



CEO PERFORMANCE REVIEW PANEL

NOTICE OF MEETING

To: **Members**

Cr Chris Grant, Presiding Member

Mayor Jan-Claire Wisdom

Cr Nathan Daniell

Cr Kirsty Parkin

Ms Janet Miller, 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 23 March 2023

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 'David Waters', with a long horizontal flourish extending to the right.

David Waters
Chief Executive Officer



CEO PERFORMANCE REVIEW PANEL

AGENDA FOR MEETING
Thursday 23 March 2023
6.00pm
63 Mt Barker Road Stirling

ORDER OF BUSINESS

1. COMMENCEMENT

- 1.1. Acknowledgement of Country

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.

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 – 13 October 2022

That the minutes of the CEO Performance Review Panel meeting held on 13 October 2022 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. CEO Performance Targets 2022-23 – Update March 2023

7.2. 2023 Proposed CEO Performance Review Processes and Meeting Dates

8. MOTIONS WITHOUT NOTICE

9. QUESTIONS WITHOUT NOTICE

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next CEO Performance Review Panel meeting will be held on Thursday 22 June 2023, from 6.00pm at 63 Mt Barker Road, Stirling

12. CLOSE MEETING

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 13 OCTOBER 2022
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Cr Mark Osterstock

Members:

Ms Janet Miller	Independent Member
Cr Chris Grant	Committee Member

In Attendance:

David Waters	Chief Executive Officer
Steven Watson	A/Executive Manager Governance & Performance Minute Taker

1. COMMENCEMENT

The meeting commenced at 6.05pm

1.1. Acknowledgement of Country

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.

2. APOLOGIES/LEAVE OF ABSENCE

2.1 Apology

Mayor Jan-Claire Wisdom
Deputy Mayor Cr Nathan Daniell

2.2 Leave of Absence

Leave of the meeting was granted for the following Leave of Absence:

Mayor Jan-Claire 30 September to 23 October 2022, approved at Council on 27 September 2022.

2.3 Absent

Nil

Presiding Member _____ ...

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 13 OCTOBER 2022
63 MT BARKER ROAD STIRLING**

3. MINUTES OF PREVIOUS MEETINGS

3.1 CEO Performance Review Panel Meeting – 4 August 2022

Moved Cr Chris Grant
S/- Janet Miller

PRP19/22

That the minutes of the CEO Performance Review Panel meeting held on 4 August 2022 as distributed, be confirmed as an accurate record of the proceedings of that meeting.

Carried

4. PRESIDING MEMBER'S OPENING COMMENTS

- The Presiding Member advised the CEOPRP of the resignation of the Executive Manager Organisational Development (EMOD). The Presiding Member thanked the EMOD for her service and support to the CEOPRP.
- The Presiding Member advised the Committee that this meeting will be the last meeting of the CEOPRP before the Local Government Election 2022 and thanked all CEOPRP Members for their assistance and support. The Presiding Member also thanked staff supporting the CEOPRP for their assistance.
- The Presiding Member congratulated Janet Miller upon her appointment for another 12 months as Independent Member of the CEOPRP.

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

Nil

Presiding Member _____ ...

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 13 OCTOBER 2022
63 MT BARKER ROAD STIRLING**

7. OFFICER REPORTS – DECISION ITEMS

7.1 CEO Performance Targets 2022-23

Moved Cr Chris Grant
S/- Janet Miller

PRP20/22

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

Carried

8. MOTIONS WITHOUT NOTICE

Nil

9. QUESTIONS WITHOUT NOTICE

Nil

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next ordinary meeting of the CEO Performance Review Panel will be held at a time to be confirmed at 63 Mt Barker Road Stirling.

12. CLOSE MEETING

The meeting closed at 6.36pm.

Presiding Member _____ ...

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL MEETING
Thursday 23 March 2023
AGENDA BUSINESS ITEM**

Item: 7.1

Responsible Officer: David Waters
Chief Executive Officer
Office of the Chief Executive

Subject: CEO Performance Targets 2022-23 – Update March 2023

For: Decision

SUMMARY

At its 26 July 2022 meeting, Council adopted the suite of CEO Performance Targets covering the 2022-2023 financial year.

On 20 September 2022, Council appointed David Waters as Acting Chief Executive Officer (the ‘CEO’) following Andrew Aitken’s resignation.

The role of the CEO Performance Review Panel (the Panel) includes reviewing the performance of the CEO against the agreed 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.

In assessing the performance against these targets, the Panel should also consider that the targets remain relevant, achievable and aligned to Council’s strategic objectives across the year.

The purpose of this report is to provide a status update to the Panel on the work achieved and still intended against each of the CEO’s Performance Targets, provided in **Appendix 1**.

RECOMMENDATION

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

1. BACKGROUND

The Panel has specific functions in relation to the CEO’s Performance Targets as set out in clauses 3.1.2 and 3.3.3, as follows:

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.

2022-23 CEO Performance Targets

Council adopted a new suite of CEO Performance Targets on 26 July 2022 covering the 2022-2023 financial year.

12.9 Proposed CEO Performance Targets 2022-2023

**Moved Cr Chris Grant
S/- Cr Mark Osterstock**

191/22

Council resolves:

- 1. That the report be received and noted**
- 2. To adopt the 2022-23 CEO Performance Targets as per *Appendix 1* and summarised below.**

Target 1 – Fabrik Redevelopment

Target 2 – User Pays Bin Collection Study

Target 3 – Savings Strategies

Target 4 – Gumeracha Library Upgrade

Target 5 – New Dog and Cat Facility

Target 6 – Central Irrigation System

Target 7 – Unformed Roads Review

Carried unanimously

Acting Chief Executive Officer

On 26 July 2022, the current CEO, Andrew Aitken provided the Principal Member, Mayor Jan-Claire Wisdom, with a notice of resignation. A termination (settlement) date was to be negotiated and resolved by the Council under the provisions of the Employment Agreement.

