

**TOWN OF WALKERVILLE
CHIEF EXECUTIVE
OFFICER
2020/2021 PERFORMANCE
REVIEW REPORT
AUGUST 2021**



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BACKGROUND

The Town of Walkerville conducts annual performance reviews for the Chief Executive Officer (CEO) as part of the practice of providing effective performance feedback and as required in Clause 10 of the CEO's Employment Agreement. The CEO Performance Review Committee (the Committee) coordinates the review and engages an external consultant to support the process.

The CEO Performance Review Committee prepared and agreed a set of Key Performance Indicators (KPIs) with the CEO to cover the performance review period. The KPIs were circulated to Elected Members for their information in 2020.

At the commencement of the performance review process the CEO prepared and presented a final report setting out her achievements for the year against the agreed KPIs. This report was circulated to Elected Members as part of the performance review process.

Clause 10 of the CEO's Employment Agreement also requires that performance feedback be sought against the Key Result Areas (KRAs) included in the CEO's position description. Elected Members and participating staff were made aware of the KRAs prior to seeking their performance feedback.

Clause 10.2 of the Employment Agreement sets out a rating scale to be used for the performance review:

- 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.

The CEO Performance Review Committee agreed that feedback would be sought from all Elected Members, the direct reports of the CEO and a group of external stakeholders, with anonymous feedback also being sought across the organisation from staff who were not at management or team leader level. The Committee determined the list of external stakeholders from whom feedback would be sought. A list of those providing feedback is included in this report, with the exception of the anonymous staff who provided their feedback.

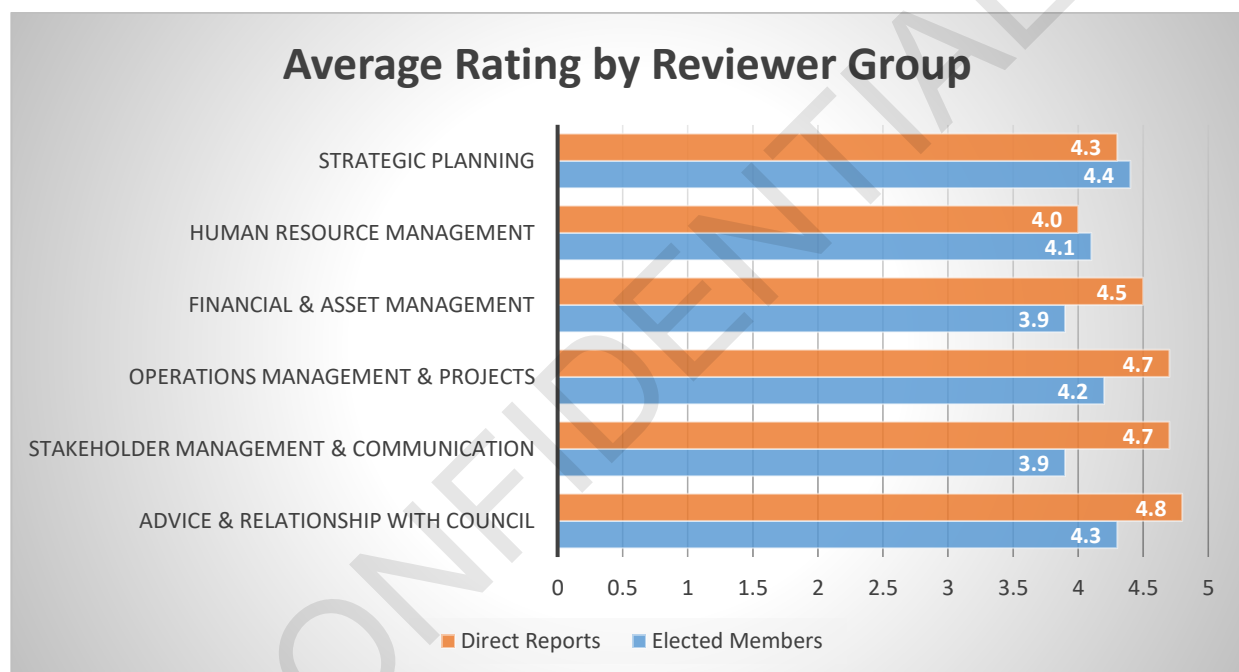
At meetings conducted with Elected Members, we sought feedback regarding their views about performance against the KPI report as well as performance in each Key Result Area. From meetings with the direct reports of the CEO, we only sought feedback regarding performance against each Key Result Area. A copy of the definitions was provided to participating staff prior to meeting.

In meetings with the non-managerial staff, we sought more general feedback as they were not fully aware of each Key Result Area. Similarly, with the external stakeholders, we sought more general feedback and have outlined the areas we covered with them in that section of the report.

PERFORMANCE REVIEW SUMMARY

It is clear from the feedback sought from Elected Members that there was a high degree of alignment regarding achievement of the agreed KPIs. It was generally agreed that the CEO had met the KPIs and there was little disagreement with the comments provided by the CEO in her feedback for each KPI.

We have provided a table below that summarises the overall ratings provided by Elected Members and key staff for each of the **Key Result Areas**:



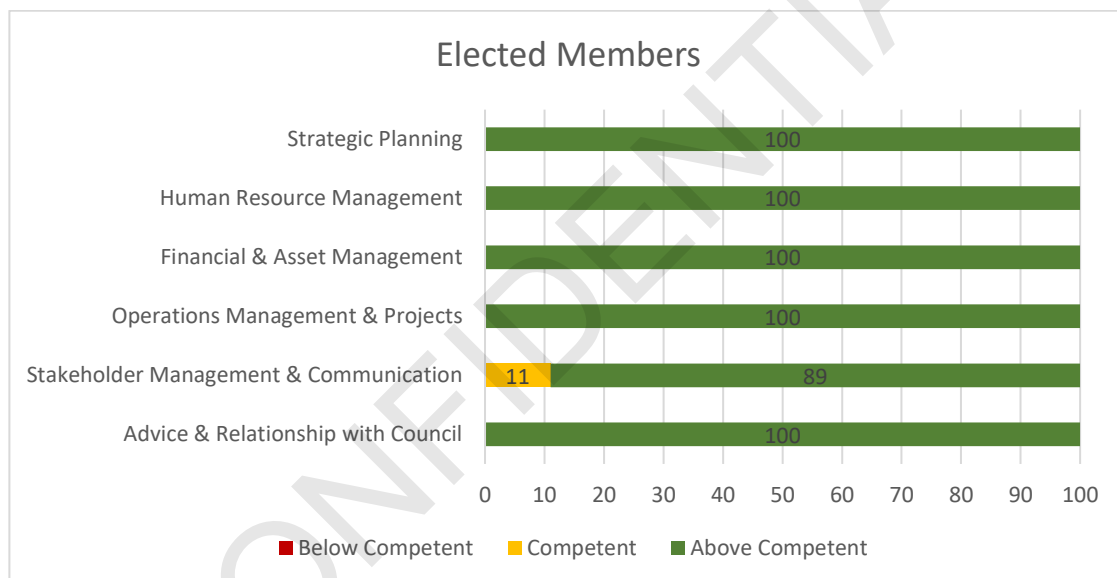
It is clear from the graph shown above that the CEO has performance rated at exceeding expectation for each Key Result Area. Key staff rated the CEO as above expectation (a rating of 4.0 or greater) across each KRA and Elected Members also gave ratings of above expectation in all areas.

