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

**Date: Tuesday, 17 March 2020**  
**Time: 6.00 p.m.**  
**Location: Council Chamber**  
**Civic Centre**  
**10 Watson Terrace**  
**Mount Gambier**

# **CONFIDENTIAL AGENDA**

**Council Meeting**  
**17 March 2020**

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

**Andrew Meddle**  
**Chief Executive Officer**

**12 March 2020**

**27.2 CONFIDENTIAL ITEMS OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE HELD ON 3 MARCH 2020**

**27.3 SELECTION OF PROFESSIONAL SUPPORT FOR THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW – REPORT NO. AR20/9109**

**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, M McCarthy, B Cernovskis, J Nagy, N Serle, A Watson and F McGregor be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 27.3 AR20/9109 Selection of professional support for the Chief Executive Officer's Performance Review.

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

- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
  - conducting business; or
  - proposing to conduct business; or
  - to prejudice the commercial position of the Council

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

- tenders for the:
  - supply of goods, or
  - the provision of services, or
  - the carrying out of works

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 information to be considered includes offers for the supply of services, the disclosure of which prior to the making of a procurement decision could reasonably be expected to confer an advantage on a third party or prejudice the commercial position of the Council negotiations..

**27.3 SELECTION OF PROFESSIONAL SUPPORT FOR THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW – REPORT NO. AR20/9109**

|                                  |   |
|----------------------------------|---|
| <b>Committee:</b>                | <b>Chief Executive Officer Performance Review Committee</b>   |
| <b>Meeting Date:</b>             | <b>3 March 2020</b>   |
| <b>Report No.:</b>               | <b>AR20/9109</b>  |
| <b>CM9 Reference:</b>            | <b>AF12/36</b>  |
| <b>Author:</b>                   | <b>Andrew Meddle, Chief Executive Officer</b>   |
| <b>Authoriser:</b>               | <b>Michael McCarthy, Manager Executive Administration</b>   |
| <b>Summary:</b>                  | <b>A report to enable the Council to ensure the provision of services in accordance with the Chief Executive Officer's performance management processes.</b>                |
| <b>Community Plan Reference:</b> | <b>Goal 1: Our People</b><br><b>Goal 2: Our Location</b><br><b>Goal 3: Our Diverse Economy</b><br><b>Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage</b> |

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:

- (b) information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting business; or proposing to conduct business; or to prejudice the commercial position of the Council
- (k) tenders for the: supply of goods, or the provision of services, or the carrying out of works.

**REPORT RECOMMENDATION**

1. That Chief Executive Officer Performance Review Committee Report No. AR20/9109 titled 'Selection of professional support for the Chief Executive Officer's Performance Review' as presented on 03 March 2020 be noted.
2. That McArthur (Quote 3) be engaged for the provision of services for the Chief Executive Officers performance management processes, for an initial 2 year period with a two year period of extension subject to performance.



## BACKGROUND

The Chief Executive Officer's (CEO's) contract sets out provisions with regards to performance management, with obligations for both the CEO and the Council. The provision of external resources is required to support the Elected Members fulfil their role in this process. As such quotes were sought from three companies for the provision of such services. An example request can be found as **Attachment 1**. The request was seeking a quote for the provision of:

- The annual performance review process, including attendance to support the work of the Review Committee as required;
- Retention for human resource advice to the CEO Performance Review Committee and the CEO;
- The use of an appropriate survey tool to appraise the CEO's performance against the Performance Criteria by all Elected Members (the Mayor and eight Councillors) and the Chief Executive Officer's direct reports (currently seven staff members), together with a similar number of peers in the city and region (i.e. a 360° review);
- Support to assist with the provision of appropriate KPIs for the CEO for subsequent years; and
- This work to be undertaken to support the performance review processes in 2019/20, 2020/21, 2021/22, 2022/23.

The quote sought an annual cost to provide the specified level of support for a four year contract, which would finish in the final year of the CEO's current contract. Tenders were advised that the contract was likely to be for an initial two year period, with a two year period of extension subject to performance.

As a result of the request to provide a quote for the work, three responses were received which can be found as **Attachments 2, 3 and 4**.

## DISCUSSION

The CEO Performance Review Committee needs to determine which company, it wishes to select to provide the requisite services to ensure that the CEO Performance Review in 2020 is undertaken in accordance with the relevant requirements set out in the contract between the City of Mount Gambier and the CEO.

These services cannot be provided internally and still ensure probity and consistency with the Local Government Act 1999.

The submissions received provide the methodology proposed by each of the respondents as well as their fee structures ranging from \$3,950+gst to \$11,800+gst for each review period (per annum). All quotes received are exclusive of travel expenses (i.e. flights, accommodation & meals) and any other incurred expenses or services arising outside of the quoted scope.

## CONCLUSION

The Chief Executive Officer's Performance Review Committee may now consider the service proposals and make a decision on the basis of the information provided, ensuring consistency with the Council's Procurement Policy P420.

## ATTACHMENTS

1. Example Service Request [↓](#)
2. Quote 1 [↓](#)
3. Quote 2 [↓](#)
4. Quote 3 [↓](#)





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Reference:  
Enquiries to: Mr Andrew Meddle

13<sup>th</sup> January 2020

Dear

**PROVISION OF INDEPENDENT HUMAN RESOURCE ADVICE TO THE CEO PERFORMANCE REVIEW PANEL AND THE DELIVERY OF THE CEO PERFORMANCE REVIEW PROCESS**

The Chief Executive Officer for the City of Mount Gambier commenced work on 27<sup>th</sup> May 2019. The Chief Executive Officer has completed his probationary period satisfactorily. The performance review of the CEO is to be conducted at least annually and a quote is sought for:

- The annual probation review process, including attendance to support the work of the Review Committee as required;
- Retention for human resource advice to the CEO Performance Review Committee and the CEO;
- The use of an appropriate survey tool to appraise the CEO's performance against the Performance Criteria by all Elected Members (the Mayor and eight Councillors) and the Chief Executive Officer's direct reports (currently seven staff members), together with a similar number of peers in the city and region (i.e. a 360° review); and
- Support to assist with the provision of appropriate KPIs for the CEO for subsequent years; and
- This work to be undertaken to support the performance review processes in 2019/20, 2020/21, 2021/22, 2022/23.

Please can you provide an annual cost to provide the specified level of support for a four year contract, which would finish in the final year of the CEO's current contract. The contract is likely to be for an initial two year period, with a two year period of extension subject to performance.

To assist in the provision of a quote, an extract from the CEO's contract is attached, together with his KPIs for 2019/20.

Please can you provide your quote to me by close of business on Friday, 31<sup>st</sup> January 2020.

If you need any further information, please contact me.

Yours sincerely

**Andrew MEDDLE**  
CHIEF EXECUTIVE OFFICER

## EXTRACT FROM THE CITY OF MOUNT GAMBIER CEO's CONTRACT

### 12. PERFORMANCE CRITERIA

12.1 The following key performance criteria apply to this Agreement, together with those set out in the Position Description in **Schedule 1** and the Performance Criteria set and agreed in accordance with the process set out in **Schedule 3** to this Agreement:

12.1.1. the provision of accurate and timely advice to the Council;

12.1.2 working collaboratively with the Council;

12.1.3 the provision of innovative and visionary leadership;

12.1.4 the establishment of effective networks;

12.1.5 the maintenance of a work environment that facilitates the development of people and encourages them to perform at a high level;

12.1.6 the effective and accountable application of financial and physical resources;

12.1.7 the development and maintenance of management strategies to continually enhance service delivery; and

12.1.8 the initiation, development, implementation and review of effective policies.

12.2 The Parties acknowledge that these performance criteria may be varied and any other criterion may be included by agreement between the Parties at any time during the Term.

12.3 Initial Performance Criteria pursuant to **Schedule 3** to this Agreement will be set and agreed between the Parties within three (3) months of commencement of this Agreement, and will otherwise be reviewed and agreed in accordance with the process and timing set out in **Schedule 3** to this Agreement.



### 13. PERFORMANCE REVIEW

- 13.1 The Parties agree that a review of the Chief Executive Officer's performance will be conducted annually or more frequently if the Council determines there is a need to do so.
- 13.2 The performance review shall be conducted by the Council appointed CEO Review Committee (the Committee) using the Performance Review Process set out in this clause 13 and **Schedule 3** to this Agreement.
- 13.3 The Committee may engage the assistance of an independent Human Resource specialist in the review process if considered necessary.
- 13.4 A minimum of ten (10) working days notice in writing that a performance review is to be conducted will be provided to the Chief Executive Officer to provide the Chief Executive Officer with reasonable time to prepare for the review.
- 13.5 The Chief Executive Officer will prepare and submit to the Committee an assessment of the Chief Executive Officer's performance during the relevant review period prior to the assessment by the Committee.
- 13.6 Using an appropriate survey tool, the performance of the Chief Executive Officer will be appraised against the Performance Criteria by all Elected Members and the Chief Executive Officer's direct reports.
- 13.7 A written report shall be compiled with respect to the performance review and a copy provided to the Chief Executive Officer. The report shall set out any aspects of the Chief Executive Officer's performance that require improvement, together with time frames during which the Council expects those areas of performance to be improved to a specified standard. Where the Chief Executive Officer's performance is deemed to be acceptable written confirmation of that fact shall be provided to the Chief Executive Officer.
- 13.8 For each year of this Agreement, the Council and Committee will have regard to the Rating Scale set out at **Schedule 3** to this Agreement in determining the expectations of the Chief Executive Officer to achieve an acceptable performance



rating as part of the Performance Review and the setting of annual Performance Criteria.

- 13.9 A copy of the report referred to in clause 13.7 shall be provided to the Chief Executive officer within one (1) month of the completion of the performance review.
- 13.10 The Council must provide whatever counselling, advice, assistance and support that is reasonably necessary to enable the Chief Executive Officer to improve performance during any specified timeframes referred to in clause 13.7 of this Agreement.
- 13.11 If, at the conclusion of the timeframes referred to in clause 13.7 of this Agreement, the Chief Executive Officer's performance has not improved to the specified standards or requirements, the Council may:
- 13.11.1 extend the timeframe for specified improvement for a further specified period; or
  - 13.11.2 provide further written notice, providing a final warning that, unless the Chief Executive Officer's performance improves in the stipulated areas, once again within a specified time frame, the Council will terminate the appointment and employment of the Chief Executive Officer in accordance with this Agreement; or
  - 13.11.3 terminate the appointment and employment of the Chief Executive Officer in accordance with this Agreement.





## SCHEDULE 1

### POSITION DESCRIPTION

|                                 |  |
|---------------------------------|--|
| <b>Title</b>                    | CHIEF EXECUTIVE OFFICER  |
| <b>Condition</b>                | 5 year fixed term contract   |
| <b>Qualifications</b>           | <ul style="list-style-type: none"><li>a) Comprehensive experience in Local Government or similar multi-facted organisaiton.</li><li>b) A Degree in Management or a degree in a discipline relevant to Local Government.</li><li>c) Post Graduate Degree is highly regarded.</li></ul>  |
| <b>Personal Characteristics</b> | <p>Demonstration of the following characteristics:</p> <ul style="list-style-type: none"><li>a) effective leadership involving employees across a range of occupational groups</li><li>b) ability to work effectively with Elected Members, stakeholders and the local community</li><li>c) ability to motivate employees to work positively and collectively to meet community demands and enhance service delivery</li><li>d) excellent verbal and written communication skills</li><li>e) excellent interpersonal skills with a decisive and positive personality</li></ul> |
| <b>Knowledge and Skills</b>     | <ul style="list-style-type: none"><li>a) Effective management and leadership.</li><li>b) Professional skills and judgement.</li><li>c) Ability to work with Council to develop short and long term strategic plans.</li><li>d) Effective policy development.</li><li>e) Ability to work effectively with Council as part of the management team and within the local community.</li><li>f) Finance and interpersonal skills, public relations marketing and customer service focus.</li></ul>  |
| <b>Principal Objectives</b>     | <ul style="list-style-type: none"><li>a) To act as principal adviser to Council on matters of general policy and to be responsible to the Council for the execution and communication of its decisions.</li></ul>  |



- b) To manage, develop and co-ordinate all resources of the Council in accordance with the policies established by Council.
- c) To ensure the accountability of the Council through compliance with the Local Government Act, as amended, associated Acts, Regulations, Policies, Delegations and other statutory requirements.
- d) To enhance and project the image of the Council through appropriate standards of service delivery, internal and external communications and systems innovation.
- e) To determine, organise and motivate the employees of Council to achieve its stated corporate and strategic goals.
- f) To lead the Senior Executive in managing the human, physical, environmental and financial resources of Council according to agreed employee establishment levels and adopted policies or budgets.