At the 20 September 2022 Special meeting, Council considered a report on the outcomes of the recruitment process and resolved:

8.1.2 Appointment of Acting CEO – Confidential Item

Moved Cr Ian Bailey
S/- Cr Leith Mudge

246/22

Council resolves:

1. That the report be received and noted
2. To appoint David Waters to the position of Acting Chief Executive Officer of the Adelaide Hills Council for a period commencing 4.01pm Friday 30 September 2022 and concluding upon the commencement of the successful candidate in the (substantive) Chief Executive Officer Recruitment process.
3. To authorise the Mayor to negotiate the final terms and conditions of the Acting Chief Executive Officer's Employment Agreement being materially similar to the draft Employment Agreement in Appendix 1 and with a Total Remuneration Package value of no greater than \$269,582.00.

Carried Unanimously

The Employment Agreement (the "Agreement") between Council and the Acting CEO was executed on 21 September 2022. The Agreement provides for a performance review process. The Agreement requires the review of the CEO's performance against the position description and any performance indicator(s).

The default position is that the 2022-23 CEO Performance Targets adopted on 26 July 2022 will now apply to the Acting CEO, albeit the Panel can only properly review the Acting CEO's performance based on progressing achievement of the targets during his time in the role.

2. ANALYSIS

➤ 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*.

The Performance Targets are part of the CEO Performance Review process. Amendments to the *Local Government Act 1999*, via the inclusion of s102A on 10 November 2021, have formalised the requirement for an annual review.

➤ **Risk Management Implications**

The process of annually updating the CEO Performance Targets through Council decision and then reporting and monitoring them throughout the year via the Panel are some of the controls that 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)	Low (2D)	Low (2D)

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 (3C)	Medium (3C)

➤ **Financial and Resource Implications**

There are no financial or resource implications in reporting on projects against the 2022-23 CEO Performance Targets.

Any specific financial or resource implications have been addressed in the *2022-23 Annual Business Plan* or will be dealt with in budget reviews, as required.

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

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

It follows that 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 on the development of this report was as follows:

Council Committees: Not Applicable
Council Workshops: Not Applicable
Advisory Groups: Not Applicable
External Agencies: Not Applicable

Community: Not Applicable

➤ **Discussion**

This item provides the opportunity for the CEO to update the Panel on the progress against the 2022-2023 CEO Performance Targets to date and identify any issues for consideration.

The performance targets were adopted by Council for the former CEO. The Acting CEO has indicated that he is comfortable with the same suite of targets applying to his tenure in the role, recognising that achieving those targets are only one part of the CEO's role and that there are a range of other priority areas of focus for the Acting CEO over the expected 3 – 6 months of his tenure.

A summary of the targets and updates are provided in **Appendix 1**.

3. OPTIONS

The Panel has the following options:

- I. That the report be received and noted (*Recommended*).
- II. That the Panel makes alternative/additional recommendations to Council relating to the status of the 2022-2023 CEO Performance Targets. (*Not Recommended*)

4. APPENDICES

- (1) CEO Performance Targets 2022-23 – Update March 2023

Appendix 1

CEO Performance Targets 2022-23

Update – March 2023



	Project ID	Performance Target (as per Initiatives and brief description)	Strategic Link	Status
1	C6001	<p>Fabrik Redevelopment Progress the construction of the Fabrik Arts and Heritage Hub redevelopment. Report on progress against key construction milestones through the quarterly corporate performance report.</p> <p>Key Construction Milestones:</p> <ul style="list-style-type: none"> • Re-locate Council staff, secure the site, and complete the demolition of building 12 – Estimated 30 September 2022 • Complete the re-development of Building 21 – Estimated 31 December 2022 • Complete the re-development of Building 14 – Estimated 31 March 2023 • Complete the construction of the new Pavilion Building attached to building 14 – Estimated 30 June 2023 	<p>Strategic Priority C6.1 Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site.</p>	<p>Status: On Track</p> <p>Building 21 is 80% complete. Demolition works in buildings 20 and 14 are 90% complete. The concrete slab for the new Pavilion building has been poured and grinded to expose the stone aggregate. The steel work for the new staircases and sky-bridge have been designed and are in the manufacturing phase. The lift for Building 20 has been ordered and the floor cut out ready for the concrete footings. The glass for building 20 and the Pavilion has been ordered and the final concrete pour for footings and the bench seating around the Pavilion will occur in March.</p> <p>The Acting CEO receives regular briefings on the progress of this flagship project, has attended a number of site inspections during the works and has provided direction and support on aspects needing decisions to move the project forward.</p> <p>It should be noted that the overall Fabrik development project is scheduled to be completed by December 2023.</p>



