

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE

Meeting to be held on Monday 18 December, 2017 at 12 noon
in the Mayor's Office, Civic Centre, 10 Watson Terrace, Mount Gambier

AGENDA

PRESENT: His Worship the Mayor, Mr Andrew Lee (Presiding Member)
Crs H Persello, J Lynagh and C Greco

APOLOGIES:

COUNCIL MEMBERS/
OTHERS AS
OBSERVERS:

COUNCIL OFFICERS
IN ATTENDANCE:

Mr Mark McShane, Chief Executive Officer
Mrs Lynne Dowling, CEO & Mayoral Executive Support

MINUTES: moved the Minutes of the Meeting held on
Thursday 15 June 2017 be taken as read and confirmed.

seconded

QUESTIONS:

- (a) With Notice – Nil received
- (b) Without Notice –

1. CONSIDERATION FOR EXCLUSION OF THE PUBLIC

moved that the following item be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of Council Members Mayor Lee, Cr Persello, Cr Lynagh, Cr Greco and Council Officers Mark McShane and Lynne Dowling now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

- S.90(3)(a) – information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

The Council is satisfied that the information to be received, discussed or considered in relation to this item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer in that details person to the Chief Executive Officer will be disclosed.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances as the matter is personal to the Chief Executive Officer.

ITEM NO.	SUBJECT MATTER	S90 (3) GROUNDS
2.	CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW – Discussion regarding Draft Report received from AME Recruitment KPI's – Ref. PERS	(a)
3.	CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)

seconded

SUSPENSION OF MEETING PROCEDURES

moved that pursuant to the powers contained at Paragraph 21 of the Local Government (Proceedings at Meetings) Regulations that the provisions of the said Regulations be suspended.

seconded

The Meeting Procedures were suspended at

RESUMPTION OF MEETING PROCEDURES

moved that the provisions of the Meeting Procedures be now resumed at

seconded

IN CONFIDENCE

2. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Draft Report received from AME Recruitment – Ref. PERS

The Presiding Member reported that a copy of the Draft Report received from AME Recruitment is attached for review and discussion.

RECOMMENDATION

moved;

(a)

seconded

3. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Chief Executive Officer KPI's – Ref. PERS

The Presiding Member reported:

Attached is a copy of the CEO's Annual Summary KPI Report to 31 December 2017, extracted from the Performance Manager Program and a further summary of achievements.

RECOMMENDATION

moved;

- (b) the CEO's Annual Summary KPI Report to 31 December 2017 and a further summary report of Key Achievements be received and noted.**

seconded

4. CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the document in relation to item which has been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

<u>Item No.</u>	<u>Subject Matter</u>	<u>S.90(3) Grounds</u>	<u>Element To Be Kept Confidential</u>	<u>Duration</u>
2.	CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW – Discussion regarding Draft Report received from AME Recruitment - Ref. PERS	(a)	All details	12 months
3.	CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)	All details	12 months

seconded

The meeting closed at _____ p.m.
LD

CONFIRMED THIS DAY OF 2017.

.....
PRESIDING MEMBER



CITY OF MOUNT GAMBIER CEO PERFORMANCE REVIEW

2017

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THE ROLE OF THE CEO

The Role of the CEO

- The Chief Executive Officer (CEO) of the City of Mount Gambier, Mark McShane, is required to fulfil the following principal objectives:
 - To act as principal adviser to Council on matters of general policy and to be responsible to the Council for the execution and communication of its decisions.
 - To manage, develop and co-ordinate all resources of the Council in accordance with the policies established by Council.
 - To ensure the accountability of the Council through compliance with the Local Government Act, as amended, associated Acts, Regulations, Policies, Delegations and other statutory requirements.
 - To enhance and project the image of the Council through appropriate standards of service delivery, internal and external communications and systems innovation.
 - To determine, organise and motivate the employees of Council to achieve its stated corporate and strategic goals.
 - To lead the Senior Executive in managing the human, physical, environmental and financial resources of Council according to agreed employee establishment levels and adopted policies or budgets.

THE REVIEW PROCESS

What Is Measured

- The CEO, Mark McShane, entered into a new contract of employment with the City of Mount Gambier on the 1st January 2016. This is the first formal performance review under this new contract
- The new contract of employment contained new Key Result Areas (KRA's) which in turn required a new set of Key Performance Indicators (KPI's) to measure the attainment and/or achievement of the KRA's.
- The CEO's Annual Performance Review utilises a combination of quantitative (this survey) and qualitative (one on one meetings) measures to collect data and information relating to the CEO's performance.
- A total of 19 Respondents (8 Staff and 11 Elected Members) were asked to complete the Performance Review Survey and meet with Adam Kennedy to discuss the qualitative aspect of Mark's performance review.
- A total of 18 surveys were returned and all 19 respondents had discussions with Adam Kennedy.

THE REVIEW PROCESS

KRA's & KPI's

- Mark McShane's new contract of employment contains 13 Key Result Area's. The review process uses Key Performance Indicators (KPI's) (via a 360 degree survey tool) to measure the achievement of the Key Result Areas.
- KRAs are broad statements of intent / desired outcomes. The CEO's Contract of Employment contains a number of broad KRAs (13 in total as outline above) which the CEO (and his Officers) are responsible for delivering.
- This link ensures that performance success for the CEO (and all Council Staff) also translates into success for the organisation (via attainment of the Council's Strategic Plan).
- Further defining the KRA / KPI relationship, KPIs are specific measures of achievement / specific action. One KRA may have a number of KPIs which, if achieved, result in the successful delivery of a KRA.

KEY RESULT AREAS (KRA'S)

- The following Key Result Areas (KRA's) cover the CEO's broad areas of responsibility. The success of the CEO in delivering his KRA's is measured using a range of Key Performance Indicators (KPI's) listed under each KRA. Respondent Stakeholders (i.e. The Elected Body and Key Council Staff) are asked to rate the CEO's achievement of each KPI.
 - Council
 - Strategic Planning
 - Policies
 - Leadership
 - Finance
 - Human Resources
 - Government
 - Community and Regional
 - Public Relations
 - Civic and Ceremonial
 - Professional Development
 - Environmental Sustainability

SCORING SCALE

- Respondents were asked to utilise the following scale when rating the performance of the CEO. As previously stated all respondents were given the same questionnaire to complete. Respondents were provided with the option of “unable to answer” if they felt they had insufficient evidence or observation to make a meaningful assessment.
- The scoring options available to respondents are outlined below:
 - Unable to comment – have not observed the occurrence of the stated behaviour / action sufficiently to be able to comment / rank / score
 - 1 – Strongly disagree with the statement and /or the behaviour is never displayed;
 - 2 – Disagree with the statement and /or the behaviour is rarely displayed;
 - 3 – Generally in agreement with the statement – the behaviour is generally observed;
 - 4 – Agree with the statement /or the behaviour is often displayed;
 - 5 – Strongly agree with statement and /or the behaviour is always displayed – it is strength.

