

Item No: 19.1

Date: 21 March 2022

Attachment: A

Meeting:	Council
Title:	Town of Walkerville CEO "Pulse" Performance Review Report February 2022
Responsible Manager:	Mayor, Elizabeth Fricker
Author:	Council Secretariat, Danielle Edwards
Key Pillar:	Strategic Framework – Key Pillar 7 – Leadership – A responsible and influential local government organisation
Key Focus Area:	Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Type of Report:	Information Only

Pursuant to Section 83(5) of the *Local Government Act 1999*, the Chief Executive Officer indicates that the matter contained in this report may, if the Council so determines, be considered in confidence pursuant to Section 90(2) of the *Local Government Act 1999* on the basis that the information contained in the attached report is information of the nature specified in subsections 90(3)(a) of the Act being:

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

Recommendation (Public)

Pursuant to s90(3)(a)

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Council Secretariat Danielle Edwards, be excluded from attendance at the meeting for Agenda Item 19.1 Town of Walkerville CEO "Pulse" Performance Review Report February 2022.

The Council is satisfied that, pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer, in that details of her performance review will be discussed, which are sensitive and are details only known to those who have participated in the review process.

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 matter relates to details of the Chief Executive Officer's performance and remuneration.

Recommendation (Public)

That the Town of Walkerville Chief Executive Officer (CEO) “Pulse” Performance Review Report February 2022, prepared by Mr Richard Altman the HR Consultant, be received and noted.

Recommendation (Public)

Pursuant to s.91(7)

That having considered Agenda Item 19.2 Town of Walkerville CEO “Pulse” Performance Review Report February 2022 in confidence under section 90(2) and (3)(a) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of that Act orders that the report and attachment relevant to this Agenda Item be retained in confidence for a period of 3 years excepting that Council authorises the release of the minutes and that pursuant to Section 91(9)(c) of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the review and power to revoke this Order

and

That Council resolves to end its confidential deliberations pursuant to Section 90(2) of the *Local Government Act 1999* Council and re-admit the public.

Summary

Pursuant to the CEO Performance Review Committee Terms of Reference, the Committee is required to undertake the annual performance review of the CEO within the parameters of the Employment Agreement and report the findings to Council. For the financial year 2021-22, the Committee resolved to undertake a mid-year ‘pulse’ survey of the CEO’s performance. The report prepared by Mr Richard Altman (Consultant) incorporating feedback from Elected Members, is presented to Council for information.

Background

The Town of Walkerville conduct annual performance reviews for the 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 reviewed the performance review process to provide the CEO with regular and more timely feedback. To this end the Committee conducts CEO performance “pulse” surveys during the year. They are short surveys with a focus on a specific topic of importance that has high impact for Council. This will enable Council to provide the CEO with feedback in real time.

The Town of Walkerville CEO “Pulse” Performance Review Report February 2022, which incorporates feedback from Elected Members, was discussed at the Committee’s meeting, which was held on 4 March 2022 and main feedback points were articulated to be reported to the CEO at a later date.

Attachment

Attachment A	Town of Walkerville CEO “Pulse” Performance Review Report February 2022
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**TOWN OF WALKERVILLE
CHIEF EXECUTIVE
OFFICER
“PULSE” PERFORMANCE
REVIEW REPORT
FEBRUARY 2022**



RICHARD ALTMAN CONSULTING
people, performance and productivity

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BACKGROUND

The Town of Walkerville conduct 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 reviewed the performance review process and decided to conduct CEO performance "pulse surveys" during the year, enabling Council to provide the CEO with feedback in real time. The requirement to conduct the pulse surveys was incorporated into the CEO's Employment Agreement in clause 10.1, when the Agreement was reviewed in 2021.