	Project ID	Performance Target (as per Initiatives and brief description)	Strategic Link	Status
2	N4001	<p>User Pays Bin Collection Study Complete the following high level studies by November 2022 which considers:</p> <ol style="list-style-type: none"> 1. introducing a fee incentive for use of the kerbside bin service 2. benefits of providing a weekly green organic bin collection, and 3. voluntary fortnightly waste collection. <p>Outcomes from the studies are to inform November 2022 LTFP and subsequent budget considerations.</p>	<p>Strategic Priority N4.1 We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste in relation to the kerbside bin service</p>	<p>Status: On Track</p> <p>Studies were completed in November 2022 as required by the CEO performance target.</p> <p>Three options to change the kerbside bin service have been identified for consideration and discussion in the LTFP and subsequent budget considerations with Council Members.</p> <p>Study outcomes and options were discussed with Council Members at the 11 February 2023 LTFP workshop and a subsequent workshop on 6 March 2023. Next steps involve the presentation of a report to Council to formally resolve, or not, to undertake a trial of changes to the kerbside bin collection system. The outcome of the LTFP consideration was to include provision in 2023-24 for a trial of changes. No ongoing funding implications have yet been included as options range from savings through to additional expense, depending on the option chosen by Council and the results of the trial.</p> <p>The Acting CEO has met with the responsible staff on several occasions throughout this process and has provided direct advice and guidance to staff on moving the project forward beyond the ‘high level studies’ and toward undertaking a trial in 2023-24, which was not originally envisaged.</p>



	ABP ID	Performance Target	Strategic Link	Additional Notes/Context
3	No ID	<p>Savings Strategies Achieve the agreed savings and efficiencies measures captured within the 2022/23 Annual Business Plan by 30 June 2023. Report on progress against these through the quarterly corporate performance report.</p>	<p>Strategic Priority O3.1 Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long-term targets for a sustainable operating surplus and level of debt.</p>	<p>Status: On Track</p> <p>An update of saving strategy achievement was included in the 2022-23 Q2 Quarterly Performance Report presented to Council at its 14 Feb 2023 Meeting. This showed a realisation of \$466k out of overall saving target of \$650k.</p> <p>In addition, as part of Budget Review 2, an ongoing increase of \$30k in rates fines and interest income was identified. This will offset most of the remaining ~\$33k savings envisaged relating to credit card surcharge options which has proved difficult to implement this year. This will be reflected in the future savings strategy reporting and means there is \$154k remaining to be achieved.</p> <p>The Acting CEO is regularly monitoring progress of this target and enquiring, where needed, as to progress in achieving the remaining savings targets. It is noted that the remaining \$154k savings target is on track to be achieved, being: leave management \$100k, insourcing of tree management (a further \$12.5k), electronic rates notices (a further \$2k) and other miscellaneous savings (a further \$36k).</p>
4	C1004	<p>Gumeracha Library Upgrade Upgrade the Gumeracha Library with a new layout configuration to make a more welcoming and functional space for the local community. Report on the progress of this project through the quarterly corporate performance report.</p>	<p>Strategic Priority C1.1 Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities</p>	<p>Status: On Track</p> <p>The procurement process commenced in January with quotes sought for both construction and furniture/fittings. Procurement will be finalised in March with issuing of contracts and purchase orders to preferred suppliers.</p> <p>The Acting CEO is receiving regular briefings on the progress of this project and has provided direct advice and guidance on the project in respect to the consideration of community feedback and further community liaison.</p>



	ABP ID	Performance Target	Strategic Link	Additional Notes/Context
5	N2011	<p>New Dog and Cat Facility Complete Scoping Study and present options to Council Members for impounding dogs and cats, including the option of upgrading the current holding facility at Heathfield.</p> <p>Outcomes from the studies are to inform November 2022 LTFP and subsequent budget considerations.</p>	<p>Strategic Priority O5.2 Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.</p>	<p>Status: On Track</p> <p>A community survey will be conducted during the renewal of the Animal Management Plan which will include questions regarding animal impounding. Once this is completed the pound options will be presented to Council for consideration in conjunction with a new Animal Management Plan.</p> <p>\$460k has been included in the LTFP as a provision for the construction of a facility, noting that the outcome may result in a different approach.</p> <p>The Acting CEO has been involved in a number of discussions about the progress of this project, particularly in regard to its relation to the Animal Management Plan and the need to consider innovative options for the management of impounded animals.</p>
6	B3002	<p>Central Irrigation System Investigate and implement the central irrigation control system. Report on the progress of this project through the quarterly corporate performance report.</p>	<p>Strategic Priority B3.1 <i>Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities</i></p> <p>Strategic Priority N1.2 <i>Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts</i></p>	<p>Status: On Track</p> <p>Nine sites have now had central control irrigation systems installed. Key staff have completed training in the system and others will be trained as necessary.</p> <p>Further analysis is now being completed to ascertain if further infrastructure is required such as flow sensors (these pick up leaks and faults in the irrigation systems) to exploit the full value of the systems' capabilities.</p> <p>The Acting CEO is supporting the staff proposal to look to expand the roll out of centrally controlled irrigation systems subject to an audit of irrigation system renewal and upgrades.</p>



	ABP ID	Performance Target	Strategic Link	Additional Notes/Context
7	N2004	<p>Unformed Public Roads Review Complete a review of Unformed Public Roads to ascertain connectivity potential and habitat value. Present the outcomes of this review to Council Members.</p> <p>Deliverables include a robust and accessible dataset and GIS layer (SSA) for Council staff to use to inform Unformed Public Roads queries from the public and internally. This will include the determination of values such as biodiversity, conservation, landscape context, recreational, cultural, heritage, trail condition/slope and other land features such as watercourses, broad vegetation association, species of conservation significance, etc.</p>	<p>Strategic Priority N2.1 <i>Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice Methodologies.</i></p> <p>AHC Biodiversity Strategy 2018-2023 Goal 1: Protect <i>highlights the need to Proactively review Unformed Public Roads to ascertain connectivity potential and habitat value. Prioritise biodiversity value /connectivity potential for future management.</i></p>	<p>Status: On track</p> <p>A desktop assessment was completed and a field survey has commenced. The consultant has submitted a draft data dictionary (field data sheet) detailing the fields for data collection.</p> <p>All residents who live near an unformed public road have been notified via mail out of the consultant conducting a field survey in their area.</p> <p>The Acting CEO has received updates on the progress of this project and has ensured the staff in different parts of the organization who specialise in the myriad disciplines relevant to this project are collaborating to ensure the full scope of the project is achieved.</p>

