

NOTICE

of

CEO PERFORMANCE REVIEW COMMITTEE MEETING

Pursuant to the provisions of Section 84(1) of the
Local Government Act 1999

to be held in

**WALKERVILLE CIVIC CENTRE
COUNCIL CHAMBERS
66 WALKERVILLE TERRACE GILBERTON**

on

17 MAY 2019 at 4.30pm

KIKI MAGRO
CHIEF EXECUTIVE OFFICER

Issue Date: 14 MAY 2019

MEMBERSHIP

MAYOR ELIZABETH FRICKER - PRESIDING MEMBER

Deputy Mayor Cr James Williams
Cr MaryLou Bishop

Councillor Stephen Furlan

AGENDA
17 May 2019 at 4.30pm

1. ATTENDANCE RECORD

- 1.1 Present
- 1.2 Apologies
- 1.3 Not Present / Leave of Absence

2. CONFIRMATION OF MINUTES

That the minutes of the Audit Committee Meeting held on 12 April 2019 be confirmed as a true and accurate record of the proceedings.

3. REPORTS REQUIRING DECISION OF COMMITTEE

- 3.1 Review of the CEO Performance Review Committee's Terms of Reference

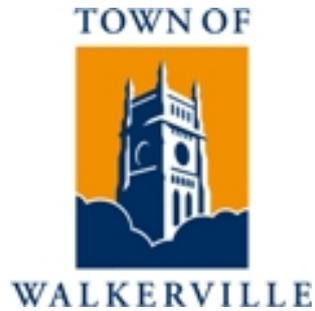
4. REPORTS PRESENTED FOR INFORMATION

- 4.1 Progress Report – CEO KPI's 2018/19

5. CONFIDENTIAL REPORTS

Nil.

6. CLOSURE



MINUTES

Of

CEO PERFORMANCE REVIEW COMMITTEE

held in the

**WALKERVILLE CIVIC CENTRE
COUNCIL CHAMBER
66 WALKERVILLE TERRACE GILBERTON**

on

Friday 12 April 2019 at 4.30 pm



Town of Walkerville

Minutes – Chief Executive Officer Performance Review Committee 12 April 2019

PLEASE NOTE: While every attempt has been made to ensure the accuracy of these minutes they are still subject to confirmation at the next meeting of the CEO Performance Review Committee and as such cannot be construed as an official record of this meeting until endorsed at the next meeting.

MINUTES
12 April 2019

1. ATTENDANCE RECORD

- 1.1 Present
Mayor Elizabeth Fricker
Deputy Mayor Cr James Williams
Cr Marylou Bishop
Cr Stephen Furlan
- 1.2 In Attendance
Mr Richard Altman, Consultant
Ms Vanessa Davidson, Council Secretariat
- 1.3 Apologies / Leave of Absence

The meeting was declared open at 4.33pm.

2. CONFIRMATION OF MINUTES

Moved: Cr Williams
Seconded: Cr Bishop

CEO11/18-19

That the minutes of the previous meeting held on 10 September 2018 be confirmed as a true and accurate record of the proceedings.

CARRIED

3. REPORTS REQUIRING DECISION

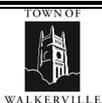
- 3.1 Appointment of Independent Consultant for the 2018/19 & 2019/20 CEO Performance Review

Moved: Cr Furlan
Seconded: Cr Bishop

CEO12/18-19

The CEO Performance Review Committee recommend to Council that Richard Altman be appointed as the independent consultant for the 2018/2019 CEO Performance Review.

CARRIED



3.2 CEO Performance Review – Draft Timetable for 2018/ 19

Moved: Cr Bishop
Seconded: Cr Williams

CEO13/18-19

That the CEO Performance Review Committee adopt the attached timetable for conducting the 2018/ 2019 CEO Performance Review.

CARRIED

3.3 Terms of Reference Review

Moved: Cr Williams
Seconded: Cr Furlan

CEO14/18-19

That the Committee having reviewed the CEO Performance Review Terms of Reference and noting that they were reviewed by Council on 16 April 2018, recommends to Council the following proposed changes to the CEO Performance Review Terms of Reference:

- 'Periodically' to be changed to 'six monthly' – page one third dot point.
- That a November meeting be included in the timetable for the CEO KPI update.
- That the second sentence under clause '4. Membership' be removed from the Terms of Reference.
- That a clause that specifies the process for voting at CEO Performance Review Committee meetings be included within the Terms of Reference.

