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I hereby give notice that a Chief Executive Officer Performance Review Committee Meeting will be held on:

Date: Tuesday, 7 July 2020
Time: 5.00 p.m.
Location: Council Chamber
Civic Centre
10 Watson Terrace
Mount Gambier

CONFIDENTIAL AGENDA

Chief Executive Officer Performance Review Committee Meeting 7 July 2020

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

**Andrew Meddle
Chief Executive Officer
3 July 2020**

6 CONFIDENTIAL ITEMS

6.1 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW RESULTS AND KPI'S – REPORT NO. AR20/41809

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Chief Executive Officer Performance Review Committee orders that all members of the public, except Mayor L Martin, Councillors S Mezinac, C Greco and F Morello and Council Officer M McCarthy be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 6.1 AR20/41809 Chief Executive Officer Performance Review Results and KPI's.

The Chief Executive Officer Performance Review Committee is satisfied that, pursuant to section 90(3) (a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

The Chief Executive Officer Performance Review Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the matters for consideration relate to personal affairs being the employment performance, future Key Performance Indicators and remuneration review of the Chief Executive Officer, Mr Andrew Meddle.



**6.1 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW RESULTS AND KPI'S –
REPORT NO. AR20/41809**

Committee:	Chief Executive Officer Performance Review Committee
Meeting Date:	7 July 2020
Report No.:	AR20/41809
CM9 Reference:	AF12/36
Author:	Lynette Martin, Mayor
Authoriser:	
Summary:	This report presents the 2020 performance and remuneration review for the Chief Executive Officer.
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

The Committee is satisfied that, pursuant to Section 90(2) & (3) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this agenda item is:

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

REPORT RECOMMENDATION

1. That Chief Executive Officer Performance Review Committee Report No. AR20/41809 titled 'Chief Executive Officer Performance Review Results and KPI's' as presented on 07 July 2020 be noted.
2. That McArthurs Final Summary Report on CEO Performance Review 2020 - Andrew Meddle be received and contents and results noted, and that the Council consider the CEO's Key Result Areas to have been satisfactorily met.
3. That the CEO Future Key Performance Indicators 2020/2021 be received and endorsed for the Chief Executive Officer for the 2020/2021 year.
4. That the Remuneration Review CEO City of Mount Gambier 2020 be received and the Chief Executive Officer be granted a 2.4% remuneration increase in line with CPI.
5. That the Mayor be authorised to sign-off on the open and frank manner and accurate and fair representation of the outcomes of the CEO Performance Review process as per page 18 of the Final Summary Report.



BACKGROUND

At the CEO Performance Review Committee held on 6 May 2020 the committee recommended, and Council subsequently resolved as follows:

1. *That Chief Executive Officer Performance Review Committee Report No. AR20/27208 titled 'Chief Executive Officer 2019/2020 Review' as presented on 06 May 2020 be noted.*
2. *That the 360 degree review process, questionnaire and stakeholder list for the Chief Executive Officers 2019/2020 performance review as attached to Report No. AR20/27208 be endorsed and the review conducted.*
3. *That a further confidential report be presented to the Chief Executive Officer Performance Review Committee to consider the performance review results."*

This report now presents the performance review results as collated by McArthur.

DISCUSSION

In accordance with the engagement by Council to conduct the CEO performance management processes, including a 360 degree review process and questionnaire with selected stakeholders, McArthurs have now presented a Final Summary Report on Chief Executive Officer Performance Review 2020 for Andrew Meddle (Attachment 1), recommendations for Chief Executive Officer Future Key Performance Indicators for the 2020/2021 year (Attachment 2) and Remuneration Review for City of Mount Gambier Chief Executive Officer for 2020 (Attachment 3).

This represents an independent report on the Chief Executive Officer performance for Andrew Meddle as produced by Rebecca Hunt of McArthur.

In summary the final average scoring was relatively consistent between participant groups with a final average rating of 3.11 – the CEO's Performance Met Expectations.

Of particular concern in relation to the Chief Executive Officers Performance Review is the consistent commentary throughout the report from all participant groups regarding the behaviour of certain Council Members. This is summarised by the following summary statement on page 17 of the report:

"Participants report that the fractured relationship between the CEO and certain Council Members is very disruptive and feel there is a massive divide in the Chamber. Participants feel that the delicate relationships and tension between the CEO and certain Council Members hinders collaboration and teamwork, resulting in too much time spent on responding and counteracting rather than concentration on strategy and delivery of services."

As Council Members we may all wish to consider the extent to which our own behaviour contributes to obtaining the best performance from our Chief Executive Officer for the benefit of our community.

The remuneration review recommendation is that Council offer a minimum salary increase of CPI 2.4% noting the relativity to other similar sized and structured Councils.

These review documents are now presented for the Chief Executive Officer Performance Review Committee to consider and to make recommendations to Council.

CONCLUSION

Having obtained an independent review of the Chief Executive Officers performance and remuneration, the CEO Performance Review Committee may now consider its recommendation to Council in relation to these documents and associated KPI's for the second year of employment.

ATTACHMENTS

1. McArthurs Final Summary Report on CEO Performance Review 2020 - Andrew Meddle [↓](#)
2. CEO Future Key Performance Indicators 2020/2021 [↓](#)
3. Remuneration Review CEO City of Mount Gambier 2020 [↓](#)



City of
Mount Gambier



Final Summary Report on CEO Performance Review 2020

**Chief Executive Officer – Andrew Meddle
City of Mount Gambier**

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McArthur

Consultant: Rebecca Hunt



*Draft Report
CEO Performance Review - 2020
City of Mount Gambier*

REPORT ON PERFORMANCE REVIEW

CHIEF EXECUTIVE OFFICER

This is the first performance review of the Chief Executive Officer (CEO) of the City of Mount Gambier Andrew Meddle facilitated by M^cArthur, which was undertaken in June 2020.

This review covered the work of the CEO over the previous 12-month period. All Council Members, Direct Reports and the CEO were given the opportunity to provide comments and scoring against 7 Key Result Areas (KRAs). External Stakeholders were also invited to provide comments on their interactions with the CEO. There was 100% participation.

The following ratings were used during the review and the comments given in this document summarise the outcomes of the process.



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CEO Performance Review - 2020
City of Mount Gambier*

PERFORMANCE RATINGS

The Performance Indicators used in the process covered Seven areas of accountability outlined in the CEO's Position Description. In deciding on the level of overall performance, the following rating system was used:

RATING	DESCRIPTION
1	CEO's performance did not meet expectation
2	CEO's performance was below expectation
3	CEO's performance met expectation
4	CEO's performance was above expectation
5	CEO's performance exceeded expectation
N/A	Unable to rate performance at this time

Based on these rating levels, the outcomes of this process are shown on the following pages.



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 CEO Performance Review - 2020
 City of Mount Gambier*

RELATIONSHIP AND ADVICE TO COUNCIL (KRA 1)

(The ability to develop and sustain a positive relationship with Council Members)

Most Council Members feel that the CEO is prompt in his supply of advice, they feel very informed, they believe the CEO is very expedient in the delivery of information and recognise the numerous workshops and briefings the CEO has facilitated. Reporting is also considered timely, concise, and informative. Other Council Members feel they are not informed well enough and they find out things from other sources rather than from the CEO, e.g. media or community. However, others acknowledge some things cannot be shared due to legal or procedural requirements. During the COVID 19 pandemic participants felt the CEO communicated well and kept Council Members and staff informed of changes in situations and implications.

Most participants believe the CEO has worked hard to meet the requirements of Council and drives productivity whilst enduring unacceptable inappropriate behaviour from some Council Members. Some Direct Reports suggest that Council Members need to concentrate on being community representatives and stop trying to delve into the operations of Council which is not their role. Some Council Members feel the CEO does not understand what role Council Members play within the community and this causes a divide.

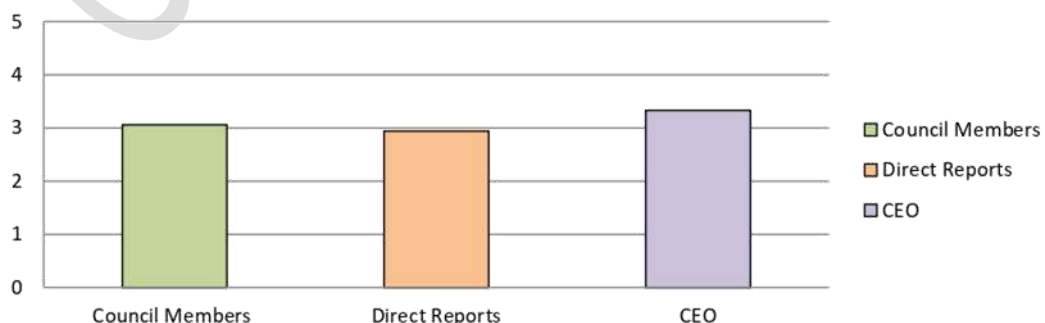
A few Council Members believe some of the reports from senior staff lack depth and whilst the majority of participants believe that the CEO is very diligent in implementing resolutions promptly, some Council Members feel recommendations are too vague and unclear and when they ask questions for clarity they feel the CEO and senior staff are not willing to answer. Most participants recognise that the CEO has a good working relationship with the majority of Council Members that is built on trust and respect.

The CEO reports that he feels overall there is a positive relationship with Council Members however, the behaviour of some Council Members has been extremely challenging.

The final overall average for this KRA was Met Expectations and it was the lowest scoring KRA, there was slight variations between participant groups and the Direct Reports final average of Below Expectations which is echoed in their commentary as they are affected by the hostile behaviour of some Council Members.

	Average 2020	
Council Members	3.06	3.00
Direct Reports	2.94	
CEO	3.33	

KRA 1



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 City of Mount Gambier*

STRATEGIC PLANNING (KRA 2)

(The ability to identify, assess and respond appropriately to both the external and internal environments)

Most Council Members regard the CEO as a strategic thinker and report that he has guided them through the development of a Strategic Plan very well, most Council Members feel that they have had an opportunity to contribute and appreciate the CEO's strong strategic guidance. Some Council Members believe that whilst their contribution is requested in the strategic planning process it is not included.

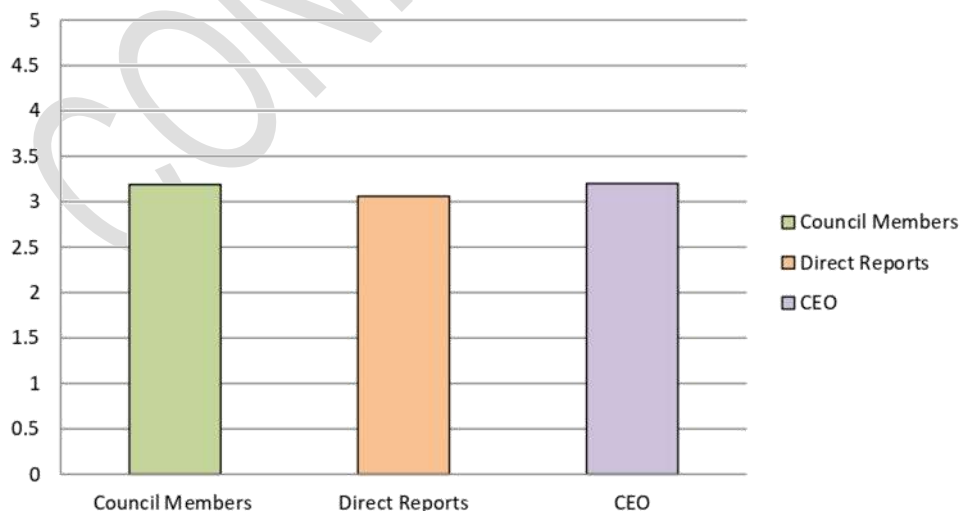
The majority of participants acknowledge the CEO's strategic response to COVID 19 and the development of options to help stimulate the local economy. Examples provided were COVID 19 Employment Program, Meals on Wheels assistance and the Foodbank. The CEO reports that the response to COVID 19 was not 'knee jerk' rather they gathered all the information and planned a response. He believes that City of Mount Gambier is leading the region and much of the state with the work undertaken in this space.

Most participants recognise the CEO for his proactive approach in pursuing and identifying economic development opportunities providing the local waste management recycling depot as an example. However, they acknowledge that the economic development focus will have to change in response to the COVID 19 pandemic.

The final overall average for this KRA was Met Expectations and there is no significant variation between participant groups.

	Average 2020	
Council Members	3.19	3.14
Direct Reports	3.06	
CEO	3.20	

KRA 2



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OPERATIONAL MANAGEMENT (KRA 3)

(The ability to manage the operations of the Council and ensure the measurable outcomes are achieved)

There was limited commentary in this area however, most participants felt that under the circumstances the CEO had done well to maintain smooth operations of Council. Some Direct Reports feel that due to the volume of time and energy it has taken the CEO in 'dealing' with Council Members it has taken him away from the operational management. Direct Reports believe the CEO is committed to improve operations and develop staff however, the gaps in the organisational structure has hindered the effort in this area.