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL MEETING
THURSDAY 23 MARCH 2023
AGENDA BUSINESS ITEM**

Item: 7.2

Responsible Officer: Lachlan Miller
Executive Manager Governance & Performance
Office of the Chief Executive

Subject: 2023 Proposed CEO Performance Review Processes and Meeting Dates

For: Decision

SUMMARY

The role of the CEO Performance Review Panel (the 'Panel') is to provide advice to Council on matters relating to the performance and development of the CEO. This report outlines the process options and dates for determination and recommendation to Council.

The agreement of the year's performance review process and meeting schedule enables required work to be undertaken in preparation for the Panel meetings and to manage the process for the review of the CEO's performance.

RECOMMENDATION

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
 2. To recommend to Council to not conduct the 2023 Annual CEO Performance Review and Remuneration Review due to the timing of the substantive CEO recruitment process.
 3. To adopt the Expanded Quarterly Performance Review & Development Process (EQPRDP) as set out in this report and to advise Council of this decision.
 4. To determine that the 2023 CEO Performance Review Panel Meetings will be conducted at 6.00pm at 63 Mt Barker Road, Stirling on the following dates:
 - Thursday, 22 June 2023
 - Thursday, 21 September 2023
 - Thursday, 14 December 2023and that the CEOPRP Presiding Member be delegated to amend the meeting dates as required in consultation with the Administration.
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1. BACKGROUND

Panel's Functions

The Panel Terms of Reference (the 'TOR') sets out that the overall role of the Panel is to provide advice to Council on matters relating to the performance and development of the CEO. The TOR (see **Appendix 1**) further provides for the following 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.

The setting of Performance Targets (clause 3.1.1) is undertaken in consideration of the key projects/services contained in the forthcoming financial year's Annual Business Plan (the 'ABP') either just prior to or following the adoption of the ABP by Council.

The monitoring of progress on the Performance Targets (clause 3.1.2) occurs on a quarterly basis via a status report provided to the Panel. The sister report in this agenda provides the March 2023 status of the 2022/23 Performance Targets.

The review of the CEO's performance for the preceding 12 months (clause 3.1.3), also known as the annual performance review, is undertaken in the May – August period each year in accordance with provisions contained in the CEO's Employment Agreement. Council, upon recommendation by the Panel, has used internal and external review processes in alternate years with the 2022 review being conducted by an external consultant.

The identification of development opportunities (clause 3.1.4) is undertaken as part of the annual performance review. In recent years this has formed only a minor element of the review process.

The reviewing of the CEO's remuneration and conditions of employment (clause 3.1.5) is also undertaken as part of the annual performance review. Regardless of whether the performance review process has been conducted internally or externally in a particular year, a remuneration consultant has been engaged to undertake a remuneration benchmarking study of comparable council CEO remuneration packages and is used as an input to the remuneration review process contained within the CEO's Employment Agreement.

Panel Meeting Schedule

The Panel has historically met approximately quarterly to undertake its performance monitoring function with additional meetings and workshops as required to undertake the various steps of the annual performance review process.

CEO Resignation and Recruitment

As detailed in the sister report in this agenda, Council is in the process of recruiting for a substantive CEO following the resignation of the previous CEO, Andrew Aitken, in September 2022 and the appointment of an Acting CEO, David Waters, for the term until the new substantive CEO commences.

As part of the preparation for the recruitment process, the CEO Position Description was reviewed and is at **Appendix 2**.

The indicative recruitment timetable has the Council considering recommendations from the CEO Selection Panel in late April 2023. CEO commencement timeframes will be dependent on the current employment status of the appointee, indicatively ranging from April to June 2023.

2. ANALYSIS

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

Strategic Plan 2020-24 – A brighter future

Goal	Organisation
Objective O1	We have the right people with the right knowledge and skills in the right jobs and they are supported and developed
Priority O1.4	Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals

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

➤ **Legal Implications**

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

Section 87 of the Act sets out the provisions for the calling and timing of Council Committee meetings. Section 88 of the Act sets out the provisions relating to public notice of Council Committee meetings.

Section 99A of the Act is a newer provision that, while recognising that the council sets the CEO's remuneration, requires that remuneration to be within the applicable parameters of any determination on CEO remuneration set by the Remuneration Tribunal of SA. To date, the Tribunal has not made a determination however it is anticipated in the mid-year. Pre-existing CEO Employment Agreements will not be affected by any subsequent determination.

Section 102A of the Act is also a newer provision which requires the council to review the performance of its CEO at least once each year and, if relevant, before the reappointment of its CEO. Further in the course of the performance review, the council must obtain and consider the advice of a qualified independent person.

➤ **Risk Management Implications**

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

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

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

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 (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

Under the Panel's Terms of Reference, the Panel shall:

4.1 *Have access to reasonable resources in order to carry out its duties, recognising the constraints within Council's budget;*

Given the provisions of s102A (above), the Governance & Performance budget contains an allocation for an external performance and remuneration review consultant.