#### Key Responsibilities

#### Council

- a) To foster a corporate and strategic approach in conjunction with Council towards discharging the role and function of Council as a responsible local authority.
- b) To interface with Council to ensure that Council is appropriately informed through reports and/or other advices on issues or matters relevant to Council operations.
- c) To form an effective working relationship with the Mayor as is suitable to the separation of responsibilities and to give advice and assistance on any matter involved with the Mayoral function.
- d) To establish effective liaisons with all members of Council, to respond appropriately to enquiries from Elected members and to give assistance or advice where appropriate in the process of decision making.

#### Strategic Planning

- a) To assist Council in the development of appropriate short and long term plans (including the formal Strategic Plan(s)) the Asset Management Plans and the Long Term Financial Plan for the City of Mount



Gambier and the development of effective implementation strategies.

- b) To continuously monitor the implementation of the formal Strategic Plan(s) and other Plans to ensure that required outcomes are achieved or that suitable and timely modifications are made to the plans or recommended to Council.
- c) To ensure that effective consultative processes are utilised in the development of all Council plans.

#### **Policies**

- a) To action the established policies of Council as expressed through meetings of Council and documents such as the Budgets, Business Plans, Strategic Plans etc.
- b) To keep policies under continuing review and to suggest variations where considered appropriate.
- c) To communicate the policies of Council to appropriate employees while ensuring accuracy in their interpretation and application.
- d) To arrange periodical review for the upgrading and dissemination of the Policy Manual, Codes of Conduct/Practice and all other strategic plans and documents.

#### **Leadership**

- a) To provide effective leadership to Directors and Managers of Council and to all employees generally.
- b) To maintain a frequency of liaison with Directors and Managers that promotes an awareness of Departmental functions and provides feedback as to the currency of operations.
- c) To ensure the Directors and Managers discharge their responsibilities in the Council's interests.
- d) To encourage Directors and Managers to exercise innovation and initiative within their respective spans of control.
- e) To maintain the status and image of Directors and Managers as a coordinated and cooperative team.
- f) To ensure that the triple bottom line/environmental sustainability principles of Council are a feature in the



day to day functions and activities of Directors,  
Managers and employees.

#### **Finance**

- a) To advise Council on the actions necessary for a continuing long term financial plan involving the resources of the Council.
- b) To be responsible, in conjunction with the Senior Executive, for the preparation of an annual budget and annual business plan which reflects current Council policies and gives justification for recommending variations in programs and establishment levels.
- c) To monitor the financial performance and the long term financial sustainability of Council through the process of budget review and to report to Council as required on significant variations or matters affecting long term financial planning.
- d) To enhance all systems which provide the mechanism for effective financial reporting to Council.

#### **Economic Development**

- a) To identify opportunities that offer benefit for the City.
- b) To develop initiatives that provide employment opportunities for the City and ensure continuing commercial, industrial and residential growth.
- c) To review progressively the nature and standards of service delivery by Council, so as to minimise the community rate burden.

#### **Human Resources**

- a) To seek continued enhancement of the Human Resources function within Council and the provision of systems which contribute to increasing productivity, including the maintenance and implementation of Council's Enterprise Agreements.
- b) To ensure the maintenance of a comprehensive training program, that is representative of all Council employees and provides opportunity for individual skill development.
- c) To enforce the effort of Council in the area of safety occupational health and welfare and risk management for its employees.



- d) To preserve industrial harmony in respect of all Council employees.
- e) To take overall responsibility for employee rehabilitation management pursuant to relevant legislation and/or Council policy.
- f) To ensure continuous improvement in the level of risk management outcomes, review results and the successful implementation of Council's Risk Management Program.

#### **Government**

- a) To establish relationships that will be beneficial to Council and the community with local Federal and State Members of Parliament, Departments of the Federal and State Governments, appropriate agencies and key personnel in those environments.
- b) To ensure that high standards of communication are established and maintained with all appropriate agencies of government, with the aim that the policies and decisions of Council being vigorously pursued in the Community's interest.
- c) To establish and cultivate links with the South Australian Local Government Association and other relevant State and Regional Authorities.
- d) To ensure all proposals or decisions of governments and their agencies affecting the operations of Council are monitored, acted upon as necessary and referred to Council when appropriate.

#### **Community and Regional**

- a) To establish and maintain links with regional bodies, key industries and community organisations representing the City and regional community.
- b) To ensure responses to any enquiries or requests by individuals or groups in the community or region.
- c) To ensure the availability of systems that will enable speedy and accurate responses to enquiries received from the community or region.
- d) To ensure that the ideal of service to the community is the principal goal of the employees of the Council.

#### **Public Relations**

- a) To enhance the reputation and image of Council as an innovative authority in Australian Local Government.



- b) To develop a high level of customer awareness in all employees and to seek good relations in all liaisons affecting the image of Council.
- c) In conjunction with the Mayor, to respond to media enquiries and to initiate media releases, as may be necessary.
- d) To promote the Council as a caring and courteous entity in the provision of its services.

#### **Civic and Ceremonial**

- a) To officiate at civic receptions and official functions and Council forums and attend such community functions as appropriate, in consultation with the Mayor.
- b) To attend such functions and meetings that are relevant and appropriate to the interests of the Council and the community.
- c) To respond in accordance with commitments and priorities to invitations and functions promoted by organisations, agencies and service clubs within the community, as appropriate, in consultation with the Mayor.
- d) To speak and/or officiate at functions relevant to the promotion and enhancement of Council's reputation at the discretion of the Mayor.

#### **Professional Development**

- a) To ensure a personal awareness of all trends impacting on the management of Local government and to actively participate in relevant professional development programs and training.
- b) To maintain associations with professional bodies to ensure awareness of modern day management principles and philosophies.
- c) To actively support the professional development of Directors and Managers within their discipline and through professional associations.
- d) To encourage through the Senior Executive, the professional development of all employees and the pursuit of career paths appropriate to individual skills and abilities.

#### **Environmental Sustainability**

- a) To advance Council's adopted policies and to work towards being environmentally sustainable.



- b) To foster Council's environmental sustainability aims and aspirations across the entire organisation.
- c) To ensure Council provides leadership to the wider community on environmental sustainability principles and practices.

**Organisational Relationships**

- a) The Chief Executive Officer has responsibility to Council for the day to day management of Council functions in conjunction with those authorities delegated to the Chief Executive Officer or appropriate employees.
- b) The Chief Executive Officer is responsible for all Council employees.

**Performance**

Performance will be reviewed as outlined in the Employment Agreement.

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### **SCHEDULE 3**

#### **PERFORMANCE REVIEW PROCESS**

##### **1. Performance Review**

The Council shall appoint a CEO Review Committee pursuant to section 41 of the Local Government Act 1999 for the purpose of reviewing the performance and remuneration of the Chief Executive Officer. The processes of performance review and remuneration review are established in parts 13 and 15 of the Employment Agreement.

##### **2. Performance Criteria**

The Performance Review process is established in Part 13 of the Employment Agreement.

The Performance Review will be based on agreed Key Result Areas (KRA's) and Key Performance Indicators (KPI's), Strategic Performance Objectives (SPO's) and Personal Development Objectives (PDO's) that incorporate the requirements of the Position Description attached as Schedule 1.

These will be agreed with the Chief Executive Officer each year during the review period for the forthcoming year, and formally amended if required during the year by agreement between the Parties should the need arise.

During the review period, the Position Description will be reviewed and any variations agreed between the Parties in writing.

##### **3. Rating Scale**

- Rating 1 – CEO's performance did not meet expectation;
- Rating 2 – CEO's performance was below expectation;
- Rating 3 – CEO's performance met expectation;
- Rating 4 – CEO's performance was above expectation;
- Rating 5 – CEO's performance exceeded expectation.

##### **4. Identified Key Performance Areas for Year 1**

- a) Conduct an internal Culture/Engagement Employee Survey.
- b) In collaboration with elected members and key staff, review and action Council's strategic priorities.
- c) Progress major infrastructure/other projects.
- d) Action Councils tourism-related priorities and work closely with Tourism Mount Gambier to deliver key strategic outcomes.





### CITY OF MOUNT GAMBIER CEO KPI'S 2019/20

| ITEM  |
|---|
| 1. Undertake an employee engagement survey and report the outcomes to Council by 30th November 2019.  |
| 2. Commence a review of the Council's Strategic Plan and have an agreed process in place by 30 <sup>th</sup> November 2019.   |
| 3. Review the organisational structure and staffing resources by 30 <sup>th</sup> June 2020 and report to Council.  |
| 4. Implement identified resourcing changes within the financial parameters afforded in the 2019/20 budget, by 30 <sup>th</sup> November 2019.   |
| 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 within the funding agreements executed (to 30 <sup>th</sup> June 2020 and on-going). |
| 6. Review communication/engagement channels between elected members and staff by 30 <sup>th</sup> November 2019.  |
| 7. Review the information sharing and decision making structures of the Council (Committees, Informal Gatherings and Friday Edition) by 30 <sup>th</sup> November 2019.   |
| 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) by 30 <sup>th</sup> June 2020.                    |

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## CEO PERFORMANCE REVIEW

CITY OF MT GAMBIER

JANUARY 2020

Prepared for: Mr Andrew Meddle  
Chief Executive Officer  
City of Mt Gambier  
[AMeddle@mountgambier.sa.gov.au](mailto:AMeddle@mountgambier.sa.gov.au)

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*Purpose and Confidentiality*

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## STATEMENT OF UNDERSTANDING

The Chief Executive Officer “CEO” of the City of Mount Gambier commenced work on 27th May 2019 and has completed his probationary period satisfactorily. The performance review of the CEO is to be conducted at least annually and Council is seeking a quote for:

- ▶ The annual probation review process, including attendance to support the work of the Review Committee as required;
- ▶ Retention for human resource advice to the CEO Performance Review Committee and the CEO;
- ▶ The use of an appropriate survey tool to appraise the CEO’s performance against the Performance Criteria by all Elected Members (the Mayor and eight Councillors) and the Chief Executive Officer’s direct reports (currently seven staff members), together with a similar number of peers in the city and region (i.e. a 360° review); and
- ▶ Support to assist with the provision of appropriate KPIs for the CEO for subsequent years.

It is proposed that this work be undertaken to support the performance review processes in 2019/20, 2020/21, 2021/22, 2022/23. It is our understanding that any such contract awarded for these services is likely to be for an initial two year period, with a two year period of extension subject to performance.

Herein we provide an annual cost to provide the specified level of support for a four year contract, which would finish in the final year of the CEO’s current contract.

