, staff have a very positive view of their CEO.

We have provided commentary and feedback for each capability area in the body of the report.

It is clear from both charts that Council Members and Executive Staff have rated the CEO's performance at, or exceeding expectation. It is also clear that the majority of reviewers considered the CEO's performance exceeded expectations.

It is our view that the overall result from this performance review is very positive for the CEO, and Council and staff are clearly positive about his performance.

There is feedback through the Review on development opportunities/feedback. This type of feedback is considered to be a normal feature of performance discussions undertaken across the organisation, normally between the employee and their People Leader that does not lead to a formal performance improvement plan being implemented, rather that the feedback be considered and changes made where appropriate.

Performance Target Outcomes

At the Council meeting of 28 July 2020, the Council determined that the CEO had achieved the CEO's 2019-2020 Performance Targets (copy of the final outcomes attached as **Appendix 2**):

12.11 CEO Performance Target Finalisation and Proposed 2020 – 2021 Performance Targets

**Moved Cr Mark Osterstock
S/- Cr Pauline Gill**

150/20

Council resolves:

- 1. That the report be received and noted**
- 2. That the CEO has achieved the following outcomes in relation to the 2019-20 CEO Performance Targets:**

Target 1 – Completed

Target 2 – Completed

Target 3 – Completed

Target 4 – Deferred by Council decision

Target 5 – Completed

Target 6 – Completed modified target by Council decision

- 3. To adopt the proposed 2020-2021 CEO Performance Targets recommended by the Panel as per *Appendix 2*.**

Carried unanimously

Remuneration Review Report

The following information is provided from the consultant's *Remuneration Review Report* (the Report) for the Council's consideration.

Consumer Price Index (CPI)

A common baseline factor that is considered for remuneration reviews is the movement in the annual Consumer Price Index (CPI). The most recent reports from the Australian Bureau of Statistics (ABS) shows the following movements in the CPI. The impact of COVID-19 in the June quarter has seen the national CPI move into a negative figure while the SA CPI continues to have a small increase. It is difficult to predict what the following quarters will show for 2020.

Quarter	National CPI	SA CPI
March 2020	2.2%	2.4%
June 2020	-0.3%	+0.8%

Wage Price Index (WPI)

In conducting remuneration reviews of this kind, we also generally provide the annual Wage Price Index (WPI) movements. The WPI measures annual movements in remuneration nationally and the March 2020 quarter showed annual movements of 2.1% across all sectors. The June figures are not yet available.

Benchmarking other Councils

We have also conducted some benchmarking with other Councils. We have provided data for the Group 2 Councils, with which AHC is grouped by the S.A. Remuneration Tribunal for the purposes of determining Councillor Allowances. We have provided data for CEO remuneration in the table below:

Council	2019/2020 Remuneration
Alexandrina	\$ 289,170
Campbelltown	\$ 306,805
Holdfast Bay	\$ 274,326
Mount Gambier	\$ 284,580
Prospect	\$ 260,656
Unley	\$ 286,923
Mount Barker	\$ 250,591
Barossa	\$ 270,702
Burnside	\$ 275,000
Norwood Payneham, St Peters	\$ 287,920
Murray Bridge	\$ 280,055
Gawler	\$ 262,090
Average	\$ 277,402

It is important to note that remuneration shown above for Burnside, Prospect, and Holdfast Bay councils reflect that of the new CEOs, and each Council are remunerating the new CEOs at higher levels than the previous incumbents. It is clear from the table above that the current remuneration of the CEO at **\$264,701 is about 4.6%** below the average of the Group 2 Councils. In our 2019 review we noted remuneration was about 4.0% below the average. Part of the change reflects higher CEO remuneration in the councils mentioned when recruiting their new CEOs.

It is common for organisations to use performance as a driver for annual remuneration increases. We have provided the following table as a suggestion for AHC should they want to provide an annual increase based on performance. AHC use a five-point rating scale in their performance reviews. We have reflected that scale in the table below:

Performance Rating	Performance Description	% Increase
5	CEO's performance is exceptional	3.5%
4	CEO's performance exceeds expectations	2.5%
3	CEO's performance meets expectations	1.5%
2	CEO's performance needs improvement	0%
1	CEO's performance is unsatisfactory	0%

AHC are not required to provide any increase as outlined on Clause 13.4. It is our experience in CEO remuneration reviews in Local Government that Councils have been providing at least an annual increment that aligns with CPI, which was, until the recent impact of COVID-19, around 1.5% to 2.0%. We also note in our remuneration work in recent months that many Council CEOs have elected to take no increase in 2020 given the economic circumstances that have resulted from COVID-19 in the community.

Councils also consider annual increases provided to staff through Enterprise Agreements. In our work with other Councils we understand that increases included in EAs for 2020 are around 2.0%. In some cases, they provide a minimum of 2.0% or CPI whichever is the greater as an annual increment.

The data presented above would indicate that the CEO is just below the market for remuneration when considering Group 2 Councils. Council should also consider the performance review feedback when determining its recommendation which rated the CEO's performance as aligning with a 4.

It is our view the CEO's increment should be within the range from 1.5%, and up to 2.5% (subject to performance) which would make remuneration more market competitive.

Although, as stated above, there is no requirement to provide an increase to the CEO's TEC (Clause 13.4 of the Agreement), the Council must decide on whether to maintain the current TEC package or improve the TEC package in real terms by giving consideration to the elements of the TEC, Clause 13.3 (above), the comparative information on remuneration data (provided above), the performance review report outcome and the Council decision on the completion of the 2019-2020 Performance Targets.

Panel Recommendation

At its meeting on 3 September 2020, the Panel considered both the Review and the decision of Council on the completion of the Performance Targets and the remuneration report information and made the following recommendations for Council decision:

10.1.1 CEO Performance Review and Remuneration Review – Confidential Item

Moved Paula Davies
S/- Cr Nathan Daniell

PRP18/20

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
2. To recommend to Council that the CEO 'exceeds expectations' in relation to the 2020 CEO Performance Review.
3. To recommend to Council with regard to the performance outcome, that no specific performance improvement plan is needed.
4. To recommend to Council to increase the CEO's TEC Package by 1.0% to commence from 1 July 2020.
5. To recommend to Council to increase the CEO's annual leave allocation by five (5) days annual leave making a total of five (5) weeks annual leave per annum.

