

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 August 2018
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 19.1

Originating Officer: Megan Sutherland, Executive Manager Organisational Development

Responsible Director: Andrew Aitken, Chief Executive Officer

Subject: CEO Performance and Remuneration Reviews

For: Decision

1. CEO Performance and Remuneration Reviews – 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:

- Director Infrastructure & Operations, Peter Bice
- Director Development & Regulatory Services, Marc Salver
- Director Corporate Services, Terry Crackett
- Director Community Capacity, David Waters
- Executive Manager Governance & Performance, Lachlan Miller
- Executive Manager Organisational Development, Megan Sutherland
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 19.1: (CEO Performance and Remuneration Reviews) 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 and remuneration package will be discussed.

2. CEO Performance and Remuneration Reviews – Confidential Item

SUMMARY

The Employment Agreement between Council and the Chief Executive Officer (CEO) provides for no less than one annual performance review. The review is to assess the CEO's performance against the CEO's duties, position description and agreed performance targets.

The review process was undertaken externally, via a consultant and in consultation with the CEO Performance Review Panel (the Panel). The review process was undertaken in July 2018 to assess performance against the 8 areas of key responsibility (specified in the position description) and 6 performance targets.

The annual review of the TEC Package in accordance with the Employment Agreement has also been undertaken by the Panel, taking into account the outcome of the performance review, the CEO position description, movements in the CPI and remuneration paid to CEOs of similar sized councils.

A recommendation to the Council regarding the CEO's performance rating and remuneration is required to enable the finalisation of these two processes.

RECOMMENDATION

Council resolves:

1. That the report be received and noted
2. That the CEO 'exceeded expectations' in relation to the 2018 CEO Performance Review.
3. That Council increase the CEO's TEC Package by 3.5% to commence from 1 July 2018, having given due consideration to the following matters:
 - 3.1 CPI increases
 - 3.2 Remuneration Report, specifically the comparisons of Group 2 Councils' CEO remuneration
 - 3.2 The Panel's assessment of the CEO's performance for 2017/18 as 'exceeding expectations'
 - 3.3 The extended period of high performance by the CEO during his tenure with Council.

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal	Organisational Sustainability
Key Issue	Governance

We diligently adhere to legislative requirements to ensure public accountability and exceed these requirements where possible.

➤ Legal Implications

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

This process needs to be undertaken appropriately to ensure the CEO is provided with a fair and consistent approach to performance and remuneration reviews.

The performance review 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 decisions.

Section 91 (Minutes and release of documents), s96 (Council to have a chief executive officer) and s105 (Register of remuneration, salaries and benefits) of the *Local Government Act 1999* provide direction in this regard.

➤ **Risk Management Implications**

Undertaking regular review of the CEO's performance is an important control 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 KPIs 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**

There will be a budget impact if any change is decided to the TEC Package. This would be incorporated into the annual budget.

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

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

➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

Council Committees: Discussion occurred among members of the Panel at the meeting held on Thursday 9 August 2018 following a confidential debrief of the reports with the consultant on Monday 30 July 2018.

<i>Council Workshops:</i>	This item was discussed in confidence at the Workshop held on 21 August 2018.
<i>Advisory Groups:</i>	Not applicable.
<i>Administration:</i>	The CEO provided the Panel with feedback at its meeting held on 9 August 2018.
<i>Community:</i>	Not applicable.

2. BACKGROUND

CEO Performance Review

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 undertook to recommend to Council the process for the review of the CEO’s performance for the 2017-2018 year, utilising the expertise of an external consultant to gather data on the CEO’s performance from Council Members and Executive staff and to provide a report on the findings.

CEO Employment Agreement

On 28 March 2017, Council resolved to appoint Andrew Aitken as the Chief Executive Officer (CEO) of the Adelaide Hills Council for a second term of 5 years subject to the execution of the Employment Agreement.

The second Employment Agreement (the Agreement) between Adelaide Hills Council and Andrew Aitken was executed on 2 May 2017 with a commencement date of 1 July 2017.

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

1. No less than one annual performance review
2. Performance assessed (using a rating scale) against the Position Description and any performance indicators/targets
3. That a written report be compiled and a copy provided to the CEO, detailing competent performance (or better) has been achieved and any particular aspects that require improvement and the timeframe for that improvement to a specified standard
4. To provide whatever counselling, advice and assistance are reasonably necessary to enable the CEO to improve his performance during that period.

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 Scale

In order to undertake an assessment of the CEO's performance against the factors identified above, a rating scale is needed. The rating scale provides the following assessment:

Rating Scale

1	2	3	4	5	N/A
CEO's performance was unsatisfactory	CEO's performance needs improvement	CEO's performance met expectation	CEO's performance exceeded expectation	CEO's performance was exceptional	Unable to comment

2017-2018 CEO Performance Targets

To align with the start of the new employment agreement term, the 2017-2018 CEO Performance Targets were adopted by Council on 27 June 2017.

14.5. CEO Performance Targets 2017-2018

**Moved Cr Jan Loveday
S/- Cr Lynton Vonow**

132/17

Council resolves:

- 1. That the report be received and noted**
- 2. To adopt the suite of CEO Performance Targets as recommended by the Panel in Appendix 1 of this report.**

Carried Unanimously

There were 6 performance targets adopted covering the following topics:

1. Digital Mobility in the Field
2. Age Friendly Plan – Retirement Villages
3. Mentoring and Coaching Program
4. Arts and Culture
5. Asset Management Planning (AMP)
6. Corporate Reporting Measurement.

Remuneration Review

The second Employment Agreement included a Total Employment Cost Package (detailed in Schedule 2 of the Agreement) of:

Annual base salary	\$219,178.08
Employer superannuation (9.5% of annual base salary)	\$20,821.92
Full and unrestricted use of fully maintained vehicle	\$10,000.00
TOTAL TEC	\$250,000.00

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:

- 13.1 *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.*

Review of the TEC Package

The following information is provided to Council for consideration, addressing the points in 13.3 (above).

2018 Performance Review Process

The outcome from the external performance review process undertaken by the consultant, including review of the 2017-2018 Performance Targets, has led to a recommendation from the Panel to Council that the CEO's overall performance 'exceeded expectations'.

CEO's Position Description

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

Consumer Price Index (CPI) – June Qtr

A baseline factor that is commonly considered is the movement in the annual CPI. The most recent report from the Australian Bureau of Statistics (ABS) shows the following annual CPI figures to the end of June 2018.

Quarter	National CPI	Adelaide CPI
June 2018	2.1%	2.7%

Wage Price Index (WPI)

WPI measures annual movements in remuneration nationally. Movement for the March 2018 quarter was 2.1% (the June figures are not yet available).

Remuneration of CEOs

Data is provided on CEO Remuneration for Group 2 Councils, the group Adelaide Hills Council is grouped by the SA Remuneration Tribunal in Table 1.

Council	Total Remuneration
Alexandrina Council	\$ 246,890
Campbelltown	\$ 294,000
Holdfast Bay	\$ 261,120
Mount Gambier	\$ 272,800
Prospect	\$ 244,664
Unley	\$ 267,849
Mount Barker	\$ 232,968
Barossa	\$ 247,810
Burnside	\$ 231,664
Norwood Payneham, St Peters	\$ 277,205
Murray Bridge	\$ 258,327
Gawler	\$ 249,462
Average	\$ 257,063

Table 1

Table 2 shows a smaller group of Councils that CEO remuneration has been compared against in the past.

Council	Total Remuneration
Alexandrina Council	\$ 246,890
Campbelltown	\$ 294,000
Unley	\$ 267,849
Mount Barker	\$ 232,968
Norwood Payneham, St Peters	\$ 277,205
Gawler	\$ 249,462
Average	\$ 261,396

Table 2

3. ANALYSIS

CEO Performance Review

The Panel met with the consultant on 30 July 2018 to be provided an overview of the 2018 CEO Performance Review Report (the Report).

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.

Table 1 and Table 2 (the Report, p4) is a summary of the overall (average) ratings from both Council Members and key staff for each of the key responsibilities in the position description.

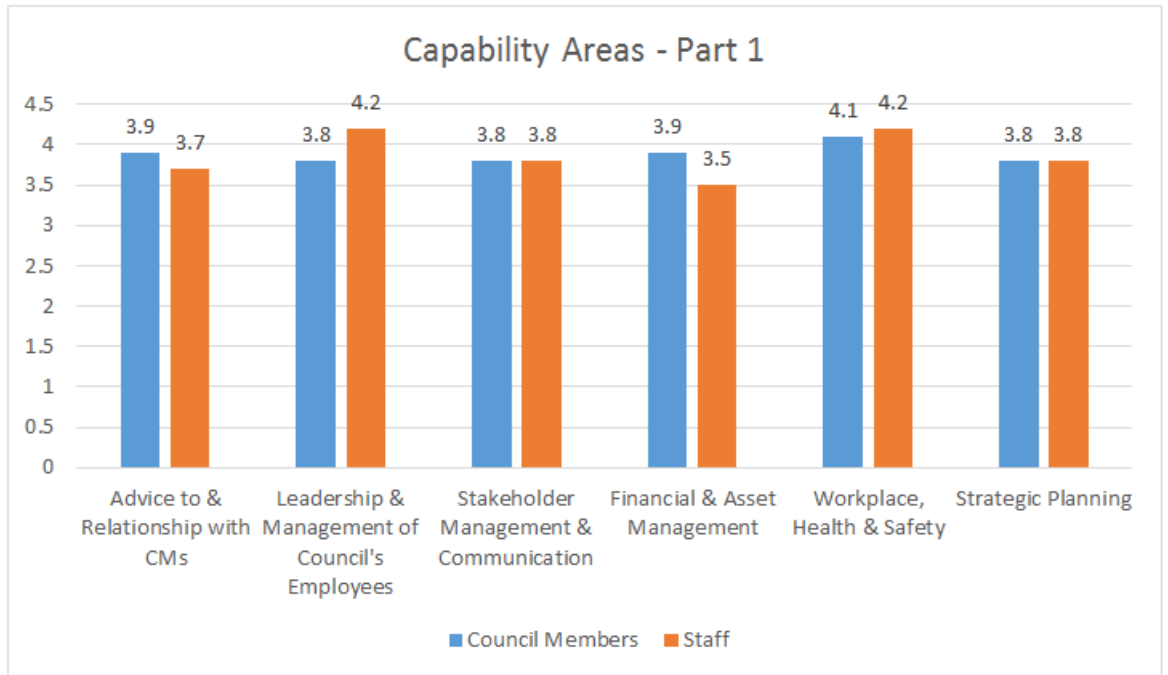


Table 1 - Capability Areas - Part 1

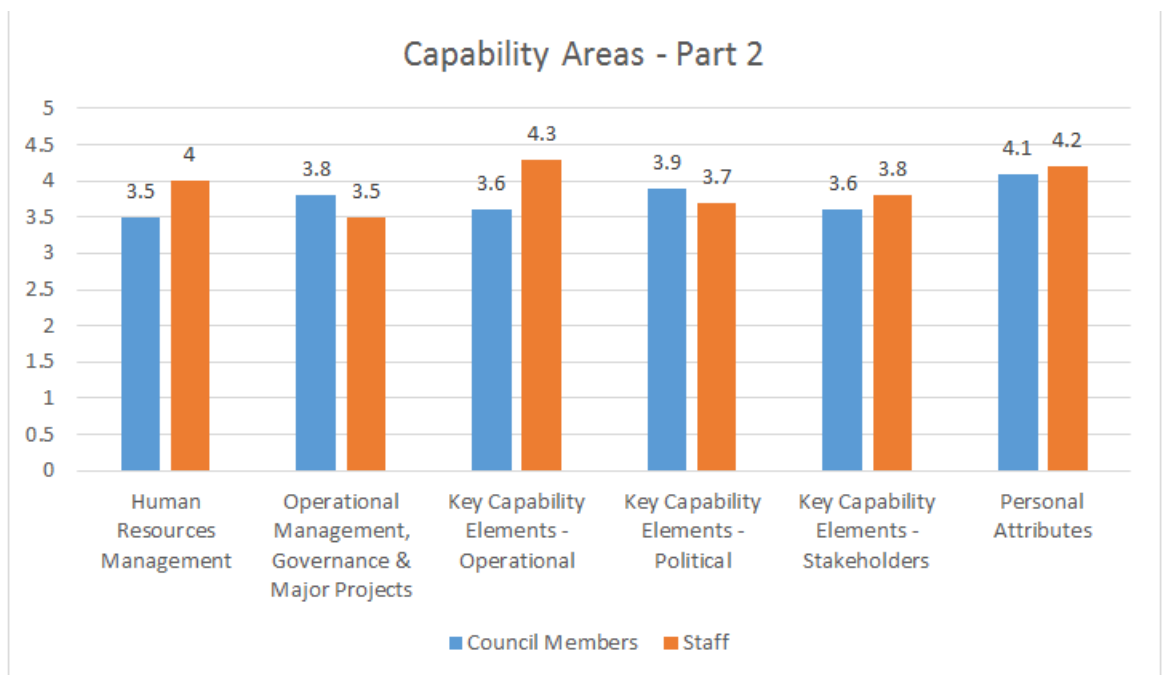


Table 2 - Capability Areas - Part 2

The Report (p 5) provides the following Performance Summary:

'It is visible from the chart above that the CEO is rated highly across all capability areas by Council Members, and key staff. The CEO is rated as 'meets expectation', or 'exceeds expectation' for each capability area. There is also a high degree of alignment across most capability areas by each of the reviewer groups.

In determining an overall score, Council Members have rated the CEO's performance across all capability areas as 3.8, and key staff as 3.9 (taking the average of each of the capability area scores). It is clear that the CEO has been rated

by Council Members as being strong across all capability areas, but have provided a higher average rating for Personal Attributes, and Workplace, Health & Safety. For both of these capability areas, Council Members have rated performance at above expectation.

Key staff have also rated the CEO as performing above expectation in five of the capability areas, with the highest achievement occurring in Key Capability Elements – Operational, and Workplace, Health & Safety.

The capability area receiving the lowest score for Council Members was Human Resource Management, while key staff was Operational Management, Governance & Major Projects as well as Financial & Asset Management. While these capability areas received the lowest rating, they are still higher than the ‘meets expectations’ rating of 3.0.’

Table 3 (the Report p 5) and 4 (the Report p 6) provides the percentage response rates for each of the capability areas by respondent groups.

