

CITY OF WEST TORRENS



## **Confidential Report Item 7.1**

of the

### **CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW GENERAL COMMITTEE**

of the

**CITY OF WEST TORRENS**

will be held in the Mayor's Reception Room, Civic Centre  
165 Sir Donald Bradman Drive, Hilton

on

**THURSDAY, 21 OCTOBER 2021  
at 6.00pm**

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Pursuant to Section 83 (5) of the *Local Government Act 1999*, the Confidential Item for the Committee meeting is delivered to the Committee Members upon the basis of my recommendation that the matters to which the Agenda relates be received, considered and discussed by the Council in confidence under Part 3 of the Act.

*Specifically, Section 90(3)(a), which permits the meeting to be closed to the public for business relating to the following:*

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

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Released

## 7 CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW

### 7.1 Chief Executive Officer's Performance - 2021

#### Reason for Confidentiality

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

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

#### RECOMMENDATION

It is recommended to Chief Executive Officer's Performance Review General Committee that:

1. Pursuant to Section 90(2) of the *Local Government Act 1999*, the Committee orders, that the public, with the exception of the Chief Executive Officer, be excluded from attendance at so much of the meeting as is necessary to receive, discuss and consider in confidence, information contained within the confidential report Item 7.1 - Chief Executive Officer's Performance - 2021, attachments and any associated documentation, specifically on the basis of the provisions of Section 90(3)(a) because the matter relates to the negotiations and details of the contractual employment arrangements of an employee and disclosure may breach a duty of confidence owed to the employee and result in the unreasonable disclosure of information concerning the personal affairs of the employee.
2. At the completion of the confidential session the meeting be re-opened to the public.

#### Brief

To provide the Chief Executive Officer's Performance Review Committee with the results of the review conducted by Elected Members on the Chief Executive Officer's performance for the twelve months to 30 June 2021.

#### RECOMMENDATION

The Committee recommends to Council that:

1. The completed appraisal be presented to Council, as part of a separate report, for its consideration and approval.
2. The Chief Executive Officer be commended on his performance, which has been assessed overall as **meeting or exceeding expectations**, and confirm that his TEC will not change, given the need for restraint in the face of the COVID-19 pandemic.

#### FURTHER

In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Chief Executive Officer's Performance Review General Committee orders that the Item 7.1 - Chief Executive Officer's Performance - 2021 the Minutes arising, attachments and any associated documentation, other than the proposed remuneration and conditions of service to be provided to the Chief Executive Officer, having been considered by the Chief Executive Officer's Performance Review General Committee in confidence under Section 90(3)(a), be kept confidential and not available for public inspection for a period of 6 months from the date of this meeting, because the matter relates to the negotiations and details of the contractual employment arrangements of an employee and disclosure may breach a duty of confidence owed to the employee and result in the unreasonable disclosure of information concerning the personal affairs of the employee.

## Introduction

In previous years, the then CEO's Performance Review Committee has considered three items of business:

- A review of the CEO and Elected Member assessments;
- The CEO's remuneration, and
- Contractual matters.

Given the decision of the Council to extend the CEO's contract until 31 December 2023, only an assessment of the CEO's performance is required to be conducted this financial year.

## Discussion

A revised review tool, which is much simplified from that used previously, was endorsed by Council on 19 April 2016. The process now involves:

1. The CEO completing a 'self-appraisal' using the approved tool.
2. The Mayor circulating the 'self-appraisal' - minus the CEO's ratings - to all Elected Members.
3. Elected Members reviewing the CEO's self-report and:
  - a. Making comments on those aspects of the narrative as they feel appropriate;
  - b. Rating the CEO's performance on eight behavioural items;
  - c. Making any additional comments that they wish to bring to the attention of the CEO and the Review Committee;
  - d. Returning their appraisal forms (anonymously) to the Mayor.
4. The Mayor consolidating the feedback from Elected Members, summarising their ratings and including all EM comments, and then presenting them in a report to the Review Committee for consideration.
5. The Review Committee discussing the CEO and EM appraisals with the CEO in a formal meeting.
6. Based on the above, the Review Committee formulating an overall assessment of the CEO's performance, making comments as appropriate and making recommendations for the Council's consideration.
7. The Mayor preparing an item for Council's consideration based on 6 (above).
8. The Council considering the Committee's report and determining their collective assessment of the CEO's performance and providing that to him in accordance with his employment contract.

The CEO has conducted a self-appraisal, using the full document, which is for discussion at the committee meeting (**Attachment 1**).