The overall rating provided by Elected Members was 4.2 and for key staff was 4.5. Both reviewer groups increased their ratings from the 2020 review where ratings were 3.9 and 4.4 respectively.

This is again a positive result for the CEO. Consistent with previous reports, Elected Members see the CEO's Advice and Relationship with Council and Strategic Planning as two key areas of strength. At a rating of 3.9, Financial and Asset Management and Stakeholder Management and Communication received the lowest ratings from Elected Members. This rating still exceeds performance expectations and is a very positive result for the CEO.

As in 2020, the direct reports of the CEO rated Human Resource Management lower than the other KRAs, but at a score of 4.0 this indicates they still see the CEO exceeding expectations in this area. The CEO's Advice and Relationship to Council again received the highest rating by her Direct Reports with a score of 4.8, indicating strong and consistent performance in this area.

While it is important to show the average rating for each Key Result Area, we have also added another chart to enable Council to consider the feedback. The following charts summarise for each Key Result Area the percentage of Elected Members and key staff that rated the CEO's performance below expectation (ratings of 1, 2 or below 3; below competent), meeting expectations (rating of 3; competent), and above expectation (ratings of above 3, 4 or 5; above competent). We have provided separate charts for Elected Members and staff for ease of review.





We have provided commentary and feedback for each Key Result Area in the body of the report.

It is clear that across the majority of Key Result Areas, all reviewer groups have rated the CEOs performance as exceeding expectation. The only exception to this is Stakeholder Management and Communication, where 11% of Elected Members have rated performance as meeting expectation. This is an exceptional result for the CEO and shows solid and consistent performance across all areas.

2021 PERFORMANCE REVIEW PARTICIPANTS

The 2021 CEO Performance Review included a range of participants to ensure Council obtains feedback regarding the CEO's performance as viewed by a range of people. Feedback was sought from the following people:

Name	Position	Relationship
Elizabeth Fricker	Mayor	Elected Member
Robert Ashby	Deputy Mayor	Elected Member
Stephen Furlan	Councillor	Elected Member
MaryLou Bishop	Councillor	Elected Member
Norm Coleman	Councillor	Elected Member
James Williams	Councillor	Elected Member
Jennifer Joshi	Councillor	Elected Member
James Nenke	Councillor	Elected Member
Conrad Wilkins	Councillor	Elected Member
Andrea Caddy	Group Manager Planning, Environment and Regulatory Services	Direct Report (former)
Fiona Deckert	Manager Community Development and Engagement	Direct Report
Danielle Garvey	Group Manager Customer Experience	Direct report
Ben Clark	Group Manager Assets and Infrastructure	Direct report
Scott Reardon	Group Manager Corporate Services & Strategic Projects	Direct Report
Sarah Spencer	Communication Officer	Direct Report
Jill Whittaker	Mayor, City of Campbelltown	External Stakeholder
Chris Cowley	CEO, City of Burnside	External Stakeholder
Richard Trotman-Dickenson	VP RSL Walkerville	External Stakeholder
Jay McGrath	Magistrate	External Stakeholder
Lisa Teburea	Acting CEO LGA	External Stakeholder

As outlined, the Committee also asked that feedback be sought from non-managerial staff chosen at random. The staff chosen were from across the organisation to ensure a cross section of views.

KEY PERFORMANCE INDICATOR (KPI) FEEDBACK

At the beginning of the 2020/2021 year, the CEO Performance Review Committee established with the CEO a set of KPIs. The KPIs covered five main areas of focus:

- Strategic Plan
- Strategic Infrastructure Projects
- Financial and Asset Management
- Leadership and Culture
- Customer Experience

Within each area the Committee set a number of goals that needed to be achieved. The CEO was asked to provide feedback against each of the KPIs and milestones and a report was prepared and presented to the Committee. The final report was circulated to Elected Members as part of the performance review process.

It is important to note the impact of Covid-19 on the organisation during 2020/2021. The CEO has needed to manage the organisation against a background of continuing change and uncertainty. We note from the CEO's report that some KPIs are partly completed given some factors outside of the control of the CEO.

The Elected Member feedback generally agreed with the responses provided by the CEO. Elected Members noted the following:

- Council has delivered a lot of projects and outcomes for the community and managed to move some longer-term projects ahead.
- Community consultation has been reviewed and has improved over the last year. Council received a large number of responses to the Annual Business Plan and budget.
- More detailed timelines and milestones for key projects would be beneficial to Council. There is a need to "close the loop" on some issues through improved communication.
- Major projects have progressed despite some complex issues emerging.
- The media presence of Walkerville has increased and is viewed positively.

The feedback from Elected Members was positive in relation to the successful achievement of the KPIs for 2020/2021.

KEY RESULT AREA FEEDBACK

In this section of the report we have summarised the feedback from Elected Members and key staff in relation to the Key Result Areas. The detailed descriptions for each of the factors is included as an attachment to this report.

In presenting the feedback for each Key Result Area, we have provided two charts; the average rating provided by Elected Members and Direct Reports, and the percentage of Elected Members and Direct Reports that rated the CEO's performance for each Key Result Area below expectation (ratings of 1, 2 or below 3; below competent), meeting expectations (rating of 3; competent), and above expectation (ratings of above 3, 4 or 5; above competent).

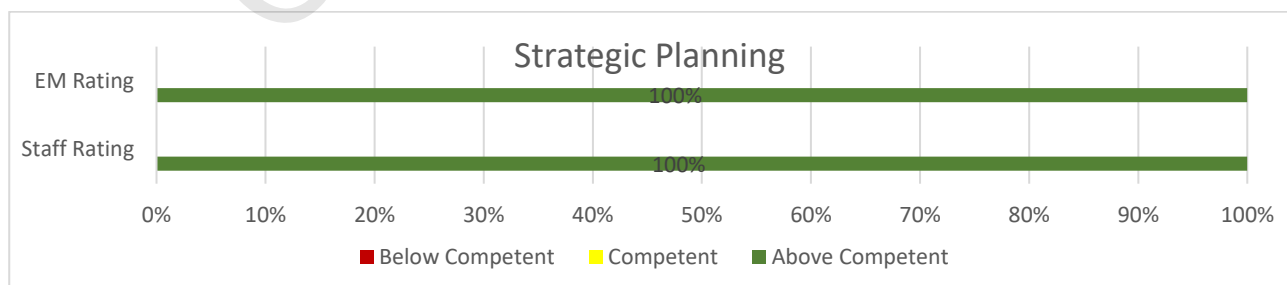
Strategic Planning

The following average ratings were provided for Strategic Planning:



As with the 2020 Report, the Elected Member and Staff ratings have an average greater than 4.0. The range in ratings from Elected Members was from 3.5 to 5.0, and for Staff the range was from 4.0 to 5.0. Strategic Planning is considered to be a strength for the CEO.