Carried

4. OPTIONS

Council has the following options regarding the Performance Review Report:

- I. Having consideration to the '2020 CEO Performance Review' and any other matters related to the performance review conclude that there are no grounds to establish a performance improvement plan and to resolve that the CEO has achieved a competent performance outcome (or greater) in relation to the 2020 CEO Performance Review Report. (*Recommended*)
- II. Having consideration to the '2020 CEO Performance Review' and any other matters related to the performance review, determine any areas of the CEO's performance that require improvement, together with the timeframes within which the Council expects those areas of performance to be improved and resolve accordingly. (*Not Recommended*)

The Council has the following options regarding the Remuneration Review:

- I. Having considered the factors listed in Clause 13 of the Agreement in relation to the review of the TEC Package, the Council may resolve to increase the TEC Package by the recommended percentage and/or by the provision of some other employment flexibilities. (*Recommended*)
- II. Having considered the factors listed in Clause 13 of the Agreement in relation to the review of the TEC Package, the Council may resolve to increase the TEC Package by a different percentage than recommended in this report and/or by the provision of some other employment flexibilities. (*Not Recommended*)
- III. Having considered the factors listed in Clause 13 of the Agreement in relation to the review of the TEC Package, the Council may resolve to retain the current TEC Package. (*Not Recommended*)

5. APPENDICES

- (1) 2020 CEO Performance Review Report
- (2) 2019-2020 CEO Performance Targets-Final

Appendix 1

2020 CEO Performance Review Report

Morton Philips

2020 CEO Performance Review Report



August 2020

Table of contents

Background.....	2
Methodology	2
Report Format	3
Performance Review Summary.....	4
2020 Performance Review Participants.....	7
Performance Review Feedback	7
Advice to and Relationship with Council Members.....	7
Leadership and Management of Council’s Employees.....	9
Stakeholder Management and Communication	11
Financial and Asset Management.....	13
Workforce, Health and Safety	15
Strategic Planning.....	17
Human Resources Management	19
Operational Management, Governance and Major Projects.....	21

Background

As part of its governance process, Adelaide Hills Council (AHC) undertakes an annual review of the Chief Executive Officer's (CEO's) performance. This assessment is coordinated by a CEO Performance Review Panel (the Panel). Membership of the Panel will be comprised of up to five members being the Mayor, the Deputy Mayor and two (2) Council Members, and an independent member with appropriate skills and experience in executive performance review processes. The performance review seeks input from Council Members and senior employees regarding the CEO's performance against a range of agreed Performance Targets (PTs) and a set of capabilities outlined in the CEO's position description.

Morton Philips was selected by the Panel to work with them to undertake the annual performance review.

Methodology

The process in undertaking the review was established by the Panel and outlined to Council Members at a Workshop on 21 July 2020. It was agreed that those providing feedback regarding the CEO's performance be provided with a questionnaire focussed on the CEO's capabilities as set out in his position description. The survey was developed to seek feedback from all Council Members and the Executive Leadership Team. The survey was distributed to reviewers on 22 July 2020 and the survey closed on 6 August 2020.

At the Council Workshop on 21 July, we presented the final questionnaire to Council Members and staff. The questionnaire sought feedback in the following key areas:

- Advice to and Relationship with Council Members
- Leadership and Management of Council's Employees
- Stakeholder Management and Communication
- Financial and Asset Management
- Workplace, Health and Safety
- Strategic Planning
- Human Resources Management
- Operational Management, Governance and Major Projects

Reviewers were asked to provide an overall performance rating for each of the capability areas, and also had the opportunity to outline the CEO's strengths and development needs for each capability area.

The CEO also developed and agreed a series of Performance Targets (PTs) with Council in 2019 and provided Council with a detailed summary of his achievements at the Council Workshop on 21 July 2020. Our review was limited to seeking feedback about the CEO capability areas outlined in the position description.

As outlined, the performance review process required those providing feedback to provide a rating for each area as defined in the CEO's Employment Agreement. The following rating scale was provided to reviewers with the survey:

Rating Scale

Rating	Definition
5.. Exceptional	Performance far exceeded expectations due to exceptionally high quality of work performed in all <i>essential</i> areas of responsibility, resulting in an overall quality of work that was superior
4 Exceeds expectations	Performance consistently exceeded expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual goals were met.
3. Meets expectations	Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
2. Improvement needed	Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or most critical goals were not met.
1. Unsatisfactory	Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.
NA	Unable to comment

Confidential feedback was provided direct to Morton Philips from the reviewers, and a summary of the feedback is included in the report.

Report Format

This report has been prepared to summarise the performance feedback obtained during the review. We have provided a summary of our findings in the first section of this report, and then provided detailed feedback for each leadership capability area outlined above. The overall summary provides data regarding the ratings provided, plus a summary of the comments.

Performance Review Summary

The following table sets out a summary of the overall (average) ratings provided by both Council Members and Executive Staff for each of the leadership capability areas outlined in the position description.

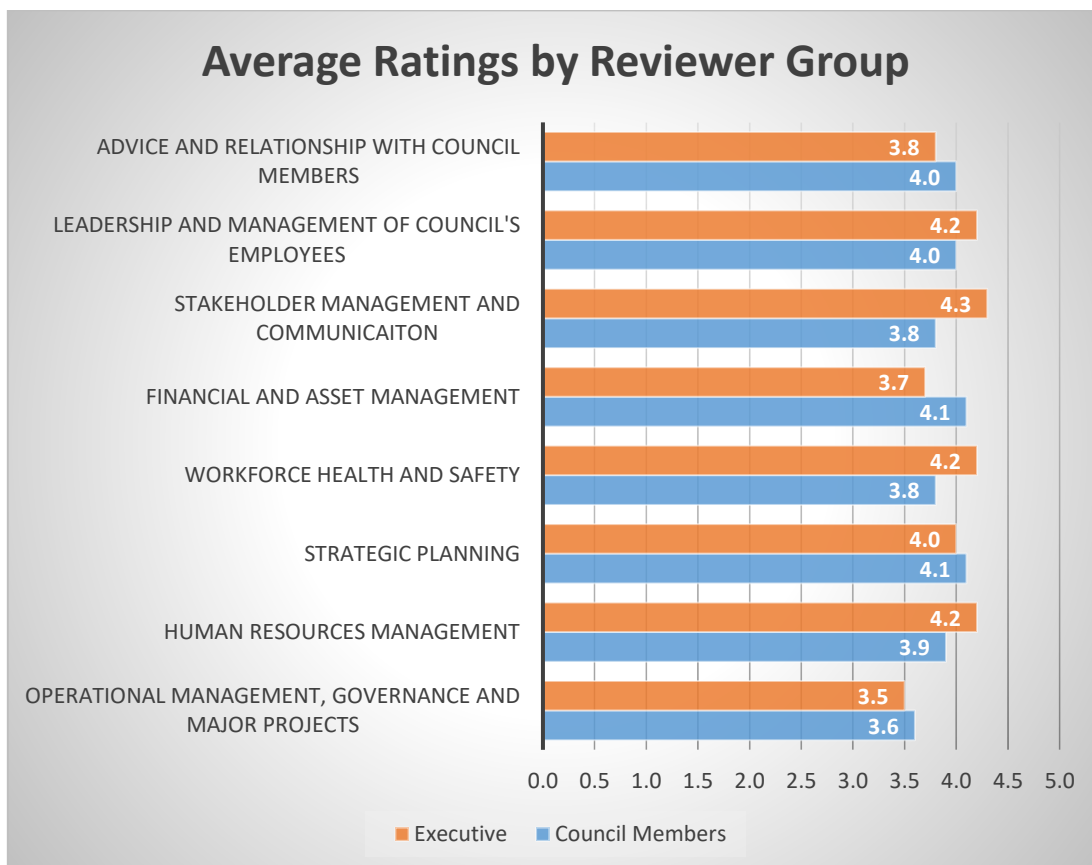


Table 1

As can be seen from the chart above there is a high degree of alignment across capability areas from each of the reviewer groups. With ratings of “met expectation” or “exceeded expectation” the CEO rated highly in all areas.