In previous years the Review Committee has been guided in its completion of the Elected Member ratings section by the average (arithmetic mean) rating, derived from all returned assessments.

For discussion purposes, Elected Member comments and all of their ratings on the CEO's performance (within each question's 4 point scale) have been summarised in **Attachment 2**.

The Review Committee must determine the final rating to be applied to the CEO's Review.

**13 responses** were received from 15 Elected Members.

The scores assigned by the 13 Elected Members are summarised (following) in **table one**, while **table two** records the total raw scores and percentages for each domain.

*Table One – Raw Scores by Domain*

Assessment	Below 1	Met 2	Exceeded 3	Total Score	Max	%age
People Management	0	1	12	38	39	97.4%
Financial & Asset Management	0	2	11	37	39	94.9%
Operations Management & Major Projects	0	4	9	35	39	89.7%
Self-management	0	2	11	37	39	94.9%
Stakeholder Relationships	0	0	13	39	39	100.0%
Communication	0	1	12	38	39	97.4%
Advice to and relationship with Council	0	0	13	39	39	100.0%
Strategic Leadership	0	2	11	37	39	94.9%
<b>Combined</b>	<b>0</b>	<b>12</b>	<b>92</b>	<b>300</b>	<b>312</b>	<b>96.2%</b>

*Table Two – Total Raw Scores & Percentages*

	Below	Met	Exceeded	Total
<b>Raw Scores</b>	0	12	92	104
<b>Percentages</b>	0	11.54%	88.46%	100.00%

Note that **100 per cent** of all ratings were for "**met expectations**" and above.

### Remuneration

In the face of the COVID-19 pandemic, it is not proposed that the remuneration of the CEO be increased in the 2021/22 financial year. The CEO's current total employment contract (TEC) is \$344,064.

### Conclusion

The Committee should discuss the CEO's self-appraisal (**Attachment 1**) and compare/contrast it with the feedback received from Elected Members (**Attachment 2**) in order to determine how the matter should be presented to Council.

### Attachments

1. Chief Executive Officer's Performance Appraisal 2021
2. Elected Member Feedback

**STRICTLY PRIVATE AND CONFIDENTIAL**

**City of West Torrens**

**AMENDED** (2016)

**Performance Review Process**

(In accordance with clause 7 and 8 of the CEO employment agreement)

**Chief Executive Officer**

**NAME: TERRY BUSS**

**INTERVIEW DATE: 21 October 2021**

**REVIEW PERIOD: July 2020 to June 2021**

**Issue Date 14/10/2021**

## SECTION ONE

### Achievements and/or Hindering Factors to Successful Performance

You and Council will discuss the following:

1. List your achievements of the past 12 months that should be recognised and recorded here
2. Do any barriers or obstacles exist which are having an impact on the expected performance outcomes?
3. What suggestions can you make which might improve your performance or contribute to the work area's performance?
4. Are there any special resources you believe the position requires in the next 12 months?

#### 1. Achievements:

#### What special achievements would you like to highlight?

1. In our first full financial year to unfold entirely in a COVID-19 world, we continued to provide a full range of services to our community while working within a tight budget that saw us restrict our rate rise to only 1 per cent.
2. \$1.14 million was set aside in the budget to support local businesses and the community and this was achieved by the 'Think, Buy be Local' program, our Business Resilience grants and our Arts & Culture grants.
3. Council endorsed and adopted the CWT Economic Development Plan 2020-2025. Although preparation of the Plan was commenced prior to the onset of COVID-19, the Plan was eventually written through a COVID-19 lens and it highlights the importance of a strong economy and the need for local diversification to help build resilience into the future.
4. We were successful in securing a number of Commonwealth/State grants for various projects notably including:
  - a. \$4.0 million Thebarton Theatre;
  - b. \$1.8 million Richmond Oval;
  - c. \$1.0 million Apex Park Stage 2;
  - d. \$2.0 million Peake Gardens Riverside Tennis Club
  - e. \$369,000 River Torrens land acquisition;
  - f. \$300,000 Camden Oval;
  - g. \$399,000 Lockleys Community Building and Child & Family Health Service Building
  - h. \$1.096 million Bridges Renewal Program.
5. Weigall Oval redevelopment was officially opened in December 2020.
6. Apex Park Stage 1 was completed with Stage 2 works to follow next financial year.
7. \$5.9 million of road works were undertaken and \$0.56 million of footpath renewal works occurred.
8. \$1.95 million of drainage works were undertaken.
9. \$3.1 million of sport and recreation upgrades were undertaken across various open space sites including playgrounds and the River Torrens Linear Park.
10. The Administration worked tirelessly to ready themselves and Council for the commencement of the State's new planning system managed through the PlanSA portal.
11. We commenced a weekly Green Bin trial in West Beach in February 2021 that will run for 12 months.