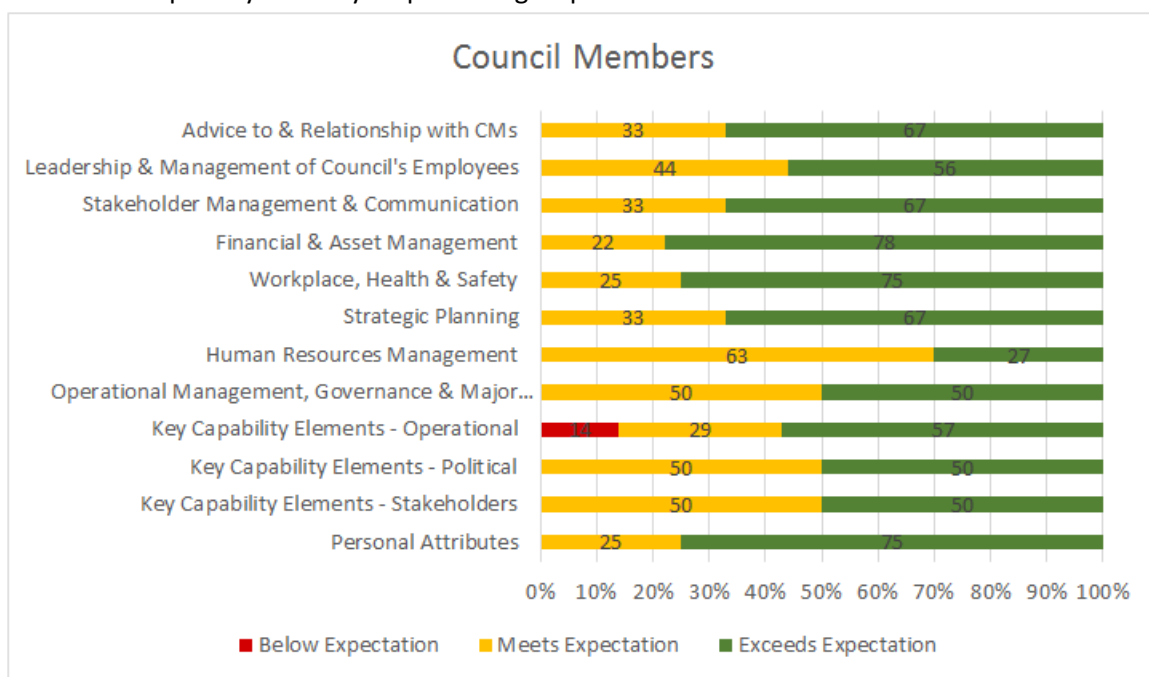


Table 3

The Report (p 6)

‘Table 3 illustrates the range in ratings provided by Council Members. It can be seen from the chart that Council Members have unanimously rated the CEO as meeting or exceeding expectations for all but one category, further evidenced by the average ratings in Tables 1 & 2. It can be highlighted that one Council Member ranked the CEO as being below expectation in regards to Key Capability Elements – Operational. Council Members have rated the CEO as being wholly above expectations in eight of the twelve categories.

The report also includes feedback about the personal attributes of the CEO included in the position description. The results from the review are very positive for the CEO in this regard.’

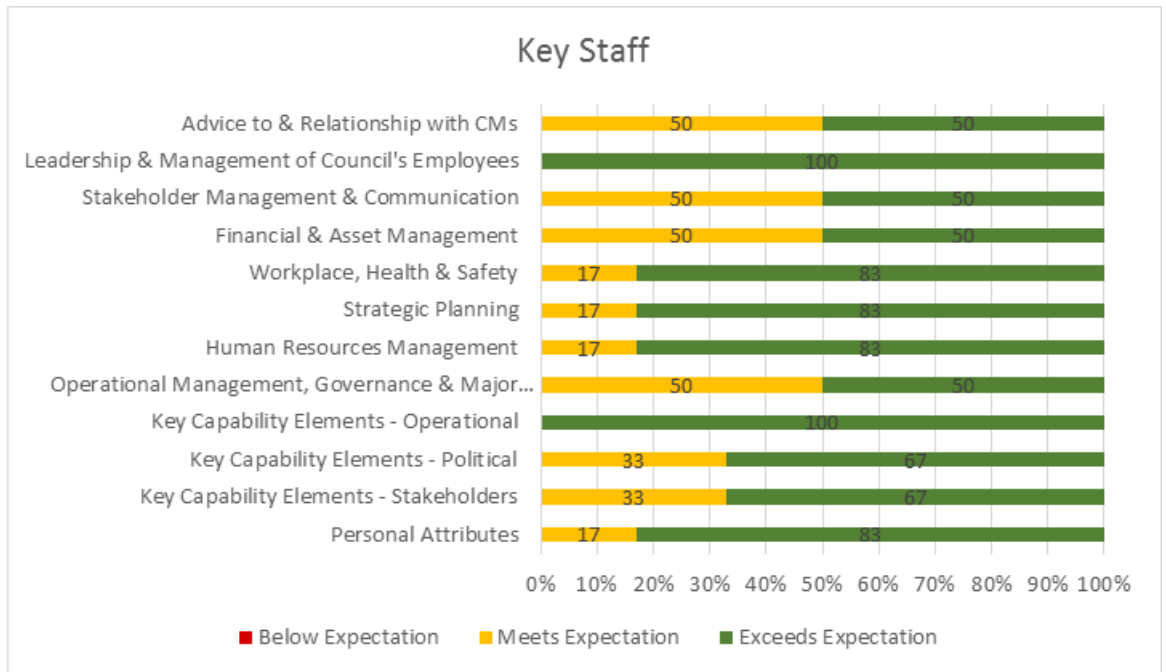


Table 4

The Report (p 6)

'Table 4 illustrates the range in ratings provided by key staff. It can be seen from the chart that key staff have unanimously rated the CEO as meets expectation or exceeds expectation, as is illustrated by the average ratings shown in Tables 1 & 2. It is clear that no key staff have rated the CEO to be below expectation in any categories, with the CEO even being rated as completely exceeds expectation for Leadership & Management of Council's Employees, and Key Capability Element – Operational. With these affirming ratings, key staff have shown they have a very positive view of their CEO. More detail will be provided in the report for each capability area, including the range of ratings provided.'

The Report (p 7)

It is notable from Tables 3 and 4 that Council Members and key staff have rated the overall performance for the CEO at meeting or exceeding expectations for every factor. On the majority of factors Council Members and key staff have rated the CEO's performance at exceeding expectation.

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

This is a very positive outcome for the CEO.'

Performance Targets

The following average ratings were given from the following options: a score of 3 for Complete, 2 for On Track, 1 for Incomplete, and N/A for Not Known. These ratings are out of 3.

Performance Target	Council Member	Staff
Digital Mobility in the Field	2.5	2.7
Age Friendly Plan – Retirement Villages	2.4	2.8
Mentoring and Coaching Program	2.0	2.0
Arts and Culture	2.6	2.8
Asset Management Planning (AMP)	2.4	2.6
Corporate Reporting Measurement	2.3	2.8

Details on percentage of responses for each performance target are provided in the Report (p33-39).

The full 2018 CEO Performance Review Report is provided in **Appendix 1**.

In making a recommendation to Council, the Panel reviewed all elements of the 2018 CEO Performance Review Report regarding the performance outcome for Council decision.

10.1.1 2018 CEO Performance Review – Confidential Item

Moved Cr Jan-Claire Wisdom
S/- Cr Linda Green

PRP15/18

The CEO Performance Review Panel resolves:

1. That the report be received and noted
2. To recommend to Council that the CEO 'exceeded expectations' in relation to the 2018 CEO Performance Review.

Carried Unanimously

Remuneration Review

It is important to give consideration to the elements of the TEC, Clause 13.3, the data related to those elements (provided above) and consideration of the outcome of the 2018 CEO Performance Review Report.

From the consultants '2018 CEO Remuneration Review Report' (Report), advice provided shows:

'It is clear from the Table (1) above that the current remuneration of the CEO at \$250,000 is below the average of the Group 2 Councils (about 2.7%).

Using the smaller number of Councils against which to benchmark increases the average CEO remuneration to \$261,396. This places the CEO for AHC about 4.6% behind that average.' (Table 2)

'The data presented above would indicate that the CEO is just below the market for remuneration when considering the Group 2 Councils. Council should also consider

the positive performance review feedback contained in this report. It demonstrates the CEO has performed at a level of at least meeting expectation, but in most views he has exceeded expectation.

It is our view the CEO's increment should be within the range from 2.7% (the annual movement in CPI for Adelaide at June 2018), and up to 4.0% which would make remuneration more market competitive and reward positive performance feedback.'

In making a recommendation to Council, the Panel reviewed Clause 13 of the Employment Agreement (detailed above) and made recommendation regarding the TEC Package for Council decision.

10.2.2 2018 CEO Remuneration Review – Confidential Item

Moved Cr Jan-Claire Wisdom
S/- Linda Green

PRP19/18

The CEO Performance Review Panel resolves:

1. That the report be received and noted
2. Recommends to Council to increase the CEO's TEC Package by 3.5% to commence from 1 July 2018, having given due consideration to the following matters:
 - 2.1 CPI increases
 - 2.2 Remuneration Report, specifically the comparisons of Group 2 Councils' CEO remuneration
 - 2.3 The Panel's assessment of the CEO's performance for 2017/18 as 'exceeding expectations'
 - 2.4 The extended period of high performance by the CEO during his tenure with Council.

Carried Unanimously

4. OPTIONS

Council has the following options:

Council has the following options:

- I. To support the recommendations from the Panel regarding the outcome of the CEO Performance Review and the Remuneration Review. (Recommended)
- II. To recommend a change to the outcome of the performance review and/or remuneration review recommended by the Panel. (Not Recommended)

5. APPENDIX

- (1) 2018 CEO Performance Review Report

Appendix 1

2018 CEO Performance Review Report

Morton Philips

2018 CEO Performance Review Report



July, 2018

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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). The performance review seeks input from Council Members and senior employees regarding the CEO’s performance against a range of agreed Key Performance Indicators (KPI’s) 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 agreed to incorporate a questionnaire which would be developed to seek feedback regarding the KPI’s, and the CEO’s capabilities as set out in the position description. It was also agreed that feedback would be sought from all Council Member and senior staff, including the CEO’s direct reports and some additional key people.

The questionnaire covered the following key areas:

- Advice to and Relationship with Council Members
- Leadership and Management of Council’s Employees
- Stakeholder Management & Communication
- Financial & Asset Management
- Workplace, Health & Safety
- Strategic Planning
- Human Resources Management
- Operational Management, Governance & Major Projects
- Key Capability Elements:
 - Operational
 - Political
 - Stakeholders
- Personal Attributes
- 2018/2019 Key Performance Indicators

The process also required those providing feedback to provide a rating for each area as set out in the CEO’s Employment Agreement. The following rating scale was used:

Rating Scale

1	2	3	4	5	N/A
CEO’s performance was unsatisfactory	CEO’s performance needs improvement	CEO’s performance met expectation	CEO’s performance exceeded expectation	CEO’s performance was exceptional	Unable to comment

Confidential feedback was provided direct to Morton Philips from the reviewers, and the feedback is included in the report. The report elaborates on who the respondents were, but does not attribute comments directly to an individual. This is to ensure anonymity and confidentiality but still provide important feedback for the process integrity.

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 outlined above. The overall summary provides data regarding the ratings provided, plus a summary of some of the more pertinent comments.

We have provided separate feedback in the report regarding the views of reviewers in relation to the CEO's personal attributes, and feedback regarding the overall achievement of the agreed KPI's for 2017/2018. It is our view that providing feedback separately about each area provides a more insightful review for the CEO and AHC.

Performance Review Summary

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

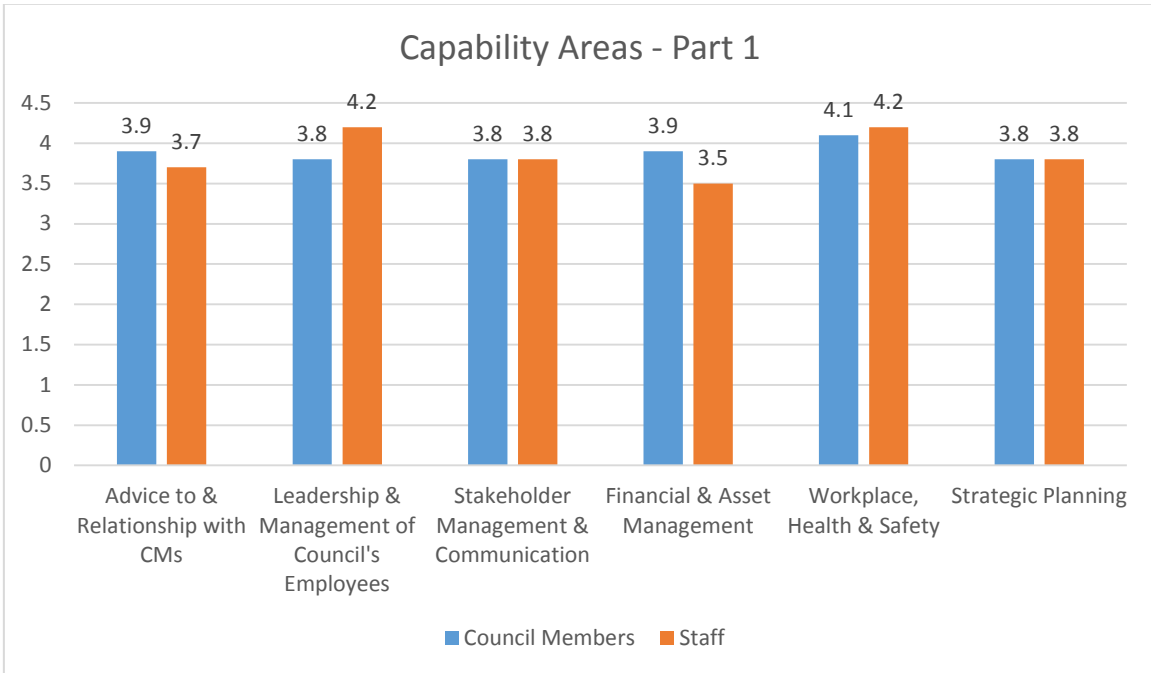


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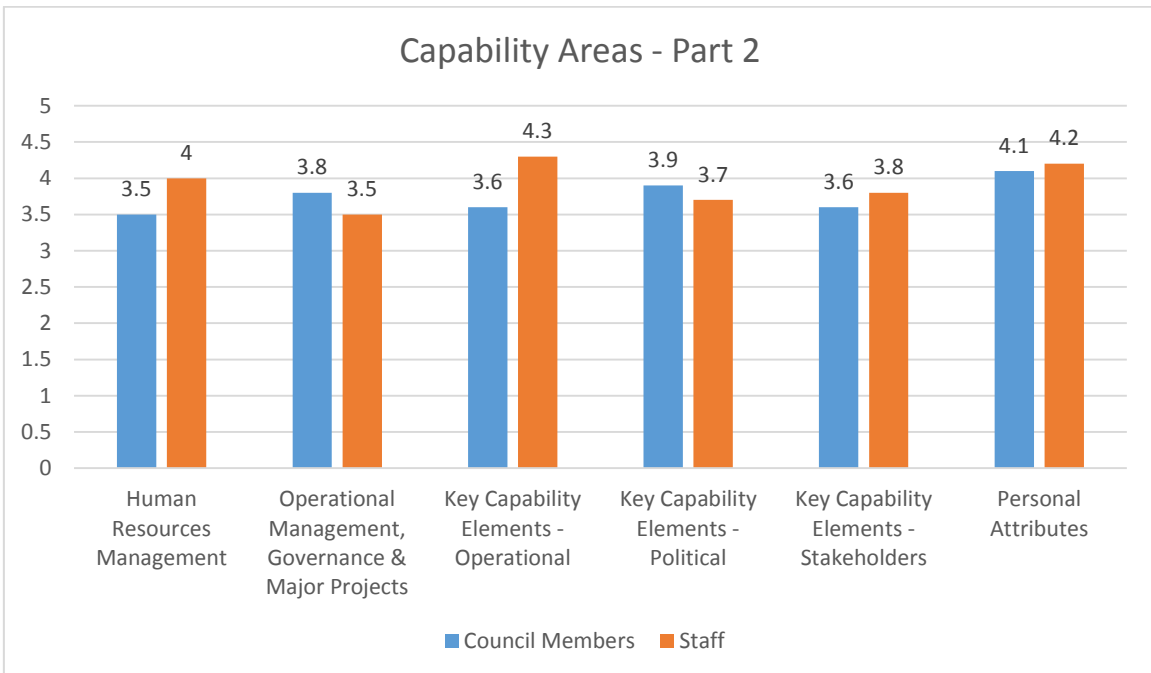


Table 2 - Capability Areas - Part 2

It is visible from the chart above that the CEO is rated highly across all capability areas by Council Members, and key staff. The CEO is rated as 'meets expectation', or 'exceeds expectation' for each capability area. There is also a high degree of alignment across most capability areas by each of the reviewer groups.