Independent Human Resource Consultancy services are being sought to deliver a report to the Performance Management Panel (Review Committee) of the City of Mt Gambier that summarises the performance of the Chief Executive (CEO) Mr Peter Dinning over the previous 12-month period and provide observations and recommendations for development and remuneration level for next year;





## METHODOLOGY

Our methodology is informed by years of working with Boards, Councils and CEOs to ensure a rigorous, fair and transparent multi-faceted review process. The outputs of which are used as a mechanism by which to leverage strengths and develop capability where it may be further required. It is proposed that the process would be undertaken over several stages:

- ▶ **Stage 1.** Meet with Mayor Lynette Martin OAM and members of the Review Committee to confirm the methodology and overview of the process for the CEO performance review. Confirm the details of the Elected Members, General Managers and those community/external stakeholders who will be surveyed as part of the evaluation. In this meeting also confirm the behavioural<sup>1</sup> competencies which will inform the design of the 360 degree assessment against which to evaluate the CEO's performance;
- ▶ **Stage 2.** Issue the confidential online 360 degree assessment to respondents (also acknowledging one-on-one meetings with Elected Members and offering optional one on one meetings with General Management team);
- ▶ **Stage 3.** Meet with the CEO to receive and discuss the CEO's self-assessment performance review report;
- ▶ **Stage 4.** Meet with Elected Members and undertake one-on-one interviews to obtain additional qualitative information for the review process and canvas areas of focus for the CEO to help inform the appropriate KPIs for subsequent years. Also meet with those other respondents who have taken the option of a one on one meeting;
- ▶ **Stage 5.** Research remuneration levels of CEO's in like organisations;
- ▶ **Stage 6.** Compile a draft report of the CEO's performance based on the 360 report quantitative and qualitative data; achievements against previously agreed KPIs and observations and recommendations for KPIs, development and remuneration level for next year;
- ▶ **Stage 7.** Meet with the Review Committee to outline the content of the report;

<sup>1</sup> Observable and measurable knowledge, skill, ability or personal characteristic" required by City of Mt Gambier CEO & leadership in order to achieve the superior performance output / outcome needs required to deliver upon its strategy.





- ▶ **Stage 8.** Following a final consult with the Mayor and CEO, deliver a final report to the Review Committee for formal recommendation to Council on the CEO's performance; annual key objectives; salary benchmarking and development plan.

*Please note that Stages 7 and 8 are interchangeable in sequence depending upon the instructions of the Review Committee.*

#### STAGE 1: MEET WITH THE MAYOR AND REVIEW COMMITTEE

The initial stages of the project will involve meeting with the Mayor and Review Committee (and CEO where appropriate) to confirm the methodology and overview of the process for the performance review.

##### Activities:

- ▶ meeting with the Mayor (and other members of the Review Committee) and CEO to confirm project scope, requirements and outcomes;
- ▶ review the copy of the KPI and Strategic Planning document and reaffirm the specific areas of behavioural competency to be measured; and
- ▶ confirm respondents (including community/external stakeholders) the 360 survey tool and discuss the framework for the one-on-one interviews.

##### Survey Design:

It is recommended that a 360 degree tool be designed to ensure that the leadership competency profile reflects the attributes required of a CEO in a period of significant economic development and change. It is understood that the CEO's KPIs and Performance Criteria have already been identified and these will form the foundation for the review. The South Australian Executive Service (SAES) which includes CEOs within the State Government are evaluated against a behavioural competency profile which incorporates elements which may be suitable for inclusion within the CEO assessment. Refer Appendix A – SAES Executive Competency framework.

Please note that should these competencies be adopted, it is recommended that the CEO evaluation is against the SAES Level 2 competencies (should the CEO wish to use similar tool to assess General Management team, their assessment would be against the SAES Level 1 competencies).





## STAGE 2: ISSUE 360 ASSESSMENT TOOL AND CONTACT RESPONDENTS

Finalise design and issue the 360 assessment tool to Elected Members, General Management team, community/external stakeholders and CEO. At this time meetings will also be established with Elected Members and CEO and offered to General Management team and external stakeholders as an option. Central to this component is the messaging which clarifies that as part of the ongoing development of the City of Mt Gambier and its CEO, VUCA have been engaged to work through the Mayor with the Review Committee to prepare an assessment of the CEO's performance and identify development needs. Respondents will be asked to contribute to this process by providing qualitative and quantitative feedback about the CEO's performance. The communication will include that:

### The survey ...

- ▶ is a performance assessment tool that assesses performance on the job against certain ability areas (competencies);
- ▶ takes feedback from a number of sources on a number of competency areas and subsequent behaviours, required for the CEO to be effective in his role now and into the future;
- ▶ is a comprehensive tool in regards to providing constructive and objective performance related feedback to individuals and has been designed to reflect the desired Leadership competency areas at City of Mt Gambier; and
- ▶ increases self-awareness about performance at work and guides future learning as it provides the ability to target specific development areas that are raised through the assessment.

### Respondents will be asked to:

- ▶ respond to the questionnaire thoughtfully as their responses will be used to guide the ongoing personal and professional development of the CEO;
- ▶ give a rating related to the behaviour they are providing feedback on and provide qualitative comments to justify the quantitative numerical ratings that you provide. These comments help to put the ratings into context;
- ▶ feel assured that their responses are in confidence and will be incorporated within the report without individuals being identified; and
- ▶ meet with me (optional for some) to further expand on their observations and insights.





### STAGE 3: MEET WITH THE CEO TO RECEIVE AND DISCUSS THE CEO'S SELF-ASSESSMENT PERFORMANCE REVIEW REPORT

The CEO has a vital part to play in the review of his performance and as such this stage will involve a one-on-one interview with the CEO to obtain a sound self-assessment. This stage will include:

- ▶ interview the CEO against the competency framework and 360-tool to provide self-assessment;
- ▶ interview the CEO against the predetermined Key Performance Indicators and Performance Criteria;
- ▶ obtain an indication from the CEO of his proposed areas of focus and KPIs for the following year; and
- ▶ collate the interview information and assess performance.

### STAGE 4: MEET WITH THE ELECTED MEMBERS

One-on-one tailored interviews will be held with all Elected Members. The focus of these interviews will be to source valid and reliable information underpinned by tangible behavioural evidence. The consultant who will be working on this project has a high level of skill in obtaining data and facilitating the one-on-one interviews in an informal yet structured manner to elicit the most relevant information:

- ▶ prior to the one-on-one interviews, the 360 assessment tool would have been distributed to all Elected Members providing them with ample time to reflect upon their responses, insights and observations;
- ▶ direct interviews would subsequently take place with the Elected Members (and others who have the option to meet) to add value to the completion of the assessment;
- ▶ areas for the focus of the CEO which may inform future KPIs will be canvassed; and
- ▶ the data obtained from the interviews will be collated and summarised into an easy to access format.







#### STAGE 5: RESEARCH REMUNERATION LEVELS OF CEO'S IN LIKE ORGANISATIONS

We will gather data from three key sources to ensure high levels of reliability and validity:

- ▶ Salary Survey of 3-4 South Australian local government entities of comparable size and scope to City of Mt Gambier;
- ▶ Governance Institute;
- ▶ Australian Consumer Price Index.

Whilst the name of the local government authorities surveyed will remain confidential, we will provide information regarding the size of the organisation, annual turn-over, number of employees, role of the CEO and Key Performance Indicators of the CEO. We will provide salary data with respect to packaging and any incentive payments.

We have a broad range of data from these sources with respect to current salary levels and job demands. We also have strong professional relationships which allow us to secure informal data with respect to current practices and salary levels. We can confidently utilise our networks to provide additional depth to the data obtained from the formal salary benchmarking outlined above.

These three methodologies will ensure that a tailored, comprehensive and detailed Salary Benchmarking report is provided to the Review Committee.

#### STAGE 6: COMPILER A DRAFT REPORT OF THE CEO'S PERFORMANCE BASED ON THE EXISTING STRATEGIC PLAN AND KPI'S AND INCLUDED RECOMMENDATION OF REMUNERATION LEVEL FOR NEXT YEAR

##### Draft Report:

Data from the 360-assessment tool and associated interviews will be analysed in a number of ways. The report will be specifically tailored to meet the target audience needs and will combine a variety of reporting methodologies. They are outlined below:

- ▶ overall results from all respondents will be provided in discreet sections i.e. Elected members, General Managers, Community/External Respondents and Self;
- ▶ a detailed breakdown around the specific key capabilities will be provided;
- ▶ key trends will be noted with particular reference to areas of strengths and achievements along with identified areas for future development;





- ▶ recommendations regarding any urgent areas for review will be provided; and
- ▶ a full remuneration review report will be compiled.

A number of methodologies will be used to present results to the Review Committee in a meaningful and comprehensible manner. These will include charts, tables, summary comments and key themes emerging from all respondents.

#### STAGE 7: MEET WITH REVIEW COMMITTEE TO OUTLINE THE CONTENT OF THE REPORT

Facilitate a meeting with the Review Committee that considers and assesses the draft report and summary recommendations. The key activities in this stage include:

- ▶ the consultant facilitates a meeting with the panel members to provide an overview of the assessment and performance review results;
- ▶ the presentation of a draft synopsis report as per Stage 6 with recommendations for discussion; and
- ▶ consideration of comment from the panel and seeking feedback from the CEO for inclusion in the report.

#### STAGE 8: DELIVERY OF FINAL REPORT

Following final consultation with the Mayor and CEO a final report will be presented to the Review Committee. This report will contain data regarding the CEO's performance against KPIs, Qualitative feedback regarding performance in the role, summary of feedback and recommendations regarding the CEO ongoing performance, KPIs for subsequent year/s and areas for focus. The report will also contain remuneration review and performance objectives for the CEO for the next 12-month period under review.

The format of the report will be tailored to meet the unique needs of the City of Mt Gambier and provided in a timely manner. The consultant will be available to personally present the Review to the Council Meeting as required.





## ORGANISATION PROFILE

Following 30 years in the provision of human resource solutions, Christine Locher and her partners founded VUCA Pty. Ltd. as a consultancy providing strategic human resource and organisational development advice to the private and public sectors. This advice has been primarily in the areas of board effectiveness; executive development; organisational review and restructure; culture change; change management; strategic planning; executive search, assessment & development; coaching and expert facilitation.

Christine, and her team of experienced professionals, has worked with many of the major employers within South Australia and interstate. Our collaborative approach allows us to successfully leverage our expertise with our clients' greatest resources: keen knowledge of their specific business and their people. Together we produce fit-for-purpose solutions where we contribute quality insights, intellectual property, timely execution and pre-empt potential risk.

VUCA was founded on two core strengths: extensive organisational development expertise and relationship building. We are hands-on, developing partnerships with our clients to go beyond guidance and planning into all aspects of execution of a project. Driven by the most competent, accomplished and coordinated network of HR professionals, we excel in working with organisations to optimise upon their investment in people.

We would welcome the opportunity to work with the Mayor and Elected Members of City of Mt Gambier on this assignment and bring the following traits and characteristics to this consultancy assignment:

- ▶ **Teamwork.** Our consultants excel at collaborating with our clients and each other to achieve a common goal. We leverage each other's experience and knowledge to provide our clients with the best solutions.
- ▶ **Experience.** We place very high value on the experience our consultants bring to the table. It is our key distinguishing factor.
- ▶ **Flexibility.** We do not approach a project with rigid pre-set solutions. The industries we serve including local government are constantly evolving, and we stay ahead of the curve by keeping our skills and knowledge base continually sharpened.
- ▶ **Excellence.** We continually strive to excel in each and every opportunity we undertake. We strive to build greater capacity and capability within our client organisations and add real value through the quality of our insights.

We welcome the opportunity to partner with the City of Mt Gambier on this important project.





## DEMONSTRATED CAPABILITY TO UNDERTAKE THIS ASSIGNMENT

VUCA is uniquely placed to work in partnership with the Review Committee in the provision of this assignment.

Our consultancy team is mature and experienced in the area of Performance Review and has extensive experience in Local Government. We draw from a diverse range of experiences including human resource specialists, governance professionals and psychologists.

Our consultancy services are complemented by a strong knowledge of local government in South Australia and the South Australian labour market. With offices in Melbourne, Sydney and head office in Adelaide, we are an Australian owned company which seeks to provide trusted advice, excellence and support to our clients. Our values and company history reflect our passion and our expertise.

VUCA and prior to that Christine Locher's previous business Locher Human Resources, has established a reputation as a provider of quality and "specialist" human resource solutions in the South Australian market place, particularly within Government. We secured this position as a result of the calibre of our consultancy team and our uncompromising commitment to tailoring solutions to meet our customer's needs.

At VUCA we can assure you of a dedicated, professional, personalised service delivered in this project by Christine Locher and Susan Bates with depth of integrity and commitment to exceeding your expectations.

Testimony to our ability to support the Review Committee in the provision of qualitative and quantitative research is our previous projects related to Board/CEO evaluation combined with over 30 years' experience working in all levels of State and Local Government.