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12. We have partnered with Solo Resource Recovery to fit hydrogen technology to our waste collection vehicles.
13. We have also teamed up with several progressive and likeminded organisations to investigate the potential of using household kerbside waste to produce hydrogen to power vehicles.
14. We continued the implementation of our LED street lighting upgrade program.
15. Council endorsed and adopted our Community Plan 2030 to assist us deliver on our vision of CWT as the best place to live, work and enjoy life.
16. Council received SA Health's COVIDSafe Sport and Recreation Award for our various library programs like 'Get with the Program', 'Happy at Home' and 'Click, Call and Collect'.
17. With the closure of SA Brewing Co on Port Road at Thebarton, the Administration has been working with parent company Lion to secure the much-loved Christmas Lights display on the banks of the River Torrens and display of the SANFL premiership winner's colours on the Brickworks chimney.
18. The Continuous Improvement (CI) team facilitated and led improvement initiatives across the whole of the organization in areas such as:
  - a. PDI process review - some 64 internal processes were reviewed;
  - b. Asset Mobility - for our City Property and City Operations teams to go 100% paperless. Our work in this area resulted in CWT receiving a highly commended award in the Innovative Management Initiative category at the 2020 Local Government Professionals Federal awards;
  - c. Customer Service;
  - d. Strategic Asset Management;
  - e. Post COVID process improvement opportunities;
  - f. Lease Register review;
  - g. Elected Member requests; and
  - h. Legal Requisition process.
19. We continued to support the business community with 'GrantsGuru', a web based portal that enables businesses and community groups to search and be alerted to grants for which they may be eligible.
20. We continued to develop our urban environment via actions outlined in our Tree Strategy including:
  - a. Implementation of our 'Adopt a Tree' project that provides a care package aimed at assisting residents to support the growth of newly planted trees; and
  - b. The planting of more than 1,500 new street trees in priority areas including those areas with high urban in-fill.
21. The Administration developed in-house a mobile application to manage asset maintenance electronically (refer 18 b above) and have removed all paper-based documents for customer requests, planned maintenance, WHS risk assessments, procurement, and works distribution.
22. Council continued its Heritage Grants program with 22 grants being awarded this reporting year.
23. Our annual Native Plant Giveaway continued this year and we provided 5,000 seedlings to residents.
24. We provided 40 rainwater tank and one rain garden rebate to residents this year leading to a cumulative increase in rainwater storage of 128,000 litres.



## 2. Barriers/Obstacles:

### Are there any barriers or obstacles which impact on your performance? (i.e. your capability to achieve objectives, milestones or targets).

There are a host of challenges that I face in this current era: delivering services; limited finances; managing staff; engaging citizens; forming new partnerships; rapidly evolving technologies and socio-economic demographics. With this there is a continued erosion of council capacity, and ability to deliver cost effective services and this is even more apparent when considered in the context of COVID-19. This position will also change in the 2021/22 FY with new local government reforms coming into force in the first half of the FY (September 21 and November 21). Put simply, in a world of constant change, I (and Council) will need to be more intuitive, to sense and respond to new technology opportunities, social challenges, and citizen needs as they emerge. And to serve our community well we will need to be more integrated, that is, breaking down silos and seamlessly connecting and streamlining data and process flows that are integral to finding new solutions that create personalised and engaging citizen experiences. Transformation will require uprooting outdated systems and practices and replacing them with new models better suited to the expected technological advances on the horizon. To make such changes will come at a cost and that is certainly a barrier, in the current economic climate, as to how Council will respond to these opportunities.

The term 'digital citizen' is talked about in government and private literature and we are certainly heading into that realm. While that may give rise to concern, especially if local government does not embrace or have the means to participate in the latest technological advances, it does open the door to integrated data platforms that provide a seamless citizen experience, enabling dramatic leaps in service, massive efficiency gains, and the move to a digital delivery model.

Considering the above challenges, staff resources are continually reviewed to ensure they are appropriate for delivery of our Annual Service Plans and Works Programs and there will be times when temporary resources are added-in to achieve this objective. This is even more relevant in the coming year given the amount of stimulus funding available at both the Federal and State level and with CWT being successful in securing a raft of funding for various capital improvement projects, this will certainly stretch our existing human resources to deliver these projects in accordance with the funding agreements.