Participants recognise that the CEO ensures Council policies and procedures are relevant and up to date. They appreciate his diligence to ensure Council is compliant, other participants feel the CEO is too technical and bureaucratic and takes the initial stance of 'no' rather than 'let's look into that'. The majority of participants feel that the CEO promotes a high level of customer service and a 'one team' approach. Direct Reports consider the CEO to have high standards in this area and feel the CEO has gained the respect of the community.

Participants agree that with the challenging circumstances environmental sustainability has not been a priority however, the universal FOGO service and bulk waste pickups show a continued focus.

The final overall average for this KRA was Met Expectations.

	Average 2020	
Council Members	3.11	3.06
Direct Reports	3.00	
CEO	3.00	



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EXTERNAL RELATIONSHIPS AND STAKEHOLDER MANAGEMENT (KRA 4)

(The ability to enhance Council's external relationships and public profile)

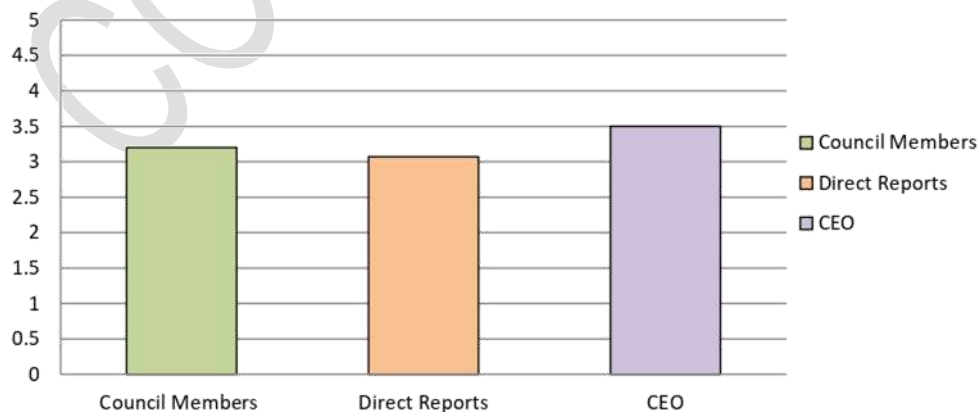
Most participants feel that the CEO is proactive in building relationships with regional bodies, key industries, and other Councils in the region. They feel he has been very visible in the community and has tried to attend as many functions as he can to meet all areas of the community. They recognise his excellent Local Government networks and believe he represents Council well with his confident and professional manner.

Some Council Members feel that he could broaden his local networks to understand more the issues facing the community and feel his attendance to functions is limited as he is away from Mount Gambier from Thursday afternoon until Sunday night. Other Council Members acknowledge that the CEO has meetings in Adelaide on a Friday if he leaves on a Thursday evening and that its not every weekend. Most Council Members believe the CEO is an effective conduit between Council and key external bodies, they feel he is proactive in providing the community with updates (where possible) and has had good interactions with the local media. However, moving forwards media interaction and different media platforms is flagged as an area for focus.

The CEO reports that he has built relationships with the media and promoted Council achievements on social media, he has invested time developing relationships regionally with his peers, with the LCLGA, RDALC and State, Federal MP's, Ministers and the Premier.

The final overall average for this KRA was Met Expectations. Once again, the variance in final average ratings between participant groups is minimal.

	Average 2020	
Council Members	3.20	3.13
Direct Reports	3.07	
CEO	3.50	



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HUMAN RESOURCE MANAGEMENT (KRA 5)

(The ability to lead and develop staff who are committed to the Council, competent in their jobs, and achieving job satisfaction)

Most participants feel that culture has been a priority for the CEO and that he is passionate about engaging staff, encouraging them to perform at a high level and recognising them for their efforts. Most Council Members observe that the staff seem happy and enjoy their job. They recognise that the CEO is supportive of his staff, that he has made an effort to break down silos, motivate and encourage them to gain professional development.

Participants identify the unfilled vacancies within Council, and they understand the difficulty in attracting high calibre staff to Mount Gambier however, feel that these roles need to be filled to ensure the resources to achieve Councils goals and objectives. This includes management in the HR space to drive some of the initiatives and support the CEO. They know that this was affected by COVID 19 however look forward to filling the resource gaps.

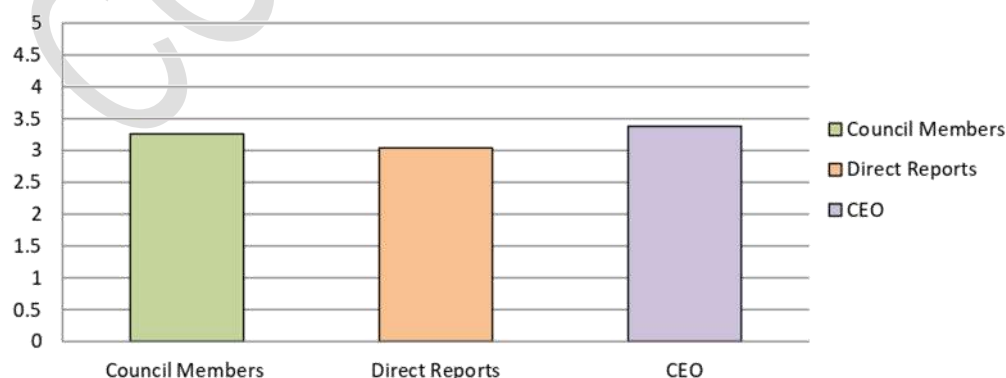
Some Council Members acknowledge that the CEO took over leadership during a time of internal instability and staff were still 'struggling' following a previous organisational restructure, they feel he has worked hard to empower staff and drive a positive culture, they feel there is still more to be done but morale has improved.

Some participants report the CEO is very supportive in the WHS area and believe he genuinely cares about the staff wellbeing. Some Council Members feel the CEO is too risk adverse and others welcome his compliance focus.

The CEO reports that the 'One Team' approach has been successful in bringing the diverse workforce together, since the employee engagement survey his approach has been to build trust and respond to the matters raised in the survey in a systematic way. He acknowledges the vacancies and the challenges of the recruitment in Mount Gambier with COVID 19 pandemic adding to this.

The CEO's performance was rated as Met Expectations.

	Average 2020	
Council Members	3.26	3.15
Direct Reports	3.04	
CEO	3.38	



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FINANCIAL AND ASSET MANAGEMENT (KRA 6)

(The ability to manage Council's financial and physical resources to the long term benefit of the Council)

There was limited commentary in this area, participants feel the CEO has done everything required in this area. Majority of Council Members feel that they are informed of Council's financial position and welcome the CEO's strong governance and thoroughness in financial and budget decision making. Participants feel that reporting is comprehensive and allows Council to make the necessary decisions. Participants believe the CEO is conscientious and thorough in managing Council's financial and physical resources.

The CEO reports at both the first and second quarter financial reviews, the Council's performance was ahead of budget and enabled further investment into other projects of community benefit. He feels that given the changes facing the Council, as a result of the COVID 19 pandemic, financial management has been operating in a different way. The draft budget has been prepared and agreed by Council. The preservation of funds from 2019/20 has been carried out, enabling these to be used in 2020/21.

This was the highest final average rated KRA with a final average rating of Meeting Expectations.

	Average 2020	
Council Members	3.35	3.20
Direct Reports	3.00	
CEO	3.67	



LEADERSHIP AND PERSONAL COMPETENCIES (KRA 7)

(The manner in which the CEO provides leadership and direction to Council)

Most participants acknowledge that the CEO is proactive and keen to see the City achieve, some Council Members feel that certain Council Members have tried to undermine him, however, he has remained strong as a leader. They feel he has a high level of presence and good communication skills. They feel that he possesses the strength to defend his position even if it makes him unpopular, most Council Members respect his sharp intellect and his capability to articulate his position to a variety of audiences. They acknowledge that he is a methodical and analytical thinker who can grasp complex matters.

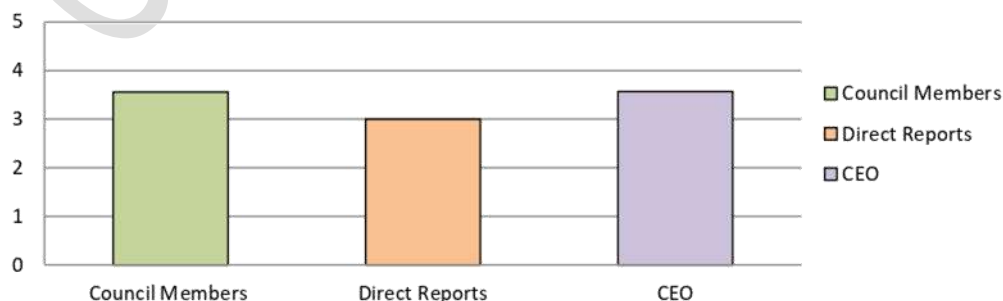
Direct Reports view the CEO as a great leader that encourages them to achieve goals and objectives and work together. They regard the CEO as a good role model, who takes the time to interact and answer staff questions. They enjoy his promotion of the 'One Team' approach and feel this has helped break down the silos. They enjoy working with him and find his proactive approach inspiring, they feel he identifies opportunities for Council and has Council's best interests at heart.

Some Council Members recognise that he joined Council when they were navigating through a publicly sensitive major project, a challenging organisational structure, a demanding Elected Body and now the COVID 19 pandemic – they feel he has inherited long standing issues and a considerable portion of his time is dealing with Council Members' inappropriate behaviour. Some participants question the CEO's commitment to Council as he has not moved to Mount Gambier nor his family.

The CEO describes his approach has been to consistently provide frank professional advice and he reports that he has had to share with Elected Members information that has been difficult, particularly with regards to the Community and Recreation Hub. He knows that he will not have pleased all of the Council Members all of the time, but he has tried to act in the best interests of Council and to ensure that when recommendations are not followed through that a robust and defensible position is maintained.

The final overall average for this KRA was Met Expectations and there was minimal variance between final average ratings.

	Average 2020	
Council Members	3.56	3.14
Direct Reports	3.00	
CEO	3.57	



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Key Performance Indicators (KPI's) – 2019/20

(Objectives set for the period, which were agreed to by Council, as stretch targets for the CEO)

The following KPI's were set for the review period. Participants recognise the challenges such as that of the COVID 19 pandemic which has influenced ability and capability to achieve all KPI's.

	Key Performance Indicator	Timeline	Achieved Yes or No	Comments
1	Undertake an employee engagement survey and report the outcomes to Council	30 th November 2019	20 Yes	Employee engagement survey undertaken, and outcomes reported to Council on 15 th October 2019.
2	Commence a review of the Council's Strategic Plan and have an agreed process in place	30 th November 2019	20 Yes	An initial workshop was held prior to the engagement of the CEO with two thirds of the Elected Members participating. CEO has briefed Elected Members as to the proposed plan on 15 th July 2019 and 11 th November 2019. Report to Council on 19 th November 2019. Strategic Plan endorsed for public consultation on 18 th February 2020. Consultation between February and May 2020
3	Review the organisational structure and staffing resources and report to Council	30 th June 2020	18 Yes 2 No	Initial workshop held with Executive. Discussion and intent at a workshop with Elected Members. Report to Council on 18 th February 2020.
4	Implement identified resourcing changes within the financial parameters afforded in the 2019/20 budget	30 th November 2019	Ongoing 16 Yes 4 No	The four positions identified in the budget were: <ul style="list-style-type: none"> Events officer – position filled 2 x outdoor staff – positions filled Senior HR role – commenced on 9th December 2019 Senior Team Members still not recruited – Recruitment was on hold due to COVID 19 now recommenced.
5	Progress the Community and Recreation Hub project in line with the milestones as established by the Federal and State Government funding partners and as documented	30 th June 2020 and Ongoing	Ongoing 15 Yes 5 No	Series of briefings and reports undertaken throughout the year, culminating in a decision to proceed to tender on 19 th November 2019. Subsequently procurement has been challenging firstly with the level of detail

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	within the funding agreements executed			<p>sought through Requests for Information (RoI) from the tenderers and subsequently with the RoI to the tenderers, value management and consideration of alternatives and innovation.</p> <p>Development Plan Consent secured through the State Commission Assessment Panel on 19th March 2020.</p> <p>Discussion with the State and Federal funding partners has secured in principle support for amendments to the milestones, in light of the difficulties experienced with the COVID-19 pandemic.</p> <p>The COVID-19 pandemic is having an impact on the project and a confidential report was presented to a Special Council meeting on 31st March 2020 and followed up by Memo on 7th April 2020.</p> <p>Letters sent to State and Federal Funding partners seeking clarification on milestone on 27th April 2020.</p>
6	Review communication / engagement channels between Elected Members and staff	30th November 2019	19 Yes 1 No	<p>Briefing provided to Elected Members on 30th July 2019 and Council decision made on 20th August 2019, relating to Committee structure.</p> <p>Approach taken to forward plan wherever possible briefings and to find a consistent night for Council activities.</p> <p>Feedback on the current Memo and Friday Editions sought on 7th November 2019. Five responses supportive of current arrangements and suggestion of an e-solution as an enhancement</p> <p>Some Council Members would like this to be ongoing.</p>
7	Review the information sharing and decision-making structures of the Council (Committees, Informal Gatherings and Friday Edition)	30th November 2019	19 Yes 1 No	<p>Briefing provided to Elected Members on 30th July 2019 and Council decision made on 20th August 2019, relating to Committee structure.</p> <p>Approach taken to forward plan wherever possible briefings and to find a consistent night for Council activities.</p> <p>Feedback on the current Memo and Friday Editions sought on 7th November 2019. Five responses supportive of current arrangements and suggestion of an e-solution as an enhancement</p>

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8	Establish working relationships with the key stakeholders within the community and the region (e.g. business / tourism / health / education / parliamentary members / regional councils / RDA / LCLGA)	30 th June 2020	19 Yes 1 No	Work has commenced in this space, many introductions made, and meetings held with a range of individuals and group, together with regional and state bodies. Work remains on-going through a variety of approaches and in response to changes in personnel in the region. External Stakeholder feedback enforces efforts in this area.