CARRIED

5. CLOSURE

The meeting was closed at 5.24pm



Item No: 3.1
File No: 12.14.1.4
Date: 17 May 2019
Attachment: A and B

Meeting: CEO Performance Review Committee
Title: Review of the CEO Performance Review Committee Terms of Reference
Responsible Manager: Mayor, Elizabeth Fricker
Author: Council Secretariat, Vanessa Davidson
Type of Report: Decision Required

Recommendation

That the Committee recommends to Council that:

1. Council adopt the proposed CEO Performance Review Committee Terms of Reference appearing as Attachment B to this report.
2. The Council Secretariat be authorised to make minor amendments of a formatting or technical nature to the CEO Performance Review Committee Terms of Reference.

OR

1. Council endorses the following changes to the CEO Performance Review Committee Terms of Reference:
 -
 -
 -
 2. Tthe Council Secretariat be authorised to make minor amendments of a formatting or technical nature to the CEO Performance Review Committee Terms of Reference
-

Purpose of Report

The CEO Performance Review Committee Terms of Reference (ToR) sets out the objectives of the CEO Performance Review Committee (Committee). A copy of the ToR is included at Attachment A.

At its meeting of 12 April 2019 the Committee proposed amendments to the ToR in order to clarify the following:

- The time period in which the review of KPI's would be undertaken.
- The voting entitlements of Committee members.
- The process for resignation from the Committee.

Subsequently the proposed ToR is presented for the Committee's consideration and recommendation to Council.

Background / Description

Up until 3 April 2018 the Committee were tasked with reviewing the ToR annually in April.

At its Ordinary Meeting held on 16 April 2018 Council removed this requirement as part of the following resolution:

CNC307/17-18

That Council having reviewed the CEO Performance Review Committee Terms of Reference resolves:

- a. the current membership of the Committee remain unchanged until the end of this Council term;*
- b. the sentence: “the membership of the Committee will be reviewed in April each year” be deleted.*
- c. to amend the Terms of Reference to include that the Committee is to make a recommendation to Council, for the appointment of an independent consultant to assist in the review.*

The CEO Performance Review Committee reviewed the ToR at its meeting of 12 April 2019 and made the following recommendation to Council:

CEO 14/18-19

That the Committee having reviewed the CEO Performance Review Terms of Reference and noting that they were reviewed by Council on 16 April 2018, recommends to Council the following proposed changes to the CEO Performance Review Terms of Reference:

- ‘Periodically’ to be changed to ‘six monthly’ – page one third dot point.*
- That a November meeting be included in the timetable for the CEO KPI update.*
- That the second sentence under clause ‘4. Membership’ be removed from the Terms of Reference.*
- That a clause that specifies the process for voting at CEO Performance Review Committee meetings be included within the Terms of Reference.*

Key Issues for Consideration

Administration, in preparing the amendments requested by the Committee, considered it prudent to undertake a full review of the ToR. Proposed amendments to the ToR have been included as tracked changes at Attachment B.

The proposed changes include:

1. Numbering each clause for ease of identification.
2. A new Clause 1 – ‘*Establishment*’ which informs the reader the authority by which the Committee has been established.
3. Clause 2 has been renamed ‘Objectives’.
4. Clause 2.2 has been amended in order to identify the month in which KPI’s are to be established.

5. The Committee recommends to Council that the word 'periodically' in clause 2.3 be amended to 'at least once in every six month period' to provide clarity to the Committee as to when the Key Performance Indicators (KPI's) should be reviewed.
6. The Committee recommends to Council that the Committee meet in November of each year in order for the CEO to provide feedback on performance against the agreed KPI's for the year. A new clause proposing the meeting is included at clause 4.3.
7. Administration proposes a further variation to clause 4.3 that allows for a final meeting to occur in July of each year in order for the CEO to provide feedback on previous year's performance against the agreed KPI's for the year.
8. The Committee recommends to Council that the provision that the current membership of the Committee remain unchanged until the end of the Council Term be removed. In considering the Committee's recommendation it is proposed by Administration to amend clause 5 – '*Membership*' to provide for members of the Committee to resign should they wish to no longer serve on the Committee. The clause also provides for Council to remove and appoint Committee members by resolution.
9. Administration proposes that the role of the Presiding Member is clarified to encapsulate the requirements to ensure that all Committee members have an opportunity to participate in discussions and to maintain order and control of the meetings.
10. Administration proposes introducing clause 7 - '*Quorum*' as the ToR was silent on this matter.
11. The Committee recommends to Council that the process for Committee meetings be formalised and accordingly a proposed clause 8 - '*Voting*' is included within the ToR for Council's consideration.
12. Administration recommends removing the existing clause '*Reporting*' as this clause pre-empts Council's decision with regard to whether or not a matter should be considered in confidence. Additionally not all matters considered by the Committee are considered to be confidential in accordance with the requirements of the *Local Government Act 1999*.