In determining an overall score, Council Members have rated the CEO's performance across all capability areas as 3.8, and key staff as 3.9 (taking the average of each of the capability area scores). It is clear that the CEO has been rated by Council Members as being strong across all capability areas, but have provided a higher average rating for Personal Attributes, and Workplace, Health & Safety. For both of these capability areas, Council Members have rated performance at above expectation.

Key staff have also rated the CEO as performing above expectation in five of the capability areas, with the highest achievement occurring in Key Capability Elements – Operational, and Workplace, Health & Safety.

The capability area receiving the lowest score for Council Members was Human Resource Management, while key staff was Operational Management, Governance & Major Projects as well as Financial & Asset Management. While these capability areas received the lowest rating, they are still higher than the 'meets expectations' rating of 3.0.

While it is important to show the average rating for each Key Result Areas, 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 key 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 key staff for ease of review.

The following table shows ratings provided by Council Members:

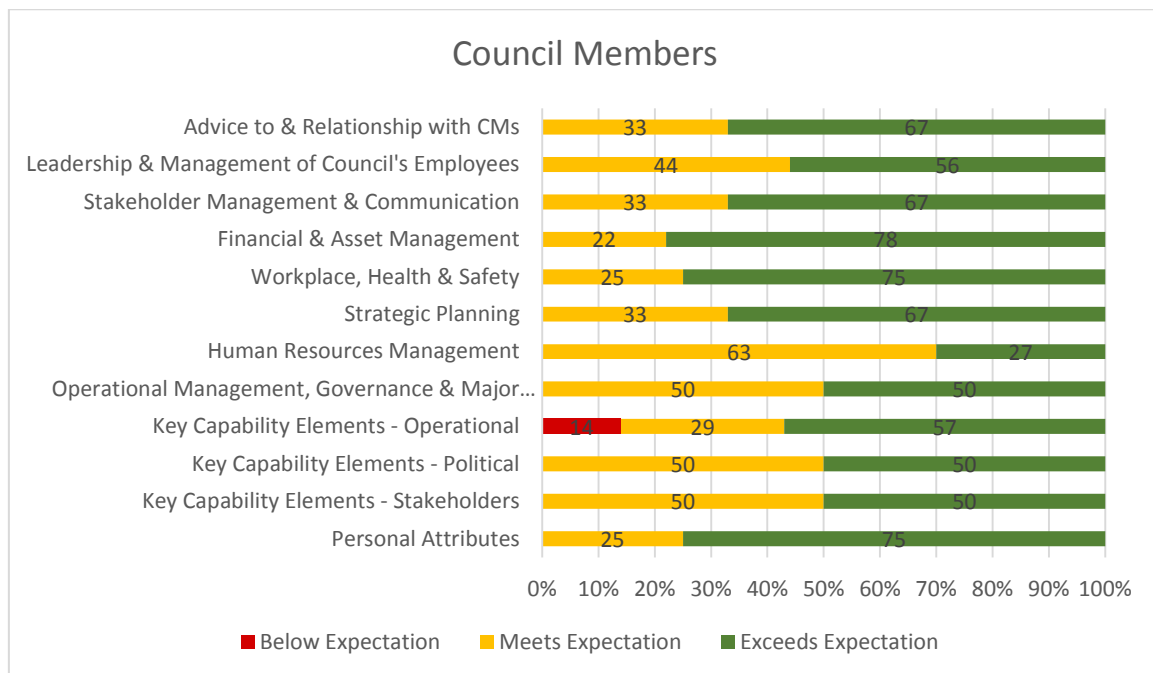


Table 3

Table 3 illustrates the range in ratings provided by Council Members. It can be seen from the chart that Council Members have unanimously rated the CEO as meeting or exceeding expectations for all but one category, further evidenced by the average ratings in Tables 1 & 2. It can be highlighted that one Council Member ranked the CEO as being below expectation in regards to Key Capability Elements – Operational. Council Members have rated the CEO as being wholly above expectations in eight of the twelve categories. More detail will be provided in the report for each capability area, including the range of ratings provided.

The report also includes feedback about the personal attributes of the CEO included in the position description. The results from the review are very positive for the CEO in this regard.

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

The following table shows ratings provided by key staff:

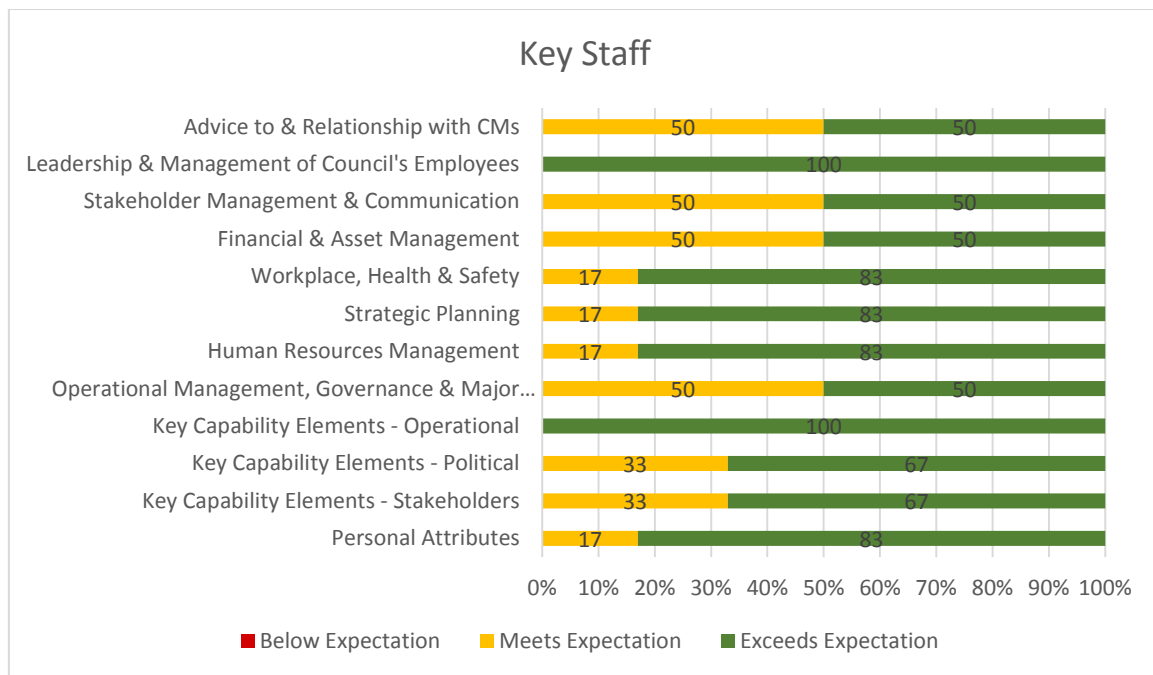


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It is notable from Tables 3 and 4 that Council Members and key staff have rated the overall performance for the CEO at meeting or exceeding expectations for every factor. On the majority of factors Council Members and key staff have rated the CEO's performance at exceeding expectation.

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

This is a very positive outcome for the CEO.

2018 Performance Review Participants

21 participants were asked to complete the survey, with 18 responding.

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 comments that we received regarding the CEO’s strengths and potential areas for development.

Each reviewer completed the questionnaire provided. We have shown the average ratings for each capability area.

Advice to & Relationship with Council Members

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

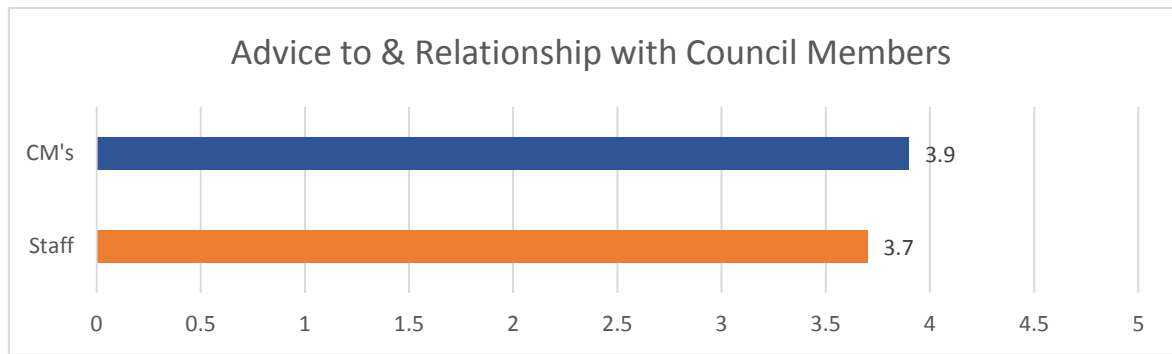


Table 5

The overall ratings provided for this capability area are aligned for both reviewer groups. The range in ratings across all components was also the same for both interview groups being 3 to 5. This reflects a consistent view across each of the questions asked.

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

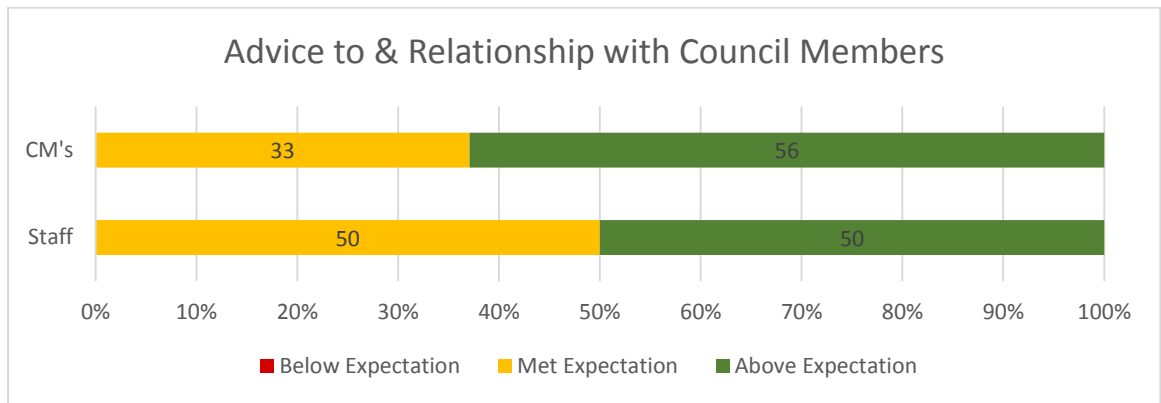


Table 6
Table 6 shows the CEO is rated at meeting or exceeding expectation by all respondents. The result is very positive for the CEO, with 56% of Council Members, and 50% of key staff rating performance at above expectation level.

Council Member Feedback:

It was commonly reported that the CEO was approachable and available to Council Members, making sure that he meets one-on-one with Council Members at least twice a year. Highlighting his communication, integrity, and professionalism, it was noted that the CEO addresses issues properly.

Council Members have highlighted and praised how he maintains open working relationships with Council Members, as well as being open and honest in order to always offer solutions, as well as keeping up to date with statutory obligations. The CEO was also reported as being admired for his impartiality, and being an active listener.

In regards to development, Council Members have advised that there could be an improvement in speaking up at meetings. Listening to elected members with more of an open mind was also noted, as well as having Council Members receive more information updates.

Overall, Council Members have been pleased with the CEO in this category.

Key Staff Feedback:

Key staff reported the CEO's maintaining of strong relationships and his communication as being key strengths, as well as being able to correctly read the mood and adjust his message accordingly.

Key staff have highlighted the way he holds regular meetings with all members and ensures timely and appropriate responses as such. The CEO was also reported as conducting regular one-on-one interviews with elected members, and providing updates of key activities undertaken in the organisation at every Council meeting.

The CEO has development needs to attend to in the way of being more open and frank with his advice, however key staff understand this is difficult given the varied personalities within the organisation. Key staff also noted the way in which the CEO can set expectations too high for himself, which can create unnecessary pressure for himself and others in terms of the timeframes to respond. All of these developments, however, are in a firm belief from the key staff that the CEO will be able to achieve.

The overall outcome and feedback for this capability area is very positive for the CEO.

Leadership & Management of Council’s Employees

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

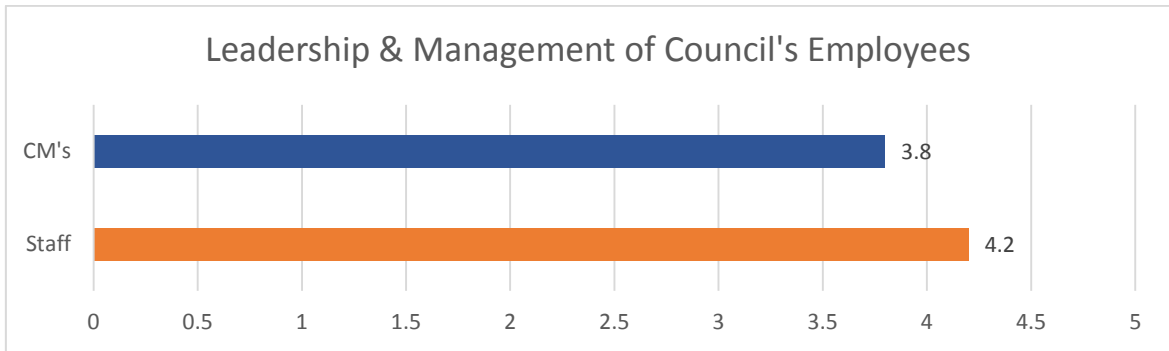


Table 7

The result for this capability area is also positive for the CEO, with average ratings of 3.8 from Council Members, and 4.2 from key staff. The range in ratings provided across this area for Council Members was from 3 to 5. Key Staff provided ratings from 4 to 5 across all questions.