The resource implications associated with the Panel's performance review processes are borne by the Governance & Performance Department.

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

There is an expectation that the performance of the CEO is reviewed in a sound, fair and comprehensive manner.

There is an expectation that the requirements of the Terms of Reference will be adhered to and the CEO Performance Review Panel will have nominated meetings to undertake the work of the Panel and make recommendations to Council.

As a s41 Committee, the schedule of meetings will be posted on Council's website and meetings are open to the public unless the provisions of s90 (Meetings to be held in public except in special circumstances) apply to specific agenda items.

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report was as follows:

Council Committees: Discussion with the CEOPRP Presiding Member regarding the expanded quarterly reporting proposal in December 2022.

Council Workshops: Not applicable

Advisory Groups: Not applicable

External Agencies: Kelledy Jones regarding the application of s102A.

Community: Not applicable

➤ **Additional Analysis**

Annual Performance and Remuneration Review

Due to the substantive CEO recruitment process currently underway and an anticipated commencement in the April to June period, it is not practical for the 2023 annual performance and remuneration review to be conducted.

Council's legal adviser has clarified that the provisions of s102A (i.e. the requirement for an annual review) will not require that a review is undertaken in 2023 for Council's circumstances.

Notwithstanding the above, the substantive CEO will have provisions contained within the negotiated Employment Agreement which will require an assessment of performance prior to the completion of the probation period. It is envisaged that this will take the form of a 'mini' performance review.

The conventional annual performance and remuneration review process will be reinstated in 2024 to assess the CEO's performance for the 2023-24 financial year.

The conduct of the annual performance review is a decision of the Council and a proposed recommendation of the Panel to this effect is contained in Recommendation 2 above.

Proposed Expanded Quarterly Performance Review & Development Process (EQPRDP)

As set out in the Background section above, outside of the annual performance review process, the ongoing monitoring of the CEO's performance by the Panel has been limited to quarterly reporting against the Performance Targets. The Performance Targets have typically been around the delivery of key initiatives contained in the adopted Annual Business Plan for the year in question.

It is proposed that this regime is expanded to include communication between the Panel and the CEO on a quarterly basis in relation to performance against the key responsibilities set out in the CEO Position Description. These elements also form the basis of the annual performance review process.

Under the proposal, it is envisaged that the CEO will provide a brief commentary against each of the Position Description elements (see list below) for discussion with the Panel. This process would provide a more holistic monitoring of performance and allow the CEO to present achievements and areas of focus or challenge. The process could then be followed by a discussion of professional development requirements and the formulation and execution of a development program.

The Position Description elements are:

1. Advice to and Relationship with Council Members
2. Leadership and Management of Councils Employees
3. Stakeholder Management and Communication
4. Financial and Asset Management
5. Growth and Economic Development
6. Work, Health and Safety
7. Strategic Planning
8. Human Resources Management
9. Operational Management, Governance & Major Projects

The focus at each quarterly review may be weighed toward one or some specific elements, rather than all nine, and this would depend on factors such as the organisational reform focus at the time, areas previously identified for improvement and/or matters arising from external events.

The Acting CEO is supportive, and in fact has suggested, an expanded approach to the quarterly process. He has also discussed this matter with the Chair of the Panel.

The quarterly performance monitoring process is the domain of the Panel and a proposed recommendation to adopt the Expanded Quarterly Performance Review & Development Process (EQPRDP) and advise Council accordingly is contained in Recommendation 3 above.

Meeting Dates

If Council resolves to not conduct a 2023 annual performance and remuneration review as recommended, the Panel will only be required to meet quarterly in 2023 to undertake the current quarterly process or, if the Panel resolves, to undertake the EQPRDP.

The following dates are proposed for the quarterly meetings:

- Thursday, 22 June 2023
- Thursday, 21 September 2023
- Thursday, 14 December 2023

These dates are contained in Recommendation 4 above, which also contains a delegation to the CEOPRP Presiding Member to amend the meeting dates as required in consultation with the Administration. This delegation is envisaged for Panel Member or CEO absences.

3. OPTIONS

The Panel has the following options:

1. That in relation to the Annual Performance and Remuneration Review, the Panel:
 - a. recommends to Council not to conduct a 2023 Review (Recommended); or
 - b. determines a practical process to enable the 2023 Review to occur in regard to the substantive CEO recruitment and recommends to Council accordingly (Not Recommended)
2. That in relation to the quarterly performance monitoring process, the Panel:
 - a. adopts the Expanded Quarterly Performance Review & Development Process (EQPRDP) and advise Council accordingly. (Recommended); or
 - b. retains its currently Performance Target centric process (Not Recommended)
3. That the Panel adopts the proposed meeting dates or adjusts these to suit Panel Member availability. (Recommended)

4. APPENDIX

- (1) *CEOPRP Terms of Reference – 25 September 2017*
- (2) *CEO Position Description – February 2023*

Appendix 1

CEOPRP Terms of Reference – 25 September 2017

ADELAIDE HILLS COUNCIL
CEO Performance Review Panel



TERMS OF REFERENCE (25 July 2017)

1. ESTABLISHMENT

- 1.1 The CEO Performance Review Panel (the Panel) of Council is established under Section 41 of the *Local Government Act 1999* (the Act).
- 1.2 The Panel does not have executive powers or authority to implement actions in areas which management has responsibility and does not have any delegated financial responsibility. The Panel does not have any management functions and is therefore independent from management.

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.