### District Council of Mount Barker

Delivered over a 4 years term, VUCA provided services to the Mayor and Chief Executive Officer, Andrew Stuart who completed a 360 degree review feedback process as part of a comprehensive annual performance appraisal. This process sought feedback from the three key stakeholder groups to the CEO position, consisting of the Council's General Managers, Elected Members and representatives from the Community.

The 360 degree review followed a structured process, using a set of behavioural indicators based around 5 key competencies: - Shapes Strategic Thinking and Change; Achieves Results; Drives Business Excellence; Forges Relationships and Engages Others; and Exemplifies Personal Drive and Professionalism. This process was also supported by one on one discussions with the majority of Elected Members, to further expand on their feedback in relation to the CEO's performance.

The feedback from the 360 degree review and interviews, which was presented to the Mayor and Advisory Panel, highlighted where the CEO was performing at or above the level expected of the role and areas where the CEO could improve his performance. A development plan was constructed in consultation with





the CEO to focus on future development needs. Also, through the consultation process, the CEO's objectives for the next 12 month period including KPIs were identified and documented together with an annual remuneration review.

#### Alexandrina Council

CEO Performance Review. Working with the Mayor and remuneration committee, undertaking a comprehensive 360 feedback process as part of the performance review process for the Chief Executive of Alexandrina Council. VUCA delivered this service ensuring that key stakeholders to the Chief Executive position were given an opportunity to provide valuable feedback into the key aspects of performance within this role. Remuneration guidance was also provided as part of these consultancy services. This included developing and undertaking interviews with elected members, staff and others, reviewing performance against predetermined criteria and agreeing priorities for the following year. Preparation of a written report and presentation to Council.

#### City of Adelaide - Adelaide Central Market Authority

GM Performance Review. Working with the Chair of the Board undertaking a comprehensive 360 feedback process as part of the performance review process for the General Manager. VUCA delivered this service ensuring that key stakeholders to the General Manager position (including the Adelaide City Council and retailers) were given an opportunity to provide valuable feedback into the key aspects of performance within this role. Remuneration guidance was also provided as part of these consultancy services. This included developing and undertaking interviews with Board members, staff, retailers and others, reviewing performance against predetermined criteria and agreeing priorities for the following year. Preparation of a written report to Board. Debrief with the GM and Chair included the preparation of a personal development plan.

#### ACH Group

CEO Performance Framework. Developing in consultation with the Chair of the Board and the CEO specific and tangible performance criteria directly related to the objectives within the Strategic Plan. Including quantitative and qualitative metrics these comprehensive KPIs inform the basis of the CEOs performance review while also cascading to and being aligned with the KPIs of the General Managers and the rest of the organisation. Other work undertaken here has included Board performance review and recruitment of legal counsel.

#### Local Government experience

Christine Locher has extensive experience working with Elected Members and their CEOs on sensitive assignments including with the former Lord Mayor of Adelaide Martin Haese in the appointment of Adelaide City Council's current CEO Mr Mark Goldstone and currently working with the Mayor of the City of Onkaparinga in the recruitment of its new CEO under a media spotlight.





**Referees:**

Mr Mark Goldstone  
CEO  
City of Adelaide  
[m.goldstone@adelaidecitycouncil.com](mailto:m.goldstone@adelaidecitycouncil.com)  
Tel: 8203 7234

Mr Andrew Stuart  
CEO  
Mt Barker District Council  
[a.stuart@mountbarker.sa.gov.au](mailto:a.stuart@mountbarker.sa.gov.au)  
Tel: 8391 7236

Mr Martin Haese  
Former Lord Mayor ACC,  
now CEO, Business SA  
[martinh@business-sa.com](mailto:martinh@business-sa.com)  
Tel: 8300 0005

Other referees available upon request.

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## CONSULTANT PROFILES

### CHRISTINE LOCHER FAICD

Email: [christine.locher@vuca.com.au](mailto:christine.locher@vuca.com.au)

Tel: + 61 438 388510

Christine Locher is a business leader with over 30 years' experience in professional practice firms particularly in the field of human resources and organisational performance and has served on both NFP and Publicly listed Boards.

Christine brings to her client assignments strong commercial acumen; sound corporate governance and a track record in developing people and businesses to reach their full potential. Most recently Christine's career included establishing her consultancy firm Locher Human Resources in 2001 from a start up to subsequent acquisition by publicly listed Rubicor Group in 2005.

Christine has served on the National Board of Directors of the RCSA (Recruitment and Consulting Services of Australia/NZ) for several years. She has also represented industry on Boards and Councils including Higher Education Council; Adelaide Festival Centre Foundation; and CFS Foundation.

Board appointments currently include:

- ▶ Council member of the University of Adelaide;
- ▶ Director, Business SA;
- ▶ Advisory Board member, Beerenberg.

Christine is a Fellow of the AICD and was a finalist in the Ernst & Young Entrepreneur of the Year Awards.

In addition to her current Board appointments, Christine is a trusted advisor to Boards and executives in the areas of executive assessment, coaching, strategic planning, organisational realignment, Board/CEO effectiveness, change management, Board Director Search and executive appointments.

### SUSAN BATES BA (Psych) - Grad Dip App Psych

Email: [susan.bates@vuca.com.au](mailto:susan.bates@vuca.com.au)

Registered organisational psychologist Susan Bates is highly experienced in the design and delivery of executive assessment/s, feedback and development of coaching and development plans within public & public-sector context. Susan was employed as a senior psychologist with Locher Human Resources for some years prior to working in the public sector within the Department of Health and as a senior psychologist with VUCA. One of Susan's key areas of expertise is the development of key selection criteria against which to evaluate candidates and the application of contemporary and standardised tools such as Saville Wave personality profiling in support of the executive recruitment process.

Susan has extensive experience in executive assessment including with District Council of Mt Barker, City of Adelaide and Alexandrina Council amongst others.





**PROFESSIONAL FEES**

| Fee                     | Description  | Amount (\$) + GST       |
|-------------------------|--|-------------------------|
| Total Fees<br>Per annum | Based on the scope of work within the proposed timeline. | \$11,800.00<br>Plus GST |

|                          |  |
|--------------------------|--|
| <b>First Instalment:</b> | 50% of the proposed fee payable upon acceptance and commencement of assignment |
| <b>Final Instalment:</b> | Balance payable upon completion of the assignment                              |

Please refer to Appendix B VUCA Commercial Terms

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APPENDIX

APPENDIX A – SAES EXECUTIVE COMPETENCY FRAMEWORK

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APPENDIX

APPENDIX B – VUCA COMMERCIAL TERMS

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## Appendix A Draft CEO Competencies

The following behaviours are based on the South Australian Executive Service Level 2 Behaviour Profile, and tailored to illustrate differing behavioural expectations of the Chief Executive within a local government role for the following 3 groups of stakeholders:

- Operational (Internal)
- Elected Members
- Community

| Shapes Strategic Thinking and Change   |   |  |
|--|---|--|
| <i>Operational</i>   | <i>Elected Members</i>  | <i>Community</i>   |
| <b>1.1 Creates Vision</b>  |   |  |
| <ul style="list-style-type: none"> <li>• Develops a vision for council based on the elected members vision and direction</li> <li>• Uses the organisational vision to positively influence behaviour and culture</li> <li>• Champions the council's vision and goals and aligns departments within council with the organisational and strategic direction</li> <li>• Creates organisational strategies that are aligned the vision, taking into account elected members and community input and considering likely future requirements</li> </ul> | <ul style="list-style-type: none"> <li>• Utilises the input of elected members to develop a strong council vision based on the broader local government vision and direction</li> <li>• Communicates and consults with elected members to share the council's vision in a timely manner</li> <li>• Translates the interests of elected members and ensures these are reflected within council strategies and actions and incorporates likely future requirements</li> </ul> | <ul style="list-style-type: none"> <li>• Utilises the input of community members to develop a strong vision for council</li> <li>• Communicates and consults with the community to share the council's vision in a timely manner</li> <li>• Translates the interests of the community and ensures this is reflected within council strategies and actions and incorporates likely future requirements</li> </ul> |

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|  |   |  |
|--|---|--|
|  |   |  |
| <b>1.2 Inspires</b>  |   |  |
| <ul style="list-style-type: none"> <li>Inspires and motivates others to build a shared vision for organisational improvement and change</li> <li>Encourages others' input and communicates expected outcomes from organisational strategies</li> </ul>   | <ul style="list-style-type: none"> <li>Inspires and motivates elected members to contribute to a shared vision that builds effective strategies for council improvement and positive change</li> <li>Encourages input from elected members and communicates expectations regarding their input</li> </ul> | <ul style="list-style-type: none"> <li>Inspires and motivates community members to contribute to a shared vision that builds effective strategies for the benefit of the community</li> <li>Encourages input from community members and communicates expectations regarding their input</li> </ul> |
| <b>1.3 Thinks and Acts Strategically</b>   |   |  |
| <ul style="list-style-type: none"> <li>Operates within a whole of State government context, considers multiple perspectives and is aware of potential tension between State and local government interest</li> </ul>   | <ul style="list-style-type: none"> <li>Seeks to ensure elected members consider a whole of State government and community context, and identifies and addresses potential tension between various parties' interests</li> </ul>   | <ul style="list-style-type: none"> <li>Seeks to ensure community members consider a whole of State government and community context, and identifies and addresses potential tension between various parties' interests</li> </ul>  |
| <b>1.4 Leads and Influences Change</b>   |   |  |
| <ul style="list-style-type: none"> <li>Projects beyond the current situation to the organisation's future potential to positively contribute to council and the local community</li> <li>Supports organisational change initiatives within the organisation</li> <li>Actively ensures council staff are kept informed of change</li> </ul> | <ul style="list-style-type: none"> <li>Projects beyond the current situation to identify opportunities for the council to contribute to the local government sector and the local community</li> <li>Actively ensures elected members are kept informed of change</li> </ul>                              | <ul style="list-style-type: none"> <li>Looks past the current situation to consider potential opportunities for the local community</li> <li>Actively ensures community members are kept informed of change</li> </ul>   |
| <b>1.5 Solves Problems</b>   |   |  |

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|   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>Analyses problems thoroughly before finding solutions</li> <li>Considers alternative perspectives and innovative alternatives when assessing the ramifications of key issues</li> <li>Develops solutions which support long-term viability for the council and the local community</li> <li>Develops timely strategies to solve problems or seize opportunities</li> </ul> | <ul style="list-style-type: none"> <li>Analyses problems thoroughly before finding solutions</li> <li>Considers alternative perspectives and innovative alternatives when assessing key issues</li> <li>Develops solutions which support long-term viability for the council and the local community</li> <li>Develops timely strategies to solve problems or seize opportunities</li> </ul>       | <ul style="list-style-type: none"> <li>Considers alternative perspectives and innovative alternatives when assessing key issues</li> <li>Develops solutions which support long-term viability for the council and the local community</li> <li>Develops timely strategies to solve problems or seize opportunities</li> </ul>   |
| <b>Achieves Results</b>   |  |   |
| <i>Operational</i>  | <i>Elected Members</i>   | <i>Community</i>  |
| <b>2.1 Achieves and Delivers Results</b>  |  |   |
| <ul style="list-style-type: none"> <li>Transforms ideas into actions and develops a clear implementation plan</li> <li>Ensures planned projects result in expected outputs</li> <li>Acts decisively to ensure strategies are implemented, issues are addressed and potential barriers to success are removed for employees to deliver key outputs</li> </ul>  | <ul style="list-style-type: none"> <li>Clearly articulates the ideas of elected members and is able to translate these into actions and implementation plans</li> <li>Ensures planned projects result in expected outputs for elected members</li> <li>Acts decisively to ensure agreed strategies are implemented and any issues are addressed in a timely manner with elected members</li> </ul> | <ul style="list-style-type: none"> <li>Clearly articulates the ideas of community members and is able to reflect these within actions and implementation plans of the council</li> <li>Ensures planned projects result in expected outcomes for the local community</li> <li>Acts decisively to ensure agreed strategies are implemented and any issues are addressed in a timely manner through consultation with the community</li> </ul> |
| <b>2.2 Drives Organisational Effectiveness</b>  |  |   |