The following table supports the strong average ratings received.



All reviewers have provided strong positive ratings for this KRA, with ratings of exceeding expectations across both reviewer groups.

Elected Member Feedback:

Elected Members spoke positively about the CEO's performance in this area. There has been good progress over the past year on key projects underpinning Strategic Plan delivery, which this has exceeded the expectations of Members. The CEO is able to support the Council through the strategic thinking process and has shown positive support for Member Committees overseeing key projects.

The CEO breaks down long term plans into annual targets to ensure delivery. She articulates the reasoning behind those milestones and reports regularly on progress to Council. Updates on the Strategic Plan provided in the Annual Report ensure the wider community also is informed about Council's progress. While the CEO's reports to Council are regular and informative, some Members commented that additional updates could be helpful at times, particularly when things change during project delivery. Members noted that a milestone map or timeline would be helpful in ensuring they were across key project dates.

Overall, Elected Members see that the CEO has good frameworks in place to deliver the Strategic Plan and has successfully delivered key projects to date.

Staff Feedback

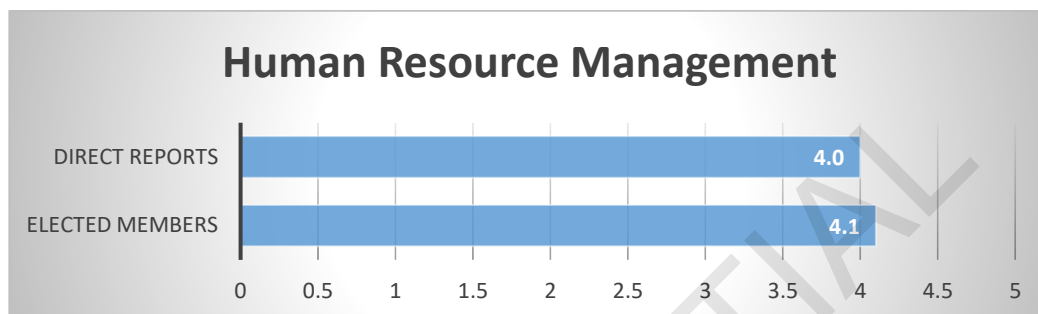
Staff see this as an area of focus for the CEO and comment that her delivery here is effective. She understands the importance and value of key project delivery in support of the Strategic Plan, and ensures the proper frameworks are in place to enable effective delivery. Direct Reports describe the CEO as having a strategic mind, which she utilises to develop annual plans for project delivery, while not losing sight of the longer-term vision and goals of Council. She provides regular updates to Council on progress against the Strategic Planning goals and has a clear expectation that her team will deliver in accordance with those goals.

The CEO effectively engages with her staff in her efforts to deliver the Strategic Plan. She drives and empowers her team in order to deliver their parts of the Plan and is happy to offer advice on project delivery. The team are aware of how their daily actions fit into the longer-term goals of Walkerville and have a good level of connection to the Plan. It was commented that, at times, staff deeper within the organisation could be provided with more detail surrounding Council's outlook, to ensure they remain connected both with the Plan and the organisation.

Staff clearly see the CEO as a strategic thinker who is able to align project delivery with the longer-term vision of the organisation.

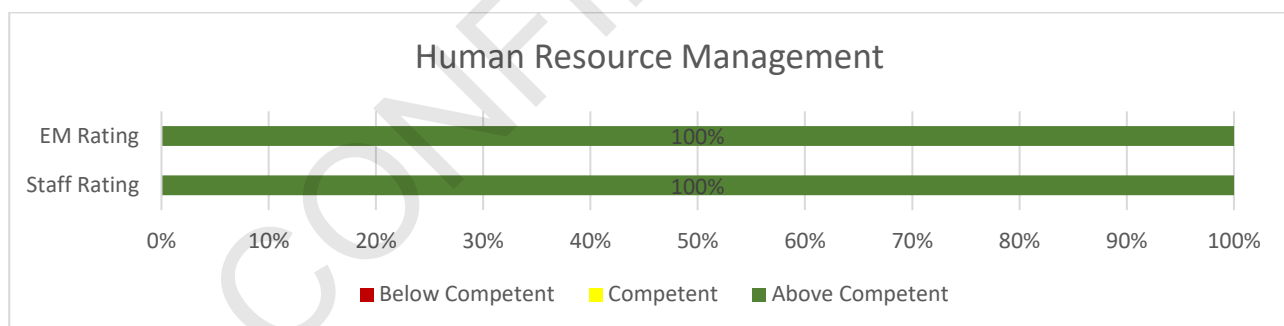
Human Resource Management

The following average ratings were provided for Human Resource Management:



Ratings for this factor are also positive and show an improvement from the 2020 report. The range in ratings from both Elected Members and key staff was 3.5 to 4.5, with an overall average from Elected Members of 4.1 and from key staff of 4.0. This tight range in ratings shows consistent perception of performance in this area.

The following table shows the percentage of responses for each category:



Ratings for this factor have exceeded expectations across both reviewer groups and demonstrate strong positive performance by the CEO.

Elected Member Feedback:

Elected Members see the CEO as an effective leader of the organisation. They comment that she has a direct leadership style, which seems to work for her staff. She has built a good team to support her and the culture within the organisation appears positive.

The Management Team are knowledgeable in their portfolios and clearly have the confidence of their CEO. They present well in the Chamber and the CEO empowers them to answer questions from Members. It was noted that there are still some issues within the finance team, but that the new structure is working to resolve those concerns.

Retention of staff has continued to be an issue for the CEO. While the past year has seen no forced terminations, there have been a number of resignations within the organisation. Despite some staffing uncertainty, the CEO continued to perform strongly and deliver projects effectively. Members note that she has made some good appointments to senior positions recently and would like to see a continued focus on building and stabilising the team.

The feedback shows that the CEO has been focused on leading her team through times of transition and has been able to do this effectively, while maintaining a positive organisational culture.

Key Staff:

The CEO is a present and hands-on leader who knows her team well. She is visible across the organisation and is happy to discuss issues raised by staff. She is supportive as a leader and ensures her team are aware of the expectations of their roles to aid in delivering excellence for the organisation.

Direct Reports comment that the CEO demonstrates trust in her team, which has led to trust within the team. The Management Team feel comfortable meeting without the CEO and engaging in robust discussions leading to effective decision making. While each Manager is effective and independent in their role, they are still working to develop synergy as a team. They feel supported by the CEO as they work towards this aim.