4. OTHER MATTERS

The Panel shall:

- 4.1 Have access to reasonable resources in order to carry out its duties, recognising the constraints within Council's Budget;
- 4.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;

- 4.3 Give due consideration to laws and regulations of the Act;
- 4.4 Where the Panel is required to act jointly with or to obtain the concurrence of the CEO in the performance of its functions, the Council expects that both parties will negotiate and consult in good faith to achieve the necessary objectives; and
- 4.5 At least once in its term, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend changes it considers necessary to the Council for approval.

5. MEMBERSHIP

- 5.1 The Panel will comprise five (5) members as follows:
 - 5.1.1 Mayor and Deputy Mayor;
 - 5.1.2 Two (2) Council Members ; and
 - 5.1.3 One (1) Independent Member.
- 5.2 All members of the Panel will be appointed by the Council.
- 5.3 The Independent Member of the Panel shall have recent and relevant skills and experience in fields related to the role and functions of the Panel.
- 5.4 It is desirable for the Council Members to be appointed to the Panel to have a sound understanding of the role and functions of the Panel.
- 5.5 In considering appointments to the Panel, Council should give consideration to the diversity of the membership.
- 5.6 Appointments to the Panel shall be for a period of up to three (3) years.
- 5.7 Members of the Committee are eligible for reappointment at the expiration of their term of office.

6. SITTING FEES

- 6.1 The applicable Remuneration Tribunal (or its successor) Determination outlines the applicable allowance for Council Members on the Panel.
- 6.2 The Independent Member is to be paid a sitting fee as determined by Council for attendance at meetings and authorised training sessions. Council may determine a higher sitting fee for the presiding member.

7. PRESIDING MEMBER

- 7.1 The Council will appoint the Presiding Member of the Panel.
- 7.2 The Council authorises the Panel to determine if there will be a Deputy Presiding Member of the Committee and, if so, authorises the Panel to make the appointment to that position for a term determined by the Panel.
- 7.3 If the Presiding Member of the Panel is absent from a meeting the Deputy Presiding Member (if such position exists) will preside at that meeting. If there is no position of Deputy

Presiding Member, or both the Presiding Member and the Deputy Presiding Member of the Panel are absent from a meeting of the Panel, then a member of the Panel chosen from those present will preside at the meeting until the Presiding Member (or Deputy Presiding Member, if relevant) is present.

7.4 The role of the Presiding Member includes:

7.4.1 overseeing and facilitating the conduct of meetings in accordance with Act and the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations); and

7.4.2 Ensuring all Panel members have an opportunity to participate in discussions in an open and encouraging manner.

8. REPORTING RESPONSIBILITIES

8.1 For the purposes of Section 41(8) of the Act, the Panel's reporting and accountability requirements are:

8.1.1 The minutes of each Panel meeting will be included in the agenda papers of the next ordinary meeting of the Council;

8.1.2 The Presiding Member will attend a meeting of the Council at least once per annum to present a report on the activities of the Panel;

8.1.3 The panel shall make whatever recommendations to the Council it deems appropriate on any area within its terms of reference where in its view action or improvement is needed; and

8.1.4 The Presiding Member may attend a Council meeting at any time that the Presiding Member sees fit to discuss any issue or concern relating to the Panel's functions. Depending on the nature of the matter, this may be held in confidence in accordance with Section 90 of the Act and staff may be requested to withdraw from the meeting.

9. MEETING PROCEDURE

9.1 Meeting procedure for the Panel is as set out in the Act, Parts 1, 3 and 4 of the Regulations. Insofar as the Act, the Regulations, or these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Panel, the Panel may determine its own procedure.

9.2 In accordance with Section 90(7a), one or more panel members may participate in the meeting by telephone or other electronic means provided that members of the public can hear the discussion between all Panel members.

9.3 Only members of the Panel are entitled to vote in Panel meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter that is before the Panel for decision.

9.4 Council Employees may attend any meeting as observers or be responsible for preparing papers for the Panel.

10. SECRETARIAL RESOURCES

- 10.1 The Chief Executive Officer shall provide sufficient administrative resources to the Panel to enable it to adequately carry out its functions.

11. FREQUENCY OF MEETINGS

- 11.1 The Panel shall meet at appropriate times and places as determined by the Panel. A special meeting of the Committee may be called in accordance with the Act.
- 11.2 If after considering advice from the CEO or delegate, the Presiding Member of the Panel is authorised to cancel the respective Panel meeting, if it is clear that there is no business to transact for that designated meeting.

12. NOTICE OF MEETINGS

- 12.1 Notice of the meetings of the Panel will be given in accordance with Sections 87 and 88 of the Act. Accordingly, notice will be given:
- 12.1.1 To members of the Panel by email or as otherwise agreed by Panel members at least 3 clear days before the date of the meeting; and
- 12.1.2 To the public as soon as practicable after the time that notice of the meeting is given to members by causing a copy of the notice and agenda to be displayed at the Council's offices and on the Council's website.

12.2 PUBLIC ACCESS TO MEETINGS & DOCUMENTS

- 12.3 Members of the public are able to attend all meetings of the Panel, unless prohibited by resolution of the Panel under the confidentiality provisions of Section 90 of the Act.
- 12.4 Members of the public have access to all documents relating to the Panel unless prohibited by resolution of the Panel under the confidentiality provisions of Section 91 of the Act.

13. MINUTES OF MEETINGS

- 13.1 The Chief Executive Officer shall ensure that the proceedings and resolutions of all meetings of the Panel, including recording the names of those present and in attendance are minuted and that the minutes otherwise comply with the requirements of the Regulations.
- 13.2 Minutes of Panel meetings shall be circulated within five days after a meeting to all members of the Panel and will (in accordance with legislative requirements) be available to the public.