RESULTS SUMMARY

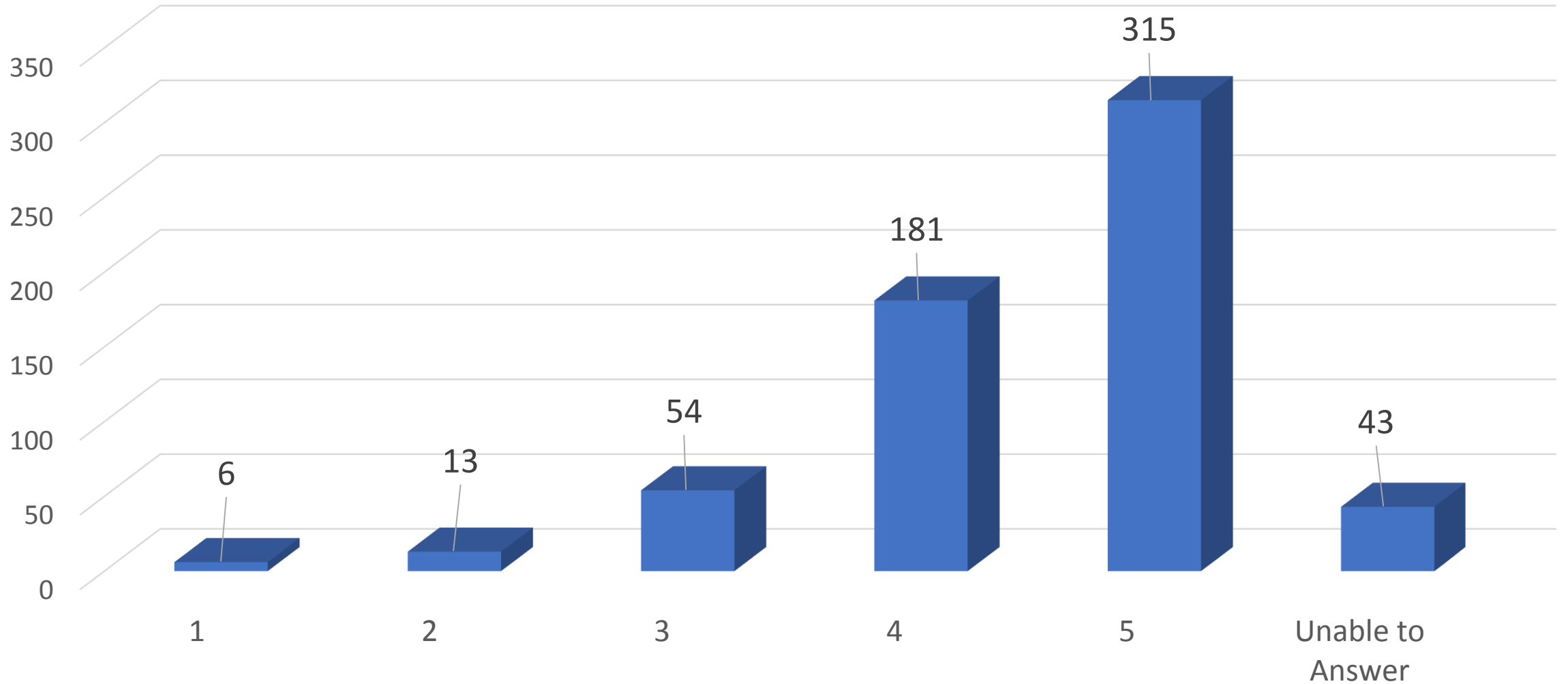
- The next two slides provide an overview of scores at category / KRA level and the spread of scores given. Mark has a total of 13 KRA's to achieve. Scores have been averaged by respondent group and compared to Marks own self assessment.
- In all but 1 category / KRA (that KRA being Finance), Mark has consistently scored himself lower than the average of all respondents when scores from the Staff and Elected Member Groups are combined and compared to Mark's scores.
- On average, Staff scores were slightly higher than those given by the Elected Body (an overall average of 4.5 out of 5 from Staff versus a 4.2 out of 5 from the Elected Body).
- With 18 out of 19 Respondents completing and returning the survey (a response rate of 94.7%), with 34 questions being asked a total data pool of 612 data points.
- It is worth noting the City of Mount Gambier is 12 months into a whole of organisation restructure and the four new General Managers have been in place for only 9 months.
- The Table on the next page illustrates the totals at Category (KRA) and Respondent (Staff and Elected Members)

RESULTS SUMMARY

KRA	Self	Staff	Elected Body	Average - All	Variance - Staff v's Self	Variance - EM's v's Self	Variance - All v's Self
KRA: Council	4.33	4.71	4.30	4.51	0.38	(0.03)	0.17
KRA: Strategic Planning	4.33	4.71	4.57	4.64	0.38	0.23	0.30
KRA: Policies	3.67	4.29	4.41	4.35	0.63	0.74	0.68
KRA: Leadership	4.00	4.32	4.27	4.30	0.32	0.27	0.30
KRA: Finance	4.75	4.42	4.52	4.47	(0.33)	(0.23)	(0.28)
KRA: Human Resources	3.67	4.29	4.01	4.15	0.63	0.34	0.48
KRA: Government	4.00	4.63	4.25	4.44	0.63	0.25	0.44
KRA: Community and Regional	4.00	4.50	4.15	4.33	0.50	0.15	0.33
KRA: Public Relations	4.00	4.67	4.13	4.40	0.67	0.13	0.40
KRA: Civic and Ceremonial	4.00	4.93	4.34	4.63	0.93	0.34	0.63
KRA: Professional Development	3.00	4.50	4.15	4.33	1.50	1.15	1.33
KRA: Environmental Sustainability	3.50	4.58	4.10	4.34	1.08	0.60	0.84
KRA: Overall	4.00	4.50	3.89	4.19	0.50	(0.11)	0.19
Average All Categories	3.94	4.54	4.24	4.39	0.60	0.30	0.45

RESULTS SUMMARY

Scores Given



RESULTS SUMMARY - ANALYSIS

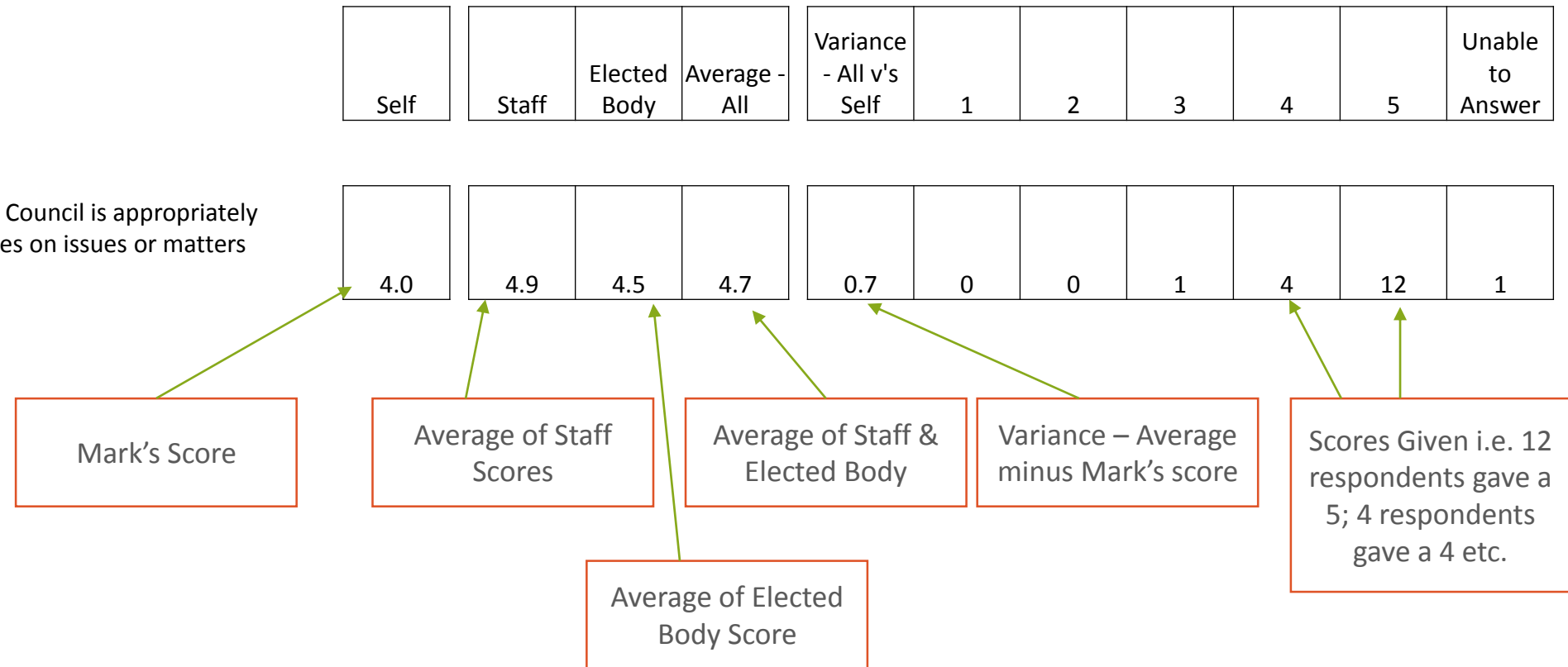
- Excluding the 43 instances of “unable to answer” the following conclusions can be drawn from the graphs and data contained in the preceding two slides.
- 87% of scores given by all respondents were either a 4 or a 5. Accepting that a score of 3, 4 or 5 indicates a positive response, then Mark achieved a positive response in 96.6% of the time.
- The score of 1 or 2 only represents an incidence of 3.3%.
- Mark’s highest scoring KRA based on:
 - Elected Members response was 4.57 or 91.4% for Strategic Planning.
 - Staff responses was 4.93 or 98.6% for Civic & Ceremonial.
 - Combined Response was 4.63 or 92.6% for Civic & Ceremonial.
- Mark’s lowest scoring KRA based on:
 - Elected Members response was 3.89 or 77.8% for Overall Job.
 - Staff responses was 4.29 or 85.8% for Policies and Human Resources.
 - Combined Response was 4.15 or 83% for Human Resources.