THE CORPORATION OF THE TOWN OF WALKERVILLE
CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE
TERMS OF REFERENCE
April 2018

1. Role

The Committee's role is to:

- Engage with the Chief Executive Officer in the undertaking of the annual performance review within the parameters of the Employment Agreement, and report the findings to Council. Conduct an informal performance review meeting with the Chief Executive Officer after six months of each review year
- On an annual basis, and in conjunction with the Chief Executive Officer, establish the Key Performance Indicators (KPIs) against which the performance review is to be conducted
- Periodically review with the Chief Executive Officer the Key Performance Indicators, and the Key Result Areas included in the position description against which feedback will be sought during the annual performance review
- On an annual basis make recommendations to Council regarding the remuneration and conditions of employment of the Chief Executive Officer, consistent with the requirements of the Employment Agreement
- The Committee is to make recommendation to Council for the appointment of an independent consultant to assist with the Chief Executive Officer's performance review process.
- Make recommendations to Council as to any proposed changes in remuneration or conditions of employment of the Chief Executive Officer.
- In the event of a vacancy for the position of Chief Executive Officer, the Committee will develop and recommend to Council the necessary steps to fill the vacancy within the requirements of the Local Government Act. The Committee will act as the selection panel and make recommendations to Council on an appointment to the position of Chief Executive Officer.

2. Authority

The Committee is authorised by Council to undertake work to effectively and efficiently meet the objectives described of its role.

The Committee will refer all decisions to Council unless Council has resolved to delegate the decision on the agenda to the Committee.

3. Meetings

The Committee will meet on an as needs basis, with a minimum of two meetings per year. The Committee will ensure it meets in appropriate time frames to complete the CEO performance review to meet the timing specified in the CEO Employment Agreement.

The CEO will be invited to attend Committee Meetings at the following points in the performance review process:

- At the commencement of the annual performance review process to agree the process, steps and timing for the review, and those to be asked to provide feedback
- During the performance review process to formally present to the Committee views as to the achievement of the agreed KPI's for the year.
- Having received the performance review report, meet with the Committee to provide feedback regarding the findings of the report.
- To meet with the Committee to discuss and finalise the KPI's for the next performance review period.

An agenda will be prepared and distributed to all Committee Members four clear days prior to the meeting.

Minutes of meetings (in accordance with legislative requirements) will be kept and provided to all Committee Members within three working days of the meeting.

4. Membership

The Committee is comprised of four Elected Members with the Mayor and the Deputy Mayor being Members. The remaining Elected Members are to be appointed to the Committee by resolution of Council.

The Current Membership of the Committee remain unchanged until the end of the Council Term.

The independent consultant will attend meetings but will not have voting rights.

5. Role of the Presiding Member

The Mayor will be appointed as the Presiding Member.

The Presiding Member's role is to:

- Oversee the conduct of meetings in accordance with the Local Government Act 1999 Meeting Regulations and the Council and Committee Meetings Code of Practice.

6. Reporting

Decisions made by the Committee, under delegated authority, will be reported by the distribution of its minutes and held in confidence under S.90 (2), (3) & (9) of the Local Government Act 1999.

Recommendations made by the Committee will be reported to the Council at its next full Council Meeting for debate and decision. All debate and decisions will be held in confidence under S.90 (2), (3) & (9) of the Local Government Act 1999.

File:



THE CORPORATION OF THE TOWN OF WALKERVILLE
CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE
TERMS OF REFERENCE

April 2019~~8~~

1. Establishment

Pursuant to Section 41 of the Local Government Act 1999 ('the Act') the Council has established a committee to be known as the Chief Executive Officer's Performance Review Committee, referred to in these Terms of Reference as 'the Committee'.