It needs to be realised that as resources are contained, service provision and service standards may also be impacted accordingly. Residents and ratepayers have an expectation that rate increases and increases to fees and charges will be kept to a minimum yet there is no corresponding decrease in their expectations around the range and level of services and programs that they expect Council to deliver. Our Continuous Improvement (Lean) Program is providing benefit in terms of eliminating waste and duplication in work processes thus freeing up staff time to take on additional work loads.

**3. Improvements:**

**What suggestions can you make, or improvements would you like to see, which you believe could enhance your performance and/or contribute to your achievements?**

Consistent with point 2 above (Barriers/Obstacles), local governments around the country are faced with a growing challenge of modernising their online services to deliver an improved Customer Experience (Cx) while working with limited technical resources, restricted or impacted budgets and often outdated legacy systems. CWT has certainly 'cut its cloth' budget wise in response to the economic impacts of COVID-19 but it is important that Council continues to provide relevant and appropriate financial resources to allow the Administration to continue its digital transformation to keep up and deliver what its citizens and wider community now expect from their Council.

Customer Experience (Cx) is ever-evolving and it is important to listen to our community about what they need and expect from on-line services, and in particular which services they want to see delivered digitally.

Digital transformation and improved data quality are essential ingredients for CWT to continue to improve the delivery and quality of its community based services.

**4. Resources Required:**

**Are your resources adequate?**

Resources are currently adequate but the ever-changing external environment and demand for services always challenges the adequacy of resource levels. That said, the COVID-19 pandemic has presented us many challenges and while we are a complex medium-sized business experiencing many of the same challenges as other small to medium businesses, we are also the first point of contact with our community as we play a key role in supporting our local businesses and community groups in these challenging times. COVID-19 has also opened the door to doing things differently and we should embrace such business improvement opportunities so that we emerge better and stronger for the future.

The CEO is legislatively responsible for ensuring the assets and resources of the Council are properly managed and maintained and to meet this responsibility, a watchful eye is always kept on the organisational structure and its adequacy to meet its performance requirements.

## SECTION TWO

### Evaluation of Performance against Expected Leadership Behaviours

Be ready to discuss the following:

1. Your performance in terms of the expected outcomes and achievements.
2. What training & development opportunities should be accessed in the next 12 months?
3. Your own assessment of how you believe you met your expected leadership behaviours compared to the assessment by Elected Members.
4. The accuracy of your job description, with suggestions for change, if relevant.

### NOTES ON SECTION TWO

1. Elected Members will be invited to comment on the CEO's written responses throughout the document.
2. Elected Members will also conduct an individual assessment of the CEO's performance across the same domains/expected behaviours using the following ratings:
 

<b>0</b>	<b>Unable / unwilling to comment</b>
<b>1</b>	<b>Below expectations</b>
<b>2</b>	<b>Met expectations</b>
<b>3</b>	<b>Exceeded expectations</b>
3. A **summary** of Elected Member feedback (comments and ratings) - not individual responses - will be provided for the CEO's information.
4. The **summary** will also form the basis of a report to the CEO's Review Panel each year, and will contrast the ratings applied by the CEO with those of the Elected Members.

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
<p><b>Operating Edge</b></p>	<p><b>People management:</b> The CEO demonstrates leadership in driving positive outcomes in relation to recruitment, retention, remuneration, training, performance appraisal, induction, professional development and industrial relations and actively promotes and develops a positive staff culture and safe working environment.</p>			■		<p>I take special care to ensure that my management team performs strongly as a unit. In doing so I also calibrate individual relationships, maintaining the distance to be objective but close enough to gain trust and loyalty. A long-serving staff member of the Executive Team retired in December 2020 and a permanent replacement for that GM position has taken some time to finalise. Accordingly, with a new person coming on board a new dynamic for the Exec Team will be in play so my attention will be required to ensure the team continues to be cohesive, influential and effective.</p> <p>I require my management team to coordinate their decision making and resource allocation to ensure that management processes reinforce corporate priorities and that we work together to deliver our annual budget and business plan.</p> <p>I also ensure that we have an effective risk operating model, governance structure and risk culture and I take a methodical approach to matching talent with roles that create the most value for the organisation.</p> <p>I recognise the positive benefits that can be gained from diversity and I encourage diverse views. I appreciate the different working styles of individuals and factor this into the management of people and tasks.</p> <p>I believe I manage with a conscience and I place integrity, ethics, and trust above all else. I also try to see things from different perspectives and treat people with respect and courtesy.</p>