In determining an overall score, Council Members have rated the CEO’s performance across all capability areas as 3.9 and Executive Staff as 4.0 (taking the average of each of the scores). It is clear that the CEO has been rated by Council Members as being strong across all capability areas, but they have provided higher average ratings for Financial and Asset Management, and Strategic Planning. It is a positive outcome for the CEO.

Executive Staff have also rated the CEO as performing above expectation in the capability areas of Leadership and Management of Council’s Employees, Stakeholder Management and Communications, Workplace Health and Safety, and Human Resources Management. All of the remaining ratings are also positive for the CEO.

The ratings shown in the table above demonstrate the CEO has performed strongly across all capability areas in the view of both reviewer groups. The lowest average rating for Council Members and Executive Staff was for Operational Management, Governance and Major Projects. While this capability area received the lowest average rating, it is still higher than the “met expectation” rating of 3.0 for both reviewer groups.

While it is important to show the average rating for each capability area, we have also added another chart to enable Council to consider the feedback. The following chart shows for each capability area the percentage of Council Members and Executive Staff that rated the CEO’s performance below expectation (ratings of 1, 2 or below 3), meeting expectation (rating of 3 but less than 4), and exceeding expectation (ratings of 4 or 5). We have provided separate charts for Council Members and Executive Staff for ease of review.

The following table shows ratings provided by Council Members:

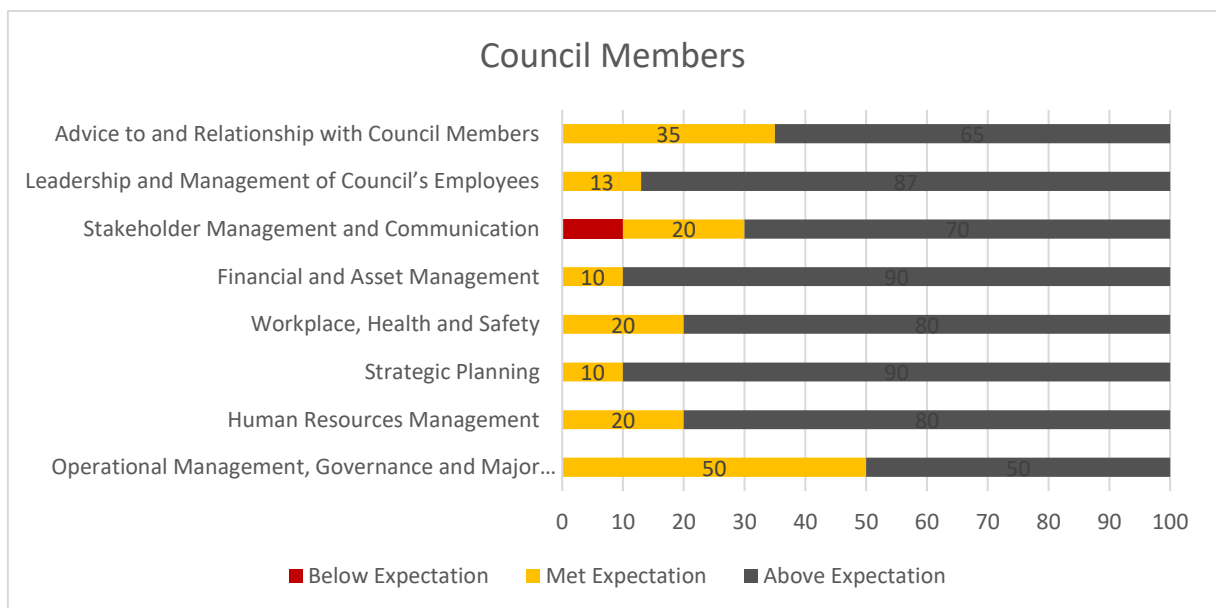


Table 2

Table 2 illustrates the range in ratings provided by Council Members. It can be seen from the chart that the vast majority of Council Members have rated the CEO as met expectation or exceeded expectation, as is illustrated by the average ratings shown in Table 1. We can report that only one Council Member rated performance as below expectation in Stakeholder Management and Communication. All other ratings were at or greater than 3.0.

Table 3 shows ratings provided by Executive staff:



Table 3

It is clear from the table above that no Executive Staff have provided a rating for any capability area at lower than 3.0, or in the “not met expectation” range. Clearly, staff have a very positive view of their CEO.

We have provided commentary and feedback for each capability area in the body of the report.

It is clear from both charts that Council Members and Executive Staff have rated the CEO's performance at, or exceeding expectation. It is also clear that the majority of reviewers considered the CEO's performance exceeded expectations.

It is our view that the overall result from this performance review is very positive for the CEO, and Council and staff are clearly positive about his performance.

2020 Performance Review Participants

We have not provided a full list of names of those participating and providing feedback for this review. We had responses from ten Council Members and also received completed questionnaires from six Executive Team Members. The response rate was less than 100% from Council Members but still substantial and has enabled us to provide good quality feedback from each reviewer group for the CEO.

Performance Review Feedback

In this section of the report, we will provide feedback for each of the capability areas included for the review. This will include the ratings provided for each review group as set out in the Performance Review Summary section, and we have added a summary of the comments we received regarding the CEO’s strengths and potential areas for development.

Advice to and Relationship with Council Members

The following average ratings were provided for Advice to and Relationship with Council Members:

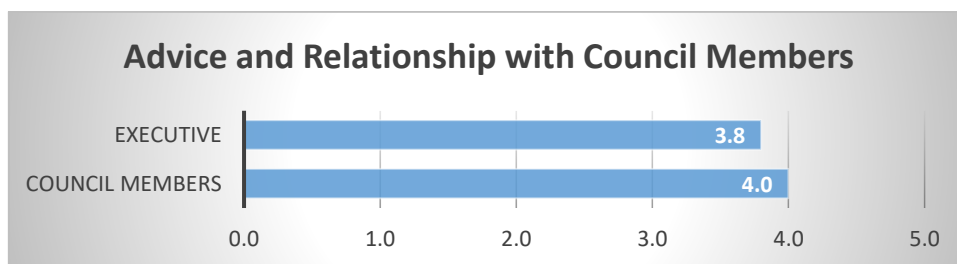


Table 5

The overall ratings provided for this capability area are aligned for both reviewer groups with Council Members rating performance at 4.0 and staff at 3.8. The range in ratings from Council Members and Executive Staff was from 3 to 5.

The following chart shows the percentage of responses received across each performance rating.