Commented [VD1]: Inclusion of new clause

4.2. Objectives Role

The objectives of the Committee are -to:

- 2.1- Engage with the Chief Executive Officer in the undertaking of the annual performance review within the parameters of the Employment Agreement, and report the findings to Council. Conduct an informal performance review meeting with the Chief Executive Officer after six months of each review year
- 2.2 On an annual basis, and in conjunction with the Chief Executive Officer, establish the Key Performance Indicators (KPIs) against which the performance review is to be conducted (July of each year)
- 2.3 Periodically-At least once in every six month period review with the Chief Executive Officer the Key Performance Indicators, and the Key Result Areas included in the position description against which feedback will be sought during the annual performance review
- 2.4 On an annual basis make recommendations to Council regarding the remuneration and conditions of employment of the Chief Executive Officer, consistent with the requirements of the Employment Agreement.
- 2.5 Make recommendation to Council for the appointment of an independent consultant to assist with the Chief Executive Officer's performance review process.
- 2.6 Make recommendations to Council as to any proposed changes in remuneration or conditions of employment of the Chief Executive Officer.
- 2.7 In the event of a vacancy for the position of Chief Executive Officer, the Committee will develop and recommend to Council the necessary steps to fill the vacancy within the requirements of the Act. The Committee will act as the selection panel and make recommendations to Council on an appointment to the position of Chief Executive Officer.

Commented [VD2]: Inclusion of numbering for ease of referencing clauses

Commented [VD3]: Resolution CEO14/18-19

2.3. Authority

- 3.1 The Council has not delegated any powers to the Committee. Accordingly all decisions of the Committee will constitute recommendations to Council unless Council has resolved to delegate the decision on the agenda to the Committee.
- 3.2 The Committee is authorised by Council to undertake work to effectively and efficiently meet the objectives described of its role.

3.4. Meetings

- 4.1 The Committee will ensure it meets in appropriate time frames to complete the CEO performance review to meet the timing specified in the CEO Employment Agreement.
- 4.2 The Committee will meet on an as needs basis, with a minimum of two meetings per year.
- 4.3 The Committee will meet in July and November each year in order for the CEO to provide feedback on performance against the agreed KPI's for the year.
- 4.24.4 The CEO will be invited to attend Committee Meetings at the following points in the performance review process:
- At the commencement of the annual performance review process to agree the process, steps and timing for the review, and those to be asked to provide feedback
 - During the performance review process to formally present to the Committee views as to the achievement of the agreed KPI's for the year.
 - Having received the performance review report, meet with the Committee to provide feedback regarding the findings of the report.
 - To meet with the Committee to discuss and finalise the KPI's for the next performance review period.
- 4.34.5 An agenda will be prepared and distributed to all Committee Members four clear days prior to the meeting.
- 4.6 Minutes of meetings (in accordance with legislative requirements) will be kept and provided to all Committee Members within three working days of the meeting.

Commented [VD4]: Resolution 14/18-19CEO Performance Review Committee

5 Membership

- 5.1 The Committee is comprised of four Elected Members with the Mayor and the Deputy Mayor being Members. The remaining Elected Members are to be appointed to the Committee by resolution of Council.
- 5.2 All members of the Committee will hold office until the conclusion of the 2022 Local Government elections.
- 5.3 Members of the Committee may be removed by Council resolution at any time.
- 5.4 Members of the Committee may resign their position any time by giving notice of their intention, in writing, to the Chief Executive Officer.
- 5.5 If a vacancy occurs on the Committee, in accordance with clauses 5.3 or 5.4, the Council will appoint a replacement member.

File:

~~5.2 The Current Membership of the Committee remain unchanged until the end of the Council Term.~~

Commented [VD5]: Resolution CEO 14/18-19

~~5.3~~

~~The independent consultant will attend meetings but will not have voting rights.~~

Commented [VD6]: This has been moved to clause 8 Voting

6 Role of the Presiding Member

~~6.1 The Mayor will be appointed as the Presiding Member.~~

~~6.2 The Presiding Member's role is to:~~

- ~~• oversee and facilitate the conduct of meetings in accordance with the Act and Local Government (Procedures at Meetings) Regulations 2013 (Regulations);~~
- ~~• ensure that the Guiding Principles at Regulation 5 are observed and that all Committee members have an opportunity to participate in discussions in an open and responsible manner; and~~
- ~~• call the meeting to order and move the debate towards finalisation when a matter has been debated significantly and no new information is being discussed.~~