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EXTERNAL STAKEHOLDERS SUMMARY

External Stakeholders describe the CEO as professional, knowledgeable, collegiate, approachable, responsive and they observe that he connects easily with people. They feel that he actively works to create positive relationships with stakeholders. They have witnessed his effort to interact and connect with the community, building these relationships on trust. External Stakeholders believe that the CEO has created more effective relationships and partnerships with the Limestone Coast LGA. Previously they felt that Mount Gambier 'went it alone' however, being the largest Council in the region they welcome the CEO's efforts to be collaborative. They value his readiness to share information.

External Stakeholders feel the CEO provides value-based leadership. They recognise that he is very measured and considered in his approach and responses. They believe that the CEO has high self-standards and ethics and expects the same from his team.

External Stakeholders feel the CEO has very strong communication skills and that he communicates effectively with a variety of people across a wide range of forums. They describe the CEO as articulate and feel he communicates in a thought-out manner, they enjoy his good nature, direct communications and 'dry English' sense of humour. They recognise that he 'reads the room' well. External Stakeholders recognise the CEO's engagement regionally and respect that he only speaks when he has something of value to say and therefore, people listen. They consider the CEO to be an active, effective listener and External Stakeholders appreciate his contribution and opinions.

External Stakeholders feel that the CEO's strengths is he is inclusive, collaborative, and strategic in his approach regionally. They feel he 'gets it', that if the region wins so will Mount Gambier. External Stakeholders look forward to more regional focus moving forward when he has an opportunity to do so.

External Stakeholders report that the CEO showed impressive community leadership through the COVID 19 pandemic which set the standard for the rest of the region. They feel he is strongly committed to community needs and with every interaction his mindset has been how to do things better for the region, Mount Gambier, and the community.

External Stakeholders describe the CEO as a pragmatic, patient, persistent, objective leader that brings a sense of calm and builds positive respectful relationships. He is a committed CEO who has shown resilience and maintained a positive mindset and focus despite political dynamics in and out of the Chamber.

External Stakeholders would like to see the CEO be able to grow further as a CEO, they feel he has had to be quite reactive operating in a challenging political environment and with the COVID 19 pandemic. They encourage him to seek assistance, mentoring and/or professional development to assist to unify the leadership in Council and ensure that there is a clear distinction between the strategic role of Council Members and the operational responsibilities of his team.

External Stakeholders suggest that the Council Members should ask themselves what they can do better to enable and support the CEO and his team to achieve their vision. They recognise that the CEO role is a challenging lonely one and encourage him to 'lean on' his CEO peer group. Some External Stakeholders have witnessed a less 'combative' approach with the community however, from the local media they have seen that some Council Members are making the CEO's job harder than it needs to be.

Overall External Stakeholders feel the CEO has completed and progressed some large projects during an unprecedented time through the COVID 19 pandemic and with 'difficult Council Members causing problems, not helping to solve them'.



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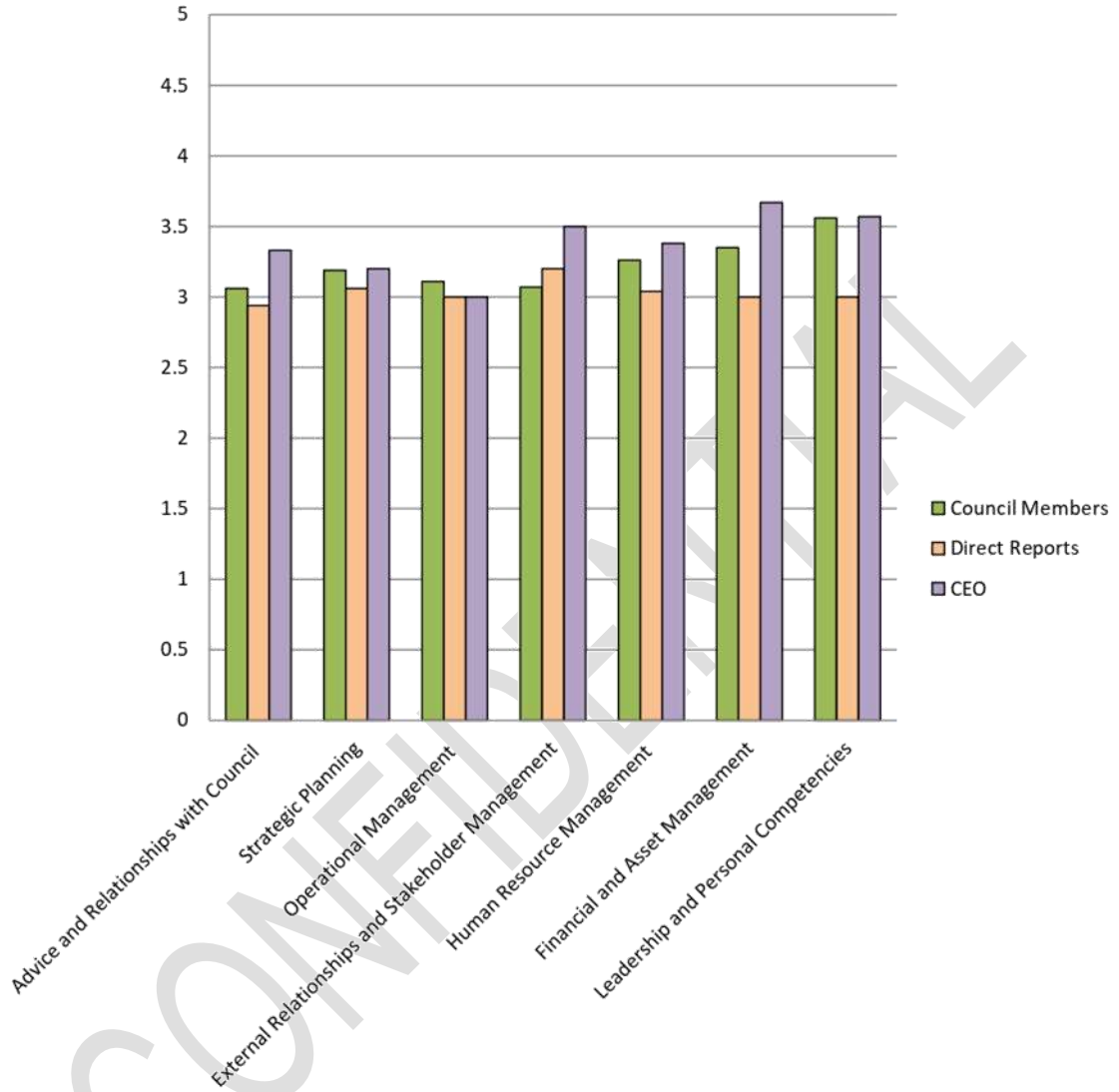
SUMMARY

Key result Areas	Council Members Average Rating	Direct Reports Average Rating	Final Overall Average (excluding CEO Self Rating)	CEO Self-Rating	Commentary (excluding CEO self-rating)
2020					
RELATIONSHIP AND ADVICE TO COUNCIL	3.06	2.94	3.00	3.33	Met Expectation
STRATEGIC PLANNING	3.19	3.06	3.14	3.20	Met Expectation
OPERATIONAL MANAGEMENT	3.11	3.00	3.06	3.00	Met Expectation
EXTERNAL RELATIONSHIPS AND STAKEHOLDER MANAGEMENT	3.07	3.20	3.13	3.50	Met Expectation
HUMAN RESOURCE MANAGEMENT	3.26	3.04	3.15	3.38	Met Expectation
FINANCIAL AND ASSET MANAGEMENT	3.35	3.00	3.20	3.67	Met Expectation
LEADERSHIP AND PERSONAL COMPETENCIES	3.56	3.00	3.14	3.57	Met Expectation
OVERALL AVERAGE RATING	3.19	3.03	3.11	3.40	Met Expectation



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Final Average Ratings



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COMMENTS BY CONSULTANT

Introduction

This is the first formal Performance Review for Andrew Meddle facilitated by M^cArthur for the City of Mount Gambier. The final score for all respondents resulted in an average of 3.11, Met Expectations.

Summary

Overall final average scoring was relatively consistent between participant groups however, individual scoring was quite varied. The highest Scoring KRA was 3.20 Met Expectations and was KRA 6 – Financial and Asset Management. The lowest scoring KRA was KRA 1 – Relationship and Advice to Council 3.00 – Met Expectations. The final average rating was 3.11 – the CEO's performance Met Expectations.

There were opposing views of the CEO's performance in the commentary and scoring. Most participants feel that the CEO has done a 'good job' in a very challenging time and has navigated through some difficult situations and inherited issues. Others feel that the CEO is growing as a first time CEO however, needs to 'step up' in certain areas of performance. Participants report that the fractured relationship between the CEO and certain Council Members is very disruptive and feel there is a massive divide in the Chamber. Participants feel that the delicate relationships and tension between the CEO and certain Council Members hinders collaboration and teamwork, resulting in too much time spent on responding and counteracting rather than concentration on strategy and delivery of services.

External Stakeholders respect the CEO and value his strategic approach and regional collaboration. In general, participants feel that staff morale and organisational culture has improved, and they look forward to further progress in this area with the recruitment of vacant positions. Some Council Members feel they are inadequately informed and that the CEO and staff are being obstructive by avoiding answering questions, the majority of participants feel communication is a strength of the CEO and he informs and consults staff, Council Members, key stakeholders and the community when appropriate and possible. Most participants feel the CEO has provided strong visible leadership through the COVID 19 pandemic and ensured information flowed to the community and the safety and wellbeing of staff and the community were a priority.

There is an obvious division within the Chamber, and this is an area that requires focus so that Council can 'move forward' and serve the community to the best of its abilities.

Conclusion

The Chief Executive Officer of the City of Mount Gambier's overall performance was measured as Met Expectations and he should be congratulated on his performance.



Rebecca Hunt
Divisional Manager Recruitment and HR Consulting

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*Draft Report
CEO Performance Review - 2020
City of Mount Gambier*

Summary and Conclusion

This performance review was conducted in an open and frank manner and the ratings identified above, accurately and fairly represent the outcomes of the process.

Mayor

Chief Executive Officer



CEO FUTURE KPIS

1. Progress the Community and Recreation Hub project in line with the revised milestones as agreed with the Federal and State Government funding partners (to 30th June 2021 and on-going).
2. Undertake an update to the 2019 employee engagement survey and report the outcomes to Council by 30th November 2020.
3. Undertake a whole of service review for waste, recycling and reuse activities undertaken by the Council by 31st December 2020.
4. Review the responses taken towards COVID-19 at 30th September 2020 and report to Council.
5. Review the operation of development services with a view to a best practice model supporting the delivery of the Planning and Design Code by 30th June 2021 and on-going.
6. Embedding the new employee vision and values, including a reward and recognition policy and code of conduct by 30th June 2021 and on-going.
7. Undertake a review of the Council's risk management frameworks and processes and deliver a new business continuity plan in light of lessons learned as a result of the Bushfire Review and COVID-19 response by 30th June 2021.
8. Undertake a review of the Council's digital strategy, infrastructure capability / capacity and software, in light of Gig-City and the expiry of the Civica hosting contract by 31st December 2020.

CONFIDENTIAL



CONFIDENTIAL REMUNERATION REVIEW

CHIEF EXECUTIVE OFFICER

CITY OF MOUNT GAMBIER

June 2020

Commercial in Confidence

City of
Mount Gambier



McArthur
Best People Fit



REMUNERATION REVIEW – CHIEF EXECUTIVE OFFICER

OVERVIEW

Council has a contractual obligation to review the Remuneration Package of the Chief Executive Officer annually in conjunction with the performance review process. In so doing they are to give consideration to Clause 15 of the employment contract which provides for the following.