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

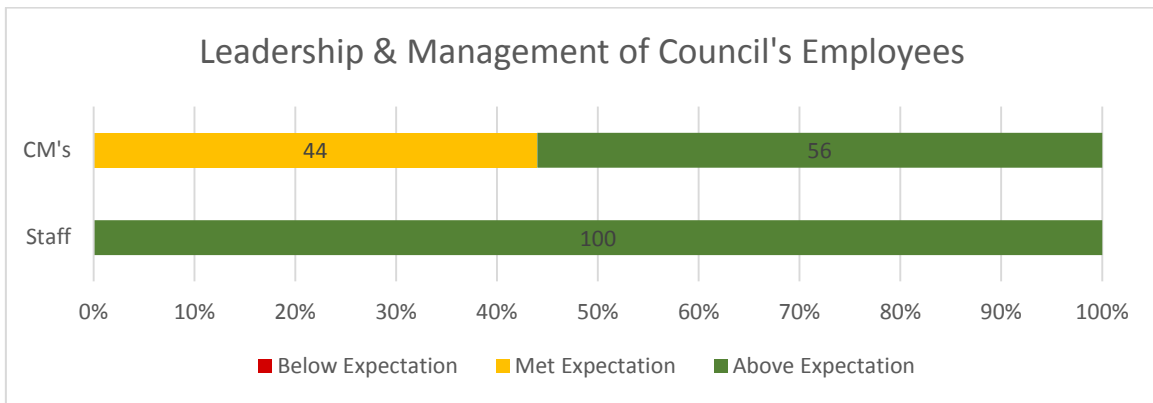


Table 8

Table 8 shows the CEO is rated at meeting or exceeding expectation by all respondents. The result is very positive for the CEO, with 56% of Council Members, and 100% of key staff rating performance at above expectation level.

Council Member Feedback:

Council Members see the CEO as being inclusive, with strong leadership qualities, and employing positive cultural change. The CEO has made a positive change to CEO and staff relationships, and is approachable, providing visible and encouraging leadership. Fostering staff development, and supporting them in improving was also reported as a key strength.

While not offering many developments, some that were discussed was the CEO potentially having the ability to hold directors and employees more accountable for their work. Employees' confidence in the CEO was also mentioned.

Overall, Council Members have been pleased with the CEO in this category.

Key Staff Feedback:

Key staff have noted the CEO's extremely approachable nature, as well as his inclusiveness in being a tolerant, encouraging, and empathetic leader. The CEO is also particularly committed to a safe working environment both physically and emotionally, as well as leading through a contemporary and constructive management style, which ensures all staff are treated with respect; whilst also encouraging transparency and accountability. His reputation of being highly accessible and a strong communicator was also mentioned, as well as his strong commitment to organisational development in an environment that seeks to bring out the best in all staff.

While they have praised his approachable nature, key staff have mentioned an ongoing focus on accountability within the organisation would be advantageous. Staff members are pleased with the level of communication to the organisation around goals and achievement, however they have also mentioned they would like to see a focus on the strategic agenda for Council in every communication. Key staff have also mentioned how they appreciate his open door policy, they do not want to prevent him from getting work done. They would like the CEO to communicate this need so they are able to support his work being completed and not interrupt him.

Overall, key staff have been pleased with the CEO in this category.

The overall outcome and feedback for this capability area is positive for the CEO.

Stakeholder Management & Communication

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

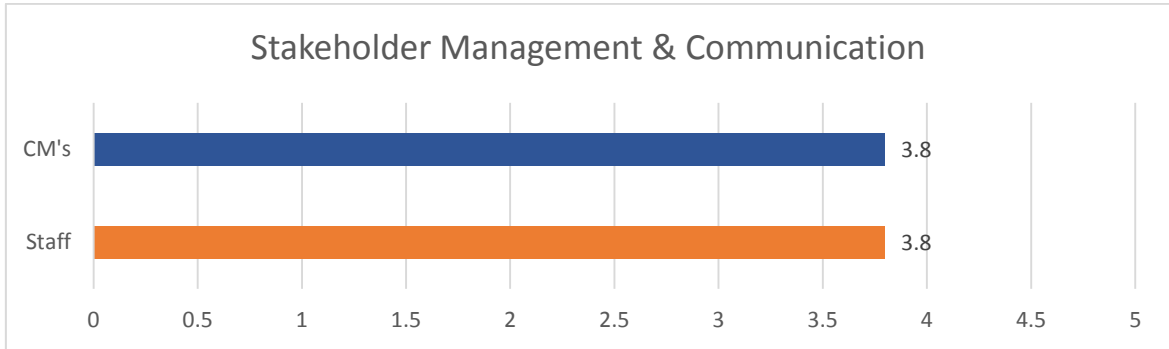


Table 9

Council Members and key staff were quite similar with their positive ratings, with Council Members and key staff both providing ratings of 3.8. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. The range of ratings for Council Members and key staff was 3 to 5.

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

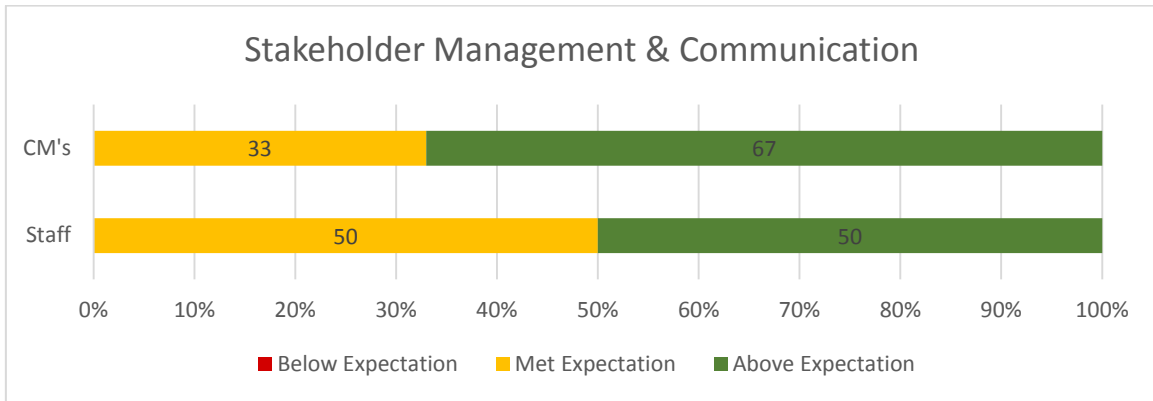


Table 10

As highlighted in the comments above, the ratings for Stakeholder Management & Communication were rather positive, with 67% of Council members and 50% of key staff responding that the CEO had exceeded expectation. There were no Council Members or key staff responding that the CEO had performed below expectation.

Council Member Feedback:

Council Members revealed the CEO's effective liaisons with local government authorities to assist in the achievement of Council's objectives, as well as his attendance at AHT and LGA meetings. His record of establishing good relations with business and community was also noted, as well as working with other government stakeholders in a positive way. The CEO was also reported as developing and enhancing the internal and external communications strategies for the organisation. Previously mentioned strengths of the CEO were mentioned again, mainly his communication skills.

A few development needs were included, such as his absence in regards to representing Council at community events and responding to media. Creating a higher profile for Council was also mentioned. The CEO was also said to rarely speak at meetings, with it a good way of enhancing his profile. Council Members would also like to be made aware of a press statement after meetings, and better relationships with all employees, not just managers.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Key staff's feedback was similar to Council Members, by also mentioning his good networking and relationship management with other spheres of government, along with the business and social communities. The CEO's advocacy for engaging with the local business community, as well as actively promoting the region by being on the Adelaide Hills Tourism Board was also mentioned. Some staff members outlined this area of performance as being one of the key strengths of the CEO, with him advocating strongly for not only the Council, but for local government as a whole. The CEO's personable and likeable nature, as well as the respect he has garnered by those around him was also a profound comment.

Akin to the Council Members feedback, key staff mentioned that the CEO could be more prominent in the media, however the Mayor as the principal spokesperson rightly takes the head share of the role. The CEO was also mentioned as sometimes talking around an issue in order to be diplomatic, rather than discussing it directly. Due to this, sometimes employees are left confused as to what is being said and requested of them.

As shown from the feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Financial & Asset Management

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

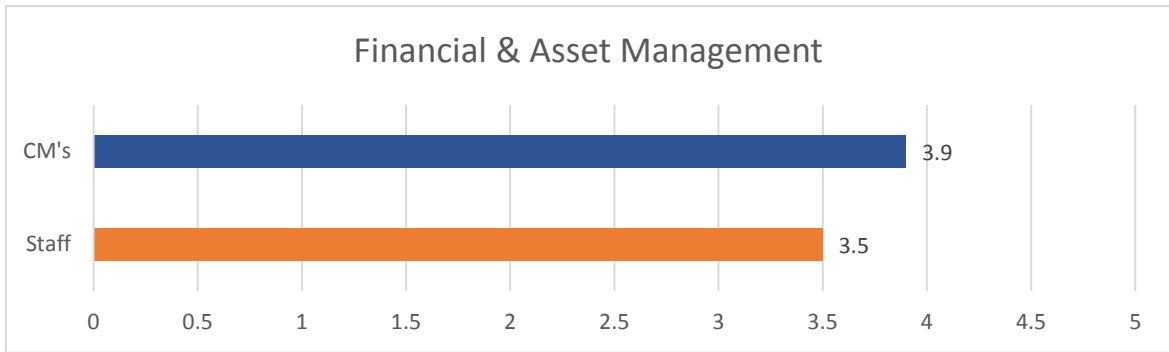


Table 11

The average ratings show Council Members have rated the CEO as being a 3.9, while staff are slightly lower with awarding a score of 3.5. The range of ratings for both parties was 3 to 5.

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

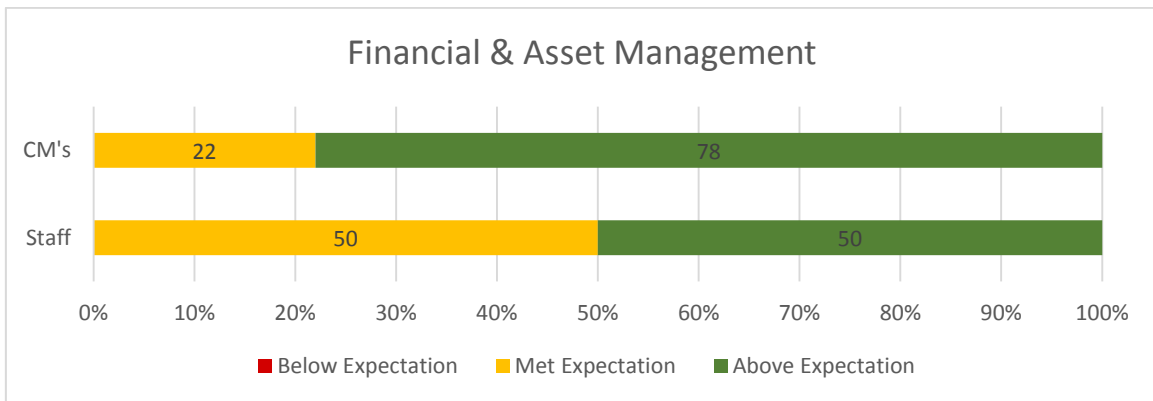


Table 12

Table 12 shows that both reviewer groups have provided ratings of meeting expectation or above, with 78% of Council Members rating the CEO as exceeding expectations, and 50% of key staff rating the CEO as exceeding expectations. There were no Council Members or key staff responding that the CEO had performed below expectation.

Council Member Feedback:

The CEO's ability to trust others and delegate was highlighted by Council Members, as well as the CEO's strong financial management ensuring that annual and long-term financial plans are prepared, monitored, and controlled. His ability to oversee the annual budgeting process in close consultation with the executive management team, as well as making sure financial systems and processes and working smoothly and effectively.

Given the score given by Council Members, there were few development needs in this area. One development need mentioned was for the CEO to complete an Australian Institute of Company Directors course to be beneficial for themselves, as well as explaining to the public the surplus budget.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Staff members responded with a number of strengths in this area, including the CEO's creation of an effective team for the management of Council's financial resources and the review of financial performance to date. The CEO strongly recognises the importance of financial sustainability in decision making and has pushed hard to see all key decisions taken with a forward focusing filter. His advocacy for the resources to support long-term financial sustainability through the development of asset management plans for key infrastructure assets was also noted. Staff members also reiterated the feedback from Council Members, explaining how the CEO has a keen focus on ensuring that financial, strategic, and corporate plans are in place correctly.

Echoing the feedback provided by Council Members, there were few development needs mentioned. Staff members did mention they feel there could be an increased focus on variance analysis across a range of performance areas in the Council, which may help to identify possible areas for improvement or refinement. The CEO should also focus more on ensuring the original budget is deliverable rather than big adjustments being made throughout the year.

As shown from the feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Workplace, Health & Safety

The following average ratings were provided for Workplace, Health & Safety:

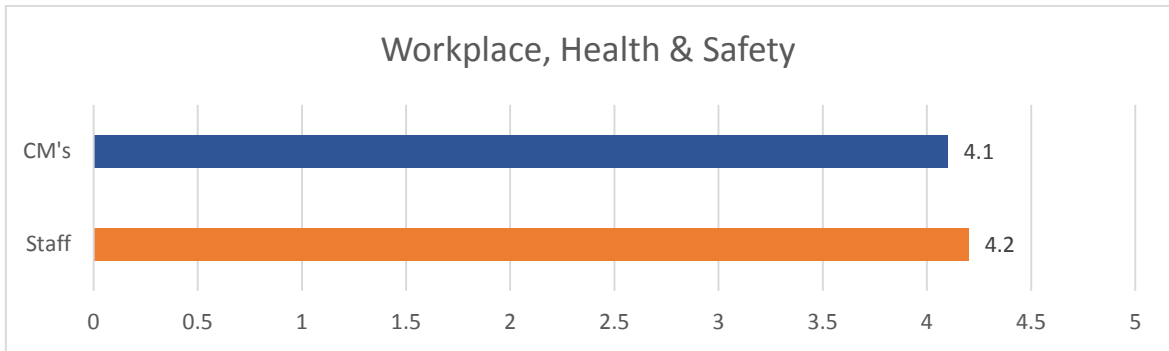


Table 13

The average rating for this capability area for both reviewer groups rated at exceeding expectation, with ratings of 4.1 for Council Members and 4.2 for key staff. The range of ratings for Council Members and key staff 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:

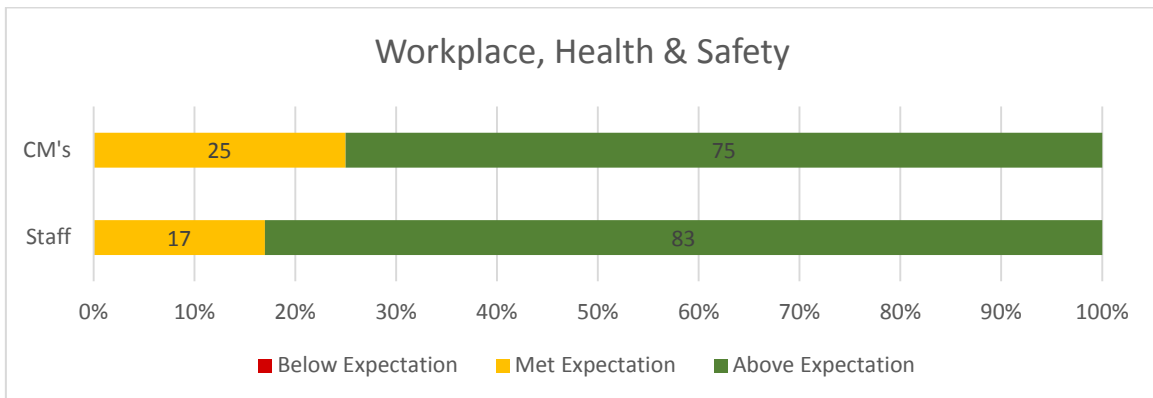


Table 14

Table 14 shows the tight rating range, with all respondents rating the CEO at meeting or exceeding expectation. As with other capability areas, the CEO is rated at exceeding expectation by 75% of Council Members and 83% of key staff. The CEO has clearly provided a focus on this area over the last year.