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|  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Shows flexibility and responsiveness to adapt goals and plans to reflect changing priorities or conditions</li> <li>Applies and encourages sound risk management practices</li> <li>Ensures that people are appropriately developed to meet current and future leadership and capability needs</li> </ul> | <ul style="list-style-type: none"> <li>Shows flexibility and responsiveness to adapt goals and plans to reflect the changing priorities or conditions for elected members or the community</li> <li>Applies risk management within any actions</li> </ul>   | <ul style="list-style-type: none"> <li>Shows flexibility and responsiveness to adapt goals and plans to reflect the changing priorities or conditions for the community</li> </ul>   |
| <b>2.3 Exercises Sound Judgement</b>   |   |  |
| <ul style="list-style-type: none"> <li>Exercises sound judgement, makes timely decisions and initiates and responds to urgent actions</li> <li>Remains calm in crisis situations</li> <li>Commits to decisive action and is willing to use judgement to manage risk despite incomplete information or ambiguity if required</li> </ul>           | <ul style="list-style-type: none"> <li>Exercises sound judgement, makes timely decisions and initiates and responds to urgent actions which are impacting on elected members</li> <li>Remains calm in crisis situations and is open and willing to discuss critical issues with elected members</li> <li>Commits to decisive action and is willing to use judgement to manage risk despite incomplete information or ambiguity if required</li> </ul> | <ul style="list-style-type: none"> <li>Exercises sound judgement, makes timely decisions and initiates and responds to urgent actions which are impacting on the community</li> <li>Remains calm in crisis situations and is open and willing to discuss critical issues with community members</li> <li>Commits to decisive action in order to progress community needs and is willing to use judgement to manage risk despite incomplete information or ambiguity if required</li> </ul> |
| <b>2.4 Manages Compliance with Legislation</b>   |   |  |
| <ul style="list-style-type: none"> <li>Abides by the laws, regulations and policies determining local government sector activities</li> <li>Interprets and explains legislative information relating to local government sector work and ensures</li> </ul>  | <ul style="list-style-type: none"> <li>Ensures that elected members are aware of and follow the relevant laws, regulations and policies determining local government sector activities</li> <li>Interprets and explains legislative information relating to local government</li> </ul>   | <ul style="list-style-type: none"> <li>Ensures that the community is made aware of the relevant laws, regulations and policies determining local government sector activities</li> <li>Ensures that community members fully understand any legal implications of their involvement with local council</li> </ul>   |

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|   |  |  |
|---|--|--|
| legislative compliance within the organisation  | sector work as this applies to elected members   |  |
| <b>2.5 Assumes Accountability</b>   |  |  |
| <ul style="list-style-type: none"> <li>• Holds self and others accountable for measurable, high-quality, timely and cost-effective results</li> <li>• Delegates authority, responsibility and accountability to appropriate levels</li> </ul> | <ul style="list-style-type: none"> <li>• Holds self accountable to elected members for providing measurable, high-quality, timely and cost-effective results</li> <li>• Identifies where he will delegate authority, responsibility or accountability and makes elected members aware of this</li> <li>• Provides timely reporting back to elected members to keep them informed of progress against agreed actions</li> </ul> | <ul style="list-style-type: none"> <li>• Demonstrates a commitment to the community for providing measurable, high-quality, timely and cost-effective results</li> <li>• Provides timely reporting back to the community to keep them informed of progress against agreed actions</li> </ul> |
| <b>2.6 Evaluates</b>  |  |  |
| <ul style="list-style-type: none"> <li>• Incorporates evaluation measures within any project to ensure continuous improvement and reflection</li> <li>• Links financial and performance information to strategic outcomes</li> </ul>          | <ul style="list-style-type: none"> <li>• Uses an evaluation process to assess success against agreed projects and to ensure continuous improvement</li> </ul>  | <ul style="list-style-type: none"> <li>• Has a focus on evaluation to make sure community initiatives are monitored and continue to meet the initial needs</li> </ul>  |
| <b>Drives Business Excellence</b>   |  |  |
| <i>Operational</i>  | <i>Elected Members</i>   | <i>Community</i>   |
| <b>3.1 Influences Organisational Performance</b>  |  |  |
| <ul style="list-style-type: none"> <li>• Continually searches for ways to add value and to position the organisation for future success</li> </ul>  | <ul style="list-style-type: none"> <li>• Continually searches for ways to align elected members input to local council success</li> </ul>  | <ul style="list-style-type: none"> <li>• Continually searches for ways to align the success of council objectives to the needs of the community</li> </ul>   |

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|   |  |   |
|---|--|---|
| <b>3.2 Predicts and Plans for Future Organisational Needs</b>   |  |   |
| <ul style="list-style-type: none"> <li>Ensures organisational capability are adequate and creates opportunities to enhance existing workplace capability</li> <li>Investigates ways to drive business excellence by harnessing technology</li> <li>Utilises professional expertise within the organisation</li> <li>Nurtures talent and engages in succession planning</li> </ul>   | <ul style="list-style-type: none"> <li>Demonstrates a commitment to elected members to ensure the right expertise is in place within the local council by nurturing talent, managing performance, sharing expertise and harnessing technology</li> </ul> | <ul style="list-style-type: none"> <li>Demonstrates a commitment the community to ensure the right expertise is in place within the local council by nurturing talent, managing performance, sharing expertise and harnessing technology</li> </ul> |
| <b>3.3 Leads and Develops People</b>  |  |   |
| <ul style="list-style-type: none"> <li>Utilises staff performance processes to monitor performance</li> <li>Sets clear performance standards and gives timely praise and recognition</li> <li>Gives clear and honest feedback and manages non-performance promptly</li> <li>Provides leadership and support for others to deal with staff performance issues</li> <li>Supports continuous learning and provides targeted development opportunities for staff</li> </ul> | <ul style="list-style-type: none"> <li>Improves the knowledge and skills of elected members through employing a range of advisory and development strategies</li> </ul>  | <ul style="list-style-type: none"> <li>Builds the capacity of the community and supports them to initiate and implement projects and programs</li> </ul>  |
| <b>3.4 Promotes a Customer Service Ethos</b>  |  |   |
| <ul style="list-style-type: none"> <li>Demonstrates a commitment to providing customer service excellence</li> </ul>  | <ul style="list-style-type: none"> <li>Shows a personal commitment to providing customer service excellence</li> <li>Is responsive to elected members input in all interactions</li> </ul>   | <ul style="list-style-type: none"> <li>Shows a personal commitment to providing customer service excellence</li> </ul>  |

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|  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Encourages and holds staff accountable to demonstrate a strong commitment to customer service through their actions</li> <li>Is personally responsive to elected members and the community within all actions</li> </ul>  |  | <ul style="list-style-type: none"> <li>Is responsive to community input and demonstrates that he views this input as important to his role</li> <li>Demonstrates a commitment to providing council services that are equitable and able to be accessed by all members of the community</li> </ul> |
| <b>3.5 Directs Resources</b>   |  |   |
| <ul style="list-style-type: none"> <li>Engages in flexible resource management and looks beyond the local council resources to achieve results</li> <li>Commits appropriate resources to deliver on key council objectives</li> <li>Is accountable for council finance, resource and asset management</li> <li>Monitors and oversees expenditures, procurement, security and contract management in a diligent manner</li> </ul> | <ul style="list-style-type: none"> <li>Identifies available council resources and limitations to resources when discussing or agreeing actions with elected members</li> </ul>                                 | <ul style="list-style-type: none"> <li>Identifies available council resources and limitations to resources when discussing or agreeing actions with the community</li> </ul>  |
| <b>Forges Relationships and Engages Others</b>   |  |   |
| <i>Operational</i>   | <i>Elected Members</i>   | <i>Community</i>  |
| <b>4.1 Develops and Uses Political Savvy</b>   |  |   |
| <ul style="list-style-type: none"> <li>Represents the organisation effectively in internal forums and advocates local government policies and agendas</li> </ul>   | <ul style="list-style-type: none"> <li>Identifies potential political issues with elected members and consults them on the best course of action to represent them and the council's best interests</li> </ul> | <ul style="list-style-type: none"> <li>Ensures that the community is aware of any potential political issues and clearly identifies the best course of action to represent their interests and meet council needs</li> </ul>  |

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|   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>Identifies potential conflicts of interest and makes decisions which don't impact negatively on the council</li> </ul>   |  |  |
| <b>4.2 Negotiates and Influences</b>  |  |  |
| <ul style="list-style-type: none"> <li>Obtains cooperation from others to gain information and accomplish goals</li> <li>Consults broadly with relevant stakeholders to obtain buy-in and recognises when input is required</li> <li>Negotiates effectively and is willing to compromise as necessary to achieve results</li> </ul> | <ul style="list-style-type: none"> <li>Seeks to actively engage elected members</li> <li>Consults with elected members to understand their views and gain cooperation</li> <li>Shows effective negotiation skills, including compromising when appropriate to achieve results</li> </ul>                 | <ul style="list-style-type: none"> <li>Actively engages with the community</li> <li>Shows genuine consultation skills and a desire to understand the views of the community</li> <li>Acknowledges the need for compromise on occasion and clearly outlines the reasons for this to the community</li> <li>Respects the diversity of groups in the community</li> </ul> |
| <b>4.3 Manages Conflict</b>   |  |  |
| <ul style="list-style-type: none"> <li>Uses appropriate strategies to constructively manage and resolve conflicts and disagreements promptly</li> </ul>   | <ul style="list-style-type: none"> <li>Maintains control and responds promptly to resolve any conflict which impacts on elected members or the community</li> </ul>  | <ul style="list-style-type: none"> <li>Maintains control and responds promptly to resolve any conflict which impacts on the community</li> </ul>   |
| <b>4.4 Promotes Information Sharing and the Gathering of Knowledge</b>  |  |  |
| <ul style="list-style-type: none"> <li>Actively seeks information from a variety of sources and encourages debate and open discussion</li> <li>Provides strong communication links up, down and throughout the organisation and appropriate networks</li> </ul>   | <ul style="list-style-type: none"> <li>Encourages elected members to openly contribute to discussions and is willing to engage in debate</li> <li>Provides appropriate communication to elected members in a timely manner</li> <li>Encourages elected members to bring issues to the council</li> </ul> | <ul style="list-style-type: none"> <li>Encourages the community to provide feedback and input into any issues and sets up and maintains appropriate forums to make this possible</li> <li>Ensures appropriate communication to ensure the community is informed</li> </ul>   |

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| <i>4.5 Establishes and Maintains Strategic Networks</i>   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Develops networks and builds alliances to build strategic relationships and achieve common goals</li> <li>• Acts as the interface and builds relationships across local government, stakeholders and other relevant agencies</li> </ul>  | <ul style="list-style-type: none"> <li>• Develops networks and builds alliances that will positively impact the work of elected members</li> <li>• Fosters relationships with elected members which promote partnerships and a team approach</li> </ul> | <ul style="list-style-type: none"> <li>• Develops strong networks and builds relationships throughout the community that will benefit community interests</li> </ul>   |
| <i>4.6 Communicates Clearly and Adapts to Audience</i>  |   |  |
| <ul style="list-style-type: none"> <li>• Listens carefully to others and ensures their view has been understood</li> <li>• Presents messages in a clear and articulate manner to aid transparency</li> <li>• Confidently communicates complex ideas</li> </ul>  | <ul style="list-style-type: none"> <li>• Shows strong listening skills to ensure that elected members' views are understood</li> <li>• Communicates complex ideas in a clear manner</li> <li>• Presents confidently</li> </ul>                          | <ul style="list-style-type: none"> <li>• Shows strong listening skills to ensure that community views are understood</li> <li>• Communicates complex ideas in a manner which makes it clear to all members of the community</li> <li>• Presents confidently</li> </ul> |
| <b>Exemplifies Personal Drive and Professionalism</b>   |   |  |
| <i>Operational</i>  | <i>Elected Members</i>  | <i>Community</i>   |
| <i>5.1 Models Council Values</i>  |   |  |
| <ul style="list-style-type: none"> <li>• Adheres to and promotes ethical leadership and decision-making, in line with council values, and aligns business unit processes accordingly</li> <li>• Models council values and builds a culture of respect</li> <li>• Encourages others to model the council values</li> </ul> | <ul style="list-style-type: none"> <li>• Shows ethical leadership and decision making in all interactions with elected members</li> <li>• Builds a culture of respect for people and models council values</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Shows ethical leadership and decision making in all interactions with the community</li> <li>• Builds a culture of respect</li> </ul>   |