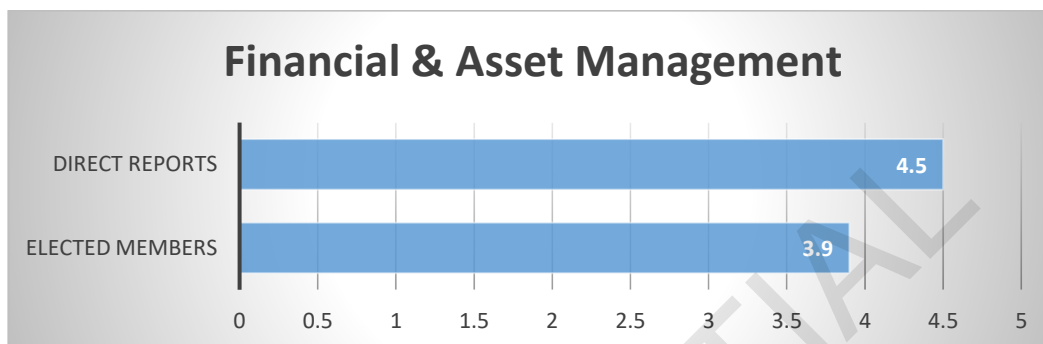
There has been clear focus by the CEO on developing a strong team to support her and on fostering a positive culture throughout the organisation, which she has done effectively. The culture within the organisation is now such that people will step up to challenges and there is a sense of a shared goal in delivering what is required for Walkerville.

While her style is direct, the CEO is also empathetic. People within the organisation feel that they can approach her and she will help them develop an approach to solving both work and non-work related problems. Her written and verbal communication skills are strong and she is able to involve herself to an appropriate degree in key issues without micromanaging the outcomes. The team know where they stand with the CEO as she sets clear goals and responds to issues in a timely manner. While she provides honest and constructive feedback to her team, some felt they would benefit from more frequent feedback at times.

Direct Reports have a strong respect for the CEO as a leader.

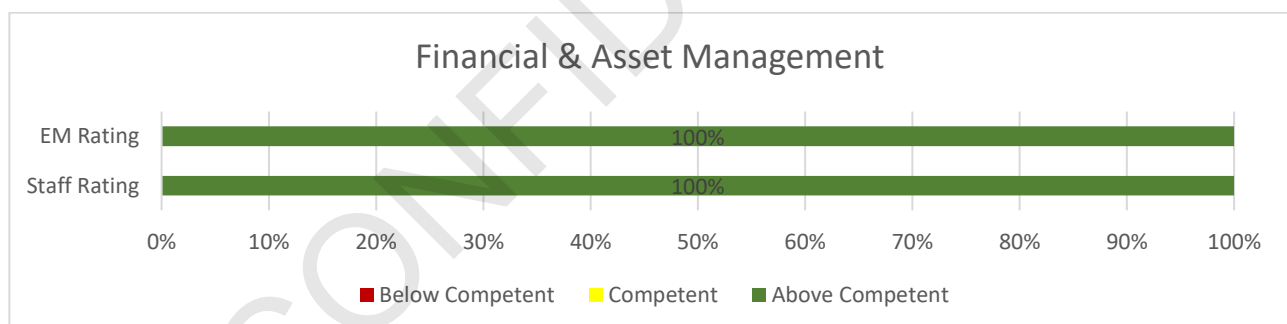
Financial and Asset Management

The following average ratings were provided for Financial and Asset Management:



The average ratings for this factor are again strong, with staff and Elected Members rating the CEO as exceeding expectation. The range in ratings for Elected Members was from 3.5 to 4.5 and from 4.0 to 5.0 for staff.

The following table shows the percentage of responses for each category:



It is clear from the chart above that all reviewer groups see the CEO's performance as strong in this area, with all ratings in the Above Competent range.

Elected Member Feedback:

The feedback from Elected Members was positive. The CEO presents well to the Council, demonstrating a strong understanding of key issues and answering questions effectively. Members were confident about the CEO's ability to deliver the budget each year and to deliver a small surplus.

Members were happy with the financial and asset management processes in place noting that while the budget process was still developing, it had been effective to date. The CEO is able to provide useful data and analysis to Council to aid in their decision making. Monthly reports are well executed and ensure Council remain up to date with key financial information. It had been previously noted

that the Asset Management Plan was in need of updating. This has now been finalised and works effectively as a tool underpinning the budget and long-term financial planning process.

It was commented that there has been some turnover in key financial staff during the past year. Despite this, financial reports to Council have still been effective and performance in this area has not been negatively impacted.

Members spoke highly of the CEO's ability to deliver effectively in this area, particularly given the impact of COVID-19 during the past 12 months. She has continued to be successful in gaining grant funding to support larger projects, and delivery of smaller projects under the Capital Works budget also has been successful. Some Members felt that there was additional work needed on the financial management of subsidiaries and Council's exposure to these.

Elected Members see that the CEO is across the numbers to effectively steer the budget each year and find the funds necessary for services and projects.

Staff Feedback:

Overall, staff are positive about the financial management and the CEO's leadership in this area.

The CEO ensures each Group Manager has clarity around their own budget requirements and holds them to account in delivering their budget. She supports Managers in delivering their budgets and will assist them if a need for unplanned expenditure arises. In return, Group Managers ensure the CEO is informed of any budget issues quickly and work with her in order to find solutions.

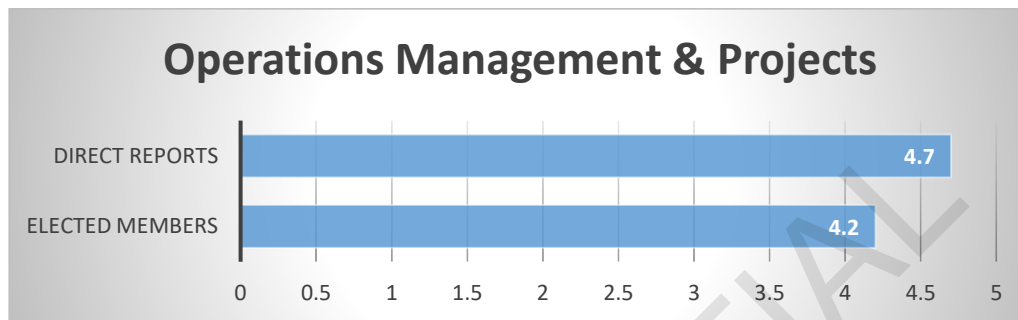
Staff spoke positively about the budget process, and the CEO's ability to achieve results within a limited budget. She works to make savings where needed to ensure Council is able to deliver projects. The CEO demonstrates a clear understanding of the numbers and effectively delivers against these each year.

Staff speak positively about the CEO's discipline with the budget process and her ability to allocate funds to achieve the best outcomes for Walkerville. She has shown a good focus on delivering projects and capital works. The CEO ensures the timely preparation of the Annual Business Plan and staff are engaged with that process.

It was noted that there is still some work to do to ensure that the right finance team is in place, but that this will only enhance an already solid process.