The Committee met on 21 January 2022 to establish the pulse survey review questions. The CEO was consulted about the questions as part of the review process. It was resolved that feedback would be sought from Elected Members about a number of key projects undertaken by Council during this performance review period. The CEO was also keen to understand the satisfaction level of Elected Members about the quality of reports presented to Council. The following information was circulated to Elected Members on 2 February 2022:

1. In relation to key projects, namely Walkerville Oval, Hamilton Reserve and Levi Park:
 - a. How satisfied are you with the progress and delivery of those projects?
 - b. What changes could be made for managing significant projects more effectively in the future?
2. How satisfied are you generally with the quality of reports presented in the Chamber to assist in your decision making?
 - a. What, if anything, are you satisfied with?
 - b. What, if anything, needs to change?
3. In relation to EHA, how would you rate the quality of reports presented to assist Council in deliberations?

Feedback was received from all but one of the Elected Members and the feedback is summarised in this report. We did not ask Elected Members to provide a performance rating score as required with the annual performance review.

PERFORMANCE REVIEW FEEDBACK

We have reported the feedback for Elected Members for each point in this section of the report. Many spoke to the points more generally rather than address each point separately.

In relation to key projects, namely Walkerville Oval, Hamilton Reserve and Levi Park:

- a. How satisfied are you with the progress and delivery of those projects?**
- b. What changes could be made for managing significant projects more effectively in the future?**

Most Elected Members made positive comments about Hamilton Reserve and Levi Park. They commented that the outcomes for both projects were excellent. Many commented about the ability of Walkerville to attract grant funding which has enabled Council to deliver the results expected from the community. The processes used during the projects delivered successful outcomes. Elected Members made positive comments about the staff involved in the projects in various capacities and considered that they delivered high quality work.

Elected Members rate the visual appearance of both projects highly and reporting to Council was of a good standard, which enabled informed decision making. Most Elected Members also considered that both projects were delivered according to expected timelines and had no concerns about any of the delays.

For many Elected Members some additional progress reports would have been helpful, but answers were provided in a timely way when questions were asked. The information provided aligned with the needs of Elected Members on most occasions.

While Elected Members were positive about the informal gatherings that are scheduled for some projects, most were critical that only an agenda was provided for those gatherings, without supporting documents being circulated prior to the meeting. This point was also raised in providing feedback about the quality of Council reports in Question 2. Elected Members understood the need to keep projects moving, but want to have more time to consider the issues before the meeting. It was also noted that, on many occasions, some of the detail presented at the meeting was not then circulated. There was a view this made it difficult to keep track of details and could possibly lead to needing to review data again at future meetings.

Most Elected Members thought that clearer timelines needed to be provided for some of the projects. It was the view of those Elected Members that better and more detailed planning on projects was required more generally, which would help with improved delivery.

Some Elected Members were less positive about the progress of the Walkerville Oval project. It is recognised that the project is a complex one and is much bigger than others in progress at Walkerville. Some commented about the slow turnaround time around a resolution about the integration of the bowling club. Some concerns also were expressed about the quality of stakeholder

management and commented that Administration must work at building more positive relationships with stakeholders. It was considered that Administration could be too dismissive of stakeholder concerns and issues, and this needs to be addressed. Some Elected Members also considered, both for this and for other projects, that a more formal and detailed project management plan must be in place, which would improve the outcomes.

Some Elected Members were more positive about the progress and delivery of the Walkerville Oval project. In some cases, Elected Members felt more informed because they were part of the Committee appointed to oversee the project. For those not on the Committee, more updates were considered necessary to ensure they could make the right decisions when needed at Council Meetings.

As referenced earlier, many also commented about the need for information to be available for workshops and informal gatherings prior to the meetings, for the reasons outlined. Some also commented that reports which have been presented were not balanced, and changes were being made to plans without the necessary consultation with Council. Some also felt that the need to move this project forward to meet timelines resulted in them feeling “pushed” to make decisions, rather than being allowed time to review, suggest changes and be better informed about options. More opportunity to discuss the details of the project was needed, given the significance of this project for the community.

Given the complexity of the project, some Elected Members considered that the Committee needed more technical capability, to better guide the Committee as it evaluated options.

How satisfied are you generally with the quality of reports presented in the Chamber to assist in your decision making?

c. What, if anything, are you satisfied with?

d. What, if anything, needs to change?