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|  |   |  |
|--|---|--|
| <b>5.2 Engages with Risk and Shows Personal Courage</b>  |   |  |
| <ul style="list-style-type: none"> <li>Is prepared to make tough decisions to achieve outcomes</li> <li>Provides impartial and forthright advice and acts with the courage of own convictions</li> <li>Takes responsibility for mistakes and learns from them</li> <li>Is willing to voice own opinion or challenge difficult or controversial issues</li> <li>Seeks guidance and advice where required</li> </ul> | <ul style="list-style-type: none"> <li>Provides impartial and forthright advice to elected members and is prepared to challenge difficult or controversial issues</li> <li>Seeks guidance and advice where required</li> <li>Is prepared to make the tough decisions to achieve outcomes</li> </ul> | <ul style="list-style-type: none"> <li>Is willing to discuss controversial issues with the community</li> <li>Shows a preparedness to make tough decisions to achieve positive outcomes for the community</li> </ul> |
| <b>5.3 Displays Flexibility and Resilience</b>   |   |  |
| <ul style="list-style-type: none"> <li>Shows flexibility in responding to changing conditions or unexpected obstacles</li> <li>Deals effectively with pressure</li> <li>Recovers quickly from setbacks and is willing to persist to achieve outcomes</li> </ul>  | <ul style="list-style-type: none"> <li>Shows flexibility when conditions change that affect elected members or new information impacts on previously agreed strategies and outcomes</li> </ul>  | <ul style="list-style-type: none"> <li>Is willing to persist with initiatives that are of benefit to the community</li> </ul>  |
| <b>5.4 Demonstrates Self Awareness and a Commitment to Personal Development</b>  |   |  |
| <ul style="list-style-type: none"> <li>Is self-aware, perceptive and sensitive to the attitudes, feelings and concerns of others</li> <li>Is open to feedback and is responsive in adjusting behaviour</li> <li>Sets challenging goals for self to achieve higher quality results/outcomes</li> </ul>  | <ul style="list-style-type: none"> <li>Challenges self to set extended goals to achieve higher quality results and outcomes for the council, elected members and the community</li> <li>Is open to feedback and able to understand own and others behaviour</li> </ul>                              | <ul style="list-style-type: none"> <li>Is open to feedback and is responsive</li> </ul>  |

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| <i>5.5 Values Diversity and Values Wellbeing for Self and Others</i>   |  |   |
|--|--|---|
| <ul style="list-style-type: none"><li>• Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the council vision</li><li>• Builds and promotes a safe, health and respectful organisation, free of harassment and discrimination</li><li>• Creates opportunities for, role models and encourages the use of work-life balance arrangements</li></ul> | <ul style="list-style-type: none"><li>• Values the diversity of elected members and leverages difference to achieve the council vision</li></ul> | <ul style="list-style-type: none"><li>• Values the diversity of the community and leverages differences to achieve community outcomes</li></ul> |

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Proposed CE Leadership Competency Framework

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## Appendix B - Commercial Terms

VUCA PTY. LTD.

ABN: 71 603 145 508

### Consultancy Terms

The information and services to be provided as part of this consultancy are based upon certain assumptions and judgments. The assumptions are that:

- ▶ all information given by City of Mt Gambier is accurate, current and complete; and that
- ▶ all information compiled from data or materials of Government Agencies, commercial, or professional organisations is accurate, current and presented in an unbiased manner.

The work is undertaken with professional care and diligence BUT, except as to the extent required by law, or due to negligence or wilful misconduct, services are provided on the condition that you accept that neither VUCA Pty. Ltd., nor its agents, servants or consultants, shall be liable to you for any loss or damage, including business loss, loss of profits or other consequential loss or damage arising out of or incidental to this assignment as described in Proposal for CEO Performance Review dated 30<sup>th</sup> January 2020. The extent of liability of VUCA Pty. Ltd., its agents, servants and consultants shall be limited to the actual amount paid for such services provided.

### Cancellation

All cancellations and transfer of consultancy services must be advised in writing at least 14 working days prior to the commencement of the assignment as agreed and booked or an extra fee may be applicable.

### Payment Terms

Professional fees and additional charges (if applicable) are due and payable strictly within 7 days of receipt of invoice. 50% of the invoice is payable upon acceptance of the commercial terms and the balance upon the completion of the scope of services.

### Professional Fees

Professional fees for delivering the services as detailed within the Proposal for CEO Performance Review dated 30<sup>th</sup> January 2020.

### Terms include:

- ▶ GST: All prices quoted are exclusive of GST;
- ▶ Invoices payable within seven (7) days;
- ▶ Disbursements: 5% fee applies to the gross invoice amount to cover logistics and professional indemnity insurances;
- ▶ Travel and Accommodation – Travel (airfare/taxi) and accommodation expenses are not included in the quoted prices. Travel arrangements will be agreed with the client in advance and booked through the client or billed directly at cost as appropriate; and
- ▶ Venue Hire and Catering: - any agreed venue hire and catering is not included.



### Assumptions

The scope of the engagement, the time frames for completion and the Fees have been prepared on the following assumptions:

- ▶ there are no undue complications or delays in performing the scope of services;
- ▶ you meeting your responsibilities in providing the information outlined in the scope of services in a timely manner; and
- ▶ if these assumptions are wrong or the circumstances change then we may subject to your approval change the scope of the Services, vary the Fees or extend the timeframes for completion.

### Public Liability Insurance

VERO Policy No. SMX018710912 expiry 30<sup>th</sup> August 2020

### Professional Indemnity Insurance

VERO Policy No. LPP104122987 expiry 30<sup>th</sup> August 2020

Please confirm acceptance by returning these terms via email prior to commencement of the assignment.

### Acknowledgement

I hereby acknowledge that City of Mt Gambier has agreed to accept this proposal including the fees and costs as stated within the scope of services and all terms and conditions stated herein.

Signed on behalf of the City of Mt Gambier

\_\_\_\_\_ / / \_\_\_\_\_  
Date Signature

VUCA Pty. Ltd.  
Level 16, 70 Franklin Street  
Adelaide 5000  
South Australia

[www.vuca.com.au](http://www.vuca.com.au)





# Perks People Solutions

Recruit. Develop. Prosper.

CITY OF MOUNT GAMBIER

CEO PERFORMANCE REVIEW







## Statement of Understanding

As per your email and letter dated 13 January 2020, it is our understanding that the City of Mount Gambier would like to engage a suitably qualified and experienced HR Consultancy firm to facilitate a Performance Review Process for the CEO.

One of the issues with many performance review systems is that they are not tailored to the individual needs and wants of the organisation. At PPS we design and customise the review to meet your specific needs. We can customise the language used, the number and nature of the questions asked, the scoring system and the participants.

## Why Us?

### **Perks People Solutions - Helping you to create high-performing teams Recruitment Services**

We truly believe that people are your most valuable asset. We will partner with you to ensure the recruitment of quality people and ongoing development of their skills and strengths - all with the purpose of creating prosperity for your business now and into the future.

### **HR Services**

We provide you with pragmatic, contemporary and business-focused HR solutions to help you drive your business forward. Our tailored, personalised approach gives you complete control in aligning our services with your specific HR needs. We have recently partnered with the following South Australian regional Councils, delivering successful Recruitment and HR Solutions -





## Our Process and Methodology

Below is a table which highlights the elements of the CEO Performance Review process for the duration of the CEO's four year contract -

| TASK  | METHODOLOGY  |
|---|--|
| <b>1. Identify the Purpose of the Review</b>    | <ul style="list-style-type: none"> <li>Facilitate a meeting with Council to ensure that all parties are aligned at the start of each review period (2019/20, 2020/21, 2021/22 and 2022/23).</li> </ul>   |
| <b>2. Understand the Historical Perspective</b> | <ul style="list-style-type: none"> <li>Review current Position Description, contract, KPIs / strategic goals</li> <li>Review of the Strategic Plan and other key Council documents</li> <li>Review of previous Performance Reviews</li> </ul>  |
| <b>3. Design Performance Review</b>             | <ul style="list-style-type: none"> <li>Work with the CEO and Council to customise the review to ensure the outcomes are met (this will be reviewed each review period)</li> <li>Identify who will participate in the review</li> <li>Design survey/ questionnaire to be used for Assessment</li> <li>One of the issues with many performance review systems is that they are not tailored to the individual needs and wants of the organisation. At PPS we design and customise the review to meet your specific needs. We can customise the language used, the number and nature of the questions as, the scoring system and the participants</li> <li>We can design a review that is appropriate for the current review period and the future review periods.</li> </ul> |



## Our Process and Methodology

| TASK  | METHODOLOGY   |
|---|---|
| <b>4.1 Execute the Review and produce Reports</b> | <ul style="list-style-type: none"><li>• Using our online Survey tool, manage the review process with selected reviewers</li><li>• Create reports for the CEO and Council that highlights findings of the survey</li></ul> |
| <b>4.2 Set KPI's for Next Period</b>              | <ul style="list-style-type: none"><li>• Facilitate meeting with Council and the CEO to establish KPI's for the next review period</li></ul>   |
| <b>5. Review</b>                                  | <ul style="list-style-type: none"><li>• Undertake review of the process with all participants and recommend any changes for the next review period (12 months)</li></ul>  |

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## Our Team



### **Matt Hobby - Director**

Matt has been an executive recruiter and business manager for over 15 years, developing his skills both locally and internationally. Having worked for businesses such as Michael Page, Locher Human Resources, Talent2 and McArthur, Matt has worked on behalf of some of the world leading brands and organisations.

Matt has an in depth understanding of sectors such as Local Government, Financial and Professional Services, Not for Profit, Energy and Utilities, Aged Care and Health Care, Infrastructure and Property, Education, Agribusiness & Food and SME's. He has partnered with organisations to successfully recruit key leadership roles including Managing Directors, Chief Executive Officers, Partners, Chief Operating Officers, General Managers and functional heads of Finance, Sales, Marketing, Operations, Community, Economic Development, Human Resources and Infrastructure.

In addition to recruitment, Matt has also delivered and managed HR Consulting Services including the facilitation of CEO Performance Reviews, Employee Engagement Surveys, Organisational Restructures and Remuneration Reviews. In this time, he also delivered a full suite of outsourced Human Resources services for a range of organisations. This experience has seen Matt be asked to present at conferences and workshops on a range of HR topics such as the Future of Workplaces, Bold and Brave Recruitment and How to Improve the Performance Review process for Executives. Matt is committed to the integrity and professional standards of the recruitment industry, evident by his service to the Recruitment & Consulting Services Association (RCSA) where he was a national Board Director for 4 years and a Past President of the South Australian Council and a current Fellow of the RCSA.

Matt has a genuine interest helping leaders navigate the future of work and assisting them to adapt to increase productivity and engagement.

Outside of work, Matt enjoys spending time with his wife and three children and volunteers extensively for the Walkerville Junior Football Club.

Of particular relevance, Matt has facilitated in excess of 50 CEO Performance Reviews in Local Government and other sectors.



## Fee Schedule

|   | Total Fee (excluding GST)                        |
|---|--|
| Completion of Review Design   | \$1,500.00 (once of payment)                     |
| *Completion of Review and presentation of Final Report                    | \$5,000.00 (per review period)                   |
| *Attendance at CEO Performance review meetings (3) as Independent Advisor | \$900.00 per meeting (during each review period) |

\*Payable each review period 2019/20, 2020/21, 2021/22 and 2022/23

\*\*Travel Expenses (including flights and accommodation) are separate to the quote above).

All invoices are payable within 14 days from the invoice date.