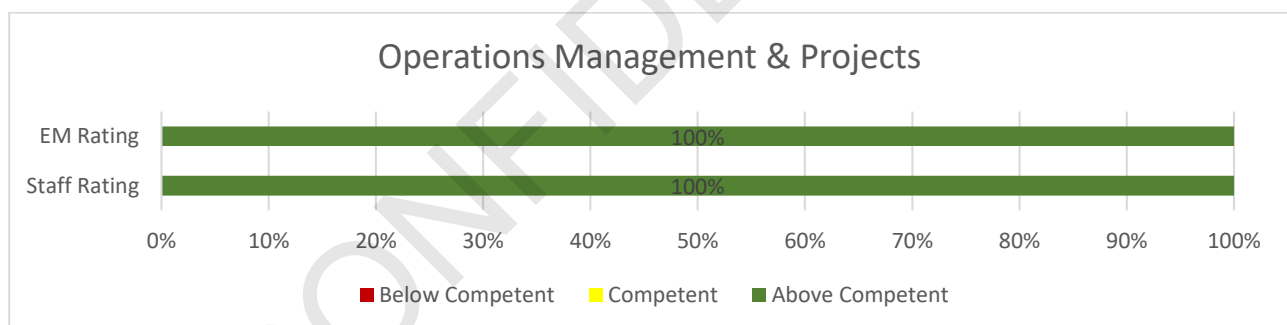
Operations Management and Projects

The following average ratings were provided for Operations Management and Projects:



The average rating for this Key Result Area from Elected Members was 4.2 with a range from 3.5 to 5.0. The average from staff was unchanged from the previous review at 4.7, with a range from 4.0 to 5.0.

The following table shows the percentage of responses for each category:



The CEO's performance has again been strong in this area, with all reviewers rating performance as exceeding expectations.

Elected Member Feedback:

Members commented that 2021 has seen excellent results in project delivery, with major projects progressing well and business as usual delivered to a high standard. Smaller projects delivered under the Capital Works budget have also been completed effectively.

The CEO provides regular updates and reports to Chamber regarding project progress, and her knowledge of the history of some longer-term projects has given Council good insight. At times, some Members felt that additional updates could be helpful to ensure projects stayed on track, but acknowledged that delivery has been strong. The move to using some new contractors has been positively received, which has been seen as beneficial in supporting project delivery.

Overall, Elected Members are once again positive about operations and projects.

Staff Feedback

Staff commented that the CEO has a strong focus on service and on delivering to the community, both of which drive her performance in this area. She demonstrates an understanding of Elected Member requirements and balances these with the resources of the organisation.

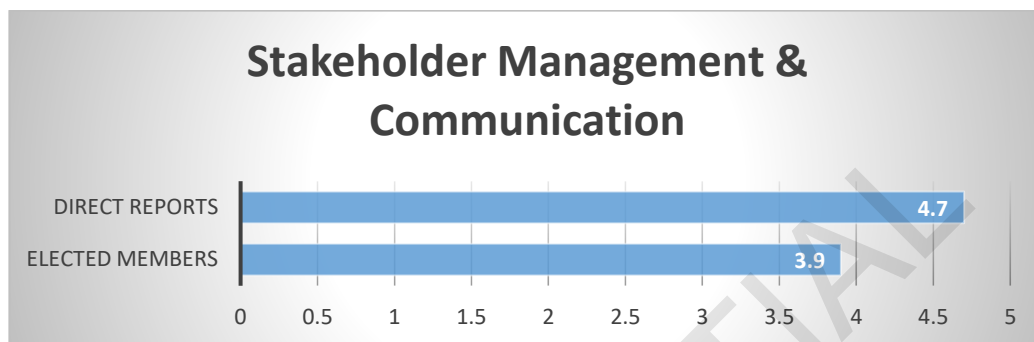
Operational performance is clearly driven and informed by both the Asset Management Plan and the Long Term Financial Plan of Council. The CEO successfully leverages funding opportunities in order to deliver both larger and smaller scale projects. She meets regularly with staff to ensure she stays across key projects and will provide support to staff when issues arise. Her in-depth knowledge of projects mean she is able to provide effective updates to Council and make suggestions regarding projects, which are well received by Council and key staff. While her focus on project delivery is strong, the CEO doesn't lose sight of the need of the organisation to deliver a range of services, so business as usual is also effective.

Staff specifically commented on the roll-out of the GIS system, noting its effectiveness and the improvement it has had on productivity within the organisation.

The CEOs delivery in this area during the past 12 months has been outstanding.

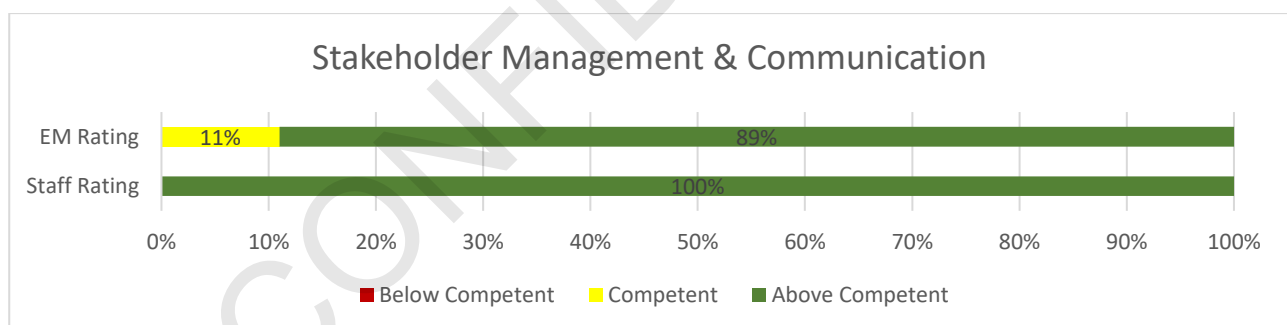
Stakeholder Management and Communication

The following average ratings were provided for Stakeholder Management and Communication:



Ratings are again positive from both staff and Elected Members. Elected Members gave an average rating of 3.9, with a range in ratings from 3.0 to 4.5. Staff ratings ranged from 4.0 to 5.0, with an average of 4.7. It is noted that this is the only KRA to receive a rating of 3.0 in this report, but still indicates strong positive performance by the CEO.

The following table shows the percentage of responses for each category:



The chart above shows that all Direct Reports have again rated the CEO as exceeding expectations in this area. 89% of Elected Members also rated performance as being above competent, with just 11% rating at competent.

Elected Member Feedback:

Elected Members see the CEO as having a passion for Walkerville. She maintains a strong level of engagement within both Local and State Governments and has built beneficial networks, which she successfully leverages for Walkerville.

Grant funding has been a feature of the past 12 months. The CEO has had much success in securing funding, allowing both short- and longer-term projects to proceed. As with her team, the CEO has a balanced and direct approach to stakeholders which seems to have been well received. Some

Members noted that the CEO can tend to show her emotions in regard to some of the bigger projects which demonstrates her commitment to Walkerville.

Members were positive about the improvements in the community consultation process during the past year. They note that community response rates have been much higher, and this has enabled the CEO to present more detailed information to the Chamber to assist in their decision-making process. It was commented by some that it would still be beneficial to explore different engagement methods in order to guarantee maximum community feedback is being received, and that clear timelines on project delivery for the community would be viewed positively. The About Town publication and the Weekly Roundup continue to provide information to the community and ensure they maintain an awareness of local happenings and events.

There have been some issues during the past year with both East Waste and the Eastern Health Alliance, as well as continued challenges with ERA Water. The CEO has demonstrated ability in dealing with complex issues and is working to resolve these. Members would like to see her attention on working towards resolutions continue in the coming months.