QUESTIONS ASKED

- The next 5 slides (after this page) contain data collated at the questions level (with data split by respondent group i.e. Staff & Elected Body) as well as the range of scores given. Looking at the data the following information is available.

Received 18 out of 19 back
KRA: Council

1. The CEO ensures that the Elected Body Council is appropriately informed through reports and/or other advices on issues or matters relevant to Council operations.



QUESTIONS ASKED

Received 18 out of 19 back

KRA: Council

- The CEO ensures that the Elected Body Council is appropriately informed through reports and/or other advices on issues or matters relevant to Council operations.
- The CEO champions an effective working relationship exists with the Mayor and the Elected Body.
- The CEO provides comprehensive, trusted advice and input to the Mayor and the Elected Body.

Self	Staff	Elected Body	Average - All	Variance - All v's Self	Spread					
					1	2	3	4	5	Unable to Answer
4.0	4.9	4.5	4.7	0.7	0	0	1	4	12	1
4.0	4.6	4.3	4.4	0.4	0	1	0	7	9	1
5.0	4.7	4.1	4.4	(0.6)	1	0	0	7	9	1

KRA: Strategic Planning

- The CEO ensures the Council has appropriate short and long-term plans; including Business Plan and Annual Budget, Asset Management Plan, Long Term Financial Plan and Community Plan.
- The CEO ensures appropriate consultation occurs during the development of the above plans.
- The CEO ensures appropriate performance monitoring and reporting to all stakeholders occurs in regards to the achievement of the above plans.

5.0	4.8	4.9	4.8	(0.2)	0	0	0	3	15	0
4.0	4.6	4.3	4.5	0.5	0	1	2	3	12	0
4.0	4.8	4.5	4.6	0.6	0	0	1	5	12	0

KRA: Policies

- The CEO ensures that organisational policies and procedures are in place that reflect “best practice”.
- The CEO ensures that all relevant Council Stakeholders are aware of, and understand, organizational policies and procedures.
- The CEO has processes in place which regularly review and update key Council policies and procedures.

4.0	4.0	4.3	4.2	0.2	1	0	3	5	9	0
3.0	4.3	4.3	4.3	1.3	0	0	3	6	8	1
4.0	4.6	4.6	4.6	0.6	0	0	0	7	11	0

QUESTIONS ASKED

KRA: Leadership

10. The CEO provides effective leadership to Council’s General Managers, Managers and staff.
11. The CEO holds General Managers and Managers accountable for delivery of their Departmental functions.
12. The CEO encourages General Managers and Managers to exercise innovation and initiative within their respective spans of control.
13. The CEO ensures that triple bottom line / environmental sustainability principles of Council are a feature in the day to day functions and activities of General Managers, Managers and employees.

Self	Staff	Elected Body	Average - All	Variance - All v's Self	Spread					
					1	2	3	4	5	Unable to Answer
4.0	4.3	4.1	4.2	0.2	0	1	3	4	8	2
5.0	4.6	4.3	4.4	(0.6)	0	1	0	6	9	2
4.0	4.1	4.3	4.2	0.2	0	1	2	6	8	1
3.0	4.3	4.4	4.3	1.3	0	0	2	6	7	3

KRA: Finance

14. The CEO makes sure that there are “no surprises” for the Mayor and Elected Body in relation to Council’s finances.
15. The CEO and his General Management Team work collaboratively in the preparation of the Annual Business Plan and Annual Budget.
16. The CEO empowers his General Managers to manage their Divisional Budgets and ensures they take responsibility and accountability for achieving agreed financial objectives.
17. The CEO and his General Management Team monitor the financial performance and the long term financial sustainability of Council through the process of budget review and report to Council as required on significant variations or matters affecting long term financial objectives.

5.0	4.5	4.5	4.5	(0.5)	0	0	1	7	10	0
4.0	4.4	4.4	4.4	0.4	0	0	2	5	9	2
5.0	4.3	4.6	4.4	(0.6)	0	0	2	5	8	3
5.0	4.5	4.6	4.5	(0.5)	0	0	1	6	10	1

QUESTIONS ASKED

Self	Staff	Elected Body	Average - All	Variance - All v's Self	Spread					Unable to Answer
					1	2	3	4	5	

KRA: Human Resources

18. The CEO ensures the continued enhancement of the Human Resources function within Council and ensures systems and processes are in place which increase productivity, employee engagement and employee satisfaction.

4.0	3.9	3.2	3.5	(0.5)	1	4	4	3	6	0
3.0	4.3	4.3	4.3	1.3	0	1	1	5	7	4
4.0	4.8	4.5	4.6	0.6	0	0	0	6	10	2

19. The CEO, through his General Management and Management Teams, ensure staff have access to required and desired training and development programs for personal skill and career development.

20. The CEO, through his General Management and Management Teams, ensures there is appropriate focus on safety, occupational health and welfare and risk management for all employees and stakeholders.

KRA: Government

21. The CEO has fostered and maintained relationships that are beneficial to Council and the community with local Federal and State Members of Parliament, Departments of the Federal and State Governments, appropriate agencies and key personnel in these environments.

4.0	4.6	4.4	4.5	0.5	0	0	0	9	9	0
4.0	4.6	4.1	4.4	0.4	1	0	0	8	9	0

22. The CEO himself and through his General Management Team has ensured that high standards of communication are established and maintained with all appropriate agencies of government, with the intent that decisions of Council are vigorously pursued in the Community's interest.

QUESTIONS ASKED

KRA: Community and Regional

23. The CEO himself and through his General Management Team have established and maintained links with key regional bodies, industries, industry associations and community organisations to progress and highlight the City of Mount Gambier and broader regional initiative.

24. The CEO has championed a “service culture” throughout the Council when dealing with individual and community requests.

Self	Staff	Elected Body	Average - All	Variance - All v's Self	Spread					
					1	2	3	4	5	Unable to Answer
4.0	4.5	4.3	4.4	0.4	0	0	2	7	9	0
4.0	4.5	4.0	4.3	0.3	1	0	1	8	8	0

KRA: Public Relations

25. The CEO has ensured Council’s reputation and image is viewed as innovative.

26. The CEO actively promotes Council’s achievements locally, regionally and at state level where appropriate.

27. The CEO works closely with the Mayor to ensure response to media enquiries and developed media releases are of a professional standard.

4.0	4.1	4.3	4.2	0.2	0	1	2	7	8	0
4.0	4.9	4.1	4.5	0.5	0	0	1	8	9	0
4.0	5.0	4.0	4.5	0.5	0	0	3	2	11	2

KRA: Civic and Ceremonial

28. The CEO works closely and effectively with the Mayor to ensure all Civic Receptions and Official Functions of Council are appropriately attended (by Council Staff) and delivered to a professional standard.

29. The CEO is widely known and highly regarded by the Mount Gambier Community and maintains appropriate links to key decisions makers and community leaders.

4.0	5.0	4.8	4.9	0.9	0	0	0	2	15	1
4.0	4.9	3.9	4.4	0.4	0	1	3	3	10	1

QUESTIONS ASKED

KRA: Professional Development

30. The CEO ensures his own professional development occurs on a regular basis.
31. The CEO, through his General Managers and Managers ensures that all Council Staff have appropriate professional development plans and opportunities.

Self	Staff	Elected Body	Average - All	Variance - All v's Self	Spread					
					1	2	3	4	5	Unable to Answer
3.0	5.0	4.1	4.6	1.6	0	0	2	2	8	6
3.0	4.0	4.2	4.1	1.1	0	1	3	4	6	4

KRA: Environmental Sustainability

32. The CEO advocates Council's environmental sustainability policies which focus on the organization being a responsible corporate citizen.
33. The CEO advocates for the wider Mount Gambier and Limestone Coast region to target environmental sustainability.

4.0	4.7	4.2	4.4	0.4	0	0	2	6	8	2
3.0	4.5	4.0	4.3	1.3	0	0	5	3	8	2

KRA: Overall

34. The CEO has done an outstanding job in the past 12 months.

4.0	4.5	3.9	4.2	0.2	1	0	2	6	8	1
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COMMENTS

- The Annual Review process adopted utilises a 360 degree survey tool along with individual 1 on 1 meetings which take place with Adam Kennedy from AME Recruitment.
- The survey tool also has provision for comments, which, when combined with notes made at 1 on 1 meetings provides commentary to be considered in conjunction with the statistical aspects of the Performance Review.
- Respondents participate openly and honestly in the review process – their comments are considered in conjunction with those made by other respondents and broad themes encompassing the thoughts of a majority of respondents are reported. Comments reported are designed to be representative of the thoughts and experience of all respondents.
- It is clear from comments this year that the scale of change and the speed of change has left some respondents feeling unempowered and / or not as engaged / called upon as they once were. This is part of change and bedding down a significantly changed structure – 2018 will be a year of consolidation and more than likely a return to “business as usual”.