- 15.1 The TEC Package specified in Schedule 2 to this Agreement will be reviewed annually and shall not result in a decrease in the TEC Package. The Chief Executive Officer is not, as a right, entitled to any increase of the TEC Package each year.
- 15.2 The annual review shall be conducted within one (1) month following the performance review set out in this Agreement (if reasonably practicable) and any change to the TEC Package shall take effect from the immediately preceding anniversary of the Commencement Date, or as otherwise agreed.
- 15.3 The review of the TEC Package will take into account the following.
 - 15.3.1 the agreed criteria upon which the Chief Executive Officer's performance is assessed in accordance with the Performance Review Process.
 - 15.3.2 movements in CPI (All Groups Adelaide) and the increase and movement in executive salaries within Local Government; and
 - 15.3.3 any other factors that the CEO Review Committee considers relevant.
- 15.4 Any variation to the TEC Package must be approved by the Council.

M^oArthur has been requested to provide independent remuneration advice for the position of Chief Executive Officer, taking into consideration those elements mentioned above.

The following information is provided as part of the performance review of the Chief Executive Officer for 2019/20. It provides independent remuneration advice taking into consideration the current remuneration packages being paid to Chief Executive Officers in similar sized Councils, CPI and other relevant factors.

Our approach considered appropriate South Australian Councils, primarily classified by operating expenditure, population and number of full time employees. We have accepted that, given these factors, the role of Chief Executive Officer within Councils of similar size and dimensions remain essentially the same. We acknowledge that each Council has different challenges which can be reflected in the salary paid to the CEO.

BACKGROUND

THE APPRAISAL PROCESS OF THE CHIEF EXECUTIVE OFFICER

M^oArthur conducted the Chief Executive Officer's performance review in June 2020, where:

- a) The Chief Executive Officer carried out a self-evaluation.
- b) All Council Members, Direct Reports were invited to individually and independently rate and comment on the performance of the Chief Executive Officer. Nominated External Stakeholders were also invited to comment on the CEO Performance. All results were forwarded to M^oArthur.

Council is to consider the Chief Executive Officer's level of achievement of Satisfactory against the set performance criteria in line with the remuneration advice presented in this report.



RESEARCH RESULTS

In undertaking the remuneration review our research included the results of the current National Local Government Remuneration Survey conducted annually by M^cArthur, packages awarded to new CEO's appointed through our Executive Recruitment arm, and movement within the Consumer Price Index (CPI).

In addition we selected a range of specific Councils to gain a more accurate picture of remuneration packages paid to Chief Executive Officers in Councils of similar size and structure to the City of Mount Gambier. This selection took into account criteria such as total population, budget and number of staff.

In this regard we examined Chief Executive Officer's remuneration packages across comparable South Australian Councils as of February 2020.

Table 1 shows Councils of similar size and/or structure to the City of Mount Gambier.

Popln.	BUDGET \$M	FTE	COUNCIL	CASH \$	SUPER \$	VEHICLE \$	OTHER (E.g. rental assistance, phone and professional membership) \$	TRP \$
26,993	30.4	126	City of Mount Gambier	226,244	23,756	-	-	250,000
21,836	36.9	160	Rural City of Murray Bridge	250,743	26,420	-	2,600	277,163
33,810	44.0	160	Mount Barker Council	256,108	26,251	10,000	-	292,269
26,792	46.7	199	Alexandrina Council	260,863	26,086	3,000	-	289,949
23,410	37.9	160	The Barossa Council	233,713	21,735	14,000	-	269,448
11,500	31.8	135	Yorke Peninsula Council	247,897	23,054	12,000	820	283,771
21,501	30.1	118	City of Whyalla	205,000	19,475	16,000	6,000	246,475
14,139	36.8	98	Copper Coast Council	200,000	19,000	12,000	1,500	232,500
23,034	28.0	128	Town of Gawler	226,790	22,300	13,000	-	262,090
Average Excluding City of Mount Gambier								269,208

Table 1

CONSUMER PRICE INDEX

The movement in the CPI for Adelaide for the year prior to March 2020 revealed an increase of 2.4% as published in the Australian Bureau of Statistics.



RECOMMENDATION

Based on the results of the CEO's Met Expectations performance review, CPI and the comparison with similar Councils and geographically close Councils it is M^rArthur's recommendation to offer the CEO an increase in remuneration. However, the current COVID 19 pandemic situation and the implications need to be considered when awarding a remuneration increase.

When recommending a salary increase it is important to note that there are numerous other factors to consider such as the neighbouring Councils, size of the main town, distance from Adelaide and challenges in recruiting key personnel including the CEO. Based on these variables and a Meet Expectations Performance Review it is our recommendation that Council offer a minimum salary increase of CPI 2.4%. The total remuneration package is broken down below.

	Cash \$	Super \$	Vehicle \$	Other \$	Total Package \$
Current Package	226,244	23,756	-	-	250,000
1%	226,244	23,993	-	-	252,500
2%	228,506	24,231	-	-	255,000
2.4%	230,769	24,326	-	-	256,000
3%	231,674	24,468	-	-	257,500
4%	233,031	24,706	-	-	260,000
5%	235,294	24,943	-	-	262,500
6%	237,556	25,181	-	-	265,000
7%	239,819	25,419	-	-	267,500

Table 2



CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 6.1 AR20/41809 Chief Executive Officer Performance Review Results and KPI's and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) be kept confidential and not available for public inspection until until the employment contract of the Chief Executive Officer, Mr Andrew Meddle has expired and not been renewed, with report attachments numbered 1, 2 & 3 to be released to the Chief Executive Officer only upon the making of this Order by Committee.
2. Further that Council delegates the power to review, revoke, but extend of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

CONFIDENTIAL

**MINUTES OF CITY OF MOUNT GAMBIER
CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW VIRTUAL COMMITTEE MEETING
HELD VIA ZOOM ON WEDNESDAY, 6 MAY 2020 AT 1.00 P.M.**

PRESENT: Mayor Lynette Martin (OAM), Cr Sonya Meziniec, Cr Christian Greco, Cr Frank Morello

OFFICERS IN ATTENDANCE: Manager Executive Administration - Mr M McCarthy

1 ACKNOWLEDGEMENT OF COUNTRY

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.

2 APOLOGY(IES)

Nil

3 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Cr Christian Greco
Seconded: Cr Sonya Meziniec

That the minutes of the Chief Executive Officer Performance Review Committee meeting held on 3 March 2020 be confirmed as an accurate record of the proceedings of the meeting.

CARRIED

4 QUESTIONS WITHOUT NOTICE

Nil

5 MOTIONS WITHOUT NOTICE

Nil



6 CONFIDENTIAL ITEMS

6.1 CHIEF EXECUTIVE OFFICER 2019/2020 REVIEW – REPORT NO. AR20/27208

COMMITTEE RESOLUTION

Moved: Cr Frank Morello
Seconded: Cr Christian Greco

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Chief Executive Officer Performance Review Committee orders that all members of the public, except Mayor L Martin, Councillors S Meziniec, C Greco and F Morello and Council Officer Mr M McCarthy be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 6.1 AR20/27208 Chief Executive Officer 2019/2020 Review.

The Chief Executive Officer Performance Review Committee is satisfied that, pursuant to section 90(3) (a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

The Chief Executive Officer Performance Review Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the matter for consideration relates to personal affairs being the employment performance of the Chief Executive Officer Mr Andrew Meddle.

CARRIED

COMMITTEE RESOLUTION

Moved: Cr Sonya Meziniec
Seconded: Cr Christian Greco

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 6.1 AR20/27208 Chief Executive Officer 2019/2020 Review and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) be kept confidential and not available for public inspection until the employment contract of the Chief Executive Officer, Mr Andrew Meddle has expired and not been renewed.
2. Further that Council delegates the power to review, revoke, but extend of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

CARRIED



7 MEETING CLOSE

The Meeting closed at 1.15 p.m.

The minutes of this meeting were confirmed at the Chief Executive Officer Performance Review Committee held on 2020.

.....
PRESIDING MEMBER



**MINUTES OF CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE
VIRTUAL MEETING HELD VIA ZOOM ON WEDNESDAY, 6 MAY 2020 AT 1.00 P.M.**

PRESENT: Mayor Lynette Martin (OAM), Cr Sonya Meziniec, Cr Christian Greco, Cr Frank Morello

OFFICERS IN ATTENDANCE: Manager Executive Administration - Mr M McCarthy

6 CONFIDENTIAL ITEMS

6.1 CHIEF EXECUTIVE OFFICER 2019/2020 REVIEW – REPORT NO. AR20/27208

COMMITTEE RESOLUTION

Moved: Cr Frank Morello
Seconded: Cr Christian Greco

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Chief Executive Officer Performance Review Committee orders that all members of the public, except Mayor L Martin, Councillors S Meziniec, C Greco and F Morello and Council Officer Mr M McCarthy be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 6.1 AR20/27208 Chief Executive Officer 2019/2020 Review.

The Chief Executive Officer Performance Review Committee is satisfied that, pursuant to section 90(3) (a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

The Chief Executive Officer Performance Review Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the matter for consideration relates to personal affairs being the employment performance of the Chief Executive Officer Mr Andrew Meddle.

CARRIED

COMMITTEE RESOLUTION

Moved: Cr Sonya Meziniec
Seconded: Cr Christian Greco

1. That Chief Executive Officer Performance Review Committee Report No. AR20/27208 titled 'Chief Executive Officer 2019/2020 Review' as presented on 06 May 2020 be noted.
2. That the 360 degree review process, questionnaire and stakeholder list for the Chief Executive Officers 2019/2020 performance review as attached to Report No. AR20/27208 be endorsed and the review conducted.
3. That a further confidential report be presented to the Chief Executive Officer Performance Review Committee to consider the performance review results.

CARRIED



COMMITTEE RESOLUTION

Moved: Cr Sonya Meziniec
Seconded: Cr Christian Greco

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 6.1 AR20/27208 Chief Executive Officer 2019/2020 Review and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) be kept confidential and not available for public inspection until the employment contract of the Chief Executive Officer, Mr Andrew Meddle has expired and not been renewed.
2. Further that Council delegates the power to review, revoke, but extend of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

CARRIED

Meeting closed at 1:15 p.m.



**MINUTES OF CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE
MEETING
HELD AT THE CIVIC CENTRE, 10 WATSON TERRACE, MOUNT GAMBIER
ON TUESDAY, 7 JULY 2020 AT 5.04 P.M.**

PRESENT: Mayor Lynette Martin (OAM), Cr Sonya Meziniec, Cr Christian Greco, Cr Frank Morello

IN ATTENDANCE: Cr Steven Perryman

OFFICERS IN ATTENDANCE: Manager Executive Administration - Mr M McCarthy

6 CONFIDENTIAL ITEMS

**6.1 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW RESULTS AND KPI'S –
REPORT NO. AR20/41809**

COMMITTEE RESOLUTION

Moved: Cr Frank Morello
Seconded: Cr Sonya Meziniec

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Chief Executive Officer Performance Review Committee orders that all members of the public, except Mayor L Martin, Councillors S Meziniec, C Greco, S Perryman and F Morello and Council Officer M McCarthy be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 6.1 AR20/41809 Chief Executive Officer Performance Review Results and KPI's.

The Chief Executive Officer Performance Review Committee is satisfied that, pursuant to section 90(3) (a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

The Chief Executive Officer Performance Review Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the matters for consideration relate to personal affairs being the employment performance, future Key Performance Indicators and remuneration review of the Chief Executive Officer, Mr Andrew Meddle.

CARRIED

Cr Greco arrived at 5.08 p.m.



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 CEO Performance Review and remuneration reports and draft KPI's

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

Meeting Procedures were suspended at 5.09 p.m.

COMMITTEE RECOMMENDATION MOTION

Moved: Cr Sonya Mezinac

Seconded: Cr Frank Morello

1. That Chief Executive Officer Performance Review Committee Report No. AR20/41809 titled 'Chief Executive Officer Performance Review Results and KPI's' as presented on 07 July 2020 be noted.
2. That McArthur Final Summary Report on CEO Performance Review 2020 - Andrew Meddle be received and contents and results noted, and that the Council consider the CEO's Key Result Areas to have been satisfactorily met.
3. That the CEO Future Key Performance Indicators 2020/2021 be received and endorsed for the Chief Executive Officer for the 2020/2021 year.
4. That the Remuneration Review CEO City of Mount Gambier 2020 be received and the Chief Executive Officer be granted a 2.4% remuneration increase in line with CPI.
5. That the Mayor be authorised to sign-off on the open and frank manner and accurate and fair representation of the outcomes of the CEO Performance Review process as per page 18 of the Final Summary Report.

Cr Perryman left the meeting at 6.04 p.m. and did not return.

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 6.41 p.m.