Staff Feedback:

Feedback from staff was very similar, also noting the CEOs clear passion for Walkerville and the community. They comment that she is engaged with community issues and takes a balanced approach to dealing with these. She understands the balance necessary to successfully manage the needs of Council with those of stakeholders and is able to say no when required.

The CEO has worked to build a solid relationship with the Mayor and understands her role in supporting the Mayor within the community. They Mayor and CEO meet regularly with community leaders and both have good networks they can leverage when required. The CEO has also built good relationships with other Councils, particularly those within the eastern region.

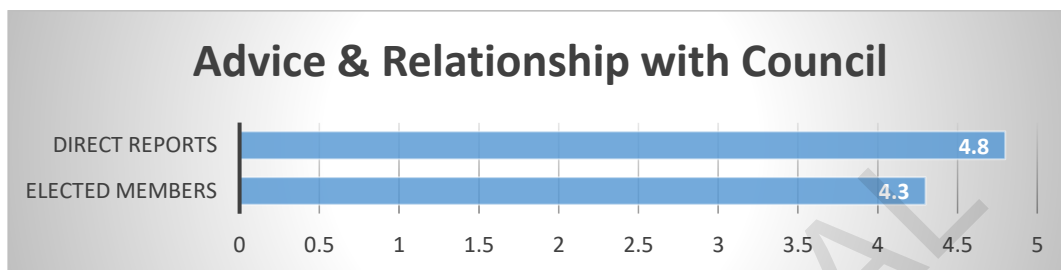
Evidence of the CEOs ability to develop networks throughout local and state governments comes from the success which Walkerville has enjoyed in securing grant funding during the past 12 months. Significant funding for major projects has been achieved, also demonstrating the CEO's ability to have a number of projects ready for commencement when funding opportunities arise.

The community engagement process has seen improvement over the past year. Different methodologies have been utilized and this has led to record levels of community response to the consultation process. The organisation also takes a proactive approach to media engagement in order to deliver messages effectively to their community.

It's clear from the feedback that the CEO has a strong dedication to Walkerville and its residents.

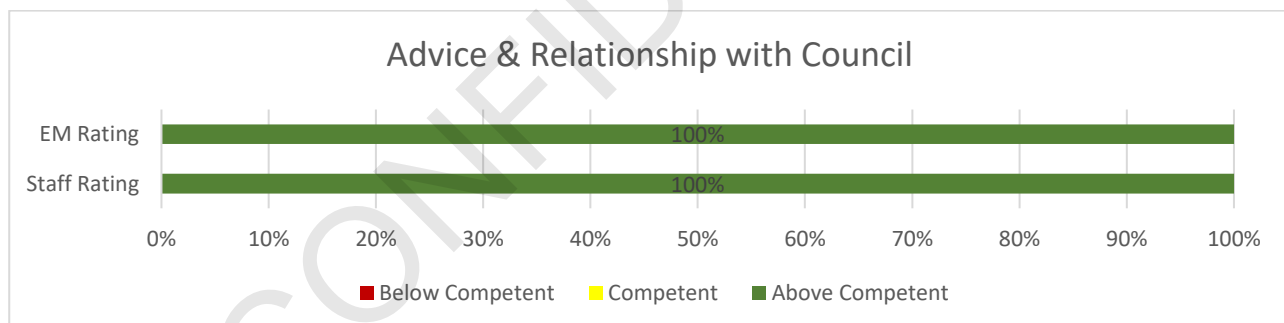
Advice & Relationship with Council

The following average ratings were provided for Advice & Relationship with Council:



This Key Result Area has again been rated highly, with each reviewer group rating the CEO as exceeding expectations. Elected Members gave an average rating of 4.3, with a range from 4.0 to 5.0. Direct Reports provided an average of 4.8, representing the highest rating from this reviewer group. The range in ratings was again from 4.0 to 5.0. There is clearly a high degree of alignment in views for this Key Result Area.

The following table shows the percentage of responses for each category:



All Elected Members and Staff rated the CEO's performance as above competent for this KRA. The results here are again exceptional for the CEO.

Elected Member Feedback:

Elected Members see this as an area of strength for the CEO. Her passion for Walkerville and her desire to achieve the best for the organisation are clearly seen in her dealings with Members. Her knowledge and understanding of the community and legislative requirements continue to be a great asset to the Council.

The CEO will present balanced arguments in Chamber and listen to the issues raised by Members. She is clearly across the issues and able to provide detailed and informative answers to questions. Her political awareness helps to guide the Council through difficult issues and she can provide effective insight to both the positive and negative aspects of a suggested course of action. Despite

her passion for the community, the CEO understands that her role is to deliver the Council's agenda. She shows support for the resolutions of Council and will deliver them effectively.

Elected Members find the CEO to be accessible and collaborative. She displays active listening skills and provides sound advice regardless of her personal position on issues. The CEO will respond in a timely and effective manner to requests from Members, and Members know that they have her support both inside and outside the Chamber.

Her reports to Council are now solid and her recommendations align with Council views. She supports her staff in their presentation of reports and shows trust in her team by allowing Members access to them when necessary. Members feel that the team the CEO now has in place to support her is solid, however some stronger financial staff would still be of benefit.

Overall, Elected Members see the CEO as polite and respectful in her dealings with them and are assured of her loyalty to both them and the Town of Walkerville.

Staff Feedback:

Staff see that the CEO takes pride in her relationship with the Elected Member body. She works hard to maintain a strong relationship and gets the balance right between guidance and advice. The CEO also encourages staff in their dealings with Elected Members and they feel they have her confidence and support in her interactions with them.

While the CEO has strong opinions on many of the issues before Council, she is able to remove her personal emotions and provided well informed and balanced advice to Council. She remains professional in her dealings with Council and will help to support and guide, rather than direct them through issues.

The CEO has demonstrated a sound knowledge of the Local Government Act and other legislation impacting Council. She maintains a strong focus on outcomes and effectively delivers what the Council requires of her.

It is clear that the CEO's passion for delivering the best outcomes for Walkerville drives her performance in this area. This remains an area of strength for the CEO.

ANONYMOUS STAFF FEEDBACK

As outlined in the earlier part of this report, the Committee asked that we seek anonymous feedback from staff who were chosen at random. To that end we had confidential meetings with the selected staff during the performance review process.

In seeking feedback, we supplied each staff member with a series of points to consider in relation to the CEO's:

- Leadership style
- Communication skills
- Ability to build a team and develop a positive workplace culture

Staff describe the CEO as a great leader. They get to see her every day and she takes time to mix with people. If the CEO is going to be away from the office she lets staff know in advance. She is accessible to the staff and is willing to discuss issues with them if they feel the need. She respects lines of authority and wants her managers to be the first point of resolution, but staff know they can go to the CEO if necessary.

The CEO's communication style is described as direct and to the point. This is valued by the Team, as they know where they stand. The CEO uses various forms of communication – she will talk directly to staff when that is most effective, but will also use a general staff email to update people on a Council meeting or other issues as needed.

Staff have confidence in the CEO's decision-making ability. She is described as supportive of the Elected Members and her staff, with her focus being to get the best outcome for Walkerville. The CEO will explain to staff the decisions of Council and then sets clear expectations about the need to deliver an outcome.