~~6.3 If the Presiding Member of the Committee is absent from a meeting then the Deputy Mayor will preside at the meeting.~~

Commented [VD7]: Proposed new clause

7 Quorum

~~7.2 A quorum for a meeting of the Committee will be half of the number of members plus one.~~

Commented [VD8]: Proposed new clause

~~7.3 No business can be transacted at a meeting unless a quorum is present.~~

8 Voting

Commented [VD9]: Proposed new clause CEO 14/18-19

~~8.1 All members of the Committee must (subject to any provisions of the Act or Regulations to the contrary) vote on all matters presented for decision at a meeting of the Committee.~~

~~8.2 For the avoidance of doubt, every member of the Committee, including the Presiding Member (and / or the Deputy Mayor in the absence of the Presiding Member) has a deliberative vote i.e. no casting vote.~~

~~8.3 The Presiding Member is deemed to vote in the affirmative unless he/she clearly declares otherwise.~~

~~8.4 The Presiding Member will ask for members to vote and will then declare whether the motion is carried or lost.~~

~~8.5 All decisions of the Committee will be made on the basis of a majority of members present.~~

~~8.6 The independent consultant appointed by Council to facilitate the CEO's Performance Review will attend meetings but will not have voting rights.~~

File:

- ~~Oversee the conduct of meetings in accordance with the Local Government Act 1999 Meeting Regulations and the Council and Committee Meetings Code of Practice.~~

4. ~~Reporting~~

~~Decisions made by the Committee, under delegated authority, will be reported by the distribution of its minutes and held in confidence under S.90 (2), (3) & (9) of the Local Government Act 1999.~~

~~Recommendations made by the Committee will be reported to the Council at its next full Council Meeting for debate and decision. All debate and decisions will be held in confidence under S.90 (2), (3) & (9) of the Local Government Act 1999.~~

Commented [VD10]: Would suggest this clause may not be need as it is covered off under clause 3 Authority

Commented [VD11]: The Committee does not enjoy any delegated authority

Commented [VD12]: Not all decisions of the Committee will be made in confidence e.g. the meeting of 15/04/2019 – this may be considered to be pre-empting a decision

Revised



Item No: 4.1
File No: 12.14.1.4
Date: 17 May 2019
Attachment: A and B

Meeting: CEO Performance Review Committee
Title: Progress Report – CEO KPI’s 2018/19
Responsible Manager: Chief Executive Officer, Kiki Magro
Author: Chief Executive Officer, Kiki Magro
Type of Report: Information Only

Recommendation

That the Committee receive and note Progress Report on the CEO’s KPI’s for 2018/19 as at 17 May 2019.

Purpose of Report

The CEO Performance Review Committee Terms of Reference (ToR) (Attachment B) require that on an annual basis and in conjunction with the CEO, that Key Performance Indicators (KPIs) are established against which the performance review is to be conducted.

The ToR also require a periodic review (with the CEO) of the KPIs and the key result areas included in the position description against which feedback will be sought during the annual performance review.

Further, the ToR state:

The CEO will be invited to attend Committee Meetings at the following points in the performance review process:

- *At the commencement of the annual performance review process to agree the process, steps and timing for the review, and those to be asked to provide feedback*
- *During the performance review process to formally present to the Committee views as to the achievement of the agreed KPI’s for the year.*
- *Having received the performance review report, meet with the Committee to provide feedback regarding the findings of the report.*
- *To meet with the Committee to discuss and finalise the KPI’s for the next performance review period.*

This report is presented in response and relation to bullet point two above (highlighted).

Attachment

Attachment A	Progress Report – CEO KPIs 2018/19; as at 17 May 2019
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CEO Key Performance Metrics FY 2019 as at 17 May 2019