Cr Mezinac as mover with consent of Cr Morello as seconder sought leave of the meeting to vary the Motion as follows:



**COMMITTEE RECOMMENDATION
MOTION**

Moved: Cr Sonya Meziniec
Seconded: Cr Frank Morello

1. That Chief Executive Officer Performance Review Committee Report No. AR20/41809 titled 'Chief Executive Officer Performance Review Results and KPI's' as presented on 07 July 2020 be noted.
2. That McArthur Final Summary Report on CEO Performance Review 2020 - Andrew Meddle be received and contents and results noted, and that the Council consider the CEO's Key Result Areas to have been satisfactorily met.
3. That the Remuneration Review CEO City of Mount Gambier 2020 be received and the Chief Executive Officer be granted a 2.4% remuneration increase in line with CPI effective from the anniversary of the commencement date.
4. That the Mayor be authorised to sign-off on the open and frank manner and accurate and fair representation of the outcomes of the CEO Performance Review process as per page 18 of the Final Summary Report.
5. That the Mayor present a further report to the Council Meeting of 21 July 2020 to present proposed KPI's as discussed at an Elected Member Workshop on 14 July 2020.

The Presiding Member put the question for leave to be granted to the vote.

Leave of the Meeting was GRANTED

The Variation became the Motion and was

CARRIED

COMMITTEE RESOLUTION

Moved: Cr Sonya Meziniec
Seconded: Cr Frank Morello

1. That Chief Executive Officer Performance Review Committee Report No. AR20/41809 titled 'Chief Executive Officer Performance Review Results and KPI's' as presented on 07 July 2020 be noted.
2. That McArthur Final Summary Report on CEO Performance Review 2020 - Andrew Meddle be received and contents and results noted, and that the Council consider the CEO's Key Result Areas to have been satisfactorily met.
3. That the Remuneration Review CEO City of Mount Gambier 2020 be received and the Chief Executive Officer be granted a 2.4% remuneration increase in line with CPI effective from the anniversary of the commencement date.
4. That the Mayor be authorised to sign-off on the open and frank manner and accurate and fair representation of the outcomes of the CEO Performance Review process as per page 18 of the Final Summary Report.
5. That the Mayor present a further report to the Council Meeting of 21 July 2020 to present proposed KPI's as discussed at an Elected Member Workshop on 14 July 2020.

CARRIED



COMMITTEE RESOLUTION

Moved: Cr Christian Greco

Seconded: Cr Sonya Mezinac

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 6.1 AR20/41809 Chief Executive Officer Performance Review Results and KPI's and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) be kept confidential and not available for public inspection until the employment contract of the Chief Executive Officer, Mr Andrew Meddle has expired and not been renewed, with report attachments numbered 1, 2 & 3 to be released to the Chief Executive Officer only upon the making of this Order by Committee.
2. Further that Council delegates the power to review, revoke, but extend of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

CARRIED





Civic Centre, 10 Watson Terrace
Mount Gambier SA 5290

PO Box 56
Mount Gambier SA 5290

Telephone 08 87212555
Facsimile 08 87249791
city@mountgambier.sa.gov.au

mountgambier.sa.gov.au

I hereby give notice that a Council Meeting will be held on:

Date: Tuesday, 21 July 2020
Time: 6.00 p.m.
Location: Council Chamber
Civic Centre
10 Watson Terrace
Mount Gambier

CONFIDENTIAL AGENDA

**Council Meeting
21 July 2020**

A handwritten signature in black ink, appearing to read "A Meddle", written over a horizontal line.

**Andrew Meddle
Chief Executive Officer
17 July 2020**

**26.4 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW RESULTS AND KPI'S –
REPORT NO. AR20/41809**

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except Mayor L Martin, Councillors S Mezinac, K Amoroso, M Bruins, C Greco, B Hood, P Jenner, F Morello and S Perryman and Council Officers A Meddle, B Cernovskis, J Nagy, N Serle, M McCarthy, A Watson and E Solly be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 26.4 AR20/41809 Chief Executive Officer Performance Review Results and KPI's.

The Council is satisfied that, pursuant to section 90(3) (a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

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 because the matters for consideration relate to personal affairs being the employment performance, future Key Performance Indicators and remuneration review of the Chief Executive Officer, Mr Andrew Meddle.

**26.4 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW RESULTS AND KPI'S –
REPORT NO. AR20/41809**

Committee:	Chief Executive Officer Performance Review Committee
Meeting Date:	7 July 2020
Report No.:	AR20/41809
CM9 Reference:	AF12/36
Author:	Lynette Martin, Mayor
Authoriser:	
Summary:	This report presents the 2020 performance and remuneration review for the Chief Executive Officer.
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

The Committee is satisfied that, pursuant to Section 90(2) & (3) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this agenda item is:

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

REPORT RECOMMENDATION

1. That Chief Executive Officer Performance Review Committee Report No. AR20/41809 titled 'Chief Executive Officer Performance Review Results and KPI's' as presented on 07 July 2020 be noted.
2. That McArthur Final Summary Report on CEO Performance Review 2020 - Andrew Meddle be received and contents and results noted, and that the Council consider the CEO's Key Result Areas to have been satisfactorily met.
3. That the Remuneration Review CEO City of Mount Gambier 2020 be received and the Chief Executive Officer be granted a 2.4% remuneration increase in line with CPI effective from the anniversary of the commencement date.
4. That the Mayor be authorised to sign-off on the open and frank manner and accurate and fair representation of the outcomes of the CEO Performance Review process as per page 18 of the Final Summary Report.
5. That the Mayor present a further report to the Council Meeting of 21 July 2020 to present proposed KPI's as discussed at an Elected Member Workshop on 14 July 2020.



BACKGROUND

At the CEO Performance Review Committee held on 6 May 2020 the committee recommended, and Council subsequently resolved as follows:

1. *That Chief Executive Officer Performance Review Committee Report No. AR20/27208 titled 'Chief Executive Officer 2019/2020 Review' as presented on 06 May 2020 be noted.*
2. *That the 360 degree review process, questionnaire and stakeholder list for the Chief Executive Officers 2019/2020 performance review as attached to Report No. AR20/27208 be endorsed and the review conducted.*
3. *That a further confidential report be presented to the Chief Executive Officer Performance Review Committee to consider the performance review results."*

This report now presents the performance review results as collated by McArthurs.

DISCUSSION

In accordance with the engagement by Council to conduct the CEO performance management processes, including a 360 degree review process and questionnaire with selected stakeholders, McArthurs have now presented a Final Summary Report on Chief Executive Officer Performance Review 2020 for Andrew Meddle (Attachment 1), recommendations for Chief Executive Officer Future Key Performance Indicators for the 2020/2021 year (Attachment 2) and Remuneration Review for City of Mount Gambier Chief Executive Officer for 2020 (Attachment 3).

This represents an independent report on the Chief Executive Officer performance for Andrew Meddle as produced by Rebecca Hunt of McArthurs.

In summary the final average scoring was relatively consistent between participant groups with a final average rating of 3.11 – the CEO's Performance Met Expectations.

Of particular concern in relation to the Chief Executive Officers Performance Review is the consistent commentary throughout the report from all participant groups regarding the behaviour of certain Council Members. This is summarised by the following summary statement on page 17 of the report:

"Participants report that the fractured relationship between the CEO and certain Council Members is very disruptive and feel there is a massive divide in the Chamber. Participants feel that the delicate relationships and tension between the CEO and certain Council Members hinders collaboration and teamwork, resulting in too much time spent on responding and counteracting rather than concentration on strategy and delivery of services."

As Council Members we may all wish to consider the extent to which our own behaviour contributes to obtaining the best performance from our Chief Executive Officer for the benefit of our community.

The remuneration review recommendation is that Council offer a minimum salary increase of CPI 2.4% noting the relativity to other similar sized and structured Councils.

These review documents are now presented for the Chief Executive Officer Performance Review Committee to consider and to make recommendations to Council.

CONCLUSION

Having obtained an independent review of the Chief Executive Officers performance and remuneration, the CEO Performance Review Committee may now consider its recommendation to Council in relation to these documents and associated KPI's for the second year of employment.

ATTACHMENTS

1. McArthurs Final Summary Report on CEO Performance Review 2020 - Andrew Meddle [↓](#)
2. CEO Future Key Performance Indicators 2020/2021 [↓](#)
3. Remuneration Review CEO City of Mount Gambier 2020 [↓](#)



City of
Mount Gambier



Final Summary Report on CEO Performance Review 2020

**Chief Executive Officer – Andrew Meddle
City of Mount Gambier**

STRICTLY CONFIDENTIAL

McArthur

Consultant: Rebecca Hunt



*Draft Report
CEO Performance Review - 2020
City of Mount Gambier*

REPORT ON PERFORMANCE REVIEW

CHIEF EXECUTIVE OFFICER

This is the first performance review of the Chief Executive Officer (CEO) of the City of Mount Gambier Andrew Meddle facilitated by M^cArthur, which was undertaken in June 2020.

This review covered the work of the CEO over the previous 12-month period. All Council Members, Direct Reports and the CEO were given the opportunity to provide comments and scoring against 7 Key Result Areas (KRAs). External Stakeholders were also invited to provide comments on their interactions with the CEO. There was 100% participation.

The following ratings were used during the review and the comments given in this document summarise the outcomes of the process.



*Draft Report
CEO Performance Review - 2020
City of Mount Gambier*

PERFORMANCE RATINGS

The Performance Indicators used in the process covered Seven areas of accountability outlined in the CEO's Position Description. In deciding on the level of overall performance, the following rating system was used:

RATING	DESCRIPTION
1	CEO's performance did not meet expectation
2	CEO's performance was below expectation
3	CEO's performance met expectation
4	CEO's performance was above expectation
5	CEO's performance exceeded expectation
N/A	Unable to rate performance at this time

Based on these rating levels, the outcomes of this process are shown on the following pages.



RELATIONSHIP AND ADVICE TO COUNCIL (KRA 1)

(The ability to develop and sustain a positive relationship with Council Members)

Most Council Members feel that the CEO is prompt in his supply of advice, they feel very informed, they believe the CEO is very expedient in the delivery of information and recognise the numerous workshops and briefings the CEO has facilitated. Reporting is also considered timely, concise, and informative. Other Council Members feel they are not informed well enough and they find out things from other sources rather than from the CEO, e.g. media or community. However, others acknowledge some things cannot be shared due to legal or procedural requirements. During the COVID 19 pandemic participants felt the CEO communicated well and kept Council Members and staff informed of changes in situations and implications.

Most participants believe the CEO has worked hard to meet the requirements of Council and drives productivity whilst enduring unacceptable inappropriate behaviour from some Council Members. Some Direct Reports suggest that Council Members need to concentrate on being community representatives and stop trying to delve into the operations of Council which is not their role. Some Council Members feel the CEO does not understand what role Council Members play within the community and this causes a divide.

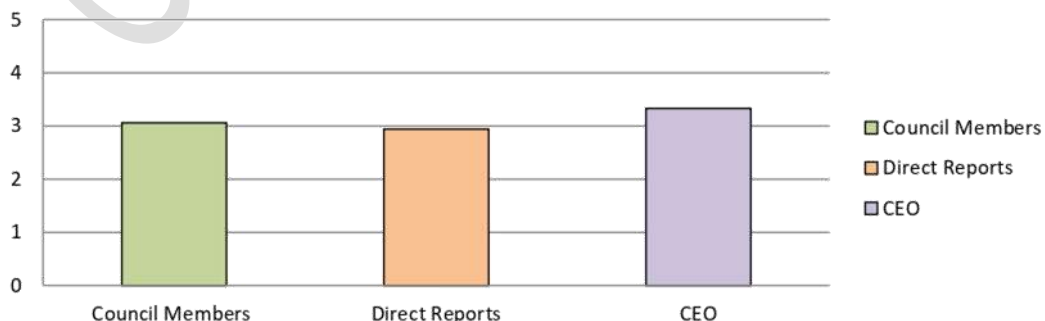
A few Council Members believe some of the reports from senior staff lack depth and whilst the majority of participants believe that the CEO is very diligent in implementing resolutions promptly, some Council Members feel recommendations are too vague and unclear and when they ask questions for clarity they feel the CEO and senior staff are not willing to answer. Most participants recognise that the CEO has a good working relationship with the majority of Council Members that is built on trust and respect.

The CEO reports that he feels overall there is a positive relationship with Council Members however, the behaviour of some Council Members has been extremely challenging.

The final overall average for this KRA was Met Expectations and it was the lowest scoring KRA, there was slight variations between participant groups and the Direct Reports final average of Below Expectations which is echoed in their commentary as they are affected by the hostile behaviour of some Council Members.

	Average 2020	
Council Members	3.06	3.00
Direct Reports	2.94	
CEO	3.33	

KRA 1



STRATEGIC PLANNING (KRA 2)

(The ability to identify, assess and respond appropriately to both the external and internal environments)

Most Council Members regard the CEO as a strategic thinker and report that he has guided them through the development of a Strategic Plan very well, most Council Members feel that they have had an opportunity to contribute and appreciate the CEO's strong strategic guidance. Some Council Members believe that whilst their contribution is requested in the strategic planning process it is not included.