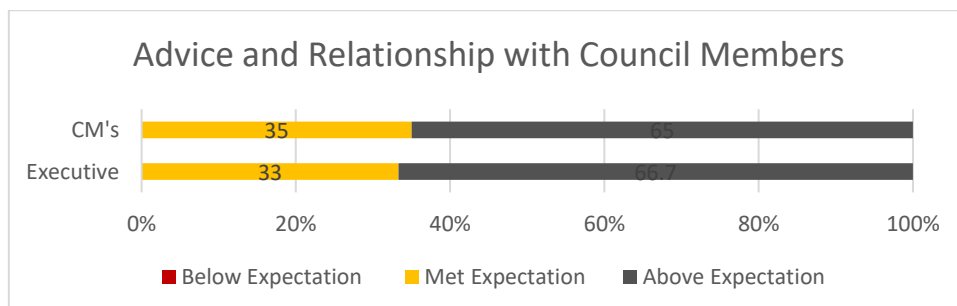


Table 6

Table 6 shows the CEO is rated at meeting or exceeding expectation by all respondents. The result is very positive for the CEO with 65% of Council Members, and 67% of Executive Staff rating performance at above expectation level.

Council Member Feedback:

It was commonly reported that the CEO was accessible and available to Council Members and he would answer questions and respond promptly even if he was not able to provide a detailed response. The CEO has built and maintained good relationships with the Council Members and the Mayor. He provides open and honest communication and his advice is sound and respected. He is willing to meet with Council Members individually or in groups and consistently works on a “no surprises” approach. He is described as calm, diplomatic, professional, and engaging.

He has employed a senior leadership team which is cohesive and supports him well. He demonstrates that he respects Council Members and his Team.

In terms of areas for development some have the view that, given the agendas for AHC tend to be quite large with a lot of information to digest in a short amount of time, there are times when it becomes difficult to have full debate. The CEO could send some agenda reports earlier for the more complex items to allow the Council Members to fully digest the information. Some Members would also like to see suggestions and enquiries by Council Members treated more seriously and more time be spent on these suggestions by the CEO’s Team.

Executive Feedback:

Executive Staff see the CEO as very proactive in making himself available to Council Members to provide advice, assistance or just act as a sounding board. They also consider that his advice is fearless and frank but always well-pitched and politically astute. They are positive too about his availability to Council Members for one on one meetings.

Executive Staff believe the CEO has built a strong and positive relationship between administration and Council Members. The CEO leads by example and has excellent interpersonal skills and engages well with staff and Council Members. His advice is well reasoned and supported by evidence and research. He is trusted by Council Members and his Team.

In terms of development, staff feel that the CEO can be too generous with his time with Council Members. This can impact on his after-hours time, but he continues to be available to Councillors. The CEO’s emphasis on engagement with Council Members can sometimes come at the cost of expediency and moving on with other matters. His natural approach is to provide support and respond, and this can impact the organisation’s ability to deliver on other activities and programs.

Leadership and Management of Council's Employees

The following average ratings were provided for Leadership and Management of Council's Employees:

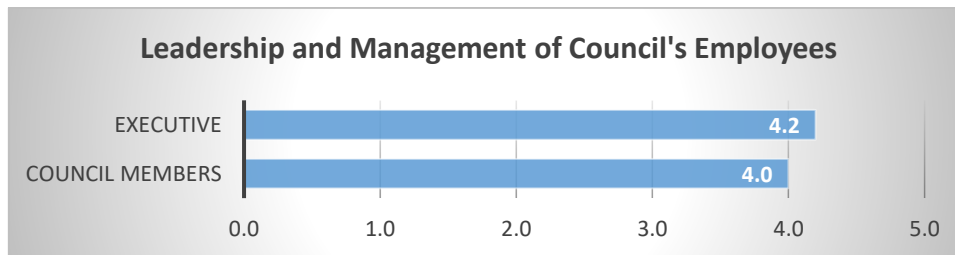


Table 7

The result for this capability area is also positive for the CEO with average ratings of 4.0 from Council Members and 4.2 from Executive Staff. The range in ratings provided across this area was from 3 to 5 for both reviewer groups.

The following chart shows the percentage of responses across each performance rating category:

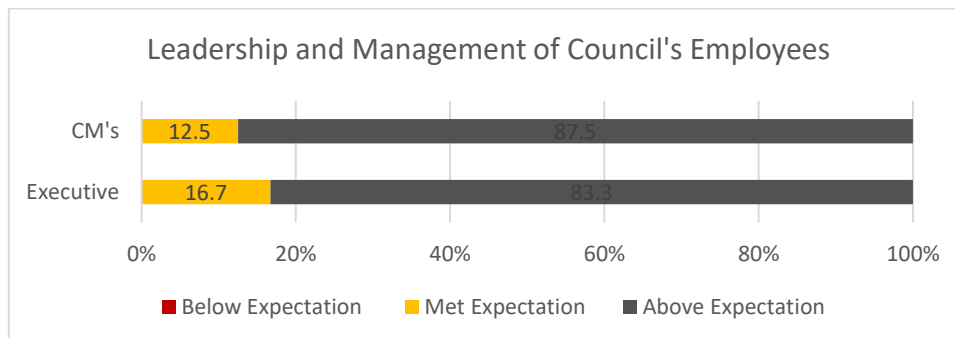


Table 8

Table 8 shows that all Council Members and Executive Staff rate the CEO as having met or exceeded expectations, with a significant majority seeing the CEO's performance as exceeding expectations.

Council Member Feedback:

Council Members see the CEO as setting a good example and providing a positive working environment. They have the view that the CEO sets clear expectations with staff regarding their responsibilities and behaviours. The CEO seems to genuinely care about his people and shows he values them and their contribution to the organisation. Given the nature of this capability area, a number of Council Members were not able to provide much comment

It was also noted that the CEO has strong relationships with his people. He is an inclusive leader and will always look to support his team. Council Members are concerned about how available he is to them and his team and he needs to ensure he takes leave regularly.

Executive Feedback:

The CEO is viewed by staff as providing good and contemporary leadership. He is consistently visible and encouraging as a leader. He provides unwavering support for equality of opportunity and the development of the workforce.

Staff comment that the CEO is very supportive of employees and empathetic to the challenges that affect employee productivity at various times of their lives. He is very committed to a safe work environment and is always approachable.

The CEO has developed a culture that ensures the relationship between employees and Council is respectful and based on trust. He leads by example.

In terms of development, staff found it difficult to make suggestions. Some commented that whilst the organisation is extremely well positioned in most areas, an additional focus on accountability would add value to the overall growth of the organisation moving forward.

