



CEO PERFORMANCE REVIEW PANEL

NOTICE OF MEETING

To: **Members**

Cr Mark Osterstock, Presiding Member

Mayor Jan-Claire Wisdom

Cr Nathan Daniell

Cr Kirsty Parkin

Ms Paula Davies, Independent Member

Notice is given pursuant to the provisions under Section 87 of the *Local Government Act 1999* that the next meeting of the CEO Performance Review Panel will be held on:

Thursday 26 November 2020

6.00pm

63 Mt Barker Road Stirling

A copy of the Agenda for this meeting is supplied under Section 87 of the Act.

Committee meetings are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 88 of the Act.

A handwritten signature in blue ink, appearing to read 'Andrew Aitken', is written over a light blue horizontal line.

Andrew Aitken
Chief Executive Officer



CEO PERFORMANCE REVIEW PANEL

AGENDA FOR MEETING
Thursday 26 November 2020
6.00pm
63 Mt Barker Road Stirling

ORDER OF BUSINESS

1. COMMENCEMENT

2. APOLOGIES/LEAVE OF ABSENCE

- 2.1. Apology
Apologies were received from
- 2.2. Leave of Absence
- 2.3. Absent

3. MINUTES OF PREVIOUS MEETINGS

CEO Performance Review Panel – 3 September 2020

That the minutes of the CEO Performance Review Panel meeting held on 3 September 2020 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

4. PRESIDING MEMBER'S OPENING REMARKS

5. DELEGATION OF AUTHORITY

The CEO Performance Review panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE PANEL

7. OFFICER REPORTS – DECISION ITEMS

- 7.1. 2020 – 2021 CEO Performance Targets Update
The CEO Performance Review Panel resolves that the report be received and noted.

8. MOTIONS WITHOUT NOTICE

Nil

9. QUESTIONS WITHOUT NOTICE

Nil

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next CEO Performance Review Panel meeting will be held at a time to be determined from 6.00pm at 63 Mt Barker Road, Stirling

12. CLOSE MEETING

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 3 SEPTEMBER 2020
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Cr Mark Osterstock

Members:

| | |
|-----------------------------|--------------------|
| Ms Paula Davies | Independent Member |
| Acting Mayor Nathan Daniell | |
| Cr Kirsty Parkin | |

In Attendance:

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| Andrew Aitken | Chief Executive Officer |
| Lachlan Miller | Executive Manager Governance & Performance |
| Megan Sutherland | Executive Manager Organisational Development |

1. COMMENCEMENT

The meeting commenced at 6.00pm

2. APOLOGIES/LEAVE OF ABSENCE

2.1 Apology

Nil

2.2 Leave of Absence

At its 25 August 2020 meeting, Council approved a leave of absence for Mayor Wisdom from 24 August to 25 September 2020.

2.3 Absent

Nil

Presiding Member _____ 26 November 2020

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 3 SEPTEMBER 2020
63 MT BARKER ROAD STIRLING**

3. MINUTES OF PREVIOUS MEETINGS

3.1 CEO Performance Review Panel Meeting – 9 July 2020

Moved Paula Davies
S/- Cr Kirsty
Parkin
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PRP14/2

That the minutes of the CEO Performance Review Panel meeting held on 9 July 2020 as distributed, be confirmed as an accurate record of the proceedings of that meeting with the amendment that Cr Daniell was an apology.

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| Carried |
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4. PRESIDING MEMBER'S OPENING COMMENTS

Nil

5. DELEGATION OF AUTHORITY

The CEO Performance Review Panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE COMMITTEE

6.1 Nil

7. OFFICER REPORTS – DECISION ITEMS

7.1 CEO Performance Targets Update

Moved Cr Nathan Daniell
S/- Cr Kirsty Parkin

PRP15/20

The CEO Performance Review Panel resolves that the report be received and noted.

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| Carried |
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**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 3 SEPTEMBER 2020
63 MT BARKER ROAD STIRLING**

8. MOTIONS WITHOUT NOTICE

Nil

9. QUESTIONS WITHOUT NOTICE

Nil

10. CONFIDENTIAL ITEMS

10.1 CEO Performance Review and Remuneration Review – Exclusion of the Public

Moved Cr Kirsty Parkin

S/- Cr Nathan Daniell

PRP16/20

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

- CEO, Andrew Aitken
- Executive Manager Governance and Performance, Lachlan Miller
- Executive Manager Organisational Development, Megan Sutherland

be excluded from attendance at the meeting for Agenda Item 10.1: (2020 CEO Performance and Remuneration Review) in confidence.

The Panel is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable the Panel 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 Panel should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

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| Carried |
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**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 3 SEPTEMBER 2020
63 MT BARKER ROAD STIRLING**

RELEASED 16 OCTOBER 2020

10.1.1 CEO Performance Review and Remuneration Review – Confidential Item

Moved Paula Davies
S/- Cr Nathan Daniell

PRP17/20

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.