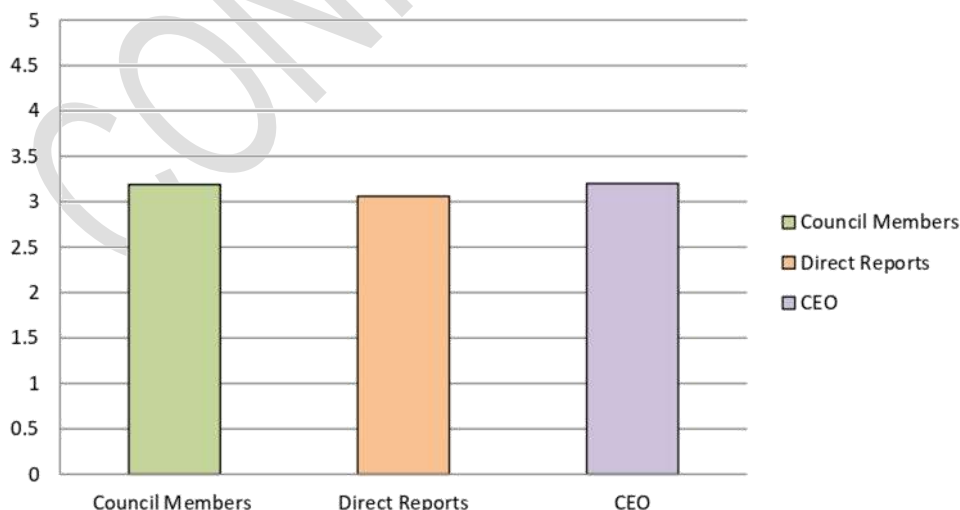
The majority of participants acknowledge the CEO's strategic response to COVID 19 and the development of options to help stimulate the local economy. Examples provided were COVID 19 Employment Program, Meals on Wheels assistance and the Foodbank. The CEO reports that the response to COVID 19 was not 'knee jerk' rather they gathered all the information and planned a response. He believes that City of Mount Gambier is leading the region and much of the state with the work undertaken in this space.

Most participants recognise the CEO for his proactive approach in pursuing and identifying economic development opportunities providing the local waste management recycling depot as an example. However, they acknowledge that the economic development focus will have to change in response to the COVID 19 pandemic.

The final overall average for this KRA was Met Expectations and there is no significant variation between participant groups.

	Average 2020	
Council Members	3.19	3.14
Direct Reports	3.06	
CEO	3.20	

KRA 2



OPERATIONAL MANAGEMENT (KRA 3)

(The ability to manage the operations of the Council and ensure the measurable outcomes are achieved)

There was limited commentary in this area however, most participants felt that under the circumstances the CEO had done well to maintain smooth operations of Council. Some Direct Reports feel that due to the volume of time and energy it has taken the CEO in 'dealing' with Council Members it has taken him away from the operational management. Direct Reports believe the CEO is committed to improve operations and develop staff however, the gaps in the organisational structure has hindered the effort in this area.

Participants recognise that the CEO ensures Council policies and procedures are relevant and up to date. They appreciate his diligence to ensure Council is compliant, other participants feel the CEO is too technical and bureaucratic and takes the initial stance of 'no' rather than 'let's look into that'. The majority of participants feel that the CEO promotes a high level of customer service and a 'one team' approach. Direct Reports consider the CEO to have high standards in this area and feel the CEO has gained the respect of the community.

Participants agree that with the challenging circumstances environmental sustainability has not been a priority however, the universal FOGO service and bulk waste pickups show a continued focus.

The final overall average for this KRA was Met Expectations.

	Average 2020	
Council Members	3.11	3.06
Direct Reports	3.00	
CEO	3.00	



EXTERNAL RELATIONSHIPS AND STAKEHOLDER MANAGEMENT (KRA 4)

(The ability to enhance Council's external relationships and public profile)

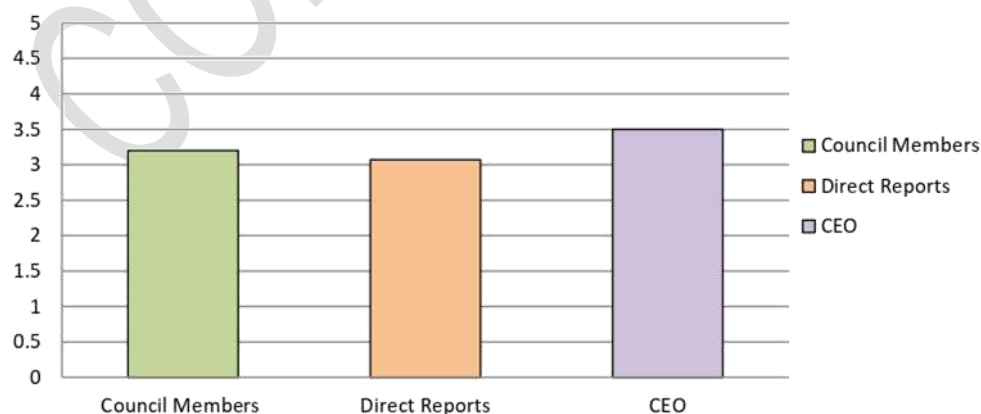
Most participants feel that the CEO is proactive in building relationships with regional bodies, key industries, and other Councils in the region. They feel he has been very visible in the community and has tried to attend as many functions as he can to meet all areas of the community. They recognise his excellent Local Government networks and believe he represents Council well with his confident and professional manner.

Some Council Members feel that he could broaden his local networks to understand more the issues facing the community and feel his attendance to functions is limited as he is away from Mount Gambier from Thursday afternoon until Sunday night. Other Council Members acknowledge that the CEO has meetings in Adelaide on a Friday if he leaves on a Thursday evening and that its not every weekend. Most Council Members believe the CEO is an effective conduit between Council and key external bodies, they feel he is proactive in providing the community with updates (where possible) and has had good interactions with the local media. However, moving forwards media interaction and different media platforms is flagged as an area for focus.

The CEO reports that he has built relationships with the media and promoted Council achievements on social media, he has invested time developing relationships regionally with his peers, with the LCLGA, RDALC and State, Federal MP's, Ministers and the Premier.

The final overall average for this KRA was Met Expectations. Once again, the variance in final average ratings between participant groups is minimal.

	Average 2020	
Council Members	3.20	3.13
Direct Reports	3.07	
CEO	3.50	



HUMAN RESOURCE MANAGEMENT (KRA 5)

(The ability to lead and develop staff who are committed to the Council, competent in their jobs, and achieving job satisfaction)

Most participants feel that culture has been a priority for the CEO and that he is passionate about engaging staff, encouraging them to perform at a high level and recognising them for their efforts. Most Council Members observe that the staff seem happy and enjoy their job. They recognise that the CEO is supportive of his staff, that he has made an effort to break down silos, motivate and encourage them to gain professional development.

Participants identify the unfilled vacancies within Council, and they understand the difficulty in attracting high calibre staff to Mount Gambier however, feel that these roles need to be filled to ensure the resources to achieve Councils goals and objectives. This includes management in the HR space to drive some of the initiatives and support the CEO. They know that this was affected by COVID 19 however look forward to filling the resource gaps.

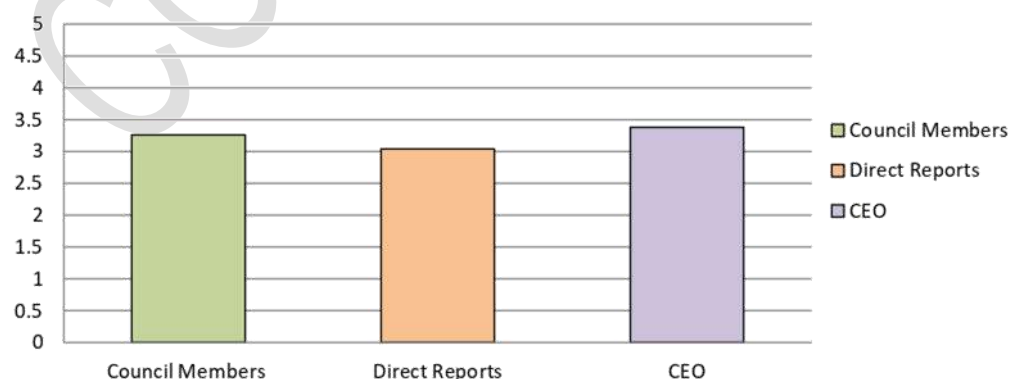
Some Council Members acknowledge that the CEO took over leadership during a time of internal instability and staff were still 'struggling' following a previous organisational restructure, they feel he has worked hard to empower staff and drive a positive culture, they feel there is still more to be done but morale has improved.

Some participants report the CEO is very supportive in the WHS area and believe he genuinely cares about the staff wellbeing. Some Council Members feel the CEO is too risk adverse and others welcome his compliance focus.

The CEO reports that the 'One Team' approach has been successful in bringing the diverse workforce together, since the employee engagement survey his approach has been to build trust and respond to the matters raised in the survey in a systematic way. He acknowledges the vacancies and the challenges of the recruitment in Mount Gambier with COVID 19 pandemic adding to this.

The CEO's performance was rated as Met Expectations.

	Average 2020	
Council Members	3.26	3.15
Direct Reports	3.04	
CEO	3.38	



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FINANCIAL AND ASSET MANAGEMENT (KRA 6)

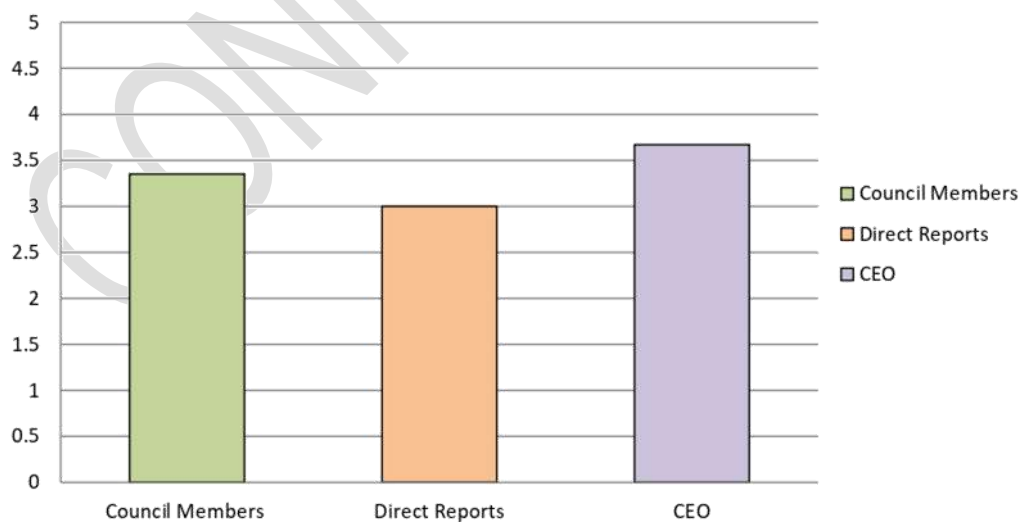
(The ability to manage Council's financial and physical resources to the long term benefit of the Council)

There was limited commentary in this area, participants feel the CEO has done everything required in this area. Majority of Council Members feel that they are informed of Council's financial position and welcome the CEO's strong governance and thoroughness in financial and budget decision making. Participants feel that reporting is comprehensive and allows Council to make the necessary decisions. Participants believe the CEO is conscientious and thorough in managing Council's financial and physical resources.

The CEO reports at both the first and second quarter financial reviews, the Council's performance was ahead of budget and enabled further investment into other projects of community benefit. He feels that given the changes facing the Council, as a result of the COVID 19 pandemic, financial management has been operating in a different way. The draft budget has been prepared and agreed by Council. The preservation of funds from 2019/20 has been carried out, enabling these to be used in 2020/21.

This was the highest final average rated KRA with a final average rating of Meeting Expectations.

	Average 2020	
Council Members	3.35	3.20
Direct Reports	3.00	
CEO	3.67	



LEADERSHIP AND PERSONAL COMPETENCIES (KRA 7)

(The manner in which the CEO provides leadership and direction to Council)

Most participants acknowledge that the CEO is proactive and keen to see the City achieve, some Council Members feel that certain Council Members have tried to undermine him, however, he has remained strong as a leader. They feel he has a high level of presence and good communication skills. They feel that he possesses the strength to defend his position even if it makes him unpopular, most Council Members respect his sharp intellect and his capability to articulate his position to a variety of audiences. They acknowledge that he is a methodical and analytical thinker who can grasp complex matters.

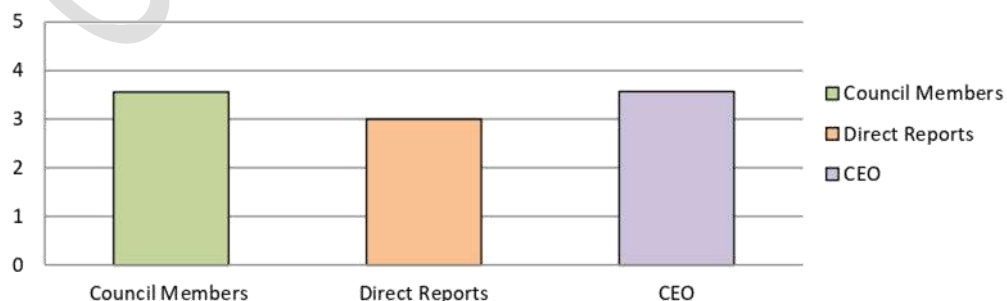
Direct Reports view the CEO as a great leader that encourages them to achieve goals and objectives and work together. They regard the CEO as a good role model, who takes the time to interact and answer staff questions. They enjoy his promotion of the 'One Team' approach and feel this has helped break down the silos. They enjoy working with him and find his proactive approach inspiring, they feel he identifies opportunities for Council and has Council's best interests at heart.