Stakeholder Management and Communication

The following average ratings were provided for Stakeholder Management and Communication:

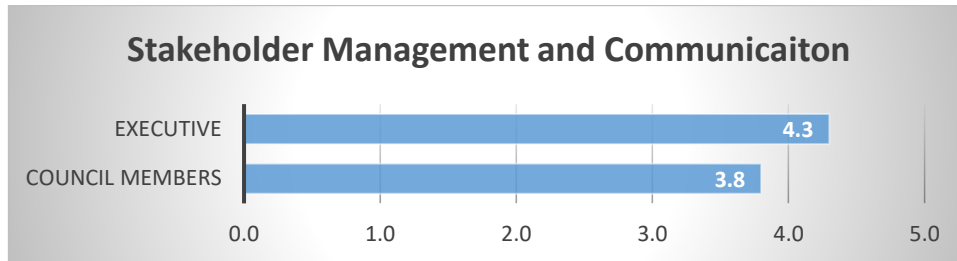


Table 8

The final average ratings from both Council Members and Executive Staff are positive with ratings of 3.8 and 4.3, respectively. There is also a strong level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. The range of ratings was mostly 3 to 5 with one score of 2.0 from a Council Member. Staff ratings were all within the 3 to 5 range.

The following chart shows the percentage of responses across each performance rating category:

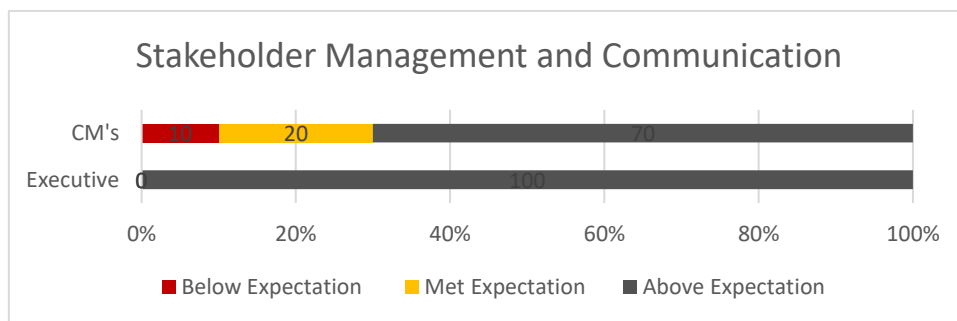


Table 9

As highlighted in the comments above, the range of ratings was quite narrow with only one Council Member rating at below expectation. Overall, the majority of Council Members and all Executive Staff rated performance of the CEO at exceeding expectation for this capability area. This is a very positive outcome for the CEO.

Council Member Feedback:

The CEO has engaged with the community, government representatives, the local business sector and other organisations to promote AHC in a positive manner. This has been seen as especially valuable during the events of the past seven months. The CEO has made himself available for all media requests and is always upbeat when addressing the media. He shares this with other senior leaders to assist in their development.

It is clear that he is well respected by his peers. Council Members were also positive about the community engagement strategies the CEO has put into place. His participation in community events is positive. The CEO speaks well on behalf of the Council and is a good advocate for the region.

In terms of development, the CEO could consider taking a more proactive approach with the media by issuing press releases after Council meetings rather than letting the press take the initiative.

Executive Feedback:

The CEO articulates to staff that we exist to serve, and he ensures that AHC serves their customers and the community well. He is passionate about customer service and builds good relationships with relevant stakeholders. He also advocates for the organisation and the community at higher levels of government when required.

Staff note the CEO is very active and approachable with stakeholder groups both in the community and the local government sector. He is a good communicator of the status of actions and projects undertaken by the Council. The CEO is understanding and empathetic to the many different perspectives of community members and other stakeholders.

The CEO has a passion for ensuring the reputation of AHC is promoted and enhanced at every opportunity, and his style is perceived well by those that have any level of contact with him.

Staff are aware of the time the CEO spends on engagement with stakeholders. Managing his time to get the balance right with his many competing priorities needs to be an area of focus. The CEO needs to ensure time is available to do other work and still have thinking time, while also ensuring he takes appropriate leave.

Financial and Asset Management

The following average ratings were provided for Financial and Asset Management:

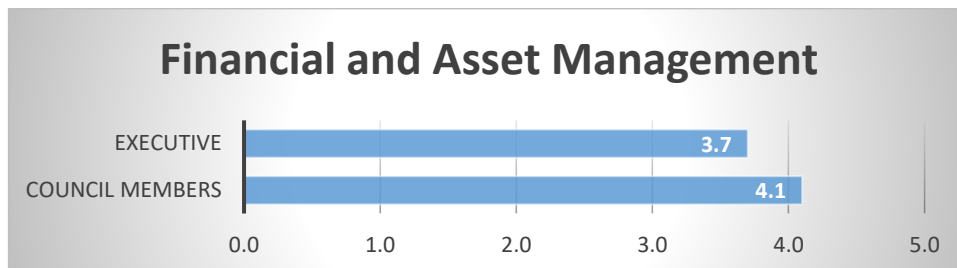


Table 10

The average ratings again show a high level of alignment across Council Member and Executive Staff views, with ratings of 4.1 and 3.7 respectively. The range of ratings was also highly aligned, with ratings of 3 to 5 from both groups.

The following chart shows the percentage of responses across each performance rating category:

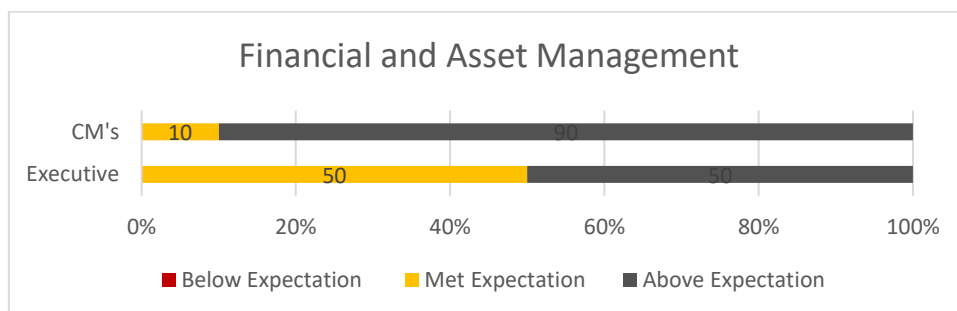


Table 11

Table 11 shows that both reviewer groups have provided ratings of meeting expectation or above, with 90% of Council Members rating the CEO as exceeding expectations. Executive Staff were also positive with 50% providing a rating of exceeding expectations.

Council Member Feedback:

Council Members commented that the CEO facilitated an effective Annual Business Plan and budget planning process, in the face of difficult circumstances surrounding not only the bushfire but also COVID-19, which meant the CEO could not meet with Council Members face-to-face. While this was complex, the outcomes were positive and learnings could be used in future budget processes. The use of discussion boards to allow for more considered responses to issues and questions was positive.

Council Members also commented that, by employing a strong leadership team, the CEO has been able to improve the Asset Management Plan, the Long-Term Financial Plan, and the Strategic Plan, ensuring better linkages between the various plans. This assists the Council Members to be confident in decision making and in planning for the future of AHC.

It was suggested the CEO could look to advertise in a more open way the availability of financial assistance and grants being offered by Council to the community and business during these difficult times. The CEO also needs to continue to find grants and funding for Council projects.

Executive Feedback:

The CEO has ensured the organisation has developed a robust Long-Term Financial Plan that is aligned with the Strategic Plan. This has provided a level of certainty associated with financial sustainability despite challenging circumstances associated with unforeseen events over recent months.