KPI	MEASUREMENT	TIMETABLE Q1 – Q4	COMMENTS	STATUS 	
1. Stakeholder Management					
1.1	Finalise the Walkerville Sports Club (WSC) lease and / or deliver a satisfactory conclusion	Lease with WSC concluded (one way or another)	Q4	Protracted negotiations over last 2.5 years due to club owing money. Council resolved to issue club with notice to terminate lease. Club up to date with payments and lease negotiations commenced in March 2019. Draft lease currently with Club for their review	
1.2	ERA Water	Ensure regular reporting on progress to Council	Q1 - Q4	Information reports presented to Council after every board meeting. Presentations made by Chairman on 2 occasions	
1.3	East Waste	Ensure regular reporting to Council on progress in relation to the recycling contract	Q1 – Q4	Reports presented as information available. Council resolved at April 2019 meeting to support new recycling contract	
1.4	Highbury Landfill Authority (HLA)	Ensure regular reporting on progress to Council as it relates to the HLA Boards decision to seek REOI for future	Q1 – Q4	No action from Board to date. No updates presented due to lack of information from HLA	

		options on the site			
1.5	Provide local businesses with networking & training opportunities	In collaboration with eastern region Councils, redefine & influence the development of a revised EBEC model	Q4	New EBEC model established between Burnside, Campbelltown & Walkerville. Constitution altered to allow for new entity. Mentor / Coaching program rolled out.	

2. Financial & Asset Management

2.1	Monitor subsidiary liabilities	Identify future risks and establish plans to manage risk profile for Walkerville	Q4	Budgets reviewed at regular intervals and presented to Audit Committee & Council.	
2.2	Maintain and improve overall financial performance of Council	Ensure budget meets the needs of the organisation and the community.	Q1	On target. Surplus budget will be delivered. BR3 to be presented to Council on 20 May 2019, which will deliver surplus in the order of approximately \$60k.	
2.3	Deliver the capital works program	Meet the Councils approved budget.	Q4	Expenditure in line with Council approved budget	
		Capital works program delivered	Q4	On target and on track. Projected to deliver savings at end of year	

3. Customer Service

3.1	Define service standards for the organisation to meet community expectations.	Identify and establish opportunities for improving customer service experience	Q3	Formal bi-monthly structured training of staff implemented. Customer Service Charter under review. New service standard	
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				being developed. Quarterly CX reporting to Council updated to provide more detailed analysis.	
		Align standards with budgeted human and financial resources.	Q4	Agency staff budget slightly over spent due to absences. This has now been reviewed and adjusted during budget reviews.	
3.2	Improved customer systems and processes.	Achieve continuous improvement and enhancement in online service delivery.	Q4	Intranet underwent major restructure – website will be revamped in 2019/20	

4. Strategic Directions

4.1	Establish a Master Plan framework for Council consideration	Prepare plans for Fuller / Smith Street site, Walkerville Oval precinct and Levi Caravan Park (within legislative constraints)	Q4	\$3m allocated in LTPF for Walkerville Oval precinct. Support for funding sent to both federal candidates for Adelaide. Submission presented to Minister and OLG to seek to remove 'caravan & camping ground' from Schedule 8 of LG Act.	
				Series of meetings arranged with industry stakeholders in line with Council s.90 masterplanning strategic sites resolution of 18 March 2019. Update report to	

be presented to 17 June 2019 Council meeting.

4.2	Continuity of 2016/20 Strategic Plan	Deliver the key initiatives as outlined / articulated in the approved Council Strategic Plan.	Q4	Underway and on target	
4.3	Advance the Investment Strategy in collaboration with City of Prospect	Deliver Councils priority strategies as set out in the Investment Strategy	Q4	Slow progress due to CoP change in priorities.	
4.4	Develop a Tree Management Strategy for Council endorsement	Tree Management Strategy endorsed by Council	Q3	Urban Forest Strategy developed. Currently out for consultation until 31 May. Expect to be endorsed at 17 June 2019 Council meeting	

5. People / Organisation Development

5.1	Identify and implement professional development opportunities for Leadership Team	Professional development plan for Leadership team implemented	Q4	6 month secondment with WGA arranged for GM A&I – commenced 24 Sept 2018.	
				Structured leadership development with external provider established (2 hour sessions held quarterly)	
5.2	Undertake assessment of structure to ensure organisation	Structure adjusted as required	Q4	Depot admin staff & CX staff rotated across sites providing improved CX.	

objectives are
being met

5.3	Finalise appointment of Group Manager CX & develop KPIs to drive improved service delivery	Group Manager CX appointed	Q2	Group Manager CX appointed and commenced 12 November 2018. KPIs for first 6 months of appointment (probation) established. Employment of officer confirmed.	
5.4	Continue to build on the people, culture and leadership of the organisation	Deliver greater stability and retention of key staff	Q4	Continued work in progress. 3 staff let go due to performance related matters.	