CEO's Comment

- Councillors are provided with comprehensive amounts of information via formal reports, information in the Friday Edition and workshops/briefings. Over 20 workshops have been held during 2017. The CEO (and Senior Staff) are readily available for meetings to provide information and advice. The nature of Local Government is changing and continues to become more complex and hence the amount, detail and sophistication of information and advice is critical. Trust between CEO and Council and Mayor is essential and I believe remains strong.

Respondent Comments

- Respondents scored Mark 90.2% for this KRA.
- Comments from respondents varied with a majority of the respondent comments being positive about the CEO's interaction with Council however this was far from unanimous. Positive comments include: *"The CEO has strong communication skills which he exercises in informing the Elected Members of the many "goings on" in Council's affairs."*
- Several respondents felt that a divide between the Elected Body and the CEO / Senior Administration of Council and that the Elected Body was being asked to "rubber stamp" decisions which are "pre determined" by Council Officers. Issues were raised about the lack of engagement with standing committees.

COMMENTS – KRA STRATEGIC PLANNING

CEO's Comment

- 2017 has been a significant year in developing a suite of long term plans for Council to effectively deliver the Community Plan. City Growth Strategy, Digital Strategy, Signage, Visitor Services and Economic Scorecard have been developed ready for implementation. LTFP and Asset Plan was upgraded Early 2017. Annual Budget delivered on time and balanced. Consultation with Councillors on the Strategic Plan has been considerate as has the action priority development. Corporate KPI reporting recommenced in the September quarter and will be ongoing.

Respondent Comments

- Respondents scored Mark 92.8% for this KRA.
- All Respondents confirmed that consultation takes place as part of the development of key Council Plans. One respondent's comment neatly summarises the planning process: *"The development of the Community Plan, the yearly Business Plans and Annual Budget, Long Term Financial Plans etc are driven and monitored by the CEO in excellent consultation with the councillors and the community if they are interested."*

CEO's Comment

- Formal policies are reviewed regularly and endorsed by Council. Policies have been comprehensively reviewed over several years to update, reduce and make more relevant the number of policies. Where possible Council policies use the LGA Policy Template to assist compliance and best practice. Reinforcement of Council policies needs continuous focus as they change due to the review process. Work Health and Safety procedures are comprehensive and Council is subject to detailed audits on compliance.

Respondent Comments

- Respondents scored Mark 87.0% for this KRA.
- Respondents generally felt that there are processes in place to regularly review COMG's policies and procedures. There was a general consensus that Council is more transparent and open. One respondent made a good observation in that: *“Difficult to ensure ALL stakeholders are aware and understand organisational policies and procedures. In fact I think that is an impossible ask.”*
- One respondent raised concern at the level of “Governance” control currently being exerted by the Governance Team over the Elected Body.

CEO's Comment

- The new organisation structure and 4 new General Managers have raised the level of accountability and innovation. Best People Best Community is founded on continuous improvement and enhanced service delivery requiring innovation and staff engagement. While some positive examples of triple bottom line such as the re-use centre, solar power on Council's facilities, there needs to be a greater focus on the triple bottom line on day to day activities.

Respondent Comments

- Respondents scored Mark 86.0% for this KRA.
- A majority of respondents were complementary and positive about the CEO's leadership. One respondent summarized the view of the majority: *"The CEO provided very strong leadership within Council."*
- This was not unanimous with two respondents raising concerns about staff turnover and the isolation of Elected Members from Staff and projects.

CEO's Comment

- Council's Annual Budget, its development and results are very positive. There are no surprises for Councillors and high levels of transparency during Budget workshops. GM's work collectively to develop the budget and responsibility rests with GM's and budget officers. Council is in a very strong Budget position with an excellent 2016/17 result and audit and a responsible surplus in 2017/18. The improvement in Council's position reflected in the LTFP from 5 years ago to now is significant.

Respondent Comments

- Respondents scored Mark 89.4% for this KRA.
- Most respondents were very happy and complementary with the Finance KRA, a view neatly summarized by one respondent *"very tight management of Council's resources through the budgeting process - its development and monitoring both annual and long term as well as the monitoring of financial and other controls."*
- One respondent raised the following concerns: *"Focus on dollars and budget is too strict. No flexibility or ability to respond quickly to community initiative. Some capacity required to provide ad-hoc funding as opportunities arise."*

COMMENTS – KRA HUMAN RESOURCES

CEO's Comment

- The CEO assumed direct responsibility for the Human Resource function mid 2017 supported by 1.1 Administration FTE. Best People Best Community engages staff in Process Improvement. A new software package SkyTrust is being implemented that will improve our recording of WHS, Training and HR that has been missing in our software products. Regular external WHS audits provide input into where our energies are placed. Strong systems are in place.

Respondent Comments

- Respondents scored Mark 83.0% for this KRA.
- Respondents were mixed in terms of this KRA. While it is fair to say a majority of people understand that change brings uncertainty which can lead to staff turnover, some respondents raised a number of specific concerns.
- Some concerns were raised about the recent turnover of Senior Council Staff. Other concerns were raised about some existing staff being dissatisfied and / or unhappy. This is leading to a deterioration in the culture of the COMG. This is compounded by the feeling that there is no one for staff to discuss their concerns with. Being a relatively small community (Mount Gambier) some Elected Members are picking up “community chatter” that all is not right at COMG.
- Several respondents expressed concern over the void left by the Human Resource Manager. While the CEO has taken over a majority of the work it is perceived by some Elected Members that staff no longer have an independent voice / person.

CEO's Comment

- Positive relationships with local members and as needed with State Ministers with meetings as needed. Trip to Canberra to drive the business Innovation Hub grant funding was successful. Developing relationships with State Government counter parts can be difficult due to Government restructure and staff changes. Positive relationships with the local level with PIRSA, NRM, EPA, DPTI, SAPOL, DECD, Health. Strong relationship with DSD via Gig City and innovation hub.

Respondent Comments

- Respondents scored Mark 88.8% for this KRA.
- A majority of respondents agreed with the following observation from one Elected Member: *“I believe the CEO is held in high regard within our community, region and by our local State and Federal Members of Parliament, State and Federal Government Departments and Agencies and this is extremely beneficial when advocating on our community's behalf. “*
- Another respondent raised the following observation: *“Lobbying at state and federal government levels has been well regarded with attendance at numerous meetings where the ability to represent the community well has been evident.”*
- One respondent maintains there strong dissatisfaction with all KRA's including this one. Comments include: *“Things are given only one shot in terms of objection or lobbying on an issue to government, then filed away.”*

COMMENTS – KRA COMMUNITY & REGIONAL

CEO's Comment

- Council partnering with Tourism Mount Gambier (Chamber of Commerce) especially the latter half of 2017 has been positive. Relationships also positive with Community Services Round Table, RDA, LCLGA, Timber Industry, NRM, Health. CEO and GM's attend and support regional bodies as much as possible. Strong across border relationships with Glenelg and Southern Grampians. The development of a one customer service counter and associated improvements in service/technology use/standards will also be rolled out to all Staff.

Respondent Comments

- Respondents made very few comments in regards to this KRA. From a scoring perspective this KRA scored 86.6% which is strongly positive indicating few issues exist. Two respondents did raise concerns as outlined below.
- Two concerns were raised and related to 1. Pursuit of China as a market potentially at the cost of other opportunities and 2. *“Reports from community groups that they are disappointed with lack of support. Feel unvalued for the work they volunteer. Can't even get an appointment to see senior person about their project. Very fixed structures for funding and no willingness to provide 'ad-hoc' system to respond quickly to opportunities that arise. Community is very upset about not being able to get a hearing.”* The second respondents comments would appear to link to the Finance comment regarding no flexibility in funding.

COMMENTS – KRA PUBLIC RELATIONS

CEO's Comment

- Feedback to the CEO about Council is mostly positive with Council seen as being action orientated and delivering a range of projects viewed as innovative such as Rail Trail, Innovation Hub, GIG City, Digital Strategy, Re-use Centre, China Engagement, Service Review and restructure (internal). Council's media and marketing has lifted since the appointment of a media specialist. Close work between the Mayor, CEO and Media and Communications. Still need to work on this to promote Council's contribution and role in the community and City.