Staff describe the culture as one where outcomes are important but so are the people. Staff feel supported by the CEO and the Management Team. While there are tensions between teams at times, this seems to have lessened over the last year. Staff are positive about coming to work each day. The CEO leads the organisation by example.

Staff commented that they respect the CEO and feel as though she respects and trusts them. The CEO has encouraged career development for the staff and has often used secondments to other Councils as a means of delivering such development.

Staff were also asked what the CEO should do differently. None of those providing feedback had any suggestions and just wanted to see the current culture continue to develop.

EXTERNAL STAKEHOLDER FEEDBACK

The Committee established a list of external stakeholders from whom feedback should be sought. It can be seen from the list of those involved (included earlier in this report), that they come from a range of sectors and interest groups. The focus for our meetings with stakeholders was to discuss the following in relation to the CEO's performance:

- Communication skills
- Commercial acumen
- Strategic thinking
- Results focus

The feedback from stakeholders is very positive and continues to be consistent with earlier reviews. The CEO is seen as a strong and direct communicator and people know where they stand with her. She develops strong and well-founded views about issues and is confident in putting them forward. They describe the CEO as accessible and responsive in her communication with them. She also keeps calm during meetings when tensions are heightened. She keeps to the topic and wants to ensure she listens as much as she contributes to the discussion. She is passionate about issues that impact Walkerville and she represents her Town effectively.

The CEO is also described as commercially astute. She understands what drives good commercial outcomes and negotiates hard for Walkerville. She brings a calm and thoughtful approach to her dealings with others. She works collaboratively and will take time to make sure their thinking is aligned.

We have summarised a number of the common comments made by external stakeholders about the CEO:

- Professional
- Authentic
- Passionate
- Clear and direct in communication.
- Courteous
- Accessible
- Commercial
- Balanced
- Respected

Many also commented that they see the CEO interact positively with the Mayor and Elected Members at meetings and forums.

CONFIDENTIAL

SUMMARY AND DEVELOPMENT GOALS

The CEO has received a positive performance review this year, with ratings slightly higher than those received last year, and also higher than the year before. With both Elected Members and key staff rating the CEO as exceeding expectations for each KRA, this is a strongly positive outcome for the CEO. It is noteworthy that no reviewer rated performance at Below Expectation for any area in this review.

The CEO has built and maintained strong and effective relationships with Elected Members, who provided positive feedback about her support for, and contribution to, Walkerville. The CEO is rated as an effective leader who has developed a strong team to support her. Despite some key staff changes and the Elected Members wanting to see the CEO retain her Team, they have not noted any negative aspects in performance delivery from the organisation. The CEO has been able to find good people and they are performing well.

Council is also positive about project delivery over the last year. A number of significant projects have commenced and are progressing. The grant funding to support those projects is also seen as a positive for the community. The CEO and Council have been successful in having projects ready to enable grant funding to be pursued. Some Elected Members would like to see some additional and more detailed timelines for projects and some additional updates, to have greater visibility about progress. Elected Members are also positive about the ability of the organisation to deliver the agreed budget despite some challenging circumstances. The organisation continues to respond to a changing Covid landscape.

Staff have again provided positive feedback about the CEO as a leader and her efforts to build a strong leadership team. They describe the culture as positive and performance focussed. Staff consider the CEO as a person who leads by example. She holds staff to account and is supportive of them when they need help to resolve issues.

Reviewers are also positive about the progress Walkerville has made on the media and communications area over the last year. Most commented that communication is now more contemporary and aligned with the varying demographics across the community. Consultation processes have improved and this has resulted in more submissions on issues.

Feedback from external stakeholders is again positive in this review. While the CEO is direct, she is respectful and outcome driven. Most importantly, she looks for better outcomes for Walkerville. She is highly regarded in the Local Government sector.

We recommend the CEO focus on the following areas:

- Continue to focus on building and retaining a high performing team. Focus on building succession across the organisation.
- Provide some additional communication including more detailed timelines of larger projects

- Continue to be an inclusive and positive leader of the organisation.

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REMUNERATION REVIEW

The Employment Agreement for the CEO requires that an annual performance review and remuneration review be conducted. Clause 9 of the Agreement sets out that a remuneration review must be completed within one month of the completion of the performance review, and that any increment provided be effective from 1 July of that year. The review shall take into account the performance of the CEO and also the movements in the Consumer Price Index (CPI). Conducting the remuneration review shall not in itself drive an increase, other than that in the movement of the CPI (clause 9.5).

In relation to movements in the Consumer Price Index, the Employment Agreement specifies the relevant figure will be the annual movement in the "All Groups, Adelaide" as issued by the Australian Bureau of Statistics in the March quarter of each year.

We understand the CEO for the Town of Walkerville receives remuneration of **\$262,840**. This is comprised of the following:

- Base Salary: \$234,071
- Superannuation: \$21,769
- Motor Vehicle: \$7,000

The above remuneration was effective from 1 January 2021. While the CEO was entitled to receive the remuneration outlined above from 1 July 2020, the CEO asked Council to defer the increase due to the impacts of Covid-19. Council agreed to that request and provided an increase in fixed remuneration of 2.4% from 1 January 2021 consistent with the annual increase on CPI for Adelaide.

We have conducted some benchmarking with other Eastern Region Alliance (ERA) Councils and included the results in the table below.

Council	2020/2021 Remuneration
City of Burnside	\$ 275,000
City of Norwood, Payneham, St Peters	\$ 287,920
City of Prospect	\$ 260,656
City of Unley	\$ 286,923
Average	\$ 277,625

We can advise that none of the CEOs in the table above received any increase in 2020 and are currently working through the 2021 remuneration review process. We are advised that the CEO for Burnside has been awarded an increase of 2.5% from 1 July 2021, and this was the first increment for the CEO since commencing in early 2020. We also note that the CEO for Prospect is no longer in the role and Prospect are recruiting a new CEO. We are advised that Prospect are prepared to pay higher remuneration to attract the best candidate.

While it is recognised that the ERA Councils are much larger than Walkerville, the CEO actively engages and works with the incumbent CEOs. The CEO's current remuneration sits about 5.3% below the average for benchmark Councils. Given the other CEOs did not receive an increase in 2020, relativity has improved since our last review. We have excluded Walkerville data from the sample.

We noted earlier that the Employment Agreement requires an annual movement in remuneration equal to the Adelaide (All Groups) recorded at the March quarter.

Quarter	National CPI	SA CPI
March 2021	1.1%	1.2%
June 2021	2.8%	3.8%

While the CEO's Employment Agreement specifies that the annual CPI movement to March each year must form the basis of the review, we have included the June figures for reference given they are much greater than the March numbers.

In conducting remuneration reviews of this kind, we also generally provide the annual Wage Price Index (WPI) movements. This measures annual movements in remuneration nationally and for the March quarter showed annual movements of 1.7% across all sectors. The outcome for June has not yet been released by the ABS.

We also note the annual movement in the minimum wage for an additional reference point. Given the low CPI in March 2021, many employers are considering the annual adjustment in the minimum wage in determining their annual salary increases. An increase from 1 July 2021 of 2.5% was announced and will flow through to various Awards from that date or over coming months.