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| Carried |
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**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 3 SEPTEMBER 2020
63 MT BARKER ROAD STIRLING**

10.1.2 2020 CEO Performance and Remuneration Review – Period of Confidentiality

Moved Cr Nathan Daniell

S/- Cr Kirsty Parkin

PRP18/20

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 10.1 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.

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| Carried |
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11. NEXT MEETING

The next ordinary meeting of the CEO Performance Review Panel will be held on Thursday 26 November 2020, 6.00pm, at 63 Mt Barker Road Stirling.

12. CLOSE MEETING

The meeting closed at 6.30pm.

ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL MEETING
Thursday 26 November 2020
AGENDA BUSINESS ITEM

Item: 7.1

Responsible Officer: Andrew Aitken
Chief Executive Officer
Office of the Chief Executive

Subject: 2020-2021 CEO Performance Targets Update

For: Information

SUMMARY

The role of the Chief Executive Officer (CEO) Performance Review Panel (the Panel) includes reviewing the performance of the CEO, in particular the performance against the agreed Performance Targets and to undertake a review of the CEO's Performance Targets to ensure they remain relevant, achievable and aligned to Council's strategic objectives.

This report provides the latest update on activities against the 2020-2021 Performance Targets.

RECOMMENDATION

The CEO Performance Review Panel resolves that the report be received and noted.

1. GOVERNANCE

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

Strategic Plan 2020-24 – A brighter future

Goal Organisation

Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community.

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community.

The requirement for the Panel to undertake regular review of performance against the agreed CEO Performance Targets enables accountability to be demonstrated and any decisions on changes to performance targets to be actively managed.

➤ **Legal Implications**

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

This report summarises progress against the established and agreed Performance Targets for 2020-2021, and forms part of the performance review process to ensure the CEO is provided with a fair and consistent performance review process that would stand up under scrutiny.

➤ **Risk Management Implications**

The CEO Performance Targets update will assist in mitigating the risk of:

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

| 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 resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.

| Inherent Risk | Residual Risk | Target Risk |
|---------------|---------------|-------------|
| High (3B) | Medium (3D) | Medium (3C) |

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

➤ **Financial and Resource Implications**

There are no financial or resource implications in reporting on projects against the CEO Performance Targets.

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

There is a community expectation that the CEO will manage the organisation's human, financial and physical resources to ensure the best outcomes for the community.

There is a community expectation that the CEO is accountable for, and performs against, the agreed Performance Targets.

➤ **Sustainability Implications**

Not applicable.

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

Consultation has been undertaken with the following people or groups on the progress achieved against the performance targets (see **Appendix 1**):

Council Committees: Not applicable

Council Workshops: Not applicable

Advisory Groups: Not applicable

Administration: Director Community Capacity
Director Corporate Services
Executive Manager Organisational Development
Executive Manager Governance and Performance
Manager Communications, Engagement and Events
Sport and Recreation Planner
Acting Manager Sustainability, Waste and Emergency Management
Manager Information Services
Manager Community Development
Manager Open Space

External Agencies: Not applicable

Community: Not applicable

2. BACKGROUND

The purpose of this report is to provide an update to the Panel on the work achieved against each of the CEO's Performance Targets. This activity is defined in the Panel's Terms of Reference contained in the Specific Functions clauses and specifically Clause 3.1.2.

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.

Council adopted a new suite of CEO Performance Targets on 28 July 2020 covering the 2020-2021 financial year.

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*.

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| Carried unanimously |
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3. ANALYSIS

This item provides the opportunity for the CEO to update the Panel on the progress against the 2020-2021 CEO Performance Targets to date and identify any issues for consideration. This enables the Panel to undertake an interim analysis of the CEO Performance Targets with a view to reviewing priorities and existing timeframes, if required.

4. OPTIONS

The Panel has the following options:

- I. That the report be received and noted (*Recommended*).
- II. To recommend to Council the status of the 2020-2021 CEO Performance Targets as per the recommendation. (*Recommended*)
- III. That the Panel makes alternative/additional recommendations to Council relating to the status of the 2020-2021 CEO Performance Targets. (*Not Recommended*)