Some Council Members recognise that he joined Council when they were navigating through a publicly sensitive major project, a challenging organisational structure, a demanding Elected Body and now the COVID 19 pandemic – they feel he has inherited long standing issues and a considerable portion of his time is dealing with Council Members' inappropriate behaviour. Some participants question the CEO's commitment to Council as he has not moved to Mount Gambier nor his family.

The CEO describes his approach has been to consistently provide frank professional advice and he reports that he has had to share with Elected Members information that has been difficult, particularly with regards to the Community and Recreation Hub. He knows that he will not have pleased all of the Council Members all of the time, but he has tried to act in the best interests of Council and to ensure that when recommendations are not followed through that a robust and defensible position is maintained.

The final overall average for this KRA was Met Expectations and there was minimal variance between final average ratings.

	Average 2020	
Council Members	3.56	3.14
Direct Reports	3.00	
CEO	3.57	



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Key Performance Indicators (KPI's) – 2019/20

(Objectives set for the period, which were agreed to by Council, as stretch targets for the CEO)

The following KPI's were set for the review period. Participants recognise the challenges such as that of the COVID 19 pandemic which has influenced ability and capability to achieve all KPI's.

	Key Performance Indicator	Timeline	Achieved Yes or No	Comments
1	Undertake an employee engagement survey and report the outcomes to Council	30 th November 2019	20 Yes	Employee engagement survey undertaken, and outcomes reported to Council on 15 th October 2019.
2	Commence a review of the Council's Strategic Plan and have an agreed process in place	30 th November 2019	20 Yes	An initial workshop was held prior to the engagement of the CEO with two thirds of the Elected Members participating. CEO has briefed Elected Members as to the proposed plan on 15 th July 2019 and 11 th November 2019. Report to Council on 19 th November 2019. Strategic Plan endorsed for public consultation on 18 th February 2020. Consultation between February and May 2020
3	Review the organisational structure and staffing resources and report to Council	30 th June 2020	18 Yes 2 No	Initial workshop held with Executive. Discussion and intent at a workshop with Elected Members. Report to Council on 18 th February 2020.
4	Implement identified resourcing changes within the financial parameters afforded in the 2019/20 budget	30 th November 2019	Ongoing 16 Yes 4 No	The four positions identified in the budget were: <ul style="list-style-type: none"> • Events officer – position filled • 2 x outdoor staff – positions filled • Senior HR role – commenced on 9th December 2019 Senior Team Members still not recruited – Recruitment was on hold due to COVID 19 now recommenced.
5	Progress the Community and Recreation Hub project in line with the milestones as established by the Federal and State Government funding partners and as documented	30 th June 2020 and Ongoing	Ongoing 15 Yes 5 No	Series of briefings and reports undertaken throughout the year, culminating in a decision to proceed to tender on 19 th November 2019. Subsequently procurement has been challenging firstly with the level of detail

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	within the funding agreements executed			<p>sought through Requests for Information (RoI) from the tenderers and subsequently with the RoI to the tenderers, value management and consideration of alternatives and innovation.</p> <p>Development Plan Consent secured through the State Commission Assessment Panel on 19th March 2020.</p> <p>Discussion with the State and Federal funding partners has secured in principle support for amendments to the milestones, in light of the difficulties experienced with the COVID-19 pandemic.</p> <p>The COVID-19 pandemic is having an impact on the project and a confidential report was presented to a Special Council meeting on 31st March 2020 and followed up by Memo on 7th April 2020.</p> <p>Letters sent to State and Federal Funding partners seeking clarification on milestone on 27th April 2020.</p>
6	Review communication / engagement channels between Elected Members and staff	30th November 2019	19 Yes 1 No	<p>Briefing provided to Elected Members on 30th July 2019 and Council decision made on 20th August 2019, relating to Committee structure.</p> <p>Approach taken to forward plan wherever possible briefings and to find a consistent night for Council activities.</p> <p>Feedback on the current Memo and Friday Editions sought on 7th November 2019. Five responses supportive of current arrangements and suggestion of an e-solution as an enhancement</p> <p>Some Council Members would like this to be ongoing.</p>
7	Review the information sharing and decision-making structures of the Council (Committees, Informal Gatherings and Friday Edition)	30th November 2019	19 Yes 1 No	<p>Briefing provided to Elected Members on 30th July 2019 and Council decision made on 20th August 2019, relating to Committee structure.</p> <p>Approach taken to forward plan wherever possible briefings and to find a consistent night for Council activities.</p> <p>Feedback on the current Memo and Friday Editions sought on 7th November 2019. Five responses supportive of current arrangements and suggestion of an e-solution as an enhancement</p>



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8	Establish working relationships with the key stakeholders within the community and the region (e.g. business / tourism / health / education / parliamentary members / regional councils / RDA / LCLGA)	30 th June 2020	19 Yes 1 No	<p>Work has commenced in this space, many introductions made, and meetings held with a range of individuals and group, together with regional and state bodies.</p> <p>Work remains on-going through a variety of approaches and in response to changes in personnel in the region.</p> <p>External Stakeholder feedback enforces efforts in this area.</p>



EXTERNAL STAKEHOLDERS SUMMARY

External Stakeholders describe the CEO as professional, knowledgeable, collegiate, approachable, responsive and they observe that he connects easily with people. They feel that he actively works to create positive relationships with stakeholders. They have witnessed his effort to interact and connect with the community, building these relationships on trust. External Stakeholders believe that the CEO has created more effective relationships and partnerships with the Limestone Coast LGA. Previously they felt that Mount Gambier 'went it alone' however, being the largest Council in the region they welcome the CEO's efforts to be collaborative. They value his readiness to share information.

External Stakeholders feel the CEO provides value-based leadership. They recognise that he is very measured and considered in his approach and responses. They believe that the CEO has high self-standards and ethics and expects the same from his team.

External Stakeholders feel the CEO has very strong communication skills and that he communicates effectively with a variety of people across a wide range of forums. They describe the CEO as articulate and feel he communicates in a thought-out manner, they enjoy his good nature, direct communications and 'dry English' sense of humour. They recognise that he 'reads the room' well. External Stakeholders recognise the CEO's engagement regionally and respect that he only speaks when he has something of value to say and therefore, people listen. They consider the CEO to be an active, effective listener and External Stakeholders appreciate his contribution and opinions.

External Stakeholders feel that the CEO's strengths is he is inclusive, collaborative, and strategic in his approach regionally. They feel he 'gets it', that if the region wins so will Mount Gambier. External Stakeholders look forward to more regional focus moving forward when he has an opportunity to do so.

External Stakeholders report that the CEO showed impressive community leadership through the COVID 19 pandemic which set the standard for the rest of the region. They feel he is strongly committed to community needs and with every interaction his mindset has been how to do things better for the region, Mount Gambier, and the community.

External Stakeholders describe the CEO as a pragmatic, patient, persistent, objective leader that brings a sense of calm and builds positive respectful relationships. He is a committed CEO who has shown resilience and maintained a positive mindset and focus despite political dynamics in and out of the Chamber.

External Stakeholders would like to see the CEO be able to grow further as a CEO, they feel he has had to be quite reactive operating in a challenging political environment and with the COVID 19 pandemic. They encourage him to seek assistance, mentoring and/or professional development to assist to unify the leadership in Council and ensure that there is a clear distinction between the strategic role of Council Members and the operational responsibilities of his team.

External Stakeholders suggest that the Council Members should ask themselves what they can do better to enable and support the CEO and his team to achieve their vision. They recognise that the CEO role is a challenging lonely one and encourage him to 'lean on' his CEO peer group. Some External Stakeholders have witnessed a less 'combative' approach with the community however, from the local media they have seen that some Council Members are making the CEO's job harder than it needs to be.

Overall External Stakeholders feel the CEO has completed and progressed some large projects during an unprecedented time through the COVID 19 pandemic and with 'difficult Council Members causing problems, not helping to solve them'.

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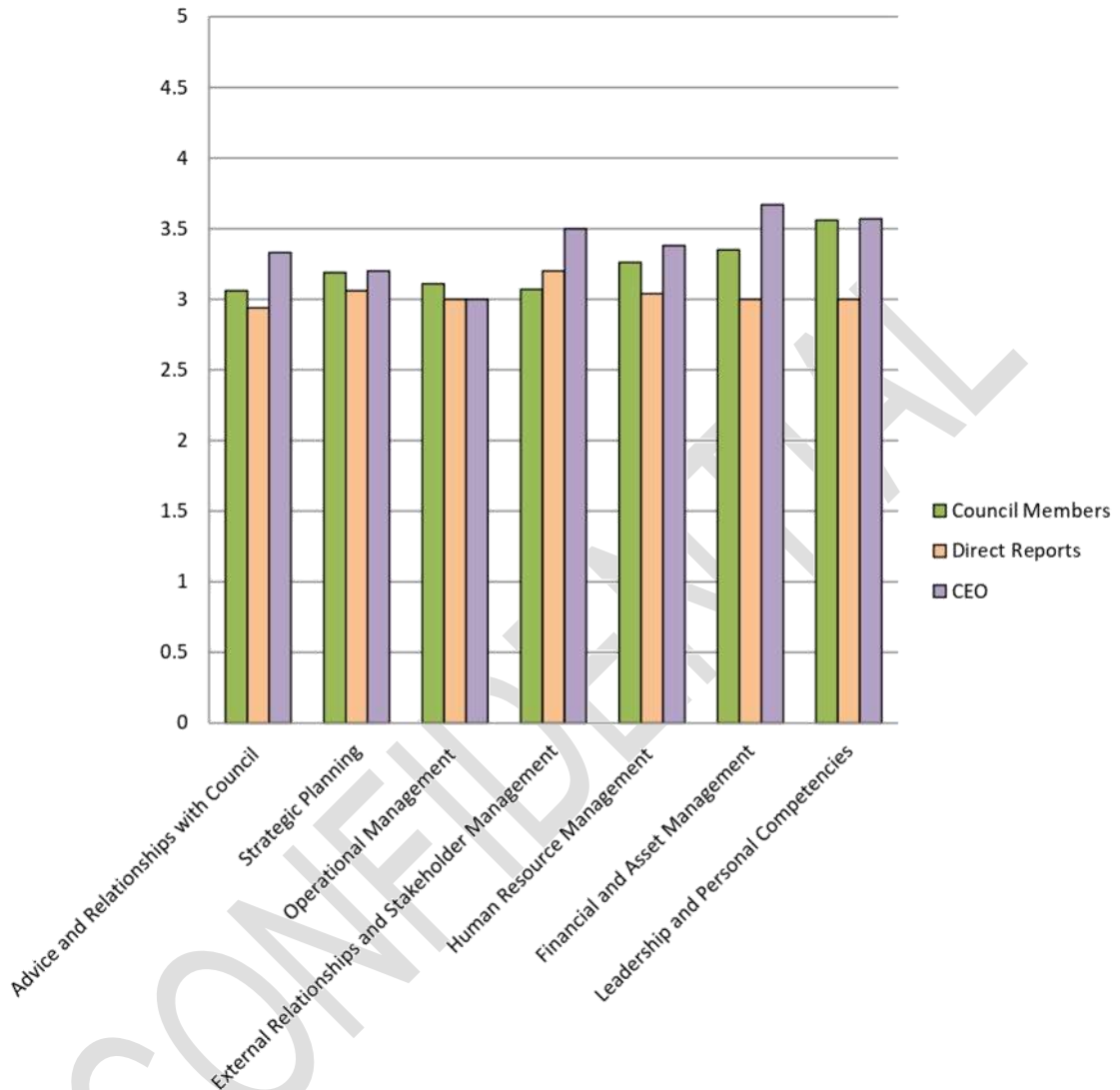
SUMMARY

Key result Areas	Council Members Average Rating	Direct Reports Average Rating	Final Overall Average (excluding CEO Self Rating)	CEO Self-Rating	Commentary (excluding CEO self-rating)
2020					
RELATIONSHIP AND ADVICE TO COUNCIL	3.06	2.94	3.00	3.33	Met Expectation
STRATEGIC PLANNING	3.19	3.06	3.14	3.20	Met Expectation
OPERATIONAL MANAGEMENT	3.11	3.00	3.06	3.00	Met Expectation
EXTERNAL RELATIONSHIPS AND STAKEHOLDER MANAGEMENT	3.07	3.20	3.13	3.50	Met Expectation
HUMAN RESOURCE MANAGEMENT	3.26	3.04	3.15	3.38	Met Expectation
FINANCIAL AND ASSET MANAGEMENT	3.35	3.00	3.20	3.67	Met Expectation
LEADERSHIP AND PERSONAL COMPETENCIES	3.56	3.00	3.14	3.57	Met Expectation
OVERALL AVERAGE RATING	3.19	3.03	3.11	3.40	Met Expectation



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Final Average Ratings



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COMMENTS BY CONSULTANT

Introduction

This is the first formal Performance Review for Andrew Meddle facilitated by M^cArthur for the City of Mount Gambier. The final score for all respondents resulted in an average of 3.11, Met Expectations.