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## Referees

| NAME          | POSITION TITLE/<br>ORGANISATION  | CONTACT NO     |
|---------------|--|----------------|
| John Schumann | Chair - Maxima   | 0438 838 587   |
| Sarah Kay     | Manager HR -<br>Alexandrina Council  | 0412 782 002   |
| Katrina Bell  | Coordinator<br>Organisational<br>Development - Southern<br>Mallee District Council | (08) 8576 3002 |

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Proposal to Provide

**Chief Executive Officer  
Provision of Independent Human  
Resources Advice to the CEO Performance  
Review Panel and facilitation of the  
Performance Review**

Presented to  
**City of Mount Gambier**



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## Executive Summary

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This submission is in response to your request for a proposal to facilitate the CEO's Performance Review and independent human resource advice to the CEO Performance Review Committee.

M<sup>c</sup>Arthur use the SALMAC<sup>©</sup> Performance Appraisal System. Salmac, developed specifically for Local Government, will integrate seamlessly with Council's current process framework and allow the construction of a comprehensive range of clear and practical performance criteria.

As required, M<sup>c</sup>Arthur will facilitate a general discussion to define position boundaries and objectives of the positions which will be reviewed with the CEO Performance Review Committee for the CEO.

The relevant parties will have the opportunity to comment on the performance, via a single scale rated survey document. The facilitator will develop the survey documentation, provide an independent and confidential contact point, summarise these responses for Council, CEO Performance Review Committee and CEO and assist with establish the final rating and comments.

A questionnaire will be sent electronically to all participants however, the option to have structured one-on-one interviews with the Consultant or to complete a written questionnaire will be available, if required. In addition, the Consultant will be personally available to assist all respondents throughout the process.

Finally, our Consultant will submit the final report to the CEO Performance Review Committee and CEO for review and will facilitate the feedback discussion with the CEO, if required.

This submission discusses the SALMAC<sup>©</sup> System, its benefits and costs and provides details of the relevant capabilities and experience of M<sup>c</sup>Arthur.

As a leading provider in Performance Management, M<sup>c</sup>Arthur Talent Team is delighted to submit our proposal and look forward to demonstrating how we would support and provide independent human resource advice CEO Performance Review Committee and facilitate the CEO Performance Review. Should you have any enquiries with respect to our submission, please do not hesitate to **Contact:** Rebecca Hunt, Divisional Manager Recruitment & HR Consulting - South Australia **Telephone:** 08 8100 7000 **Email:** rebecca.hunt@mcArthur.com.au



## M<sup>c</sup>Arthur Profile

---

M<sup>c</sup>Arthur is a specialist provider of Executive Recruitment, temporary employment services and related human resource management consultancies to both the public and private sectors. Established in 1969, M<sup>c</sup>Arthur now boasts a 50 year history of success and commercial longevity. With offices in Adelaide, Brisbane, Canberra, Melbourne and Sydney, M<sup>c</sup>Arthur provides the following range of services to clients nationally:

- Executive Search and Selection
- Executive / Professional Staff Contracting
- Permanent Recruitment
- Temporary Staff Supply
- Outplacement
- Executive / Leadership Team Development
- **Management / Human Resource Consulting**
  - Performance reviews
  - Organisation reviews
  - Culture Surveys
  - Skills audit/analysis
  - Strategic and business planning
  - Psychological testing/appraisal
  - Human resource developments
  - Salary surveys and remuneration advice
  - Outsourced Generalist HR Service

Employing local recruitment professionals in each state, M<sup>c</sup>Arthur has developed a nationally consistent recruitment methodology which is controlled through Quality Assured procedures. M<sup>c</sup>Arthur directly employ more than 100 management, recruitment and administration staff across Australia.

The M<sup>c</sup>Arthur commitment to excellence has resulted in the company enjoying a marketplace reputation for competence and professionalism. Our client portfolio numbers are in excess of 4,000 and include a wide variety of public and private sector organisations and a broad cross section of the sectors in which they operate. An impressive number of clients of M<sup>c</sup>Arthur represent relationships of fifteen years and more.

Initially, the principal thrust of the business was towards the development of dominance in temporary staffing services in specialist markets, whilst vigorously pursuing recruiting activities on behalf of clients. Today, M<sup>c</sup>Arthur continues with these core activities, but over the last 35 years, clients have benefited from the introduction of Human Resource services embracing Outsourced Generalist HR Services, Leadership Development, Performance Management, Organisation Reviews, Strategic Planning and Training Programs as well as general advice and support.



## Relationship Management & Service Delivery

With all clients we insist on providing a professional and quality assured approach to relationship management, as we believe that this is integral to fully understanding each other's:

- culture
- expectations
- operational environment
- strategic direction

Once we have gained an understanding of each of the above, we will work in partnership with the Council to ensure that our service delivery is closely aligned to Council's business objectives, vision, values and strategic directions. We believe that a true partnering arrangement is the most effective means of ensuring a responsive, constructive and collaborative business relationship which enables our Consultants to work closely with all stakeholders throughout the entire process.

To ensure efficient, effective and quality assured service delivery M<sup>c</sup>Arthur will manage our relationship through a structured team approach, which provides an initial point of contact for all services. Our team approach also ensures the constant availability of a Consultant to receive enquiries and requests.

We recognise the profile and significance of this Performance Review and the importance of the Chief Executive's position in the achievement of Council's vision, mission and strategic objectives. Therefore, to ensure the quality of our service delivery through the Performance Review, M<sup>c</sup>Arthur has appointed a dedicated Consultant to guarantee a smooth process and successful completion of this review.

The Consultant appointed to this assignment will be Rebecca Hunt – **Divisional Manager Recruitment & HR Consulting**.

Rebecca will be available to manage and facilitate the Performance Review and support and provide advice to the CEO Performance Review Committee through the process to a successful outcome and ongoing.

Her profile outlining her experience is contained in **Attachment A**.



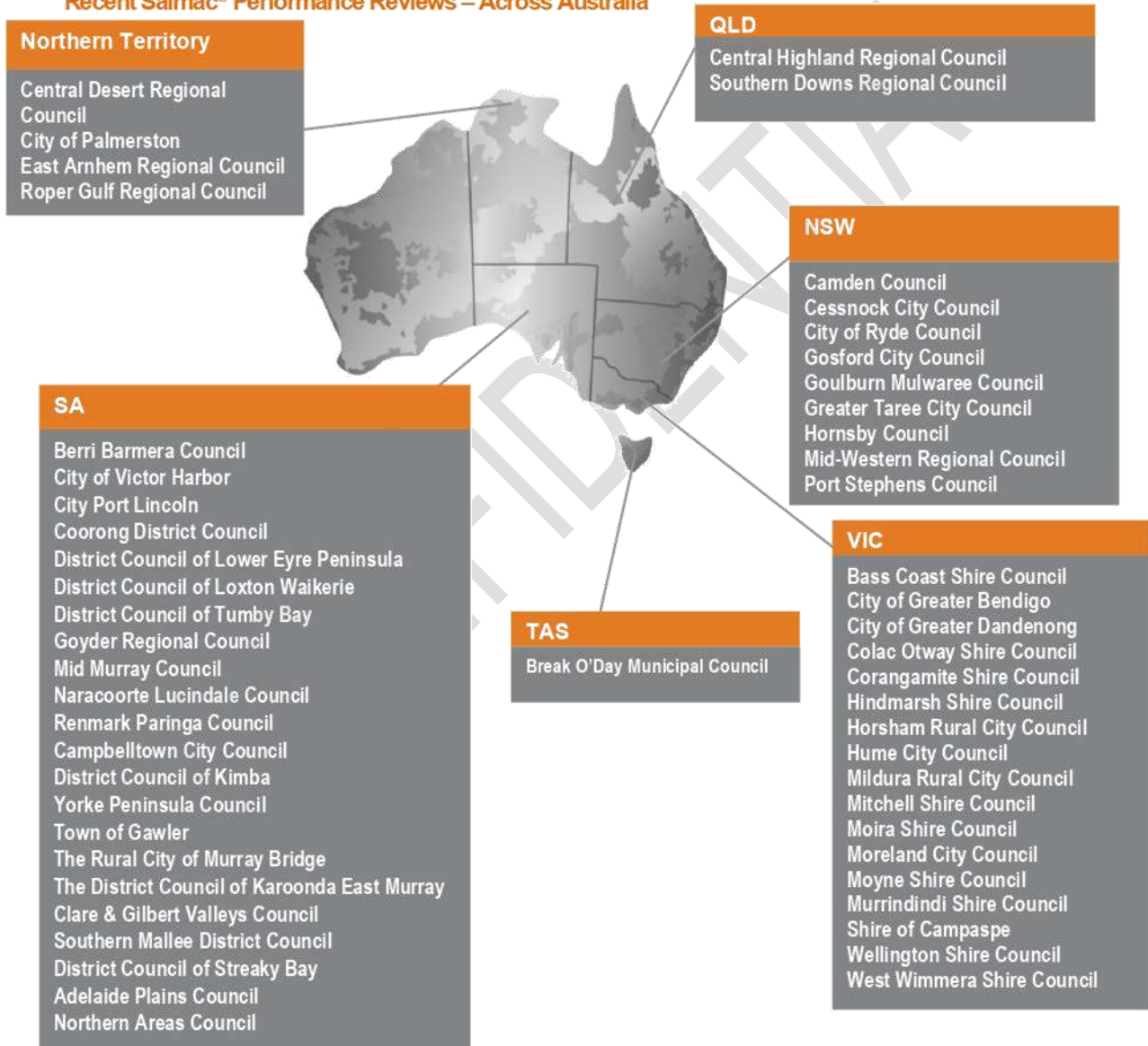
## Relevant Experience

M<sup>2</sup>Arthur is extensively involved in facilitating performance reviews and assisting clients develop and implement structured performance management systems within their organisations.

Since its introduction in 1993, the Salmac<sup>®</sup> Performance Management System has enjoyed great success in Australian Councils, with over 100 Councils in Northern Territory, Queensland, New South Wales, Victoria, Tasmania and South Australia utilising it to evaluate performance.

Recently we have been appointed to undertake performance reviews of Chief Executive Officers and second level executive positions within the following Councils.

### Recent Salmac<sup>®</sup> Performance Reviews – Across Australia



## Methodology

The Salmac© approach to performance management provides a rigorous yet appropriate model for monitoring and measuring performance at this level. The model has been developed and successfully introduced into a large number of Councils Australia-wide.

### Methodology - The M<sup>c</sup>Arthur Salmac© System

Specifically, the M<sup>c</sup>Arthur process involves the following steps:

#### 1. Creation of the documentation established for the review

We have found performance management to be most effective when two dimensions of performance are measured; the outcomes that need to be achieved; and the leadership behaviours we expect to be demonstrated while the agreed outcomes are met.

The first dimension covers the specific goals (outcomes) set for the period for which the Chief Executive Officer is the prime driver. These are typically big ticket items reflected in the Council Strategic and Business Plans or outcomes that must be achieved in dealing with major issues facing Council at the time. These are the KPI's that were agreed following the CEO's previous performance review or at the commencement of employment. CEO of Mount Gambier's KPI's are defined below:

| ITEM  |
|---|
| 1. Undertake an employee engagement survey and report the outcomes to Council by 30th November 2019.  |
| 2. Commence a review of the Council's Strategic Plan and have an agreed process in place by 30th November 2019.   |
| 3. Review the organisational structure and staffing resources by 30th June 2020 and report to Council.  |
| 4. Implement identified resourcing changes within the financial parameters afforded in the 2019/20 budget, by 30th November 2019.   |
| 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 within the funding agreements executed (to 30th June 2020 and on-going). |
| 6. Review communication/engagement channels between elected members and staff by 30th November 2019.  |
| 7. Review the information sharing and decision making structures of the Council (Committees, Informal Gatherings and Friday Edition) by 30th November 2019.   |
| 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) by 30th June 2020.                    |

The second dimension captures a set of leadership behaviours. These are Key Result Area's and are linked to the CEO Job and Personal Specification and outlined in the CEO's contract. For example Leadership, Human Resources, Economic Development and Finance.