Council Member Feedback:

Council Members praised the CEO's capabilities in this category, particularly his strong emphasis on keeping workers safe, and being extremely aware of WHS requirements. His continuous focus on WHS in ways people understand was also mentioned, as well as him employing suitable competent staff in this area.

No development needs were given by Council Members, only for him to keep employing his competent staff, and to continue reporting all details in annual reports.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Key staff also praised the CEO's capabilities in this category, highlighting that the CEO ensures Council is compliant and also continuously improving in the Workplace, Health & Safety space. The detailed organisation-wide audits undertaken were mentioned as a topic of praise. His passion for this cause is unheralded, with him continually advocating, promoting and speaking with all people about Workplace, Health & Safety as a priority.

Development needs in this area mentioned avoiding this category being bogged down in paperwork, and possibly streamlining processes to avoid staff potentially becoming negative about Workplace, Health & Safety. Key staff believe there is an opportunity to share the achievements in this area through a greater dissemination of some of the achievements.

As shown from the feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Strategic Planning

The following average ratings were provided for Strategic Planning:



Table 15

Table 15 shows the average rating provided by both Council Members and key staff was 3.8. All ratings to questions from both groups were in the range 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:

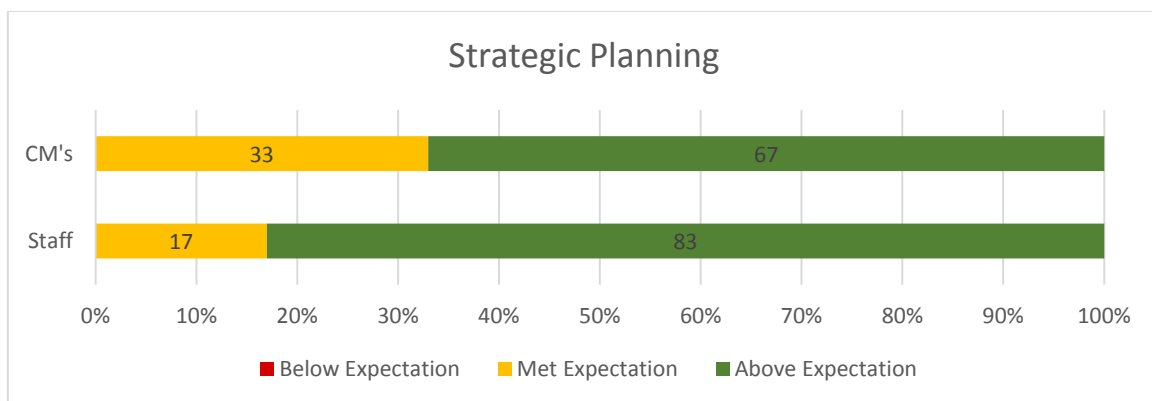


Table 16

Table 16 also shows the positive responses received with the respondents unanimously reporting performance at or exceeding expectation. Key staff reported a slightly more positive response, with 83% of staff rating the CEO at above expectation; compared to 67% of Council Members in the same category. As shown in this table, there were no responses that suggested the CEO was below expectation.

Council Member Feedback:

The CEO's being constantly aware of the need to stay up-to-date with planning was mentioned as a strength, as well as ensuring Annual Business and other relevant strategies and plans are prepared to implement Council's Strategic Plan. Council Members also mentioned how the CEO has a good strategic approach, and works well with council members to complete strategic and annual business plans. The CEO's ability to meet all expectations was also noted.

Few development needs were given, with Council Members mentioning the CEO sometimes taking on too many KPI's for himself, and that there should be reporting on strategic plans Council has achieved.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Key staff explained how the CEO has created a strong team to achieve the development and integration of the strategic plan, LTFP, and Asset Management Plan. The CEO ensures that all legislative responsibilities are not only met, but that they are produced in a contemporary that aligns to the uniqueness of the Council. Key staff also mentioned how the CEO has driven the need to ensure everything they do aligns with the Strategic Plan.

In regards to development, key staff mentioned for the CEO to review resources and goals to ensure as best as possible that they are able to be achieved within the allocated timeframes. While the CEO regularly communicates to the staff on the achievements of the organisation and individuals within it, staff believe he could potentially allocate more time to the communication of our longer term vision to help people align to the vision.

As shown from the feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Human Resources Management

The following average ratings were provided for Human Resources Management:

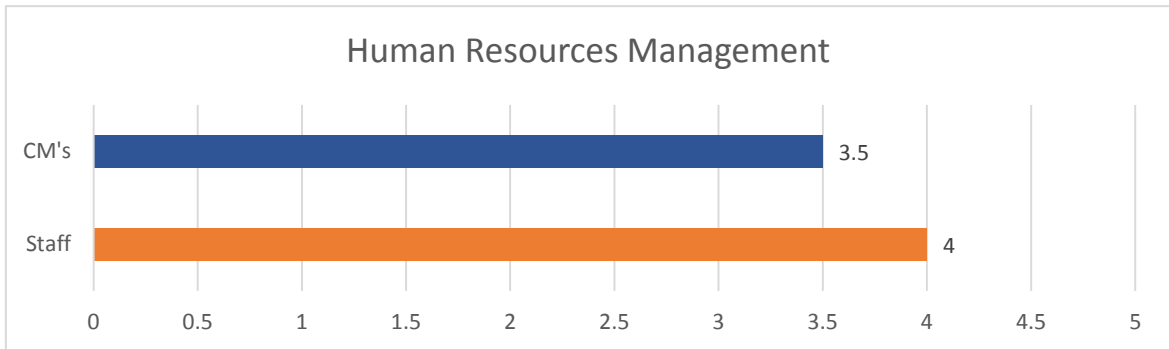


Table 17

Table 17 shows the average rating provided by Council Members being 3.5, with key staff providing a rating of 4.0. The range in ratings provided across this area for both groups was from 3 to 5. Although this was a capability area generating a lower than average score for Council Members, the CEO was still rated as meeting and exceeding expectation by all Council Members.

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

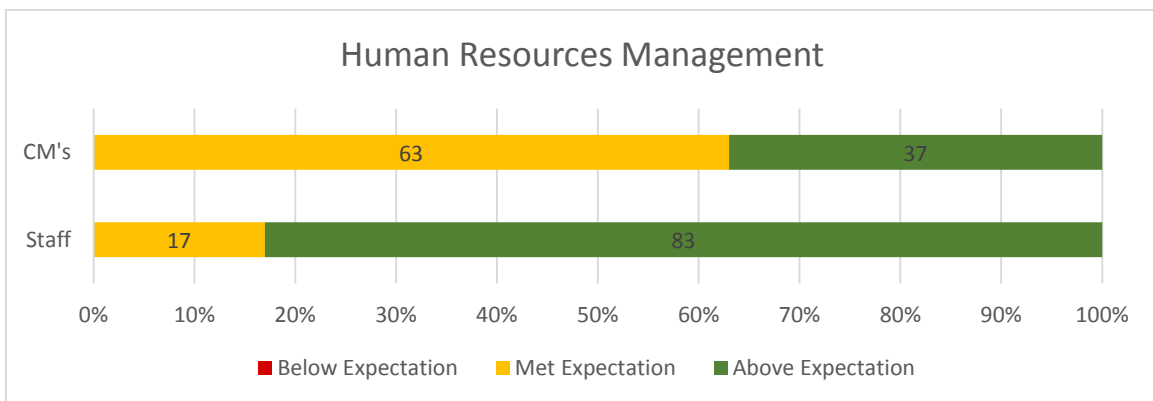


Table 18

Table 18 shows that both reviewer groups have provided ratings of meeting expectation or above, with 37% of Council Members rating the CEO as exceeding expectations, and a much larger 83% of key staff rating the CEO as exceeding expectations. There were no Council Members or key staff responding that the CEO had performed below expectation.

Council Member Feedback:

The CEO was reported as offering staff opportunities to develop, as well as creating a positive organisational culture with a strong customer focus. The management structure has recently been reviewed, while creating a good culture of support within the management team. The CEO leads by example with a positive outlook, and is accountable for obligations in accordance with various legislation including: EEO Act, WH&S Act, Commonwealth/State industrial laws, and various other statutory obligations.

Council Members noted that the CEO should work on retaining successful staff, and be proactive on checking on projects before completion, rather than when they have been completed.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Given the high score given by key staff, there were several strengths noted, including the CEO advocating the importance of the customer experience, and his willingness to consider structural change to increase efficiency and effectiveness. The CEO was said to recruit good contemporary operators, and is fair and goes out of his way to ensure good Human Resources processes are followed. Key staff are pleased with the positive workplace culture the CEO has created where people feel valued and engaged. The CEO has been a champion for performance management and ensuring that staff perform at their best to serve the community. In addition to the workplace culture, the CEO encourages new and different activities to improve the culture of the organisation, as well as being prepared to make difficult industrial decisions relating to issues like inappropriate behaviour and poor performance.

In reflection to the high rating given by key staff, few development needs were given. It was recommended that while it is a strong area for the CEO, he could look to assist key people within the organisation to have a similar focus than him. Potentially, the balance between people management and organisational development could shift a bit more towards the latter.

As shown from the feedback and statistics above, key staff are quite pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Operational Management, Governance & Major Projects

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

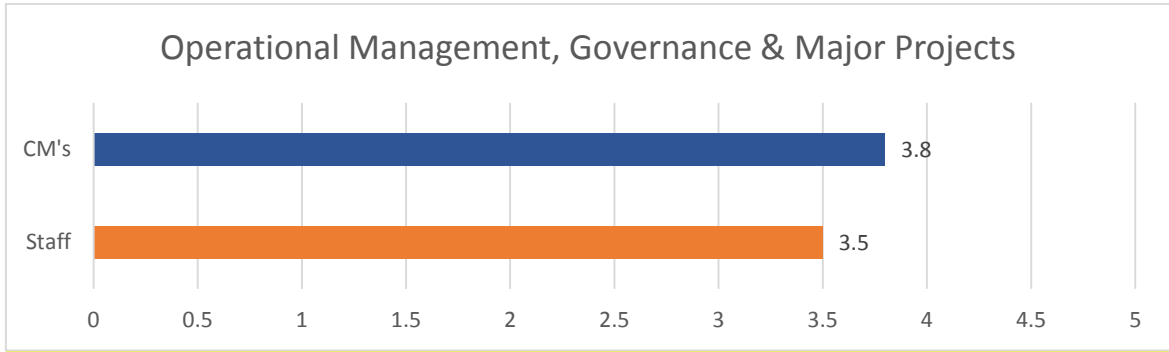


Table 19

Table 19 shows the average rating provided by Council Members being 3.8, with key staff providing a slightly lower rating of 3.5. The range in ratings provided across this area for Council Members was from 3 to 5, Key staff provided a range of ratings from 3 to 4. Although this was the equal-lowest capability area score for key staff, the CEO was still rated as having met or exceeded expectations.

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

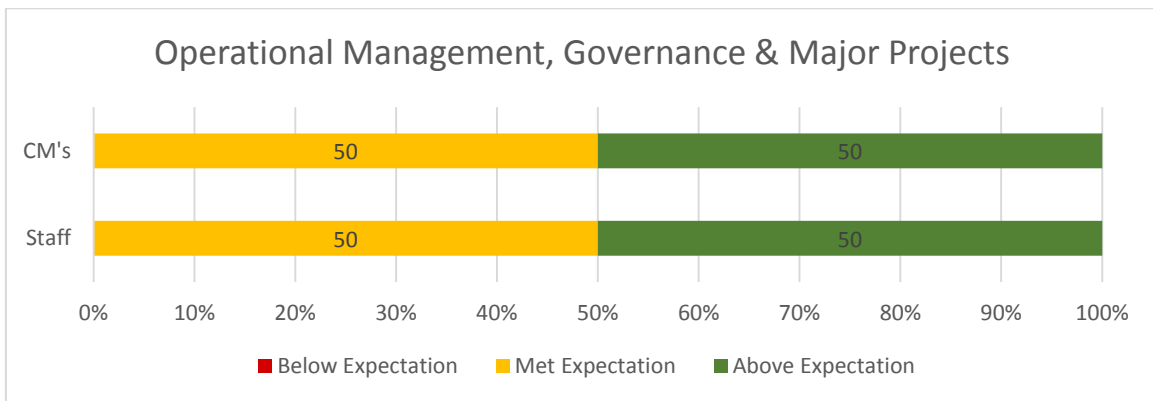


Table 20

Table 20 shows that both reviewer groups have provided ratings of meeting expectation or above, with exactly 50% of Council Members and Staff rating the CEO as exceeding expectations, with the remaining 50% of both groups rating the CEO as having met expectations. There were no Council Members or key staff responding that the CEO had performed below expectation.

Council Member Feedback:

Council Members mentioned the CEO's strong team support, and plan to review policies and implementation of the review. The CEO improves performance of the Council by proactively embracing best practice and continuous improvement initiatives. He also keeps council members informed on delegations and endeavour to have projects finished on time. As well as this, the CEO also ensures regular review of policies, procedures, authorities, controls, workplace agreements, delegations, authorities, and systems. For ease of access to the Council Members, the CEO provides a regular overview of the various operational areas of Council.