Respondent Comments

- All respondents were happy with this KRA and scored Mark at 88% which is a positive score. Borrowing the words of one respondent who neatly summarises the current situation as viewed by all participants: *“Ensuring a positive image of Council has always been a priority and the employment of a Media and Communications Coordinator with strong journalistic skills has been a very positive strategy to ensure that positive stories about Council's plan, work and achievements are circulated more widely.”*

COMMENTS – KRA CIVIC & CEREMONIAL

CEO's Comment

- Council excels at Civic Receptions and functions, examples being the Governor's visit early 2017, Citizenship, overseas delegations, school visits. Highly professional and skilled staff deliver these events. Very positive feedback. CEO maintains positive relationships with Government and Non-Government key decision makers and attracts many events showing support for the Community and City.

Respondent Comments

- Respondents scored Mark at 92.6% for this KRA. While there were very few comments to support this strong positive score, two respondents raised concerns in this area.
- The concerns involved the view of the CEO in the community : He is seen as a 'control' person and at times aloof.

CEO's Comment

- As a year of transition following the organisation review it has been difficult to focus on formal professional development. However, the range of initiatives and Council strategies have presented challenges and learning opportunities. GM's have been exposed to necessary PD particularly visits to Adelaide Councils, e.g. customer service, public access wi-fi. GM's have attended resilience training and attendance at LGA activities where possible, e.g. LGA AGM.

Respondent Comments

- Respondents scored the CEO with a positive 86.6% (4.33 out of 5.00) while the CEO only gave himself 60.0% (3.00 out of 5.00) for this KRA. Very few comments were raised and those who did comment were positive. These can be summarized by the following: *“The City of Mount Gambier is the largest Council in the Region and the second largest city in South Australia and often lead the way in our region in many areas. There is a strong culture of innovation which is supported by conference, seminar and training attendance.”*

COMMENTS – KRA ENVIRONMENTAL SUSTAINABILITY

CEO's Comment

- Examples of sustainability include ongoing solar installation on Council buildings and the re-use market, demolition of older Council buildings included a recycling requirement. Regional environmental sustainability is difficult to measure.

Respondent Comments

- Respondents scored the CEO 86.8% for this KRA (4.34 out of 5.00) while the CEO's own self assessment scored himself 70.0% (3.50 out of 5.00). Respondent comments were all positive in this section and can be summarized by the following two respondents comments: *“Caroline Landfill and Re Use Centre are examples the CEO uses to promote Council's environmental sustainability initiatives.”* and *“There is a strong culture of leading by example to achieve culture change in our community and region. “*

COMMENTS – KRA OVERALL

CEO's Comment

- Demanding year, implementing change that was significantly overdue and absolutely necessary to equip the Council for the future. As expected following a comprehensive change there have been some “after shocks” with some additional staff movements (some due to the change and others not). Minor structural changes will be ongoing. Strong robust continuous improvement practice that requires GM support. Excellent suite of corporate strategies to be implemented 2017 and beyond. Positive and responsible decision making by Councillors e.g. re-use market, budget and rate increase, removal of non performing Council buildings, strategy endorsement and actions.

Respondent Comments

- Respondent overall comments were largely positive and support the overall score of 83.8% (4.19 out of 5.00). The following comments summarise the general feeling of respondents:
- *“In my opinion the CEO has done an excellent job with the restructure and the handling of the transition from the old structure to the new. He is always going to make some decisions that some do not like but that is business. He has increased the profile of council to the highest level in years. He is a gentleman and will go out of his way to help all in the community.”*
- *“The corporate restructure has been difficult time and managing the transition has been challenging.”*
- *“The CEO has done an outstanding job in the areas of strategic planning, financial management and driving innovation, but presides over a negative organisational culture and disempowered staff. “*
- *“The last 12-18 months has been a period a big change within the Council as the new Community Plan has begun to be implemented. This included an restructure of the organisation. Such restructures by their nature can be very unsettling and cause uncertainly for staff. I believe the CEO has managed process well with the assistance of the General Managers.”*

COMMENTS – SUMMARY

- Reflecting on the scores and comments made by all respondents, the Corporate Restructure has brought about much need change but has left some staff feeling less settled than they were potentially during the long period of “no change”.
- A majority of respondents are supportive of the CEO and the changes he has led the organisation through. Not everyone is necessarily happy with some of the changes however any major change creates people who feel things were better before the change.
- The CEO achieved a solid result across all KRA categories. The overall average score for all KRA’s awarded by all Respondents was 4.39 out of 5.00 or 87.8% which is a strong result. The CEO’s own self assessment was 3.94 out of 5.00 or 78.8% which indicates that the CEO is more critical about his performance than the survey respondents.

Annual Summary Kpi Report Chief Executive Officer KPI's

For the month ending 31/12/2017

Description	Comment
<p>Chief Executive Officer KPI's</p>	
<p>Our Climate, Natural Resources, Arts, Culture and Heritage - Strategy 5 - Educate and support the community to reduce greenhouse gas emissions, water consumption and waste.</p> <p>Strategic Management - Delivery of the Material Recovery Centre by September, 2018.</p>	<p>The Material Reuse Centre will be delivered by 1 October 2018 and planning is proceeding well including the large shed to house the facility. Budget is provided for in the 17/18 budget. A Smart City grant has been applied for and results are still pending however this will not impact on the base facility that will be delivered.</p> <p>Significant work will be conducted in 2018 in addition to the built form including developing standard operating procedures, staffing, operating budget (18/19 budget year), retail shop set up, stakeholder engagement (for example men's shed, community sustainability groups, NGOs and schools), marketing and promotion, web site information.</p>
<p>Our Diverse Economy - Strategy 10 - Council operate in accordance with relevant legislation, policies, governance and business practice and ensure professional and ethical standards.</p> <p>Financial Management - CEO presents a draft materially balanced annual operating budget each year.</p>	<p>Budget 2017/18 was presented as balanced with an forecast operating surplus of \$330,000 while still maintaining required infrastructure spend. This is the largest forecast operating surplus for approximately 6 years reflecting detailed budget analysis, improved financial reporting and new General Managers tasked with fine grained analysis of every budget line.</p> <p>The budget for 2017/18 apart from a reasonable operating surplus did not required any loan borrowings, showed a very small debt of \$3 million and maintained the Long term Financial Plan goal of 4.5% rate increase delivering a average residential rate rise of under 4%.</p> <p>The financial position of Council is very sound while delivering high quality services and well managed infrastructure.</p>
<p>Financial Management - Following receipt of the Independent Audit Management Letter, action plans and time frames are established within two months.</p>	<p>Council's auditors, Galpins presented to their audit findings to Council's Audit Committee on the 28 September 2017.</p> <p>For the first time this year for all non-metropolitan councils the Audit incorporated detailed review of our internal controls as well as the traditional financial audit. Galpins reviewed 62 internal controls with only one identified that needed attention and poised a medium level of risk. This result was excellent and positioned Mount Gambier at the top of the 16 Councils audited by Galpins reflecting the focus and attitude of financial staff.</p> <p>Galpins state: - "We confirm no errors or irregularities that would cause the financial report to contain a material misstatement, and noted no apparent illegal acts. There were no difficulties encountered in dealing with management relating to the performance of the audit."</p> <p>The audit report is unqualified, that is, there are no material concerns with the audit.</p>