Appendix 2

CEO Position Description – February 2023



CEO POSITION DESCRIPTION AND CAPABILITY STATEMENT

POSITION SPECIFICATION

PURPOSE

The Chief Executive Officer (CEO) is responsible for the implementation of Adelaide Hills Council's (AHC) strategies, policies and decisions through effective leadership and strategic management of the organisation. The CEO is primarily responsible for ensuring all Council's activities are delivered to best practice standards and that they are compliant with all legislative and corporate governance requirements.

The CEO is accountable for:

- Ensuring appropriate fiscal, asset and risk oversight
- Positive stakeholder management and communication
- Providing outstanding leadership for Council employees
- Implementing and managing Council's direction and policies
- Providing high-level policy advice and guidance to the Council Members
- Ensuring the provision of effective and efficient customer/community focused services
- Developing, implementing and monitoring the strategic management and annual business plans
- Ensuring the promotion and marketing of the distinctive Council brand in the local and wider communities.
- Ensuring Council meets its legislative responsibilities.

REPORTING / WORKING RELATIONSHIPS

The CEO reports to the Mayor and Council Members (CMs) and is responsible for communicating Council directives through the Executive Leadership Team to AHC employees, ensure their effective and timely implementation.

The CEO is also responsible for developing appropriate relationships in order to represent the interests of Council to federal and state government, appropriate agencies and industry bodies and maintain clear, open and effective communication with the Adelaide Hills community and stakeholder groups.

DELEGATIONS AND AUTHORITY

The Chief Executive Officer will make judgments and decisions in accordance with established AHC policy and within all legislative requirements. In particular:

1. Sign certificates, contracts, agreements and cheques issued or entered into by AHC in accordance with the relevant decisions and delegations
2. Ensure that employees, in carrying out their duties, act in accordance with legislative requirements and established policies, code of conduct and delegations
3. Spend monies in accordance with budgets and approved delegations
4. Handle industrial disputes, grievances and union issues
5. Determine matters relating to the appointment, remuneration and assessment of employees.

KEY RESPONSIBILITIES

Advice to and Relationship with Council Members

1. Develop and maintain a collaborative, open and engaged working relationship with the Mayor and all CMs
2. Ensure a high degree of satisfaction with CMs in relation to support, guidance, service quality and accuracy of information, recommendations and related matters provided by the CEO and the Executive Leadership Team
3. Ensure the CMs are provided with an acceptable cycle of reporting actions that indicate the status, success and effectiveness of all operations and major projects
4. Ensure that the AHC's statutory and governance obligations are met in a timely and effective manner
5. Ensure CMs are provided with appropriate professional development opportunities, resources and services
6. Support the Mayor in upholding the mandated Behavioural Standards Framework
7. Ensure that effective communication and working relationships exist between the CMs and the administration, including attending meetings and regular and effective communication processes
8. Provide professional, thorough and objective advice to CMs
9. Remain up to date in regard to legislative and other major developments affecting local government and advising CMs as to the ramifications.

Leadership and Management of Councils Employees

1. Lead all aspects of AHC through contemporary people management styles and techniques
2. Coach and mentor staff in the delivery of high-quality community and customer services
3. Provide a positive, safe and engaging work environment which fosters a good working relationship between all employees
4. Provide approachable, visible and encouraging leadership
5. Ensure decision-making processes are clear, timely and innovative
6. Communicate decisions and all other relevant information to employees through a variety of mediums
7. Ensure employees are held accountable for their work
8. Promote equitable work practices
9. Promote a safe and healthy workplace
10. Provide an internal procedure for managing disputes and grievances
11. Support and encourage an environment where CMs and employees work together to create best practice services for the community.
12. Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement

Stakeholder Management and Communication

1. Liaise with the community and business groups to assist in the achievement of AHC's objectives
2. Develop and activate effective communication and engagement strategies to foster a positive reputation for AHC
3. Initiate and respond to media so that the AHC is positioned as a progressive and responsive entity
4. Ensure positive relationships are established with television, radio, press and various electronic media
5. Provide input to any commonwealth, state or local government initiatives affecting the council area ensure the development of the local economy

CEO POSITION DESCRIPTION AND CAPABILITY STATEMENT

6. Effectively liaise with local government authorities, the Local Government Association and other government authorities and agencies
7. Ensure effective community consultation programs are developed, conducted, analysed and incorporated in the strategic planning process
8. Lobby the various arms of government and other stakeholders on behalf of the community
9. Liaise with community and business groups to facilitate economic growth and community development for the AHC district
10. Represent the AHC at appropriate events to maintain, and if necessary, enhance the AHC's public profile within the community and amongst stakeholders
11. Ensure Council activities and initiatives are appropriately promoted and communicated
12. Address public meetings in a positive and effective manner
13. Establish and maintain quality relationships with resident and business representative groups, educational institutions, community service providers, governmental agencies, regional development boards, local business leaders, individual residents and other customers
14. Promptly and diligently respond to requests for service and advice from employees and community
15. Act as a champion and advocate for the AHC

Financial and Asset Management

1. Optimise the grants and subsidies available to AHC and the broader community
2. Ensure the long-term financial sustainability of AHC
3. Ensure annual and long term financial plans are prepared, monitored and controlled
4. Oversee the annual budgeting process in close consultation with the management team
5. Ensure monitoring and control of budgets including variance analysis and reporting to the CMs
6. Ensure CMs are provided with timely and accurate financial reports
7. Ensure the financial systems and processes are sound and that technology is used effectively
8. Ensure long term asset management plans (community and corporate) are in place and closely monitored
9. Ensure well researched business cases / project plans are prepared to support major projects.
10. Ensure the efficient and effective management and monitoring of the Council's revenue and expenditure

Growth and Economic Development

1. Lead the development and delivery of strategies and initiatives designed to facilitate economic development.
2. Support and encourage continued growth, new investment and appropriate development, and the sustainability of existing business
3. Promote the Council area as the region of choice to live, work and invest.