Council Members would like to see business excellence reinstated, as well as being open to suggestions for improvement including utilising technology.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Key staff were impressed with the way the CEO built a strong governance team which fulfils all legislative and associated obligations, as well as how the CEO maintains a focus on key organisational projects. The CEO is always welcoming of staff seeking advice and guidance on how to approach operational matters. He recognises the importance of this area and has established a framework that enables delivery in a systematic way. The CEO has also ensured that regular and scheduled review processes are in place where relevant.

In regards to development needs, key staff would like a focus on enhancing and further embedding Council's approach to Continuous Improvement across the organisation could yield further benefit. Key staff believe the CEO must work on delegating, as there is still room to let some matters be dealt with by the appropriate senior and middle managers rather than directly by the CEO.

As shown from the feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Key Capability Elements – Operational

The following average ratings were provided for Key Capability Elements – Operational:

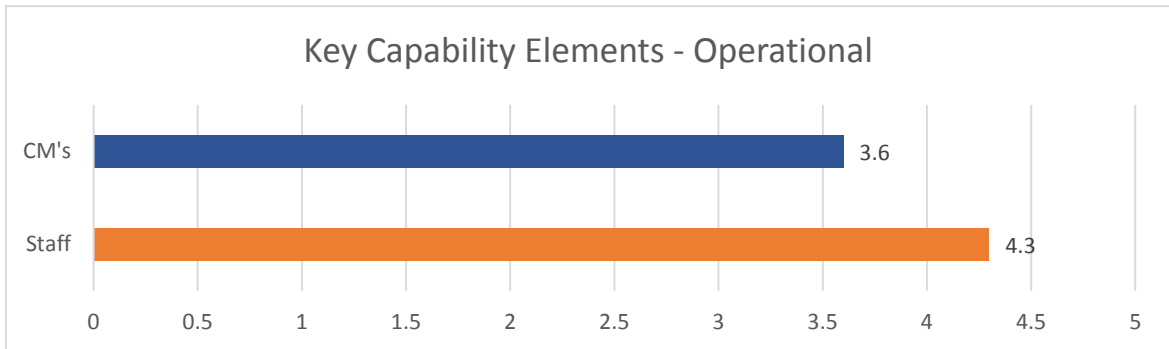


Table 21

Table 21 shows the average rating provided by Council Members being 3.6, with key staff providing a higher rating of 4.3. This capability area had the largest difference between Council Members and key staff, with a difference of 0.7 points. Council Members provided a range in ratings from 2 to 5, while the range in ratings provided across this area for key staff was from 4 to 5. This is the only capability area in which the CEO was partly rated as being below expectations by Council Members.

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

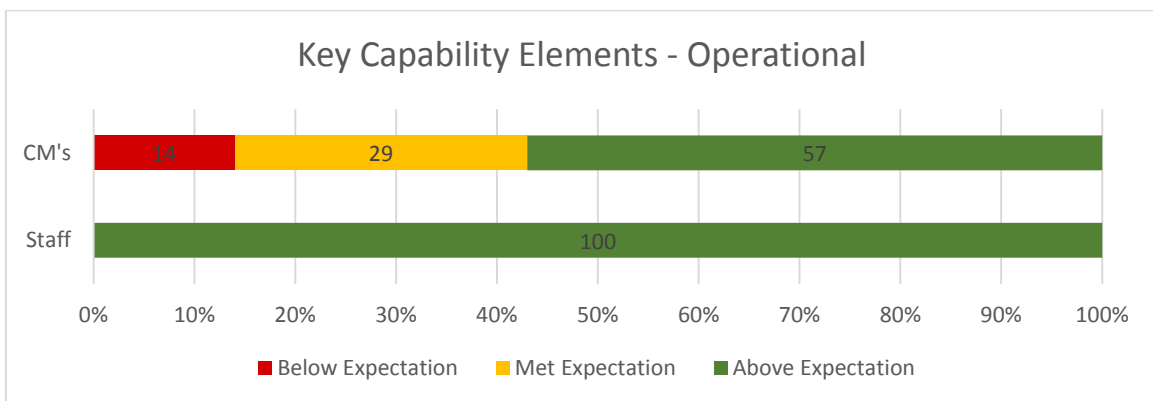


Table 22

Table 22 shows the varied responses between Council Members and key staff. The responses are quite polarising for Council Members, with 14% saying the CEO is below expectation in this area, with 29% believing he has met expectations, and 57% responding that he has exceeded expectations. In contrary to Council Members' mixed reviews, key staff have unanimously responded the CEO as being above expectation in this area. Given that this is the only capability area where Council Members have labelled the CEO as being below expectation, the CEO must perform better in the operational capacity of Key Capability Elements.

Council Member Feedback:

The progressive leadership style exhibited by the CEO, which encourages a 'can do' attitude in the organisation was noted by Council Members, as well as his ability to institute organisational change. His respect received by senior staff, and capacity and willingness to create organisation efficiencies are strengths of his that are appreciated.

Although the CEO received a 'below expectation' rating in Table 23, few development needs were offered, with the only ones being that the CEO could be more forceful, and be willing to consider feedback more. One question was posed around the CEO's emotional intelligence.

As shown from the feedback and statistics above, Council Members are generally pleased with the CEO's performance in this area.

Key Staff Feedback:

The CEO was inundated with glowing reviews from key staff, as evidenced by the high score given by them in this capability area. A high level of emotional intelligence and progressive leadership approach were mentioned as strengths, as well as his style making people want to work for him. The CEO's people management skills, and ability to create a safe environment for honest conversations and constructive feedback to be provided and received was also mentioned. Numerous glowing reports were given in relation to the CEO changing the culture of the organisation for the better, bringing more progressive ways of working and increasing output to meet the community's needs.

Few development needs were offered, with key staff mentioning he could be more 'positively self-centred' to enable his workload, time and energy to be better managed; and slight confusion between the CEO's encouragement for people to be progressive and his expectation of tight fiscal and political management.

As shown from the glowing feedback and statistics above, key staff are pleased with the CEO's performance in this area. This is certainly one of the CEO's best capability areas.

Apart from the 'below expectation' rating given for this capability area by Council Members, the overall outcome and feedback for this capability area is positive for the CEO. The CEO should look to improve their ability in this capability area.

Key Capability Elements – Political

The following average ratings were provided for Key Capability Elements – Political:

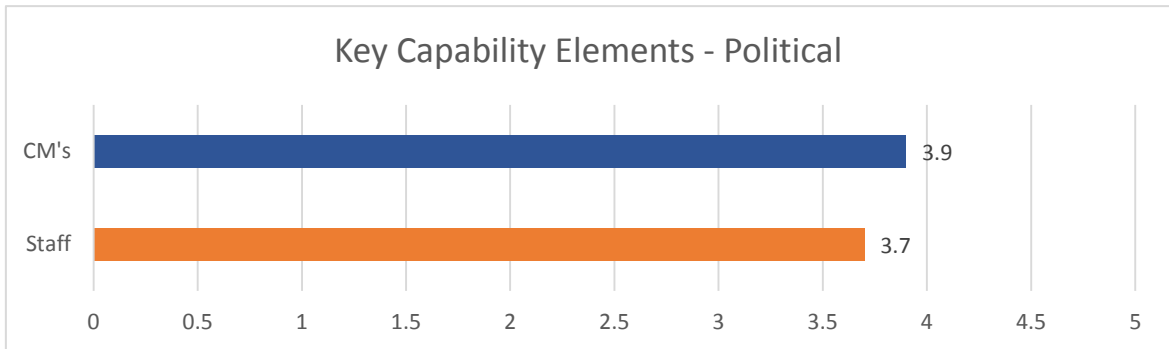


Table 23

Table 23 shows the average rating provided by Council Members being 3.9, with key staff providing a similar rating of 3.7. Council Members provided a range in ratings from 3 to 5, with key staff providing a range in ratings from 3 to 4. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups.

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

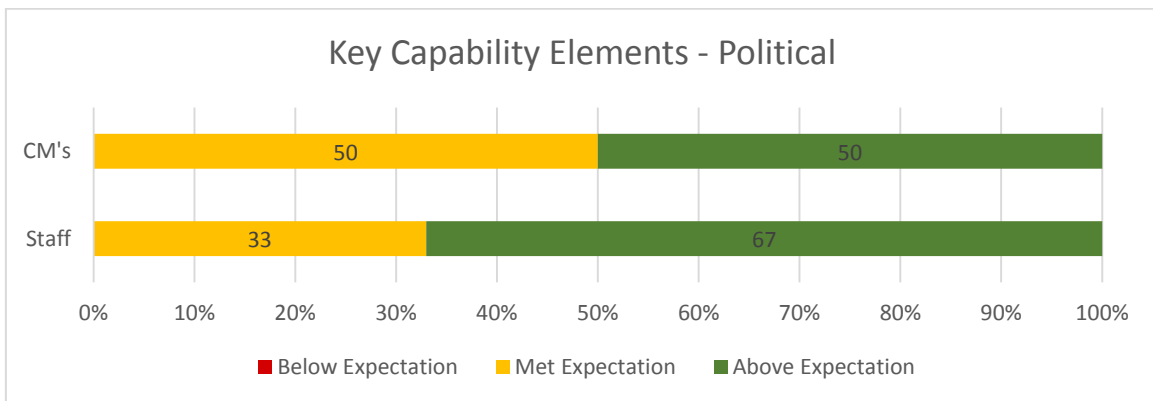


Table 24

Table 24 shows that both reviewer groups have provided ratings of meeting expectation or exceeding expectation, with 50% of Council Members and 67% of key staff rating the CEO as performing above expectation in the category. There were no Council Members or key staff responding that the CEO had performed below expectation.

Council Member Feedback:

Council Members explained how the CEO has raised the Council profile in the local government community, and champions Council through involvement in Adelaide Hills Tourism and World Heritage Mount Lofty Ranges. The CEO is able to work with Council Members in a constructive and positive way to deliver progressive outcomes for the community. He has also forged links with local politicians.

Development needs included the need to reduce the length of time to achieve for community, and report back to Council Members on progress of community initiatives.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Key staff mentioned their positive feedback in how the CEO offers regular one-on-one meetings with the Council Members. The CEO was explained as always being constructive in his approach with Council Members, and looks to ensure that decisions made are based on the best available information. He takes a partnership approach to working with Council Members, and the One Team approach is a demonstration of this commitment. The reports the CEO delivers to Council are of a high quality, and provide appropriate information to enable Council Members to make informed and considered decisions.

Few development needs were mentioned, with the sole one being that there may be an opportunity to reiterate to some Council Members the importance of adhering to the One Team protocols, and to ensure that Customer Request systems are used where appropriate.

As shown from the glowing feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Key Capability Elements – Stakeholders

The following average ratings were provided for Key Capability Elements – Stakeholders:

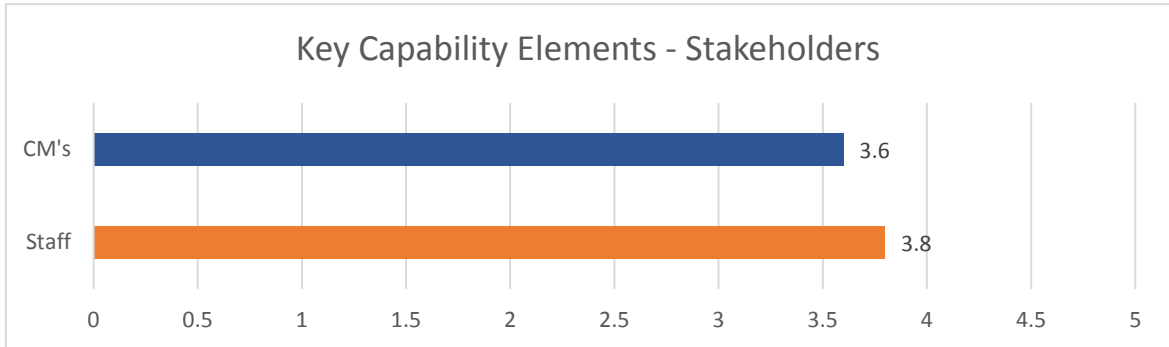


Table 25

Table 25 shows the average rating provided by Council Members being 3.6, with key staff providing a similar rating of 3.8. Both groups provided a range in ratings from 3 to 5. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups.

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

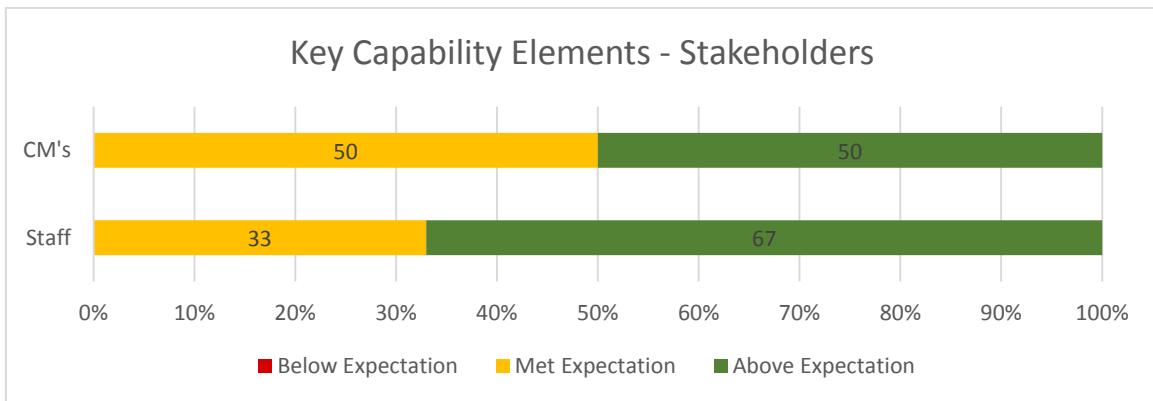


Table 26

Table 26 shows that both reviewer groups have provided ratings of meeting expectation or exceeding expectation, with 50% of Council Members and 67% of key staff rating the CEO as performing above expectation in the category. There were no Council Members or key staff responding that the CEO had performed below expectation.

Council Member Feedback:

The CEO's ability to be firm but fair with all internal and external stakeholders to create positive solutions for all parties was mentioned as a key strength of his, as well as his ability to complete action requests, and his listening skills. He also empathises well with stakeholders. Council Members mentioned the CEO fosters partnerships with other government stakeholders, and is able to listen and respond empathetically to the wants and needs of the community. He has been lauded for being able to develop a partnership between Council and the community.

The only development need offered was for the CEO to keep a closer watch on community consultation.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

Key staff mentioned the CEO as being empathetic and an active listener, constantly seeking to improve engagement and relations with the community. His ability to see all sides to an issue were highlighted, along with how well-respected he is within the broader Local Government sector and has been able to foster strong partnerships in areas where others have not been as successful. Key staff believe that given the CEO's strong interpersonal skills, this is clearly an area of strength for him.

Key staff believe he should potentially look to get others to take a more leadership role so not everything becomes part of his time, as well as possibly having an opportunity to develop more influential relationships with government department heads and politicians.

As shown from the feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is positive for the CEO.