<p>Governance - Maintain a governance system of controls that identify and manage critical legislative compliance obligations. Internal Policy review conducted as specified in policy documents.</p> <p>Governance - Policy and internal procedures are effective in dealing with Freedom of Information, Ombudsman enquiries, OPI, ICAC and 270 complaints against council actions.</p> <p>Human Resource - Local Government Mutual Liability Scheme Annual Risk Audit to be at least equal to the regional average.</p>	<p>I am satisfied that our governance structures are robust and able to deal with the increasingly complex and time consuming matter of governance across the LG Act and a raft of legislation impacting on councils.</p> <p>Council's suite of Policies are reviewed on a regular basis and over the past several years have reduced from over 200 to approximately 80 via amalgamating policies, removing obsolete policies and removing policies controlled by other legislation.</p> <p>Council has strong administrative processes to deal with a range of governance matters including external requests that include Freedom of Information, Section 270 Requests for Internal Review, Ombudsman's Enquiries/complaints and ICAC. Over the 16/17 Financial year Council had 3 FOIs and once internal review application and to date in 17/18 one application.</p> <p>No Section 270 Internal Reviews were received in 16/17 and none to date for 17/18.</p> <p>During 16/17, 11 complaints were directed to the Ombudsman with three referred back to Council, one declined, one withdrawn, two redirected to another agency (i.e. not related to Council) and two continuing. One internal review was received. Data for the current financial year is unavailable.</p> <p>Managing the formal requests as detailed above requires significant resources and comprehensive oversight to ensure we comply. Failings in process may lead to further complaints and investigations.</p> <p>Target achieved as reported in the previous CEO review. \$163,000 budget, bonus \$202,000 an increase from the previous year.</p> <p>Risk audit completed in 2016, Mount Gambier 76.25, Metro average 77.6 regional average 59.2 and LG Average 63.5.</p>
<p>Our Diverse Economy - Strategy 7 - To develop and implement strategies and actions and partner with relevant stakeholders to increase professional service delivery opportunities.</p> <p>Strategic Management - Delivery of identified actions from strategies including digital, signage, tourism, arts, culture and heritage, youth and city growth.</p>	<p>Commencing December 2016 a comprehensive number of strategies have been developed in line with the direction of the Community Plan. Councillors have been actively involved in identifying and prioritising key actions to be delivered from over 100 actions identified in the strategic reports.</p> <p>Over the past 12 months the following strategies have been completed: - Digital Strategy for a Connected City Economic Scorecard 2017 Mount Gambier Tourism Data Collection Visitor Services Review City Growth Strategy Signage Strategy and Action Plan</p> <p>Due for completion in December 2017 is the Youth Strategy and the Arts Culture and Heritage Strategy.</p> <p>Action from the strategies are now being developed and implemented including selection of signage styles, public access WiFi, digital/technology showcase, Innovation hub and GiG City optic fibre roll out, Reuse Centre, Lady Nelson visitor services, delivery of Tourism Mount Gambier Strategic Plan.</p> <p>Strategies and actions will continued to be developed and delivered over the next few years as the cost and size of the actions are significant, for example, the signage strategy.</p> <p>Council now has a raft of well planned strategic documents guiding actions to deliver our Community Plan. While faced with significant work I am confident that we are punching well beyond our weight as a mid sized regional City.</p>



<p>Our Diverse Economy - Strategy 8 - Promote and attract new business opportunities in the local, national and international markets.</p> <p>Strategic Management - Improve focus on media, Council media and promotion of Council locally and in South Australia.</p>	<p>The appointment of a Media and Communications specialist has provided the necessary resource to deliver better levels of media and council promotion including: -</p> <p>more regular media releases and developing stories for the Border Watch One point of contact in Council to manage media Improvements being made to the "weekly Affairs" section in the Border Watch Articles for LG Journals / newspapers both State and national Changes to the web site to incorporate a "newsroom" for social media, Launch early 2018 More proactive approach dealing with potential negative media Comprehensive revising on the Annual Report to incorporate a stronger community focus Quality control of all media and advertising Support for the Mayor and Councillors in preparing for media interviews</p>
<p>Our Location - Strategy 2 - Provide infrastructure and services that are well planned, accessible, efficient, financially sound and sustainable.</p> <p>Financial Management - 90% of annual infrastructure program budget completed within time frame and budget.</p>	<p>Total capital budget (infrastructure, plant, IT, equipment etc) for 2016/17 is \$6.6 million with a carry over as at June 30 2017 of \$1.3 million. This results in a 80% infrastructure spend being below the 90% target. Carry overs included CBD renewal project, material recovery and Bishop Road works.</p> <p>There was no operational budget carry over from the 16/17 budget into the current budget year.</p> <p>Some level of carry over or "work in progress" is unavoidable given the nature of capital works, particularly larger projects however smaller carry overs should reflect accurate budgeting, realistic capital improvement goals and a balance between day labour and contracted works. Total capital budget for 2017/18 is almost \$7 million and the aim is to limit the carry overs to a small as a % as possible and certainly below 10%.</p>
<p>Our People - Strategy 7 - Build a Council culture focused on teamwork, innovation, customer service, efficient business and continuous improvement.</p> <p>Community Plan - Delivering the Community Plan by establishing corporate KPI's reported on quarterly to the Council and Community.</p> <p>Governance - Oversee further development of the induction program for the incoming Council in November 2018 in conjunction with input from Councillors.</p>	<p>Council's Corporate KPIs have been distilled from the Community Plan and were endorsed by Council July 2017. The KPIs are subdivided into the four areas of the community plan being Our People, Our Location, Our Diverse Economy and Our Climate, Natural Resources, Arts, Culture and Heritage. In all there are approximately 50 KPIs delivering a raft or strategies in each of the four Community Plan pillars. This required a substantial amount of work by Councillors and staff.</p> <p>The first Corporate reporting on the above KPIs was for the July to September quarter 2017 and further reports will be delivered quarterly. Business Unit plans distilled from the Corporate KPIs have been developed by each work team with significant input from staff. This guides the work focus and the delivery of the corporate KPIs as well as identifying all employee's performance targets.</p> <p>Both Corporate KPIs and Business Unit plans are subject to a annual review.</p> <p>The Corporate Planning process delivering the Futures Paper the Community Plan, Corporate KPIs and Business Unit Plans is comprehensive and has delivered a sophisticated planning framework and outcome.</p> <p>The next Local Government election is November 2018 and part of the post election process will be to develop and deliver a comprehensive Councillor induction program.</p>



<p>Governance - Positive relationships between the CEO and Elected body measured by achieving a composite score of 3.5 (out of 5) in the annual performance review.</p> <p>Human Resource - CEO assuming direct responsibility for Human Resource Management focusing on internal process and procedural improvement.</p> <p>Human Resource - Delivery and implementation of ASU and AWU Workplace Agreements featuring moderation of wage increases and positive industrial culture.</p> <p>Strategic Management - Ongoing implementation of the Best People Best Community program focusing on continual improvement. Comprehensive Business Unit review as necessary.</p>	<p>The program for the post 2014 election was developed with significant input from Councillors and reinforced the preference for in house delivery of programs rather than using external "experts" including lawyers, to manage the amount of material/information and where possible provide the information in sync with the "need to know" for example training related to budget and Long Term Financial Plan delivered early in the new year when the budget process commences. Doing so increases the context and reality of the training.</p> <p>A new induction program will be developed, again with input from Councillors and senior staff who participated in the last program. There are of course some obligatory aspects of the training and information provided by the LGA. It is envisaged that the program will developed mid 2018 and commenced via a Councillor workshop.</p> <p>This KPI measure will result from the Councillor survey forms completed as part of the CEO's performance review conducted by AME Consulting.</p> <p>Following the resignation of the Human Resource Manager mid 2017 the CEO took on direct responsibility for HR and managing two HR support staff (1.1 Full time staff). The new organisation structure and the appointment of four General Managers enabled this to occur with day to day HR matters devolving to the GMs.</p> <p>High level HR and industrial matters are managed by the CEO and at this time the revised structure with out a specialist HR manager is operating effectively while acknowledging the additional workload. Operational savings were gained by this change including salary, on costs and benefits amounting to approximately \$140,000 per annum and this was directed back into the operating surplus for 17/18.</p> <p>HR internal procedures have been comprehensively reviewed and further procedures need to be developed. HR systems such as recruitment are effective.</p> <p>Current Workplace agreements expire in December 2017 and negotiations commenced second quarter this year to develop two new agreements AWU and ASU. Two GMs are managing each of the agreements with reference back to me once the base line parameters were established. The current agreements were negotiated in early 2014 and were reflective of CPI in 2013/14. Since then CPI has decreased to approximately 2% with forecast gradual increase over the next two years. Agreement increases will be in the vicinity of 2% with ongoing focus on continuous improvement and Best People Best Community program focusing on service review and improvement, Much of the current clauses in the agreements will remain apart from fine tuning as necessary with a planned 3 year agreement. 17/18 salary budget reflects the anticipated increases.</p> <p>Best People Best Community has guided the service review and the corporate restructure and is ongoing focused on continued improvement of Council services.</p> <p>All work team business plans must incorporate continuous improvement KPIs and at the individual staff level performance management includes contribution to continuous improvement projects.</p> <p>The above culture has been incorporated in the workplace agreements.</p>
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IN CONFIDENCE

SUBJECT: CEO PERFORMANCE REVIEW REPORT – DECEMBER 2017

REF: PERS

This report provides additional material supplementing the report on Key Performance Indicators.