## 2. Facilitating the Review of the Chief Executive Officer

Once the Council has decided who will be involved in the performance evaluation of the Chief Executive Officer, we will work closely with that group to prepare for, and conduct, the performance review. Typically, this requires the following activities:

- The Chief Executive Officer will provide a self-assessment against the agreed criteria using the agreed rating system. The CEO can also, if required, deliver a presentation / progress report to participants prior to the review.
- The Council Members independently and individually rate the performance of the Chief Executive Officer in a questionnaire either in a one on one interview, electronically or in hard copy.
- In a 360 degree review participants will include Council Members, Direct Reports and External Stakeholders.
- The Consultant prepares a report based on consolidating all the information provided by the Chief Executive Officer, Council Members, the CEO's Direct Reports and External Stakeholders.
- The M<sup>c</sup>Arthur Consultant will communicate with Council to discuss this appraisal prior to inviting the Chief Executive Officer to join the discussion.
- Following the above questionnaires, the Consultant produces a draft Performance Review Report which captures the outcomes of the process. This report can also capture KPI's, goals or objectives recommended during the review for the next review period (if any are recommended), both from an organisational perspective as well as in terms of personal and professional development.
- The draft report is sent to the CEO Performance Review Committee for checking.
- A final report is produced to Council for adoption, which becomes the official record of the review.
- As part of our process, we can also provide confidential advice and recommendations to Council on comparative benchmarked remuneration packages.

### Consultant Commitment

To clarify the range of activities which are incorporated in our service delivery for the Salmac<sup>©</sup> Performance Management System, our commitment will involve working with Council and the Chief Executive Officer to:

- Use the provided set of relevant behavioural accountabilities that focus on those characteristics which an effective Chief Executive Officer will and should demonstrate.
- Use the provided agreed strategic targets for the period under review.
- With Council and the Chief Executive Officer, facilitate the actual appraisal process.
- Produce a Summary Review Report which covers the outcomes of the appraisal process.
- Assist with amendments and renegotiation of contracts (non-legal).
- Produce a Benchmarked Remuneration Report and assist in negotiating remuneration review.



**The benefits are clear:**

- An independent and experienced HR Consultant enables accurate and timely advice and impartial review to be conducted and reported on.
- A consistency in the performance evaluation process.
- A clear emphasis on continuous improvement.
- Openness in the system which encourages employee support.
- Improved ongoing relationships between all stakeholders.
- A basis for recognition and reward clearly established.
- Corrective actions for areas of identified concern.
- The ability to weight KPI, strategic objectives and/or raters to better define performance.
- High standards for future reviews.
- A fully documented process and sign off that establishes legality and official record.

The SALMAC© System delivers organisational effectiveness through strong and structured performance management.



## Fee

The SALMAC© process establishes clear and specific outcomes for the CEO role and sets not only an appraisal framework but also a framework that supports the performance review. Salmac does this within the legal frameworks set by their Position Description, the Contract of Employment and Council's Strategic direction. Further the Salmac process is supported by a professional Consultant, whose role is to support and guide Council, ensure equity in the process, provide advice and assistance on performance improvement strategies.

|                         | Option 1  |
|-------------------------|---|
| Review Type             | CEO 360 Degree Performance Review   |
| Participants            | CEO and Council Members, Direct Reports/Key Staff Members and External Stakeholders |
| Review conduct          | Emailed/posted questionnaire/face to face interviews                                |
| Agreement term          | 4 years   |
| Fixed Fee excluding GST | \$3,950*  |

**\*Notes:**

1. Fee structure is GST exclusive
2. Fee is per year
3. Travel expenses excluded

**Schedule of milestone payments**

- 50% – Due at the time M<sup>c</sup>Arthur is retained for the specific assignment
- 50% – Due on acceptance of Final Report

Our proposed fees are valid for a period of three months from 16<sup>th</sup> January 2020.





## Referees

To establish M<sup>c</sup>Arthur's credibility, we recommend that you contact any of the following referees who will testify with respect to our capacity and capability in delivering the services required by Council.

| Contact Name         | Services Provided      | Organisation                    | Telephone    |
|----------------------|------------------------|---------------------------------|--------------|
| Mayor Neil Martinson | CEO Performance Review | Renmark Paringa Council         | 0427 951 369 |
| Mayor Dean Johnson   | CEO Performance Review | District Council of Kimba       | 0427 619 815 |
| Mayor Brenton Lewis  | CEO Performance Review | Rural City of Murray Bridge     | 0428 825 281 |
| Mayor Travis Barber  | CEO Performance Review | District Council of Streaky Bay | 0428 879 291 |

### Testimonials

*'We have had nothing but excellent outcomes when dealing with M<sup>c</sup>Arthur. The team especially Bec goes above and beyond to make things as easy and as smooth sailing as possible. From helping with recruitment of staff, to CEO performance reviews right through to simple advice is not only prompt but courteous. I highly recommend their services and have had no issue in promoting them whenever people ask for suggestions! The whole M<sup>c</sup>Arthur team should be everyone's first point of call when looking to recruit!'*

#### Mayor Travis Barber, District Council of Streaky Bay

*'Adelaide Plains Council has utilised the services of M<sup>c</sup>Arthur for the past five (5) years for the purposes of both recruitment and performance appraisals. From my perspective, having worked closely with Rebecca in performance appraisal, I cannot emphasise enough her high level of professionalism, diligence and commitment that she possesses.'*

*M<sup>c</sup>Arthur is a large reason why the former District Council of Mallala, now Adelaide Plains Council (APC), has managed to rebuild and rebrand itself so successfully. Through the wonderful support and guidance of M<sup>c</sup>Arthur, APC has rebuilt an entirely new executive management team which has proven to be extremely stable and successful in what is a highly pressurised environment, as we grapple all the challenges of a growth council with a relatively low rate base.'*

*I would strongly recommend M<sup>c</sup>Arthur to anyone seeking to engage the services of a recruitment agency for the purposes of either recruitment or performance appraisal'.*

#### James Miller, CEO, Adelaide Plains Council



*The City of Tea Tree Gully's experiences with the work provided by M<sup>c</sup>Arthur has always been of excellent quality and within agreed timeframes. Recently, our Council engaged with M<sup>c</sup>Arthur (Rebecca Hunt) to undertake a benchmarking exercise. During the task, our objectives shifted slightly, and Rebecca was more than happy to accommodate our adjusted scope and still achieve the timelines we were after.*

*The quality of the report was sound, and the Rebecca was always responsive when we posed questions during the process.*

*M<sup>c</sup>Arthur have also been very timely with the provision of several psychometric and digital testing requests and bookings and the timelines achieved to suit our recruitment processes has been exceptional.*

**Kirstin Dodson, Business Partner Organisational Development City of Tea Tree Gully**

*We have engaged M<sup>c</sup>Arthur over the last three years, specifically with senior leader remuneration industry benchmarking data and with their LifeApp employee engagement platform.*

*During this time, I have found all I have dealt with responsive, customer focused, professional and flexible in their approach.*

*We highly value the professional relationship we have developed and the understanding our M<sup>c</sup>Arthur key contacts has gained and demonstrated of our business and needs, which has ensured the outcomes have hit the mark on all occasions.*

*I would have no hesitation in recommending M<sup>c</sup>Arthur to other businesses.*

**Steph Roberts, Human Resources Manager, City of Marion**

*'The McArthur team have been our partner for HR consultancy and advice at the District Council of Karoonda East Murray for a number of years. During that time they have assisted with numerous activities including executive and non-executive recruitment, conducting employee engagement studies, facilitating a HR systems review and developing a HR Action Plan through to more operational HR activities such as assisting with the review and creation of Position Descriptions and Performance Development and Review processes.*

*The M<sup>c</sup>Arthur team has always been quick to assist and respond, have provided good timely advice and are always willing to help out when needed. For an organisation our size, with no internal HR resourcing, M<sup>c</sup>Arthur has been our 'go to'. I am more than comfortable recommending the services of Rebecca and the team at M<sup>c</sup>Arthur for HR assistance and advice, their combined years of experience, knowledge and expertise in term help us to achieve good outcomes ourselves in this area.'*

**Matthew Morgan CEO District Council of Karoonda East Murray**



**ATTACHMENT A**  
**CONSULTANT PROFILE**

CONFIDENTIAL



### Rebecca Hunt – BA Hons - MAHRI

Prior to joining M<sup>c</sup>Arthur Rebecca was a People Consultant in a Big 4 Professional Services Firm, she has also worked in State Government and locally and interstate for a Global Commercial Firm.

Rebecca brings international knowledge with extensive experience in the UK and USA providing a unique depth of experience and more recently has been working locally with all levels of Government and commercial clients. Rebecca specialises in advising in Talent Management, Performance Reviews, Cultural, Remuneration and Structural Reviews, Psychometric Testing and Generalist Human Resources.

Since joining M<sup>c</sup>Arthur, Rebecca has provided extensive HR Consulting expertise across the Local Government sector, servicing regional, rural and metropolitan Councils.

Rebecca's astute business acumen, exceptional communication and organisation skills, and wealth of experience ensure clients are provided with a holistic, high quality and comprehensive service. Rebecca is passionate about creating lasting relationships with clients, based on integrity, effective tailoring of service to clients' needs/requirements and ingrained best practice approach



**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 27.3 AR20/9109 Selection of professional support for the Chief Executive Officer's Performance 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) (b) and (k) be kept confidential and not available for public inspection until 2 years have elapsed. The name and contract value of the selected service provider be released immediately upon execution of a service contract.
2. Further that Council delegates the power to review, revoke, but not extension 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 COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE, MOUNT  
GAMBIER  
ON TUESDAY, 17 MARCH 2020 AT 6.00 P.M.**

**PRESENT:** Mayor Lynette Martin (OAM), Cr Sonya Meziniec, Cr Max Bruins, Cr Christian Greco, Cr Ben Hood, Cr Paul Jenner, Cr Frank Morello, Cr Steven Perryman

**OFFICERS IN ATTENDANCE:**

|                                     |                   |
|-------------------------------------|-------------------|
| Chief Executive Officer             | - Mr A Meddle     |
| General Manager Community Wellbeing | - Ms B Cernovskis |
| General Manager City Infrastructure | - Mr N Serle      |
| General Manager City Growth         | - Dr J Nagy       |
| Media and Communications Officer    | - Mrs A Watson    |
| Manager Executive Administration    | - Mr M McCarthy   |
| Executive Administration Officer    | - Mrs F McGregor  |

**27.2 CONFIDENTIAL ITEMS OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE HELD ON 3 MARCH 2020**

**27.3 SELECTION OF PROFESSIONAL SUPPORT FOR THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW – REPORT NO. AR20/9109**

**RESOLUTION 2020/128**

Moved: Cr Steven Perryman

Seconded: Cr Max Bruins

**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 Meziniec, M Bruins, C Greco, B Hood, P Jenner, F Morello and S Perryman and Council Officers A Meddle, M McCarthy, B Cernovskis, J Nagy, N Serle, A Watson and F McGregor be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 27.3 AR20/9109 Selection of professional support for the Chief Executive Officer's Performance Review.

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

- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
  - conducting business; or
  - proposing to conduct business; or
  - to prejudice the commercial position of the Council

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

- tenders for the:
  - supply of goods, or
  - the provision of services, or
  - the carrying out of works

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 information to be considered includes offers for the supply of services, the disclosure of which prior to the making of a procurement decision could reasonably be expected to confer an advantage on a third part or prejudice the commercial position of the Council negotiations.

**CARRIED**



The Chief Executive Officer, Andrew Meddle declared a Material Conflict, left the Chamber at 7.23 p.m. and did not return.

**RESOLUTION 2020/129**

Moved: Cr Sonya Meziniec

Seconded: Cr Frank Morello

1. That Chief Executive Officer Performance Review Committee Report No. AR20/9109 titled 'Selection of professional support for the Chief Executive Officer's Performance Review' as presented on 03 March 2020 be noted.
2. That McArthur (Quote 3) be engaged for the provision of services for the Chief Executive Officers performance management processes, for an initial 2 year period with a two year period of extension subject to performance.

**CARRIED**

**RESOLUTION 2020/130**

Moved: Cr Frank Morello

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 27.3 AR20/9109 Selection of professional support for the Chief Executive Officer's Performance 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) (b) and (k) be kept confidential and not available for public inspection until 2 years have elapsed. The name and contract value of the selected service provider be released immediately upon execution of a service contract.
2. Further that Council delegates the power to review, revoke, but not extension 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**

**The Meeting closed at 7.26 p.m.**