Personal Attributes

The following average ratings were provided for Personal Attributes:

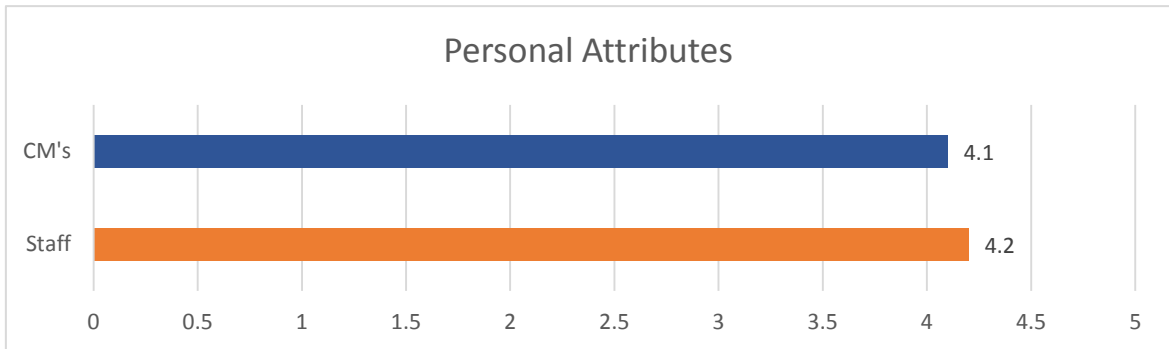


Table 27

Table 27 shows the average rating provided by Council Members being 4.1, with key staff providing a similar rating of 4.2. Both groups provided a range in ratings from 3 to 5. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. Personal Attributes was one of the highest scoring categories overall, for both Council Members and key staff.

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

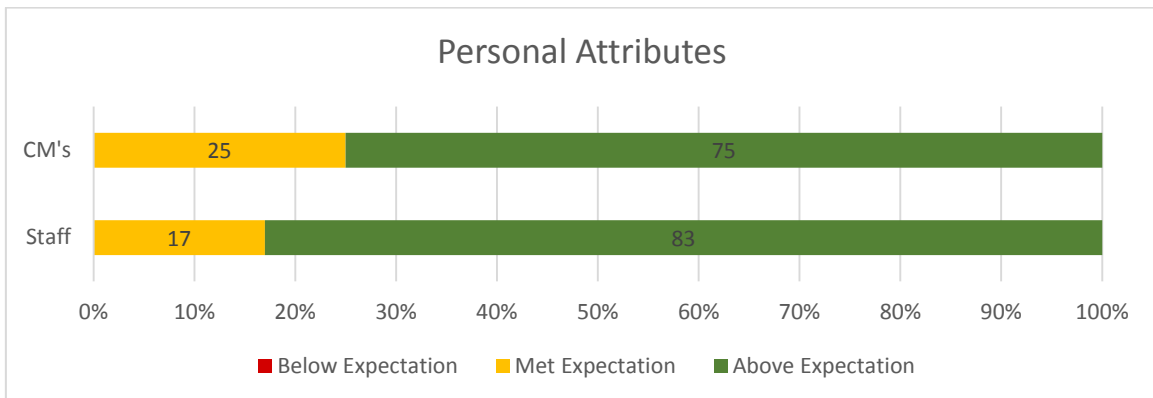


Table 28

Table 28 shows that both reviewer groups have primarily provided ratings of exceeding expectation, with 75% of Council Members and 83% of key staff doing so. 25% of Council Members, and 17% of staff rated the CEO as having met expectation for Personal Attributes. There were no Council Members or key staff responding that the CEO had performed below expectation. The CEO has clearly provided a focus on this area over the last year, as it is one of his highest scoring capability areas.

Council Member Feedback:

Council Members have noted the CEO's positive approach to problem solving, and his open management style as being strengths. They are pleased with his strong, positive, open and engaging contemporary management style, and how he is not easily flustered. His negotiating is also appreciated.

In reference to the ratings provided for this capability area, very few development needs were offered, apart from the CEO becoming more forceful.

As shown from the feedback and statistics above, Council Members are pleased with the CEO's performance in this area.

Key Staff Feedback:

In regards to Personal Attributes, key staff have noted the CEO as being a man of great integrity, openness, honesty, approachability, and compassion. The CEO is extremely personable at all times, and when combined with his engaging management style, is well respected by most staff within the organisation. Those that may not have a high level of respect being those that have a more out-dated approach to leadership and decision making. The CEO's personality and character stand him in good stead in this performance area, as well as being very well-rounded.

Although the CEO has received such positive feedback for this area, the only development mentioned was perhaps his openness and approachability is too much, and that he may need to preserve his time for larger issues.

As shown from the glowing feedback and statistics above, key staff are pleased with the CEO's performance in this area.

The overall outcome and feedback for this capability area is very positive for the CEO.

Performance Targets

- Digital Mobility in the Field:
 - Establish and complete a pilot to assess the service impact of utilising mobile devices in the field. Primary areas will include Development Services (compliance), and Works & Services (maintenance)
- Age Friendly Plan – Retirement Villages
 - Provide a recommendation to Council following the Expression Of Interest / Request For Proposal process on the future management model for Adelaide Hills Council's retirement villages.
- Mentoring & Coaching program
 - Establish and commence an organisational mentoring and coaching development program.
- Arts & Culture
 - Develop and present to Council for endorsement the Business Plan to establish an Arts & Heritage Hub at the Old Woollen Mill site at Lobethal.
- Asset Management Planning
 - Complete an update of all Asset Management Plans to inform the 2018/19 review of the Long Term Financial Plan. This update to include a detailed review of Transport Asset categories and capture of asset information within the Asset Management System.
- Corporate Reporting Measurement
 - Review Council's corporate reporting approaches and produce a consolidated Corporate Reporting Framework from which to guide regular reporting to management and Council.

Feedback

Digital Mobility in the Field

Ratings were given from the following options: Complete, On Track, Incomplete, Not Known. For the sake of reporting, we have allocated a score of 3 for Complete, 2 for On Track, 1 for Incomplete, and N/A for Not Known. Contrary to previous graphs, the plot area is from 0 – 3, rather than 0 – 5.

The following average ratings were provided for Digital Mobility in the Field:

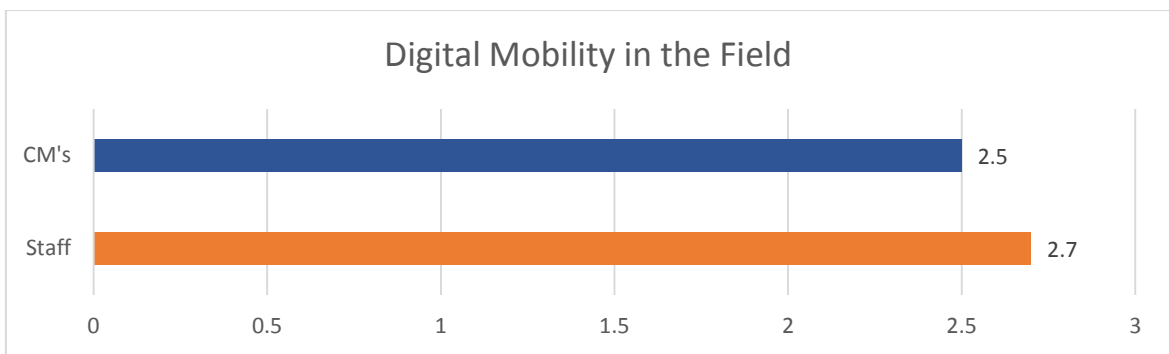


Table 29

Table 29 shows the average rating provided by Council Members being 2.5, with key staff providing a similar rating of 2.7. Council Members provided a range in ratings from 2 to 3, with key staff providing a range in ratings from 1 to 3. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. Digital Mobility in the Field is an extremely high scoring KPI, for both Council Members and key staff.

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

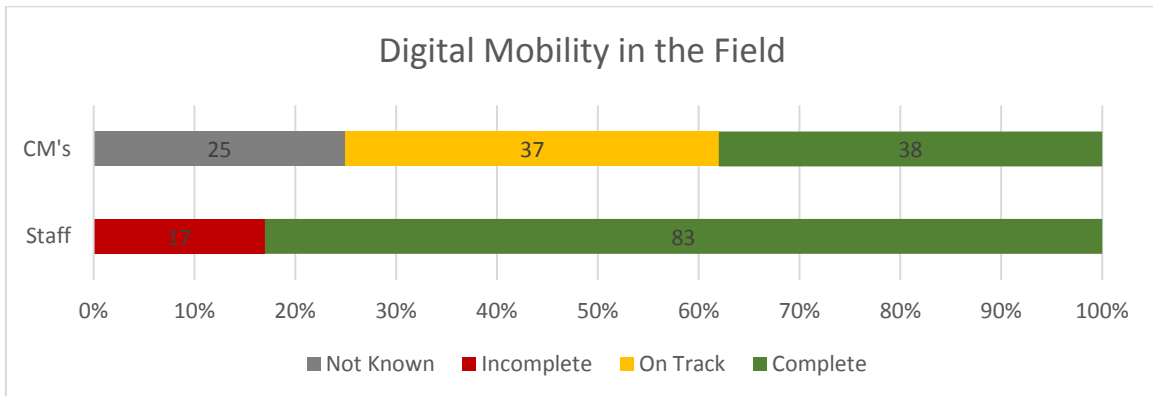


Table 30

Table 30 shows that both reviewer groups have provided differing feedback. 38% of Council Members view the CEO as having completed the KPI, with another 37% seeing him as being

on track, with the remaining 25% not knowing. On the contrary, 83% of key staff view the CEO as having completed the KPI, with the remaining 17% reporting him as being incomplete. Although the CEO has received the most amount of positive feedback through key staff, they have also provided him with feedback saying incomplete, as opposed to Council members who have not. In order to make Council Members be aware of progress, the CEO should be making them aware of this KPI.

Age Friendly Plan – Retirement Villages

The following average ratings were provided for Age Friendly Plan – Retirement Villages:

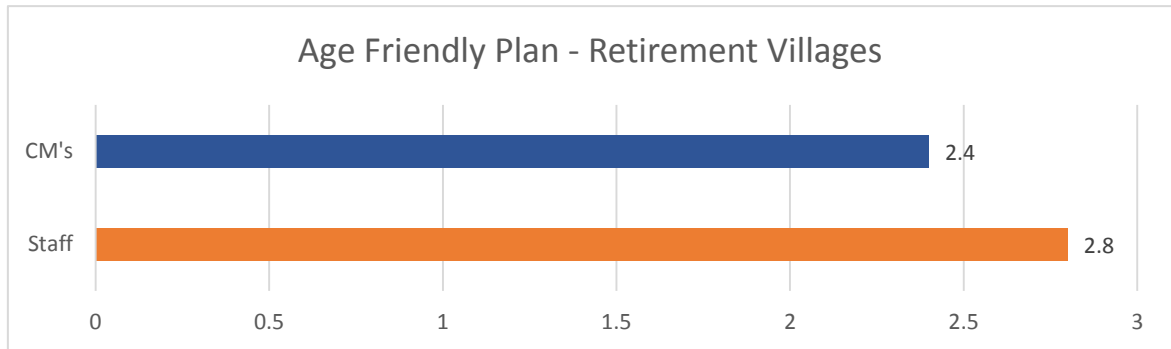


Table 31

Table 31 shows the average rating provided by Council Members being 2.4, with key staff providing a slightly higher rating of 2.8. Both groups provided a range in ratings from 2 to 3. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. Age Friendly Plan – Retirement Villages is an extremely high scoring KPI, for both Council Members and key staff.

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

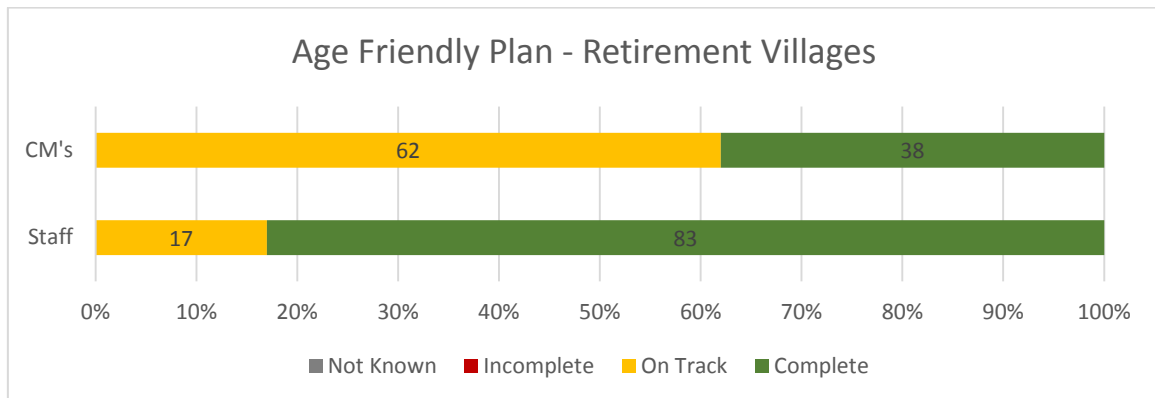


Table 32

Table 32 shows that both reviewer groups rated the CEO as being either on track or complete in this KPI. 38% of Council Members viewed the CEO as having completed the KPI, with the remaining 62% of respondents saying he was on track. 83% of key staff rated the CEO as having completed the KPI, with the remaining 17% rating the CEO as being on track. There were no ratings suggesting the CEO was incomplete with this KPI. This is a very positive KPI for the CEO.

Mentoring & Coaching Program

The following average ratings were provided for Mentoring & Coaching Program:

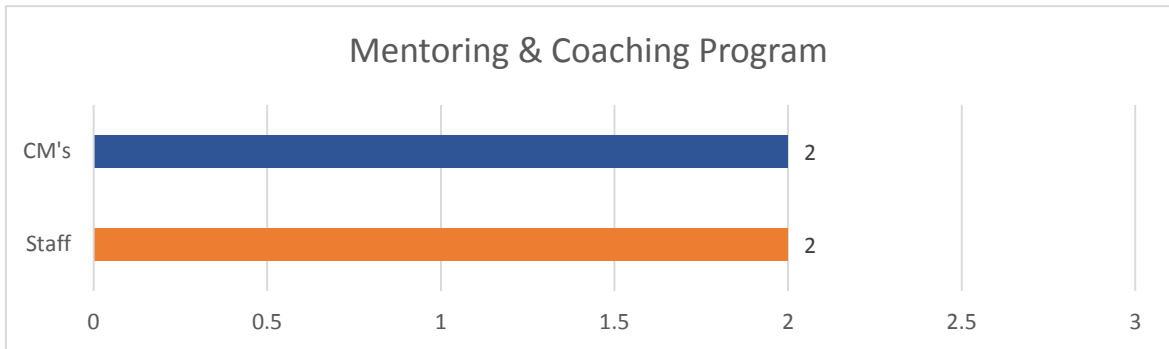


Table 33

Table 33 shows the average rating provided by both groups being 2.0. Both groups provided a range in ratings from 1 to 3. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. In comparison to the previous two KPI's mentioned, this KPI has had lower average respondent scores.