Summary

Overall final average scoring was relatively consistent between participant groups however, individual scoring was quite varied. The highest Scoring KRA was 3.20 Met Expectations and was KRA 6 – Financial and Asset Management. The lowest scoring KRA was KRA 1 – Relationship and Advice to Council 3.00 – Met Expectations. The final average rating was 3.11 – the CEO's performance Met Expectations.

There were opposing views of the CEO's performance in the commentary and scoring. Most participants feel that the CEO has done a 'good job' in a very challenging time and has navigated through some difficult situations and inherited issues. Others feel that the CEO is growing as a first time CEO however, needs to 'step up' in certain areas of performance. Participants report that the fractured relationship between the CEO and certain Council Members is very disruptive and feel there is a massive divide in the Chamber. Participants feel that the delicate relationships and tension between the CEO and certain Council Members hinders collaboration and teamwork, resulting in too much time spent on responding and counteracting rather than concentration on strategy and delivery of services.

External Stakeholders respect the CEO and value his strategic approach and regional collaboration. In general, participants feel that staff morale and organisational culture has improved, and they look forward to further progress in this area with the recruitment of vacant positions. Some Council Members feel they are inadequately informed and that the CEO and staff are being obstructive by avoiding answering questions, the majority of participants feel communication is a strength of the CEO and he informs and consults staff, Council Members, key stakeholders and the community when appropriate and possible. Most participants feel the CEO has provided strong visible leadership through the COVID 19 pandemic and ensured information flowed to the community and the safety and wellbeing of staff and the community were a priority.

There is an obvious division within the Chamber, and this is an area that requires focus so that Council can 'move forward' and serve the community to the best of its abilities.

Conclusion

The Chief Executive Officer of the City of Mount Gambier's overall performance was measured as Met Expectations and he should be congratulated on his performance.



Rebecca Hunt
Divisional Manager Recruitment and HR Consulting



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Summary and Conclusion

This performance review was conducted in an open and frank manner and the ratings identified above, accurately and fairly represent the outcomes of the process.

Mayor

Chief Executive Officer



CEO FUTURE KPIs

1. Progress the Community and Recreation Hub project in line with the revised milestones as agreed with the Federal and State Government funding partners (to 30th June 2021 and on-going).
2. Undertake an update to the 2019 employee engagement survey and report the outcomes to Council by 30th November 2020.
3. Undertake a whole of service review for waste, recycling and reuse activities undertaken by the Council by 31st December 2020.
4. Review the responses taken towards COVID-19 at 30th September 2020 and report to Council.
5. Review the operation of development services with a view to a best practice model supporting the delivery of the Planning and Design Code by 30th June 2021 and on-going.
6. Embedding the new employee vision and values, including a reward and recognition policy and code of conduct by 30th June 2021 and on-going.
7. Undertake a review of the Council's risk management frameworks and processes and deliver a new business continuity plan in light of lessons learned as a result of the Bushfire Review and COVID-19 response by 30th June 2021.
8. Undertake a review of the Council's digital strategy, infrastructure capability / capacity and software, in light of Gig-City and the expiry of the Civica hosting contract by 31st December 2020.

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CONFIDENTIAL REMUNERATION REVIEW

CHIEF EXECUTIVE OFFICER

CITY OF MOUNT GAMBIER

June 2020

Commercial in Confidence

City of
Mount Gambier



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REMUNERATION REVIEW – CHIEF EXECUTIVE OFFICER

OVERVIEW

Council has a contractual obligation to review the Remuneration Package of the Chief Executive Officer annually in conjunction with the performance review process. In so doing they are to give consideration to Clause 15 of the employment contract which provides for the following.

- 15.1 The TEC Package specified in Schedule 2 to this Agreement will be reviewed annually and shall not result in a decrease in the TEC Package. The Chief Executive Officer is not, as a right, entitled to any increase of the TEC Package each year.
- 15.2 The annual review shall be conducted within one (1) month following the performance review set out in this Agreement (if reasonably practicable) and any change to the TEC Package shall take effect from the immediately preceding anniversary of the Commencement Date, or as otherwise agreed.
- 15.3 The review of the TEC Package will take into account the following.
 - 15.3.1 the agreed criteria upon which the Chief Executive Officer's performance is assessed in accordance with the Performance Review Process.
 - 15.3.2 movements in CPI (All Groups Adelaide) and the increase and movement in executive salaries within Local Government; and
 - 15.3.3 any other factors that the CEO Review Committee considers relevant.
- 15.4 Any variation to the TEC Package must be approved by the Council.

M^cArthur has been requested to provide independent remuneration advice for the position of Chief Executive Officer, taking into consideration those elements mentioned above.

The following information is provided as part of the performance review of the Chief Executive Officer for 2019/20. It provides independent remuneration advice taking into consideration the current remuneration packages being paid to Chief Executive Officers in similar sized Councils, CPI and other relevant factors.

Our approach considered appropriate South Australian Councils, primarily classified by operating expenditure, population and number of full time employees. We have accepted that, given these factors, the role of Chief Executive Officer within Councils of similar size and dimensions remain essentially the same. We acknowledge that each Council has different challenges which can be reflected in the salary paid to the CEO.

BACKGROUND

THE APPRAISAL PROCESS OF THE CHIEF EXECUTIVE OFFICER

M^cArthur conducted the Chief Executive Officer's performance review in June 2020, where:

- a) The Chief Executive Officer carried out a self-evaluation.
- b) All Council Members, Direct Reports were invited to individually and independently rate and comment on the performance of the Chief Executive Officer. Nominated External Stakeholders were also invited to comment on the CEO Performance. All results were forwarded to M^cArthur.

Council is to consider the Chief Executive Officer's level of achievement of Satisfactory against the set performance criteria in line with the remuneration advice presented in this report.



RESEARCH RESULTS

In undertaking the remuneration review our research included the results of the current National Local Government Remuneration Survey conducted annually by M^cArthur, packages awarded to new CEO's appointed through our Executive Recruitment arm, and movement within the Consumer Price Index (CPI).

In addition we selected a range of specific Councils to gain a more accurate picture of remuneration packages paid to Chief Executive Officers in Councils of similar size and structure to the City of Mount Gambier. This selection took into account criteria such as total population, budget and number of staff.

In this regard we examined Chief Executive Officer's remuneration packages across comparable South Australian Councils as of February 2020.

Table 1 shows Councils of similar size and/or structure to the City of Mount Gambier.

Popln.	BUDGET \$M	FTE	COUNCIL	CASH \$	SUPER \$	VEHICLE \$	OTHER (E.g. rental assistance, phone and professional membership) \$	TRP \$
26,993	30.4	126	City of Mount Gambier	226,244	23,756	-	-	250,000
21,836	36.9	160	Rural City of Murray Bridge	250,743	26,420	-	2,600	277,163
33,810	44.0	160	Mount Barker Council	256,108	26,251	10,000	-	292,269
26,792	46.7	199	Alexandrina Council	260,863	26,086	3,000	-	289,949
23,410	37.9	160	The Barossa Council	233,713	21,735	14,000	-	269,448
11,500	31.8	135	Yorke Peninsula Council	247,897	23,054	12,000	820	283,771
21,501	30.1	118	City of Whyalla	205,000	19,475	16,000	6,000	246,475
14,139	36.8	98	Copper Coast Council	200,000	19,000	12,000	1,500	232,500
23,034	28.0	128	Town of Gawler	226,790	22,300	13,000	-	262,090
Average Excluding City of Mount Gambier								269,208

Table 1

CONSUMER PRICE INDEX

The movement in the CPI for Adelaide for the year prior to March 2020 revealed an increase of 2.4% as published in the Australian Bureau of Statistics.



RECOMMENDATION

Based on the results of the CEO's Met Expectations performance review, CPI and the comparison with similar Councils and geographically close Councils it is M^cArthur's recommendation to offer the CEO an increase in remuneration. However, the current COVID 19 pandemic situation and the implications need to be considered when awarding a remuneration increase.

When recommending a salary increase it is important to note that there are numerous other factors to consider such as the neighbouring Councils, size of the main town, distance from Adelaide and challenges in recruiting key personnel including the CEO. Based on these variables and a Meet Expectations Performance Review it is our recommendation that Council offer a minimum salary increase of CPI 2.4%. The total remuneration package is broken down below.

	Cash \$	Super \$	Vehicle \$	Other \$	Total Package \$
Current Package	226,244	23,756	-	-	250,000
1%	226,244	23,993	-	-	252,500
2%	228,506	24,231	-	-	255,000
2.4%	230,769	24,326	-	-	256,000
3%	231,674	24,468	-	-	257,500
4%	233,031	24,706	-	-	260,000
5%	235,294	24,943	-	-	262,500
6%	237,556	25,181	-	-	265,000
7%	239,819	25,419	-	-	267,500

Table 2



CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 26.4 AR20/41809 Chief Executive Officer Performance Review Results and KPI's and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) be kept confidential and not available for public inspection until the employment contract of the CEO Mr Andrew Meddle has expired and not been renewed, with resolutions to be released to the CEO only when passed with the exception of remuneration and conditions which are to be included in the Salary Register in accordance with the Local Government Act 1999.
2. Further that Council delegates the power to review, revoke, but extend of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

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**CONFIDENTIAL MINUTES OF COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE,
MOUNT GAMBIER ON TUESDAY, 21 JULY 2020 AT 6.00 P.M.**

PRESENT: Mayor Lynette Martin (OAM), Cr Sonya Mezinec, Cr Kate Amoroso, Cr Max Bruins, Cr Christian Greco, Cr Ben Hood, Cr Paul Jenner, Cr Frank Morello

OFFICERS IN ATTENDANCE: Chief Executive Officer
General Manager Community Wellbeing
General Manager City Infrastructure
General Manager City Growth
Media and Communications Coordinator
Manager Executive Administration
Executive Administration Officer

- Mr A Meddle
- Ms B Cernovskis
- Mr N Serle
- Dr J Nagy
- Mrs A Watson
- Mr M McCarthy
- Mrs E Solly

The Chief Executive Officer, Mr Andrew Meddle disclosed a conflict of interest in Item 26.4 and 27.2. Mr Andrew Meddle left the meeting at 7.27 pm and did not return.

All Council Officers except Manager Executive Administration left the meeting at 7.27 pm and did not return.

26.4 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW RESULTS AND KPI'S – REPORT NO. AR20/41809

RESOLUTION 2020/294

Moved: Cr Christian Greco
Seconded: Cr Kate Amoroso

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except Mayor L Martin, Councillors S Mezinac, K Amoroso, M Bruins, C Greco, B Hood, P Jenner and F Morello and Council Officer M McCarthy be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 26.4 AR20/41809 Chief Executive Officer Performance Review Results and KPI's.

The Council is satisfied that, pursuant to section 90(3) (a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

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 because the matters for consideration relate to personal affairs being the employment performance, future Key Performance Indicators and remuneration review of the Chief Executive Officer, Mr Andrew Meddle.

CARRIED

RESOLUTION 2020/295

Moved: Mayor Lynette Martin
Seconded: Cr Frank Morello

1. That Chief Executive Officer Performance Review Committee Report No. AR20/41809 titled 'Chief Executive Officer Performance Review Results and KPI's' as presented on 07 July 2020 be noted.
2. That McArthur Final Summary Report on CEO Performance Review 2020 - Andrew Meddle be received and contents and results noted, and that the Council consider the CEO's Key Result Areas to have been satisfactorily met.



3. That the Remuneration Review CEO City of Mount Gambier 2020 be received and the Chief Executive Officer be granted a 2.4% remuneration increase in line with CPI effective from the anniversary of the commencement date.
4. That the Mayor be authorised to sign-off on the open and frank manner and accurate and fair representation of the outcomes of the CEO Performance Review process as per page 18 of the Final Summary Report.
5. That the Mayor present a further report to the Council Meeting of 21 July 2020 to present proposed KPI's as discussed at an Elected Member Workshop on 14 July 2020.

CARRIED

RESOLUTION 2020/296

Moved: Cr Christian Greco

Seconded: Cr Max Bruins

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 26.4 AR20/41809 Chief Executive Officer Performance Review Results and KPI's and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) be kept confidential and not available for public inspection until the employment contract of the CEO Mr Andrew Meddle has expired and not been renewed, with resolutions to be released to the CEO only when passed with the exception of remuneration and conditions which are to be included in the Salary Register in accordance with the Local Government Act 1999.
2. Further that Council delegates the power to review, revoke, but extend of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

CARRIED