It is important to add some comments and observations about the labour market in 2021. It is our view that the market is buoyant and the demand for people is strong. We are seeing this impact remuneration in many roles across the market. With strong demand for people and with many employees not receiving any increase in 2020 due to the impact of Covid-19, we are expecting larger increases in the market in 2021.

Remuneration Recommendation:

We note the following:

- The CEO's remuneration is currently sitting about 5.3% below the average for other ERA CEOs, and the relativity to those CEO's has improved over the last year.
- The CEO's Employment Agreement requires that any increase at least reflect CPI movements, which is 1.2% at March 2021.
- The WPI movement for 2021 at March was 1.7%.

- The minimum wage increased by 2.5% from 1 July 2021.

Council must grant a minimum increase of 1.2% for the 2021 remuneration review. Council is also required to consider the outcome of the performance review which has delivered a positive result, with an average rating of 4.2 from Elected Members and 4.5 from Staff, indicating the CEO is exceeding expectations. The ratings have increased from the 2020 review.

We have provided the following table for consideration. Option 1 sets out possible percentage increases using March CPI as the base for competent performance and Option 2 uses the recent increase in the minimum wage as the base for competent performance.

Performance Rating	Performance Description	% Increase Option 1	% Increase Option 2
5	CEO's performance exceeded expectations	3.5%	4.5%
4	CEO's performance was above expectations	2.5%	3.5%
3	CEO's performance meets expectations	1.2%	2.5%
2	CEO's performance below expectations	0%	0%
1	CEO's performance did not meet expectations	0%	0%

CEO Employment Agreement

We are aware that the current Employment Agreement for the CEO expires on 30 June 2022. The Employment Agreement sets out the following arrangements in Clause 3 for a further Employment Agreement:

3.1 The Employer must notify the CEO following the completion of the final performance review prior to the expiry of this Agreement or at least six (6) months from the Expiry Date whichever is the greater whether or not a new employment agreement is to be offered to the CEO.

Given clause 3.1, Council must decide if they want to offer a new Employment Agreement following the completion of this current performance review as it will be the last review prior to the expiry of the current Agreement. Council should also consider that the next Council Election will be held in 2022.

ATTACHMENT 1

CEO Performance Review – Key Result Areas from Position Description

KRA 1: Strategic Planning

- Working closely with Council to ensure strategic plans are prepared and implemented;
- Effectively communicating the Council vision and strategy to all key stakeholders;
- Ensuring Annual Business Plans are completed and communicated on time;
- Preparing long term asset management and financial management plan to ensure Council sustainability;
- Effectively consulting ratepayers and other key private and public stakeholders in the development of strategic and business plans;
- Maintaining a continuous review of the Council's progress in attaining the Objectives and Strategies of the Strategic Plan.

KRA 2: Human Resource Management

- Leading, developing, motivating and managing the human resources of the organisation;
- Regularly reviewing the organisational structure to ensure it is flexible and appropriate
- Ensuring recruitment is undertaken in line with contemporary and equal opportunity principles and practices;
- Ensuring retention and attraction strategies are activated to position Council as an “employer of choice”;
- Ensuring professional development and training opportunities, programs, records and policies are in place;
- As the Responsible Officer, taking reasonable steps to ensure Council completes with all its obligations under the Workplace Health, Safety and Welfare Regulations 1995 and associated legislation to ensure a safe and positive working environment;
- Ensuring contemporary performance management procedures are in place and adhered to;
- Regularly reviewing remuneration and conditions for senior management and ensuring they conduct similar reviews for their teams;
- Creating a positive and productive staff culture
- Working closely with stakeholders to ensure a positive and productive industrial relations environment.

KRA 3: Financial & Asset Management

- Ensuring annual and long term financial plans are prepared, monitored and controlled;
- Completing the annual budgeting process in close consultation with the Executive and finance;
- Ensuring close monitoring and controlling of budgets following variance analysis to ensure sound fiscal management;
- Ensuring Council is provided with timely and accurate financial reports to aid key decision making;
- Ensuring the financial systems architecture, systems and processes are sound and that technology is effectively utilised;
- Ensuring long term asset management plans are in place and closely monitored;
- Ensuring strong and well researched business cases are prepared to support projects;
- Ensuring cash flow is monitored and controlled;
- Ensuring the collection and security of revenues and efficient utilisation of Council funds and assets;
- Ensuring any commercial activities of the Council have clearly defined financial goals (including rate of return on assets) are in line with stated community service obligations;
- Ensure the efficient and effective management and monitoring of the Council's operating revenue and expenditure.

KRA 4: Operations Management & Projects

- Ensuring improved productivity and quality by regularly reviewing existing policies, authorities, controls, workplace agreements, delegations and systems;
- Proactively championing and developing a strong customer service focus for the organisation;
- Ensuring all of the residents of Walkerville are its customers and their best interests must be reasonably served at all times;
- Providing an overview of the various operational areas of Council and reporting to Council and its committees on a regular and formal basis regarding the progress of the Council's operations;
- Maintaining the quality of overall project management of Council co-operative projects and resource sharing;
- Ensuring projects are completed in line with time and budgetary constraints and project status regularly monitored and communicated;
- Improving performance of the Council by proactively embracing best practice and continuous improvement initiatives;
- Managing the Council's resources and operations in an efficient and effective manner including the development and maintenance of a "contestability" philosophy in regard to both internal and external service provision;
- Enhancing the Council's systems and technology consistent with the agreed strategic direction of the Council.

KRA 5: Stakeholder Management & Communication

- Liaising with community organisations, business groups and regional interests as necessary for the achievement of Council's objectives;
- Responding and initiating as required in regard to local and metropolitan media;
- Ensuring positive relationships are established with local media including Messenger Press, The Advertiser and various electronic media;
- Providing input to any Commonwealth, State or Local Government initiatives affecting the City;
- Effectively liaising with local government authorities, the Local Government Association and other government authorities and agencies;
- Ensuring community consultation programs are conducted, analysed and incorporated in the strategic planning process;
- Represent the Council at appropriate events to maintain and if necessary enhance the Council's public profile within the community and amongst stakeholders;
- Ensuring Council activities and initiatives are appropriately promoted and communicated;
- Addressing public meetings in a positive and effective manner;
- Establishing and maintaining quality relationships with local business leaders, educational institutions, community service providers, governmental agencies, individual residents and other customers;
- Promptly and diligently responding to requests for service and advice from employees and community.

KRA 6: Advice & Relationship with Council

- Developing and maintaining a positive working relationship with the Mayor and all Elected Members;
- Ensuring a high degree of satisfaction with Council members in relation to support, guidance, service quality and accuracy of information, recommendations and related matters provided by the CEO and the Executive;
- Ensuring Council are provided with a suite of reports that indicate the status, success and effectiveness of all operations and projects;
- Ensure that the Council's statutory and governance obligations are met in a timely and effective manner;
- Ensuring Elected Members are provided with appropriate professional development opportunities and services;
- Ensuring that effective communication and working relationships exist between the Councillors and the Administration, including attending meetings and regular and effective communication processes

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