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

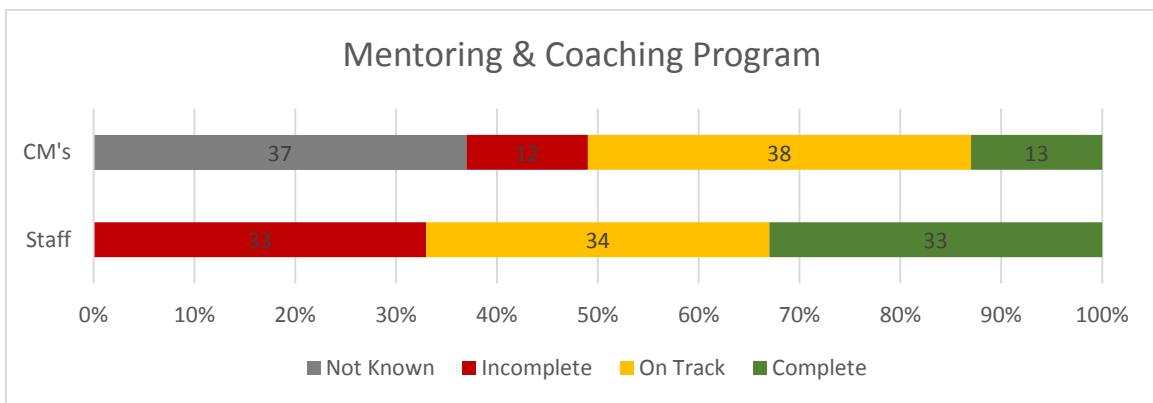


Table 34

Table 34 shows a wide variety in responses from both groups. While mirroring Table 34, there are a number of responses believing the CEO to have been incomplete in this KPI. 12% of Council Members responded saying the CEO was incomplete in this KPI, with 38% believing him to be on track, 13% saying the KPI was completed, with the remaining 37% not knowing. On the contrary, 33% of staff members responded saying they believe the CEO was incomplete in this KPI, 34% believing he was on track, with the remaining 33% saying he had completed the KPI. In order to have more consistency throughout the board, the CEO should make the Council Members more aware of this and all KPI's. This is a KPI that the CEO should seek improvement on.

Arts & Culture

The following average ratings were provided for Arts & Culture:

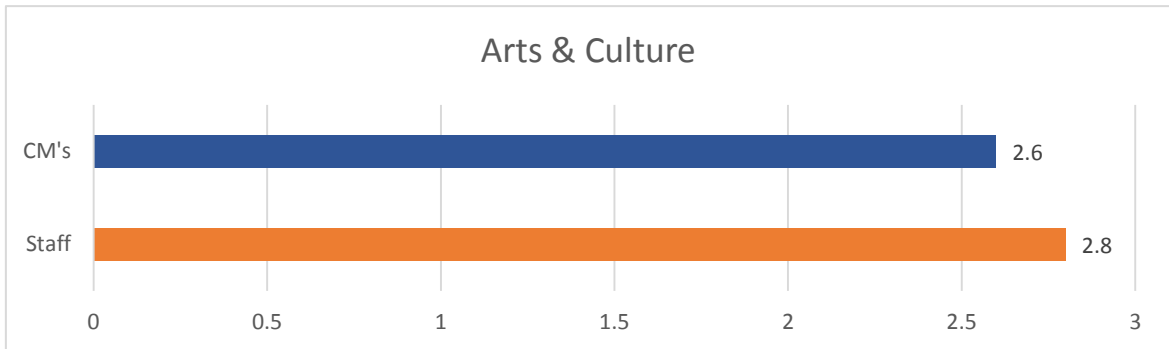


Table 35

Table 35 shows the average rating provided by Council Members being 2.6, with key staff being slightly higher at 2.8. Both groups provided a range in ratings from 2 to 3. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups. Arts & Culture is an extremely high scoring KPI, for both Council Members and key staff.

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

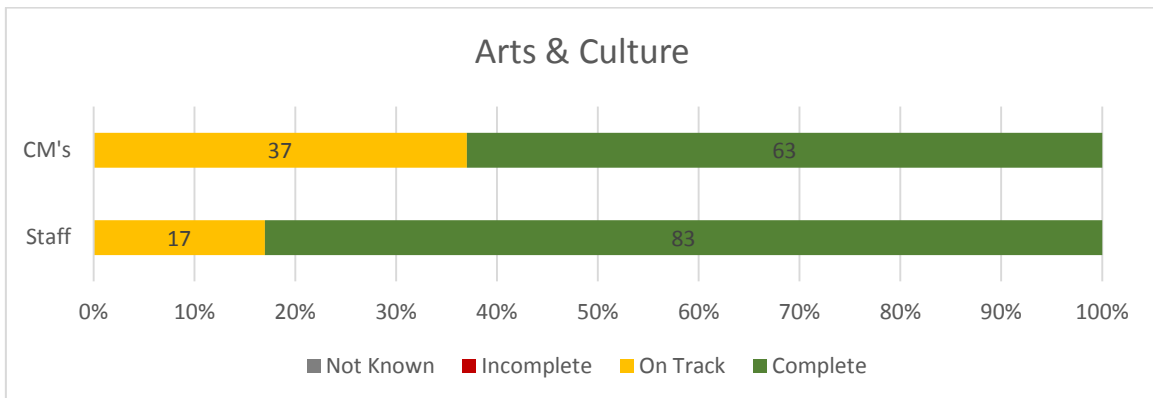


Table 36

Table 36 shows a fairly consistent collection of responses from both groups. Both Council Members and key staff have all rated the CEO as either being on track or complete in this KPI. 63% of Council Members responded saying the CEO was complete in this KPI, with the remaining 37% believing him to be on track. 83% of key staff answered the CEO as having completed the KPI, with the final 17% also believing him to be on track. As evidenced by tables 36 and 37, this is a very positive KPI for the CEO.

Asset Management Planning

The following average ratings were provided for Asset Management Planning:

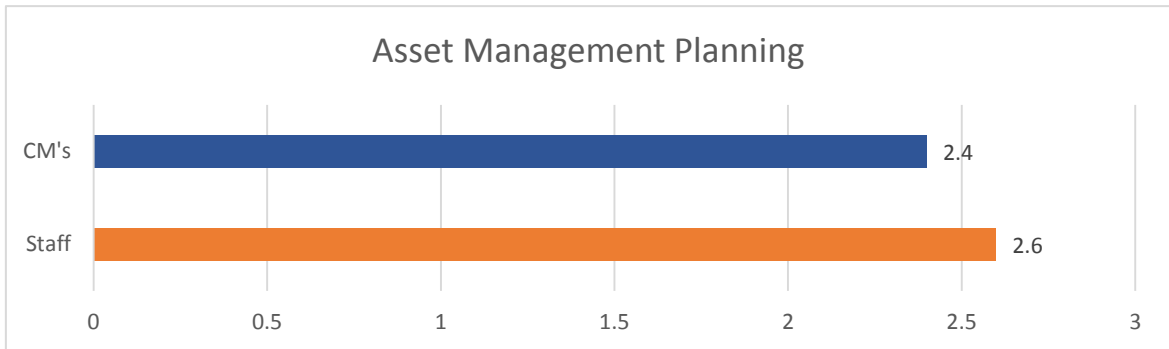


Table 37

Table 37 shows the average rating provided by Council Members being 2.4, with key staff being slightly higher at 2.6. Council Members provided a range in ratings from 1 to 3, while key staff provided a range from 2 to 3. There is a high level of consistency with the ratings which demonstrates a set of common views across the reviewer groups.

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

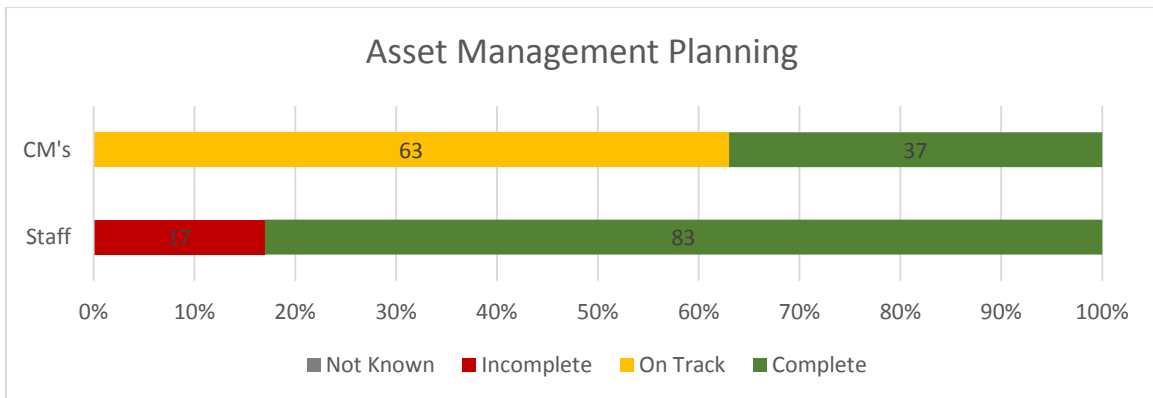


Table 38

Table 38 shows some varied responses in data from both Council Members and key staff. 37% of Council Members responded saying the CEO has completed the KPI, with the remaining 63% saying the CEO was on track. The results for this show that even though 83% of key staff responded saying the CEO had completed the KPI, the remaining 17% disagreed and said he was incomplete. Even though key staff had the highest rating for complete, there were still staff members believing it was incomplete, unlike Council Members who all answered either on track and complete. The CEO should look to make all key staff aware of the progress made in regards to Asset Management Planning.

Corporate Reporting Measurement

The following average ratings were provided for Corporate Reporting Measurement:

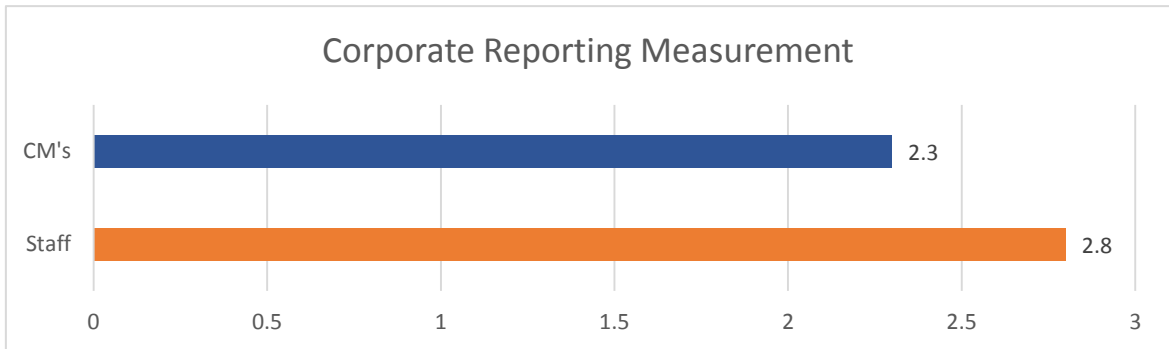


Table 39

Table 39 shows the average rating provided by Council Members being 2.3, with key staff being higher at 2.8. Council Members provided a range in ratings from 1 to 3, while key staff provided a range from 2 to 3.

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

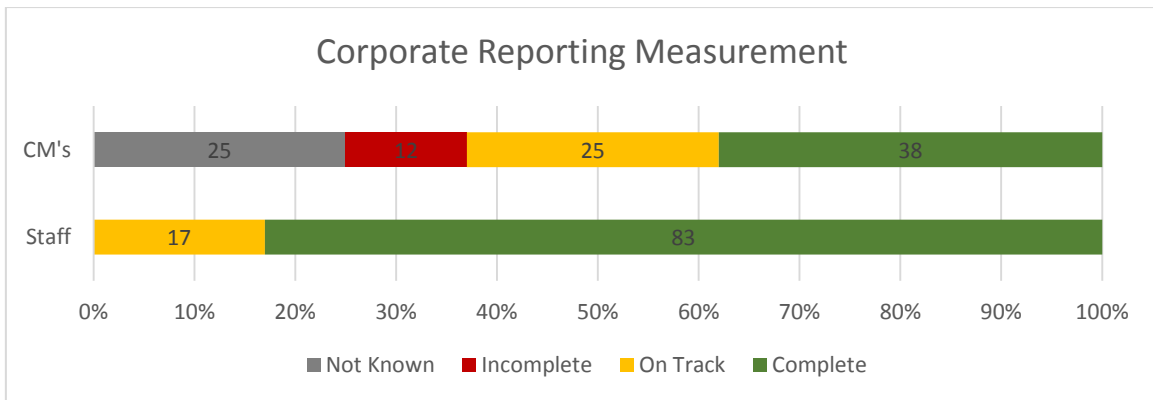


Table 40

Table 40 shows a wide variety in responses from both groups. 38% of Council Members responded saying the CEO was complete in this KPI, with 25% saying he was on track, 12% saying he was incomplete, and the remaining 25% not knowing. On the contrary, 83% of key staff responded saying the CEO was complete in this KPI, with the remaining 17% saying he was on track. The CEO should look to improve this rating with Council Members, by possibly making them more aware of the progress of the KPI.

CEO Feedback

In conducting the performance review we met with the CEO to obtain his feedback. It is our view that it is important to gain some general feedback from the CEO rather than ask him to complete the survey in the same way Elected Members and Staff provided their feedback. We find that CEO's tend to be conservative in their views when providing feedback that includes a formal rating, and this can present a confusing message to Council

The CEO did provide a detailed report to Council regarding his performance against his agreed KPI's. As part of the performance review we sought feedback from Elected Members in this regard, and their feedback is included in this report.

In our meeting with the CEO he provided positive feedback about his overall performance for 2017/2018. His focus over the review period has been to deliver against the KPI's agreed with Council. He is confident that he made good progress. The CEO also has ensured that building a good team and a sound workplace culture were a priority. The CEO understands the importance of being supported by a team with the right skills and behaviours. He is confident that this has improved. Communication is also a high focus for the CEO with staff, Elected Members and the Community. The CEO wants to ensure he is available and responsive to Elected Members, and was positive about this over the last year

The CEO is also aware of the importance to deliver sound financial outcomes for Council, as well as the need to deliver key projects. The CEO was positive about the outcomes in both aspects of his, and the organisation's performance.

The feedback in this report was shared verbally with the CEO at a meeting. The CEO is positive about his performance over the last year, and is also positive about the content of this report.

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4. CEO Performance and Remuneration Reviews– 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 the Panel’s decision(s) in this matter in the performance of the duties and responsibilities of office, the Panel, having considered at Agenda Item 19.1 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.

Pursuant to section 91(9)(c) of the Local Government Act 1999, that Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or his sub-delegate.