The CEO also has taken a respectful and constructive approach to seeking funds from other levels of government, particularly after the bushfires and COVID-19. The CEO has ensured robust management systems are in place, including the Audit Committee and quarterly financial reporting to Council. The CEO also reviews financial management accounts monthly, to track progress with the leadership team.

Workforce, Health and Safety

The following average ratings were provided for Workforce Health and Safety:

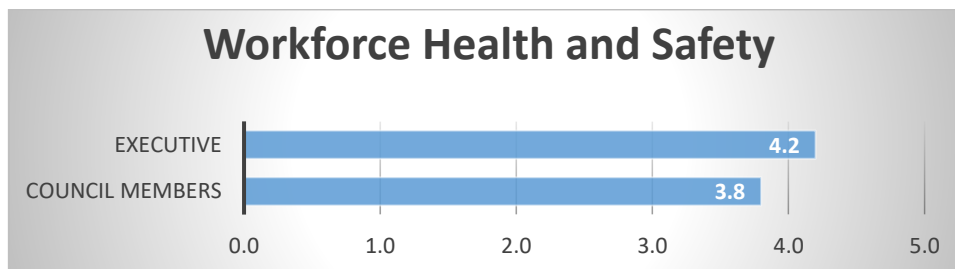


Table 12

The average rating for this capability area for both reviewer groups rated at exceeding expectation, with ratings of 3.8 from Council Members and 4.2 from staff. The range of ratings provided from both reviewer groups was 3 to 5. Once again, the close alignment of ratings is a positive for the CEO and his activity in this capability area.

The following chart shows the percentage of responses across each performance rating category:

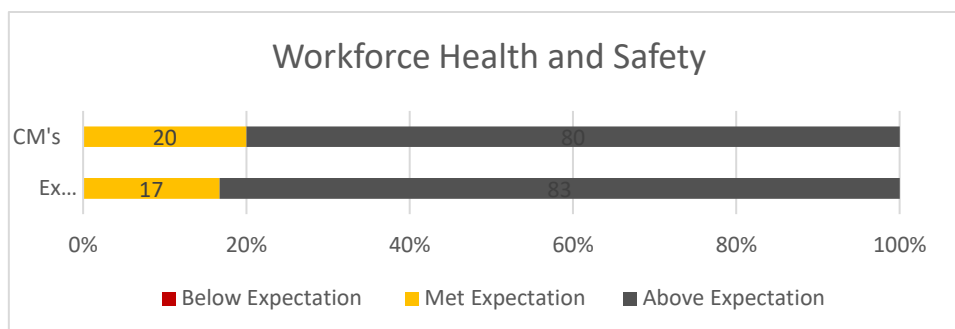


Table 13

Table 13 shows the tight rating range, with 100% of respondents rating the CEO at meeting or exceeding expectation. The CEO is rated at exceeding expectation by 80% of Council Members and 83% of Executive Staff. The CEO has continued to deliver positive outcomes for WHS.

Council Member Feedback:

Council Members commented that the CEO sets the example in this space. The initiatives established by the CEO have provided a positive impact on WHS. The CEO actively promotes the Take 5 for Safety campaign, which he initiated, to promote WHS with council staff. The CEO is aware of current legislation and ensures compliance. The CEO genuinely cares about his staff.

There were no specific development suggestions. Some commented that the CEO needs to ensure his work /life balance is right and sets an example for others.

Executive Feedback:

The CEO has provided both direction and support in the delivery of a WHS culture that is focused and relevant to AHC. He has also ensured resources are provided to enable delivery of systems and processes that ensure compliance. Staff also mentioned the impact and success of the Take 5 program and the genuine concern the CEO has for the safety of the people at AHC. He constantly reminds all staff of the need to remain vigilant.

There were no suggestions for development in this area. Continuing to improve monitoring and reporting should be the focus. The work in WHS needs to continue to be an organisation-wide focus.

Strategic Planning

The following average ratings were provided for Strategic Planning:

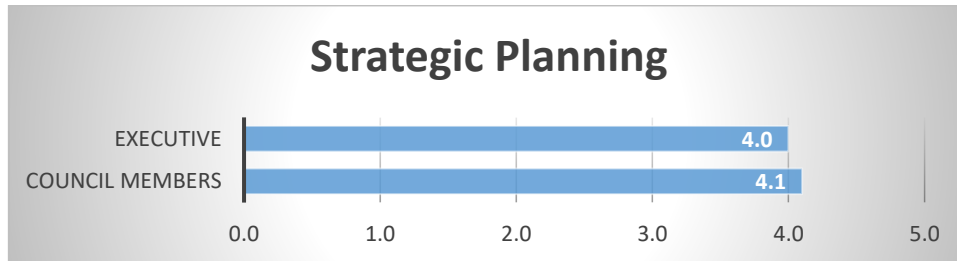


Table 14

Table 14 shows the average ratings provided by Council Members and Executive Staff are positive with ratings of 4.1 and 4.0. The range in ratings was from 3 to 5. There were no responses in the not meeting expectation range.

The following chart shows the percentage of responses across each performance rating category:

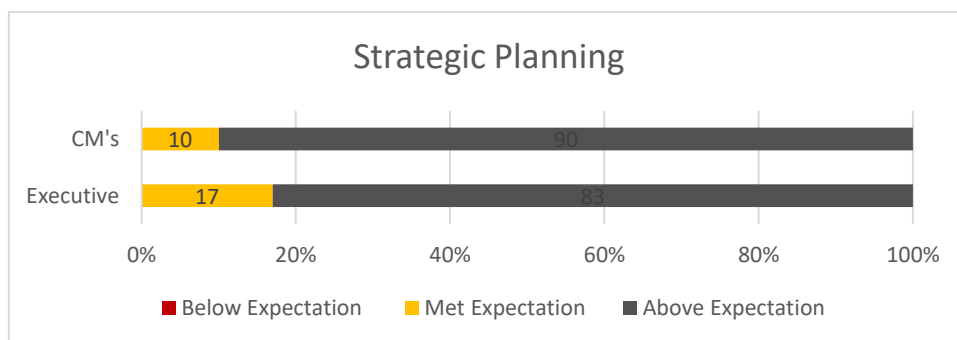


Table 15

Table 15 also shows the positive responses received with 100% of respondents reporting performance at or exceeding expectation. The vast majority of responses showed the CEO was exceeding expectation in this capability area.

Council Member Feedback:

This is reported as another area of success for the CEO. Council Members commented that, even with challenge of Covid-19, they were engaged in the preparation and development of the Strategic Plan. The Strategic Plan is used effectively to drive the development and review of the Long-Term Financial Plan and the Annual Business Plan. All plans were completed on time and had the appropriate consultation and align with the AHC vision.

In terms of development, Council Members want regular updates about progress against the Strategic Plan. Some also commented that the Plan needs to address issues like climate change in the future.