The majority of Elected Members were very positive about the quality of reports presented to Council. Once again, many made comment about the need for information prior to a workshop or informal gathering, which would significantly add to their knowledge and enable more informed discussion. Similarly, it was felt there was also a need to provide copies of documents presented during a meeting, for review following the meeting.

We specifically asked Elected Members about any level of bias in the reports, given this had been raised in earlier annual CEO performance reviews. The majority considered that this was not an issue and thought reports were balanced. Some commented that more detail was needed in reports while others had the opposite view. It was suggested that some of the more detailed reports would benefit from having an Executive Summary.

On balance, Elected Members thought the quality of reports has improved and there were no suggestions about how they could be further improved, other than what we have presented above.

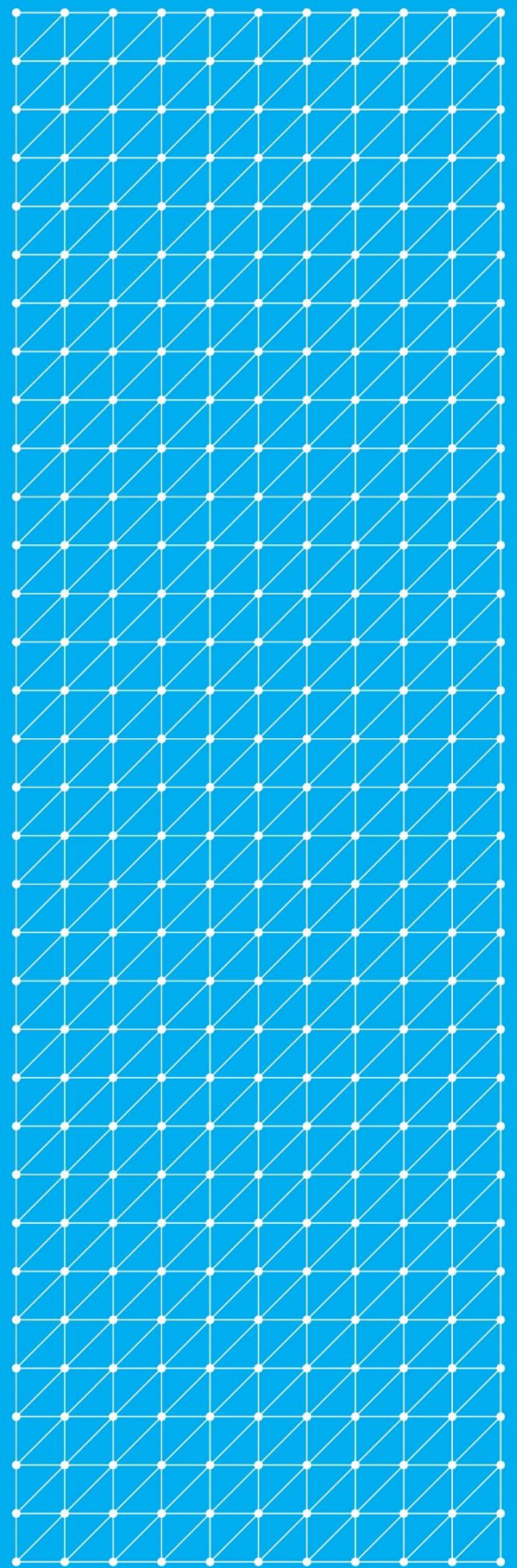
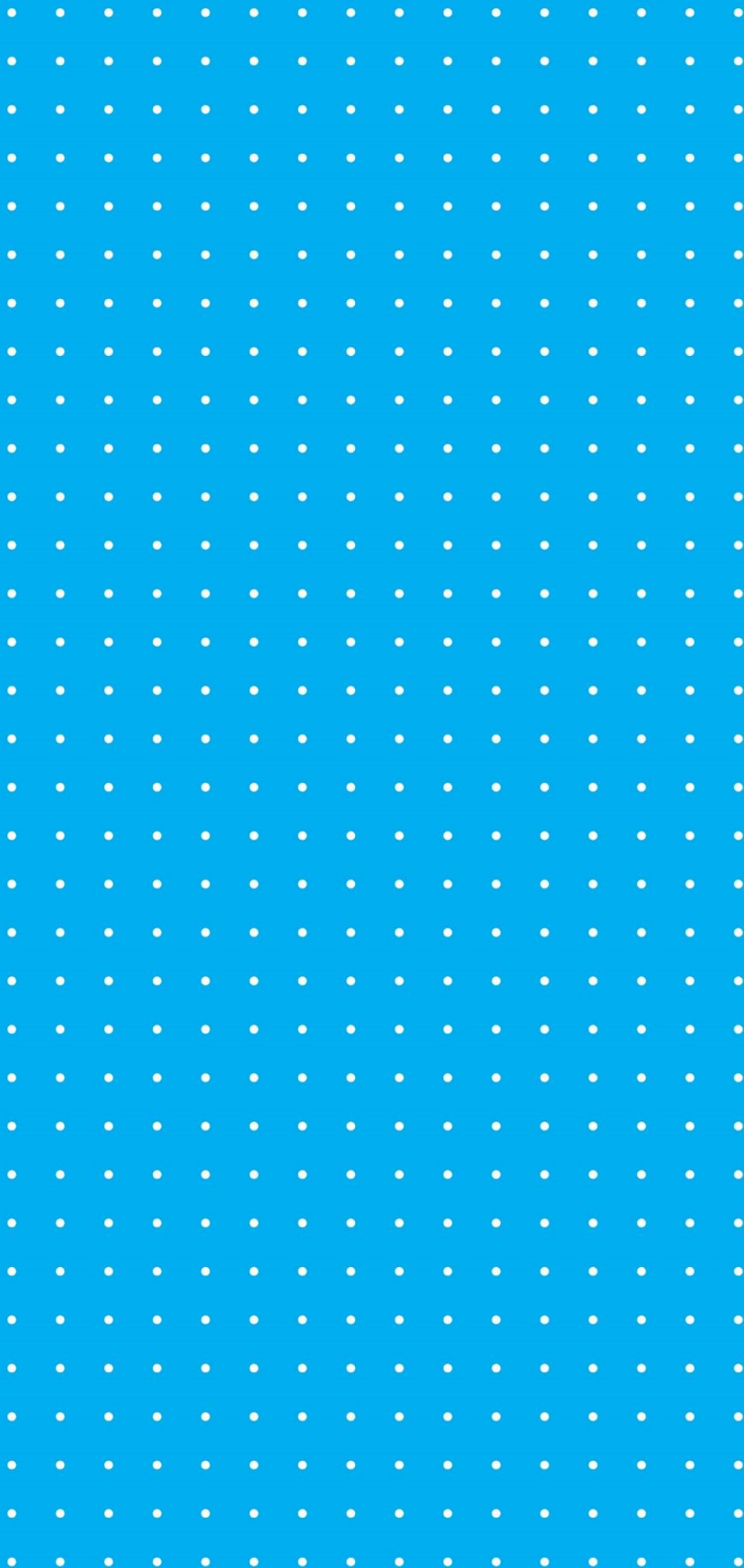
In relation to EHA, how would you rate the quality of reports presented to assist Council in deliberations?

Feedback in relation to this question varied from being satisfied with the reporting to feeling as though Administration wanted to push an agenda. Many also commented that the outcome was positive while others were unhappy with the outcome.

The feedback indicated that most Elected Members considered the final report presented to Council facilitated a sensible decision, while others were less convinced about the need to stay in EHA but were positive about the content of the report. Regarding the option to stay or leave EHA, some felt there were personal differences evident, and these were driving the thinking of some Elected Members rather than the detail that was being reported to Council. Some commented that more detailed risk analysis was needed, while others thought the risk analysis and commercial analysis was helpful in their decision making.

While some were critical of the initial report to Council, they were more positive about the final report that they considered to be more balanced, and to contain more analysis of the options.

In summary, it is fair to comment that the quality of reports was generally positive even though some are unhappy with the final decision.



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