2017 was a significant year. In conjunction with a comprehensive organisation review and restructure from December 2016 was a key focus on strategies and activities supporting the delivery of the Community Plan. Organisational cultural change via Best People Best Community continued to focus on service review, continual improvement, staff and corporate performance. Four new executive staff, the General Managers, commenced over a several month period with the new team complete in April 2017, meaning that they were “finding their feet” within a major organisation change program and the focused driving of the Community Plan and associated strategies. Workloads and demands on staff over 2017 have been significant (and sometimes excessive) within a changing organisational culture, changing senior staff and a dedicated focus on process improvement.

Some major activities/achievements have been:

Financial

2016-2017 Financial Statements show an operating surplus of \$1.8 million that includes a pre-payment of FAG's of \$1.3 million. Hence the Council ended the last financial year with an operating surplus of approximately \$500,000 – a positive outcome.

The 2016-2017 Annual Audit conducted by Galpins provided an unqualified audit with no material matters identified. Further to this the audit also reviewed Council's Internal Controls with Galpins identifying City of Mount Gambier internal controls as the best among the 16 Councils audited by Galpins - an outstanding result delivered by staff working very long hours to deliver the “end of year”.

2017-2018 budget delivered a balanced budget with approximately a \$300,000 operating surplus, meeting of the necessary infrastructure spend, zero loan borrowings and an increase in total rates of 4.5%. The average rate increase for residential property was approximately 4%. Refinement of the annual budget process continues with the 2018–2019 budget process commencing January 2018, involving Councillor workshops to set the foundation and to review the Long Term Financial Plan.

Council's budget and financial position is very strong however a reasonable operating surplus should be expected and delivered annually. Council's loan borrowings are very low at approximately \$3 million.

Organisational Review

The organisational review and restructure was a significant undertaking and one that was timely in line with the need to deliver the Community Plan and to rejuvenate and reform the Council. Change processes bring numerous challenges including human resource and staffing matters, managing change, maintaining communication and focus on service delivery, corporate and staff stress and increased workloads.

CEO Performance Review Report – December 2017 cont'd.

Resulting from the review and restructure is:

- Commitment to service review and continuous improvement
- Injection of new ideas and work processes through new executive and senior staff
- Fresh eyes on work processes
- Devolution of decision making to General Managers and senior staff
- Breaking down silos between departments and cross department work teams
- Improved capacity to deliver the Community Plan
- Enhanced executive team work and collaboration
- Enhanced communication to Councillors and the community

On-going minor changes continue to be made as the new structure is bedded down and the delivery of the Community Plan gains increased momentum.

Community Plan and Strategic Documents

Implementation of the Community Plan required research, analysis and delivery of a number of strategic documents all of which have been or will be delivered in 2017. This comprehensive suite of strategies will guide Council for many years providing sound logic and direction.

Completed

- Digital Strategy for a Connected City
- Economic Scorecard
- 2017 Mount Gambier Tourism Data Collection
- Visitor Services Review
- Signage Strategy and Action Plan
- City Growth Strategy

Due in December 2017

- Youth Strategy
- Arts, Cultural and Heritage

Distillation of actions from the Strategies (over 100 actions) across the strategies has commenced as has the delivery of actions. Examples include business incubator / innovation hub and GIG City, Public Access wi-fi, signage, tourism and visitor services. The two strategies yet to be finalised will lead to further actions in 2018 and beyond. Budget and resources to assist with action delivery will be necessary.

Councillors have been engaged with identifying priority actions from the strategies via a number of workshops and reports to Committees and Council.

China Engagement

Two outbound China Delegations occurred in 2017, one in March and the second in October. Both visited Council's Friendship Cities of Lu'an and Baotou. The CEO participated in both delegations supported by Bruce Rodda.

Delegations require a substantial amount of work, organisation and scheduling prior to, during and after the delegation. Bruce Rodda provided extremely valuable input into the delegation and Lynne Dowling applied her previous experience in outbound delegations to arrange the significant logistical and travel arrangements.

CEO Performance Review Report – December 2017 cont'd.

Follow up work from the October Regional delegation continues to be led by Bruce Rodda, including potential export of product, services and education.

Councillors participating in the March 2017 delegation appreciate first-hand the time commitment and pace of China visits and energy required to maintain the pace over 10 to 12 days.

Council's relationship with our two Friendship Cities is very strong with positive government to government relationships and an increasing positive focus on business engagement. Bruce and I are optimistic in delivering positive outcomes from the 2017 delegations.

Tourism

The economic benefits from expanding tourism in the Limestone Coast and City of Mount Gambier are understood and are substantial. Tourism has lacked direction that is now being addressed by the industry body Tourism Mount Gambier (TMG) in partnership with the Council, the appointment of a Tourism Manager and provision of a budget and interconnection to a number of strategies (signage, digital, visitor services) provides a renewed focus for Tourism.

While much remains to be done, progress is being achieved. For example the development and release of a focused tourism website, managed by TMG with support from Council. Tourism promotion has been a major achievement in 2017.

Governance – External

Council's must be transparent in their actions and behavior and to this end are oversighted by a range of legislation, for example:

- Internal Audit Committee
- External Audit of financials and internal controls
- Freedom of Information
- Section 270 Internal Reviews of Council decisions
- Ombudsman
- ICAC
- Code of Conduct and Conflict of Interest
- Ministerial input for example "Informal Gatherings" Regulation
- Register of Interest

Councils are heavily oversighted and many of the above controls require significant resources, for example dealing with Freedom of Information requests and Ombudsman enquiries. To date Council copes reasonably well with these requirements but we anticipate increased use of these provisions over time.

2018

The focus for 2018 will include:

- Opening of the Re-Use Centre in October.
- Continued delivery of actions distilled from corporate strategies.
- The commencement of the business incubator/innovation hub by March 2018.
- Implementation of the Youth Plan and Arts Culture and Heritage Strategy.
- Increasing more active use by Council of Social Media and a "newsroom" feature on Council's website.
- Implementation of 2 new Workplace Agreements.
- Ongoing continuous improvement projects.

CEO Performance Review Report – December 2017 cont'd..

- Implementation of a revised staff Performance Development and Review Process in March/April.
- Greater focus on the 2018-2019 budget and the LTFP commencing in January. Potential Rate Capping.
- 2018 Council Election process and commencement of Caretaker Period September. Election November for 8 Councillors and Mayor.
- Induction program and launch of a new Council in November and December. Review of Council's Decision Making Structure.
- Potential inbound delegations from Lu'an and Baotou in the first 6 months of 2018.
- Implementation of one customer service counter by 1 July and associated standard operating procedures and technology.

A handwritten signature in black ink, appearing to read 'Mark McSHANE', written in a cursive style.

Mark McSHANE
CHIEF EXECUTIVE OFFICER

6 November 2017
LD

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE

Minutes of Meeting held on Monday 18 December, 2017 at 12.11 p.m.
in the Mayor's Office, Civic Centre, 10 Watson Terrace, Mount Gambier

PRESENT: His Worship the Mayor, Mr Andrew Lee (Presiding Member)
Crs H Persello and C Greco

APOLOGIES: Cr J Lynagh

COUNCIL MEMBERS/
OTHERS AS
OBSERVERS:

Nil

COUNCIL OFFICERS
IN ATTENDANCE:

Mr Mark McShane, Chief Executive Officer
Mrs Lynne Dowling, CEO & Mayoral Executive Support

MINUTES: Cr Greco moved the Minutes of the Meeting held on Thursday 15
June 2017 be taken as read and confirmed.

Cr Persello seconded

Carried

QUESTIONS:

- (a) With Notice – Nil received
- (b) Without Notice – Nil received

1. CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Cr Greco moved that the following item be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of Council Members Mayor Lee, Cr Persello, Cr Greco and Council Officers Mark McShane and Lynne Dowling now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

- S.90(3)(a) – information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

The Council is satisfied that the information to be received, discussed or considered in relation to this item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer in that details person to the Chief Executive Officer will be disclosed.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances as the matter is personal to the Chief Executive Officer.

ITEM NO.	SUBJECT MATTER	S90 (3) GROUNDS
2.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Draft Report received from AME Recruitment KPI's – Ref. PERS	(a)
3.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)

Cr Persello seconded

Carried

SUSPENSION OF MEETING PROCEDURES

Cr Greco moved that pursuant to the powers contained at Paragraph 21 of the Local Government (Proceedings at Meetings) Regulations that the provisions of the said Regulations be suspended.

Cr Persello seconded

Carried

The Meeting Procedures were suspended at 12.12 p.m.

RESUMPTION OF MEETING PROCEDURES

Cr Greco moved that the provisions of the Meeting Procedures be now resumed at 12.35 p.m.

Cr Persello seconded

Carried

IN CONFIDENCE

2. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Draft Report received from AME Recruitment – Ref. PERS

The Presiding Member reported that a copy of the Draft Report received from AME Recruitment was attached to the Agenda for review and discussion.