Executive Feedback:

Staff commented that the CEO is a strategic thinker and has ensured that staff, the community, and Council Members were involved in the development of the recently adopted Strategic Plan. The CEO has ensured that the organisation has robust strategic planning processes in place and as a result has delivered ongoing reviews of the Strategic Plan to maintain a forward focusing organisation. The Strategic Plan is funded within the Long-Term Financial Plan to provide a level of certainty around capacity to deliver. The Strategic Plan is used to develop the Annual Business Plan.

In terms of development it was suggested that the CEO could take more regular opportunities to engage and communicate with staff and the broader community on some of the implementation of the Strategic Plan. More regular updates would be an area for improvement.

Human Resources Management

The following average ratings were provided for Human Resources Management:

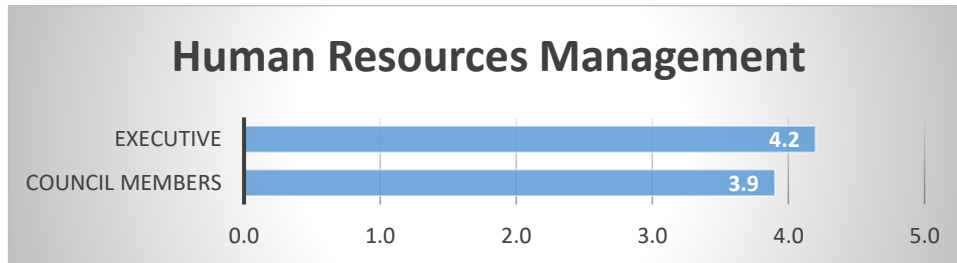


Table 16

The average ratings for reviewer groups is aligned, with ratings of 3.9 and 4.2. Ratings ranged between 3 and 5 for both Council Members and Executive Staff.

The following chart shows the percentage of responses across each performance rating category:

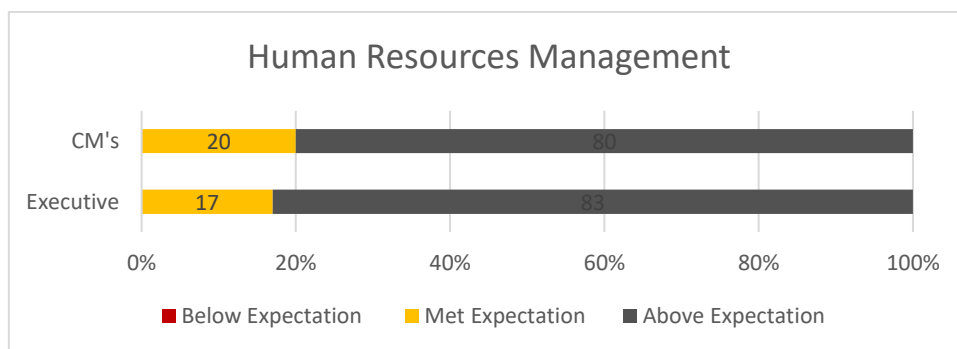


Table 17

As with other capability areas, all of the responses for this factor are rated at met or exceeded expectation. It is clear that Executive Staff see this as a strong performance area for the CEO with 83% of staff rating performance as exceeding expectation. Council Members are positive with 80% seeing performance as exceeding expectation. This is a very strong result for the CEO.

Council Member Feedback:

The CEO has created a customer-centric environment for staff. There are development opportunities for staff to take on higher duties during periods of extended leave. Reviewers commented that staff seem to enjoy coming to work. The CEO has a strong focus on the people and their performance.

In terms of development the issues about the CEO's work/life balance was raised again. Some also commented that they would like increased exposure to staff and some wanted increased visibility of labour turnover data to measure performance of the organisation.

Executive Feedback:

Staff report this as a key strength of the CEO. He has created and leads a very positive workplace culture with a strong customer focus. He drove this culture change process and strongly promotes the organisation's customer service values. The CEO is a progressive thinker and works to ensure AHC is also using modern and flexible work practices and processes. He supports leaders and encourages their development. He is always available to discuss people matters and his manner is clear and fair.

The CEO sets an incredibly high bar in terms of expectations associated with the values and behaviours that are expected within the organisation. He also drives a culture of caring that has positively shaped AHC extensively in the years that he has been here.

Whilst the CEO sets the expectations very clearly in most areas, perhaps additional focus on accountability would assist in the achievement of even greater performance.

Operational Management, Governance and Major Projects

The following average ratings were provided for Operational Management, Governance and Major Projects:

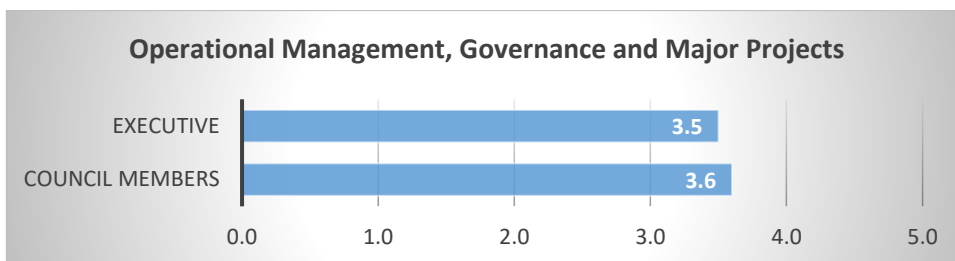


Table 18

The average ratings for this factor are again closely aligned for Council Members and Executive Staff, with average ratings of 3.6 and 3.5 respectively. While closely aligned, they are slightly lower than many other factors, but not significantly so. In reviewing the individual responses, we find the ratings were in the range from 3 to 5 for Council Members and from 3 to 4 for Staff.

The following chart shows the percentage of responses across each performance rating category:

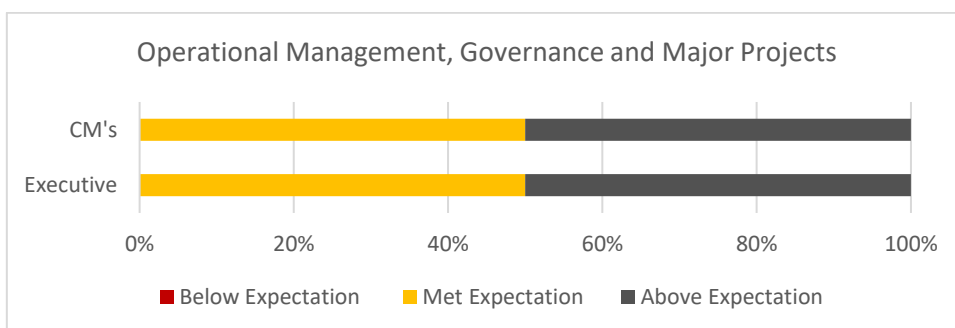


Table 19

All Council Members and staff rated performance at meeting or exceeding expectations with 50% of both reviewer groups rating performance at exceeding expectations.

Council Member Feedback:

The CEO has an established timeframe for review of all projects, and this is known to Council Members. Updates on major projects are provided to Council and causes of delays provided in an open and honest manner. The CEO is open to reviewing best practice and makes changes to improve the performance of AHC.