5. APPENDIX

- (1) 2020-2021 CEO Performance Targets Update – November 2020

Appendix 1

2020-2021 CEO Performance Targets – November 2020

| | Strategic Plan Priority | Performance Target | Comment/Update |
|-----------|--|---|---|
| 1. | <p>C2.1 – Work with community to provide a range of programs and opportunities to connect and engage around shared interests.</p> <p>C2.4 – Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them.</p> | <p>Community Perception & Engagement Survey Undertake a community perception and engagement survey and present an action plan of identified improvement opportunities to Council Members. 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.</p> | <p>The survey went live in the first week of November 2020. Subscribers to the Council e-newsletters have been invited to participate, as has the general public through advertisements in the Courier and social media posts. Key community contacts have also been provided with information about the survey to share with their contacts.</p> <p>A workshop will be held with Council Members in the new year to discuss the outcome of the survey.</p> |
| 2. | <p>C4.4 – Support clubs and groups to continue to provide sport and recreation activities to the community.</p> | <p>Community & Recreation Facilities Framework Develop a draft Community & Recreation Facilities Framework for final (Stage 3) consultation, for consideration by Council. The draft framework is to be based on an approach that has consistency, equity and shared responsibility.</p> | <p>Consultation findings have been shared with members of the CRFFIWG in October, and the group has begun to discuss models and service levels and policy positions that reflect information provided through the consultation process. A meeting with invited community stakeholders was held on 26 October where the general principles of the purpose of the CRFF was discussed. Information was sought from the stakeholder group regarding the capacity of clubs and associations to undertake certain maintenance and upgrade tasks and where they believe the gaps are. The stakeholder group positively and actively participated in the discussion which has assisted the CRFFIWG. Consistent with the project timetable, CRFFIWG will continue to meet on a regular basis with a further stakeholder meeting proposed prior to Christmas (subject to COVID-19 restrictions). A workshop presentation has been tentatively scheduled for 9 March 2021 to present the draft CRFF.</p> |

| | Strategic Plan Priority | Performance Target | Comment/Update |
|----|---|---|--|
| 3. | <p>N5.1 – Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse.</p> <p>N5.2 – Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins.</p> | <p>Kerbside Waste Audit and Education Program Complete a kerbside waste audit to inform and develop an ongoing education program and present to Council Members, with the aim of reducing recycling contamination levels and reducing waste to landfill.</p> | <p>Initial three stream waste kerbside bin audit has been undertaken in Woodside during September 2020. An additional audit is being undertaken in Heathfield during November 2020 however this audit maybe delayed due to the COVID-19 lockdown. In addition to the above and prior to the adoption of this CEO performance target a three bin audit was undertaken in Lobethal in Oct/Nov 2019. In combination, the results of these audits will inform the education program to be developed in early 2021.</p> |
| 4. | <p>O6.1 – Progressively strengthen Council’s systems security to minimise the impact of cyber attack.</p> | <p>Information System Cyber Security Plan Undertake a Cyber Security Audit, and develop a Cyber Security Plan to address matters raised in the audit, to minimise the impact of cyber-attack to Council’s network and systems.</p> | <p>The auditor has completed the Cyber Security Audit, and the findings reported to Council’s Audit Committee on 19th October 2020. Next steps are to commence with the development of a Cyber Security Plan where a meeting has been scheduled for 24 November 2020 to progress.</p> |
| 5. | <p>B3.2 – Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality.</p> | <p>Carbon Inventory Complete and present to Council Members an updated carbon inventory based on Climate Active (formerly National Carbon Offset Standard) emissions boundaries to support the implementation of the Corporate Carbon Management Plan.</p> | <p>Draft revised carbon inventory has been completed. Consultant has been engaged to prepare a template suitable for the collection of Scope 3 carbon emissions. Staff commuting survey has been launched to determine total kms travelled by staff to and from work.</p> |

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| 6. | O5.3 – Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community. | <p>Recovery Action Plan Provide quarterly progress reports to Council on the implementation of the Council’s Bushfire Recovery Action Plan and initiatives supporting recovery from the COVID-19 pandemic.</p> | <p>The Council received the first quarterly report at its September meeting and will receive the next quarterly report at its December 2020 meeting.</p> <p>The Council’s bushfire recovery actions in the last quarter have been focussed on expediting rebuilding development applications, helping commercial sectors identify opportunities for recovery, restoring high value biodiversity and completing roadside tree work.</p> <p>COVID-19 recovery efforts are focussed on supporting community and sporting groups navigate restrictions on events and running workshops tailored to the needs of community groups impacted by COVID-19.</p> |
| 7. | C2.5 – Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic. | <p>Social and Economic Recovery – Community Ready Actively pursue opportunities to work with government and non-government partners on programs to assist communities and businesses develop resilience and readiness for future disasters. Include regular updates to Council as part of the quarterly Recovery Action Plan reporting.</p> | <p>Funding has been secured through negotiations with Primary Health Networks to fund an AHC based recovery officer over the next 18 months.</p> <p>In addition, conversations have been held with Red Cross regarding a collaborative approach between our two organisations to work with a number of individual townships each year in preparing locally based emergency management responses.</p> <p>An EOI for further funding has been submitted, to potentially fund a further resilience officer position that would focus on practical and physical preparedness of properties at both the individual and community level.</p> <p>An Economic Development Officer has joined Council's Economic Development team to assist with supporting and encouraging a community-led recovery.</p> |

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| | | | Rethinking Business 2020 was held on 13 October 2020 to provide an opportunity for businesses to hear from some key experts on strategies to adapt and evolve in this ever-changing environment. |
| 8. | E3.3 – Work with our local communities and businesses to create active, attractive and vibrant places. | Social, Economic and Environmental Recovery Engage with local communities and businesses in developing a Lobethal Bushland Park Masterplan. Present the draft masterplan to Council for its consideration. | Staff have established a staff Reference Group for the Lobethal Bushland Park project. The group reviewed the project plan and engagement plan at its October meeting. Community engagement is due to begin in late November 2020. |