RECOMMENDATION

Cr Greco moved;

- (a) the report be received.

Cr Persello seconded

Carried

3. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Chief Executive Officer KPI's – Ref. PERS

The Presiding Member reported:

Attached to the Agenda was a copy of the CEO's Annual Summary KPI Report to 31 December 2017, extracted from the Performance Manager Program and a further summary of achievements.

RECOMMENDATION

Cr Persello moved;

- (a) the CEO's Annual Summary KPI Report to 31 December 2017 and a further summary report of Key Achievements be received and noted;
- (b) the Committee commends the CEO on the Performance Review Report prepared by AME Recruitment and recommends a remuneration increase equal to Consumer Price Index (CPI) Adelaide as at the Quarter ending September 2017 of 1.8%, to be effective on the resolution of Council.

Cr Greco seconded

Carried

4. CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

Cr Persello moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the documents in relation to item 2 and 3 which have been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

<u>Item No.</u>	<u>Subject Matter</u>	<u>S.90(3) Grounds</u>	<u>Element To Be Kept Confidential</u>	<u>Duration</u>
2.	CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW – Discussion regarding Draft Report received from AME Recruitment - Ref. PERS	(a)	All details	12 months
3.	CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)	All details	12 months

Cr Greco seconded

Carried

The meeting closed at 12.43 p.m.
LD

CONFIRMED THIS DAY OF 2017.

.....
PRESIDING MEMBER

AGENDA OF ORDINARY COUNCIL MEETING

Meeting to be held at the Council Chamber, Civic Centre, 10 Watson Terrace, Mount Gambier
on Tuesday 16 January, 2018 at 6.00 p.m.

PRESENT

Mayor Andrew Lee
Cr Christian Greco
Cr Mark Lovett
Cr Josh Lynagh
Cr Sonya Meziniec
Cr Frank Morello
Cr Des Mutton
Cr Steven Perryman
Cr Hanna Persello
Cr Penny Richardson
Cr Ian Von Stanke

COUNCIL OFFICERS

Chief Executive Officer	-	Mr M McShane
General Manager Community Wellbeing	-	Ms B Cernovskis
General Manager Council Business Services	-	Mrs P Lee
General Manager City Infrastructure	-	Mr N Serle
Manager Governance and Property	-	Mr M McCarthy
Media and Communications Coordinator	-	Ms S McLean
Administrative Officer Executive Support	-	Ms A Lavia

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.



16. CONSIDERATION FOR EXCLUSION OF THE PUBLIC

moved that the following item be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of Council Members Mayor Andrew Lee, Cr Christian Greco, Cr Mark Lovett, Cr Josh Lynagh, Cr Sonya Mezinac, Cr Frank Morello, Cr Des Mutton, Cr Steven Perryman, Cr Hanna Persello, Cr Penny Richardson, Cr Ian Von Stanke, Mark McShane, Judy Nagy, Barbara Cernovskis, Pamela Lee, Nick Serle, Michael McCarthy, Ashlee Lavia now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

- S.90(3)(a) – information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

The Council is satisfied that the information to be received, discussed or considered in relation to this item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer in that details person to the Chief Executive Officer will be disclosed.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances as the matter is personal to the Chief Executive Officer.

ITEM NO.	SUBJECT MATTER	S90 (3) GROUNDS
17.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Draft Report received from AME Recruitment KPI’s – Ref. PERS	(a)
18.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Chief Executive Officer KPI’s - Ref. PERS	(a)

seconded



IN CONFIDENCE

17. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Draft Report received from AME Recruitment – Ref. PERS

RECOMMENDATION

- (a) the report be received.

Moved:

Seconded:

18. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Chief Executive Officer KPI's – Ref. PERS

RECOMMENDATION

- (a) the CEO's Annual Summary KPI Report to 31 December 2017 and a further summary report of Key Achievements be received and noted;
- (b) the Committee commends the CEO on the Performance Review Report prepared by AME Recruitment and recommends a remuneration increase equal to Consumer Price Index (CPI) Adelaide as at the Quarter ending September 2017 of 1.8%, to be effective on the resolution of Council.

Moved:

Seconded:



19. CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the documents in relation to item 2 and 3 which have been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

<u>Item No.</u>	<u>Subject Matter</u>	<u>S.90(3) Grounds</u>	<u>Element To Be Kept Confidential</u>	<u>Duration</u>
17.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Draft Report received from AME Recruitment - Ref. PERS	(a)	All details	12 months
18.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)	All details	12 months

seconded

Meeting closed at p.m.

AR17/44595



MINUTES OF ORDINARY COUNCIL MEETING

Meeting held at the Council Chamber, Civic Centre, 10 Watson Terrace, Mount Gambier
on Tuesday 16 January, 2018 at 6.00 p.m.

PRESENT

Mayor Andrew Lee
Cr Christian Greco
Cr Josh Lynagh
Cr Sonya Mezinec
Cr Penny Richardson
Cr Ian Von Stanke
Cr Steven Perryman (arrived at 6:19 pm)

COUNCIL OFFICERS

Chief Executive Officer	-	Mr M McShane
General Manager Community Wellbeing	-	Ms B Cernovskis
General Manager Council Business Services	-	Mrs P Lee
General Manager City Infrastructure	-	Mr N Serle
Manager Governance and Property	-	Mr M McCarthy
Manager Business and Strategic Planning	-	Mrs T Tzioutziouklaris
Media and Communications Coordinator	-	Ms S McLean
Administrative Officer Executive Support	-	Ms A Lavia

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

17. CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Cr Perryman moved that the following item be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of Council Members Mayor Andrew Lee, Cr Christian Greco, Cr Steven Perryman, Cr Josh Lynagh, Cr Sonya Mezinec, Cr Penny Richardson, Cr Ian Von Stanke now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

- S.90(3)(a) – information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

The Council is satisfied that the information to be received, discussed or considered in relation to this item is information the disclosure of which would involve the unreasonable



disclosure of information concerning the personal affairs of the Chief Executive Officer in that details person to the Chief Executive Officer will be disclosed.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances as the matter is personal to the Chief Executive Officer.

ITEM NO.	SUBJECT MATTER	S90 (3) GROUNDS
18.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Draft Report received from AME Recruitment KPI's – Ref. PERS	(a)
19.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)

Cr Mezinec seconded

Carried



IN CONFIDENCE

The Mayor sought the approval of at least two-thirds of the members present at the meeting to suspend meeting procedures:

Purpose of the Suspension:

To discuss the following:

- *Chief Executive Officer Performance Review*

Carried by more than two-thirds of the members present at the meeting.

Meeting Procedures were suspended at 6:37 p.m.

The Mayor determined that the period of suspension should be brought to an end.

Carried by more than two-thirds of the members present at the meeting.

The Period of Suspension came to an end and Meeting Procedures resumed at 6:59 p.m.

18. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Draft Report received from AME Recruitment – Ref. PERS

COUNCIL RESOLUTION
(a) the report be received.

Moved: Cr Greco

Seconded: Cr Lynagh

Carried

19. PERSONNEL – Chief Executive Officer Performance Review – Discussion regarding Chief Executive Officer KPI's – Ref. PERS

COUNCIL RESOLUTION
(a) the CEO's Annual Summary KPI Report to 31 December 2017 and a further summary report of Key Achievements be received and noted;
(b) the Committee recommends a remuneration increase equal to Consumer Price Index (CPI) Adelaide as at the Quarter ending September 2017 of 1.8%, to be effective on the resolution of Council.
(c) that the CEO performance review committee be asked to convene a Members only meeting to further discuss the Chief Executive Officer's performance.

Moved: Cr Meziniec

Seconded: Cr Richardson

Carried



20. CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

Cr Greco moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the documents in relation to item 18 and 19 which have been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

<u>Item No.</u>	<u>Subject Matter</u>	<u>S.90(3) Grounds</u>	<u>Element To Be Kept Confidential</u>	<u>Duration</u>
18.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Draft Report received from AME Recruitment - Ref. PERS	(a)	Committee Report and all associated attachments and discussions with the exception of resolution (a) only to be released including publication in the Council Minutes	12 months
19.	<u>CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW</u> – Discussion regarding Chief Executive Officer KPI's - Ref. PERS	(a)	Committee Report and all associated attachments and discussion with the exception of resolutions (a), (b) & (c) only to be released including publication in the Council Minutes	12 months

Cr Richardson seconded

Carried

Meeting closed at 7:03 p.m.

AR17/44595