It was noted that this had been a tough year to meet all performance objectives in this area and the CEO and his team have done well under difficult circumstances

It was noted that some projects did not meet the deadline or budget. Some commented that performance on bigger projects was better than smaller projects because there seemed to be greater rigour in setting the budget. It was suggested that the CEO ensure the community are better informed about project delays.

Executive Feedback:

The CEO has a strong governance focus and ensures that Council's Capital Works program is regularly monitored and reported on. He ensures policies and procedures are regularly updated and reported to Council where required. The CEO has looked to ensure that resourcing within the organisation is appropriate to enable the delivery of programs and projects. He has also strongly supported the enablement of the organisation through improved technology as well as the accountability through regular operational reporting.

Some commented that due to "business as usual" pressures the organisation hasn't had the ability to focus on service improvements. This is an area that should be given more attention for the future. The Team also needs to continue to focus on identifying opportunities to simplify processes or reduce administrative time required to manage governance.

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Appendix 2

2019-2020 CEO Performance Targets - Final

2019-2020 CEO PERFORMANCE TARGETS – FINAL UPDATE

	Performance Target	Update
1.	<p>Strategic Plan Finalise an engagement led draft Adelaide Hills Council Strategic Plan for Council’s consideration by February 2020. <i>Strategic Plan Goal: Organisational Sustainability</i></p>	<p>COMPLETED: Strategic Plan development schedule adopted on 26 March 2019 comprising 3 phases - Discover, Discuss and Decide. Phase 1 (Discover) completed. Phase 2 (Discuss) completed. Phase 3 (Decide) completed. Council adopted (Res: 69/20) the <i>Strategic Plan 2020-24 – A Brighter Future</i> at its 28 April 2020 meeting.</p>
2.	<p>Carbon Management Plan Finalise the draft Carbon Management Plan for Council’s consideration by December 2019. Ensure the draft includes a target of 100% renewable energy (electricity) for the Adelaide Hills Council (as an organisation) by a defined date as well as a series of staged targets over the intervening period. <i>Strategic Plan Goal: Place</i></p>	<p>COMPLETED: Council adopted (Res: 246/19) the <i>Corporate Carbon Management Plan (CCMP)</i> at its 22 October 2019 meeting. The CCMP includes a target of 100% renewable energy (electricity).</p>
3.	<p>Boundary Reform Establish a plan to review the current Adelaide Hills Council boundaries, including an approach to engaging with relevant councils and stakeholders to discuss with a view to possible boundary reform, for Council’s consideration by October 2019. <i>Strategic Plan Goal: Explore</i></p>	<p>COMPLETED: On 25 June 2019 Council approved (Res: 158/19) the plan to review Council's boundaries. At a high level this involved the engagement of a consultant to undertake a high level review of Council’s boundaries to identify boundary reform options as the precursor to developing an engagement strategy for specific reform options.</p> <p>The consultant has developed a draft <i>Strategic Boundary Review Report</i> which was workshopped with Council Members on 17 March 2020. There is an intention for the Mayor and CEO to consult with neighbouring council Mayors and CEOs regarding the draft Report prior to the final report being considered at a Council meeting. The COVID-19 public health emergency is impacting the timing of the neighbouring council consultation and consequently the provision of the final report to Council.</p>

	Performance Target	Update
4.	<p>Community Perception and Engagement Survey Undertake a community perception and engagement survey and present an action plan of identified improvement opportunities to Council Members by March 2019. The survey will seek input from a range of community members (including those who normally engage with us and those who don't) to identify how Council is perceived and how our community prefers to engage with us. It will also inform the development of wellbeing and engagement related performance measures. Incentives to encourage community members to participate will also be explored. Also consider opportunities to use the survey to educate people on how Council functions. <i>Strategic Plan Goal: Connect</i></p>	<p>DEFERRED BY DECISION OF COUNCIL: The survey has been deferred as per Council resolution (Res: 74/20).</p> <p>The intention is to conduct the survey in the second half of 2020 and it is recommended that this target be brought into and monitored as part of the CEO performance targets for 2020-21.</p>
5.	<p>Planning Assessment System Ensure the Adelaide Hills Council has the systems, procedures, accreditations and delegations established and functional by 30 June 2020 in order to successfully transition into the new South Australian planning and assessment system as required by the new PDI Act implementation (which commences on 1 July 2020). Development Services staff will continue to work with staff from the Department of Planning, Transport & Infrastructure (DPTI) and consult with other AHC staff and Council Members as part of this process. <i>Strategic Plan Goal: Prosper</i></p>	<p>COMPLETED: As part of the business readiness project, Council's Administration has prepared delegation documents for the PDI Act based on the model delegations produced by the LGA. The first of these delegation instruments was adopted by CAP on 10 June 2020 and the other instruments were adopted by Council on 23 June 2020. A new policy on the process for review of staff decisions under the PDI Act was adopted by CAP also on 10 June 2020 and a further new Policy of Notification - Accredited Professionals was adopted by Council on 23 June 2020.</p> <p>The required systems and procedures have been developed to be able to apply from the time the new Planning Assessment System is launched, expected to be in September 2020.</p> <p>Some relevant staff who require accreditation are awaiting approval from DPTI (the Accreditation Authority under the Accreditation Scheme) and all of these staff members are expected to be accredited before the end of July 2020.</p> <p>Adelaide Hills Council has begun testing the E-Development Portal and one of Council's planning staff has been seconded part-time to DPTI to assist with testing and verification.</p>

2019-2020 CEO PERFORMANCE TARGETS – FINAL UPDATE

	Performance Target	Update
		There is a project underway where DPTI has engaged with councils and software vendors to scope and build system integrations between the ePlanning Portal (PLIX) and Council Planning Systems. This work has been facilitated with funding from DPTI and involvement of Local Government Information Technology SA (LGITSA) which is assisting with the coordination effort. Discussions are continuing with Council's software provider in order to scope and quote on the required integration work. DPTI has committed to funding this integration work which, while not required for the new Planning Assessment System to function, once implemented will assist in streamlining certain processes for councils.
6.	<p>Community and Recreation Facilities Framework Develop a draft Community & Recreation Facilities Framework (including financial implications) for consideration by Council based on an approach that has consistency, equity and shared responsibility.</p> <p>At its meeting of 28 April 2020, this performance target was modified: Deliver a community consultation implementation plan to be presented by 30 June 2020. <i>Strategic Plan Goal: Prosper</i></p>	<p>COMPLETED MODIFIED TARGET: This target was modified as per Council resolution (Res: 74/20).</p> <p>At its meeting of 23 June 2020, Council endorsed (Res 105/20) the Community and Recreation Facilities Framework – Community Consultation Implementation Plan.</p>

3. 2020 CEO Performance and Remuneration Review – Period of Confidentiality

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 18.1 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the CEO has been advised in writing, but not longer than one month from the date of the decision of Council.

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Executive Manager Governance and Performance.