Work, Health and Safety

1. As an Officer of the PCBU ensure Council complies with all relevant Work, Health and Safety legislation and regulations to ensure a safe and positive working environment

CEO POSITION DESCRIPTION AND CAPABILITY STATEMENT

Strategic Planning

1. Work with CMs to develop, implement and review the AHC Strategic Plan
2. Ensure Annual Business and other relevant strategies and plans are prepared to implement AHC's Strategic Plan
3. Effectively communicate the AHC vision and strategy to all key internal and external stakeholders
4. Ensure Annual Business Plans are completed and communicated on time
5. Ensure the preparation of Long Term Asset Management and Financial Management Plans
6. Ensure consultation with ratepayers and other key private and public stakeholders in the development of Strategic and Business Plans
7. Ensure positive progress towards sustainability in all council's activities
8. Ensure continuous review of the progress in attaining the objectives of Strategic Plans.

Human Resources Management

1. Nurture a positive organisational culture with a strong customer service focus
2. Lead, develop, motivate and manage the human resources of the organisation
3. Regularly review the organisational structure to ensure it meets the functional and business requirements of the AHC Strategic Plan
4. Ensure recruitment is undertaken in line with contemporary and equal opportunity principles and practices
5. Ensure strategies to attract and retain appropriately skill employees are in place and position Council as an 'employer of choice'
6. Ensure professional development and training opportunities, programs, records and policies are in place
7. Ensure contemporary performance management procedures are in place and remuneration reviews are regularly conducted
8. Ensure that organisational development and associated plans are in place
9. Ensure a positive, inclusive, innovative and productive employee culture and consultative industrial relations environment
10. Be accountable for obligations in accordance with various legislation including; EEO Act, WH&S Act, commonwealth / state industrial laws and various other statutory obligations.

Operational Management, Governance & Major Projects

1. Ensure regular reviews of policies, procedures, authorities, controls, workplace agreements, delegations, authorities and systems
2. Identify, manage and report on areas of risk
3. Provide a regular overview of the various operational areas of AHC
4. Report to CMs and section 41 committees on a regular and formal basis regarding the progress of the AHC's operations
5. Endeavor to have major projects completed on time and within budget and project statuses are regularly monitored and communicated to CMs
6. Improve performance of the Council by proactively embracing best practice and continuous improvement initiatives
7. Enhance AHC's systems and technology is consistent with the Strategic Plan



CEO POSITION DESCRIPTION AND CAPABILITY STATEMENT

CAPABILITY STATEMENT

EDUCATION

Tertiary qualifications will be highly regarded &/or demonstrated experience at an executive level.

EXPERIENCE

1. Demonstrated success in a senior management position that has a similar level of complexity, size and diversity
2. A proven track record of working in an environment that delivers best practice methodology, in the way in which it operates, is considered highly desirable
3. Demonstrated capacity to think, plan and act strategically and to engage and influence across an organisation with diverse stakeholders
4. Excellent leadership with experience in creating high-performing teams and initiating and implementing change in a complex and politically sensitive environment
5. An in-depth understanding of local government legislation is highly desirable; however an appreciation of the workings of local government achieved through dealings in either a public or private sector organisation would be highly regarded.

KEY CAPABILITY ELEMENTS

OPERATIONAL

1. Able to motivate the employees to deliver high levels of performance
2. Has the capacity and willingness to create organisation efficiencies
3. Has a progressive leadership style which encourages a 'can do' attitude in the organisation and leads by example
4. Has highly developed Emotional Intelligence skills and understanding
5. Has innovative skills to identify opportunities and initiate new ideas and practices
6. Encourages an environment where feedback is constructive.

POLITICAL

1. Able to work with CMs in a constructive and positive way to deliver progressive outcomes for the community
2. Has sound business acumen and political nous
3. Able to provide well researched reports discussing all options with a firm recommendation.
4. Able to assist in the professional development of the CMs
5. Able to champion the interests of the community and promote the Adelaide Hills.



CEO POSITION DESCRIPTION AND CAPABILITY STATEMENT

STAKEHOLDERS

1. Able to actively listen and respond empathetically to the wants and needs of the community
2. Able to develop an effective partnership between AHC and the community
3. Has a strong customer service ethos
4. Able to be firm but fair with all internal and external stakeholders to create positive solutions for all parties
5. Able to foster and develop strong connections and partnerships with the community, government and other key stakeholders

PERSONAL ATTRIBUTES

1. Is sociable
2. Is inspiring and outcome focused
3. Is a strategic thinker
4. Is enthusiastic and motivated
5. Is resilient and responsive
6. Has unwavering integrity and honesty
7. Has highly developed communication and interpersonal skills
8. Has a cooperative and consultative manner
9. Takes an innovative approach to decision making and problem solving
10. Has a strong, positive, collegial, open and engaging contemporary management style
11. Is entrepreneurial, has business skills and can see opportunities.