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Operating Edge (cont)	<p><b>Financial and asset management:</b> The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.</p> <p><b>Operations management and major projects:</b> The CEO oversees all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.</p>			■	■	<p>Evidenced by our strong and positive financial indicators and continued focus on asset management and financial sustainability. Our long-term key financial indicators covering Operating Result, Sustainability, Liquidity and Loan Servicing Capacity are all positive and on the right side of the ledger through to 2030/31. The emergence of COVID-19 required the 2020/21 budget to be redrafted to take into consideration impacts upon our community. The resulting budget reflected minimisation of costs, with funds allocated to support and stimulate the community and economy directly impacted by the pandemic. The balanced budget included \$62.3 million operating expenditure, \$27.3 million capital expenditure and a COVID Reserve of \$1.7 million and this was achieved with a modest 1% rate increase. Of course the economic impact of the COVID pandemic is still uncertain on Council's long-term financial position but we are well placed to respond as the need arises.</p> <p>The role of CEO comes with significant responsibility but also presents many challenges in delivering the expected operational and service delivery functions of the organisation. In my role I believe I effectively manage Council's operations and business including its delegated functions and powers, the employment of staff, delivery of projects, and implementation of Council decisions including the budget and annual business plan.</p>

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Operating Edge (cont)	<p><b>Self-management:</b> The CEO demonstrates abilities around time management, goal setting, and self-awareness, has a commitment to personal development and life-long learning principles, and promotes diversity, mutual trust and respect.</p>			■		<p>I believe to be successful in my role as CEO it is important to separate myself from Council politics but at the same time remain politically sensitive to what is occurring. Essentially, I must be politically aware but not political. Without this balance the role and interaction of CEO and the elected body can become blurred.</p> <p>I always act in the best interests of Council and have a longer-term and strategic focus in mind when making decisions. COVID has impacted my ability (and many others) to participate face-to-face in personal development opportunities e.g. conferences, workshops etc. but I still make use of e-platforms to keep up to date with latest information.</p> <p>Although the benefits of formal training are not to be underestimated, the most valued forms of development and support I consider at this stage of my career are more informal and 'on-going'. This includes the benefits of 'peer support' and opportunities to share experiences and expertise.</p>

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Stakeholder Edge	<p><b>Stakeholder relationships:</b> The CEO develops and maintains positive and effective relationships with Council's stakeholders including, but not limited to, ratepayers, Commonwealth and State Government agencies, other councils, the media, community organisations, businesses and industry bodies.</p> <p><b>Communication:</b> The CEO demonstrates capacity to communicate with a wide range of stakeholders, express ideas clearly and coherently, is able to listen and take up other people's ideas, negotiates persuasively, and handles the media effectively.</p>			■		<p>By virtue of my role as CEO, I am visible and accessible with high levels of accountability to the elected members, staff, the community, businesses, media, and other CWT stakeholders. I maintain strong working relationships with a number of stakeholder groups including Adelaide Airport, Government Agencies, local government colleagues, industry associations, and other stakeholder groups. I am an active participant in many local government and sector related networks and currently a representative of the LGA SA to the Board of the LGFA.</p> <p>I attempt to build and sustains positive relationships with a range of stakeholders and I am responsive to changes in stakeholder needs and expectations.</p>
				■		<p>I seek to understand the audience that I am communicating with and I tailor my communication style and messages accordingly. I listen carefully to others and check to ensure their views have been understood. I constantly check my own understanding of others' comments and I try not to allow misunderstandings to linger.</p> <p>I actively listens to staff, colleagues, clients and stakeholders and involve others and recognise their contributions. I consult and share information and ensure others are kept informed of issues. I also work collaboratively and operate as an effective executive team member.</p>

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
<p><b>Political Edge</b></p>	<p><b>Advice to and relationship with Council:</b> The CEO develops and maintains positive and productive relationships with all elected members and provides them with sound advice, professional development, effective communications and support in order for them to meet their responsibilities.</p>			■	3	<p>I actively and jointly work with Mayor Coxon and Elected Members to represent the interest of the community. I provide impartial and forthright advice to Council and justify my own position when challenged. I ensure Council is provided with a suite of reports that indicate the status, success and effective performance of the organisation.</p> <p>Trust is established and maintained by open and honest communication with Council and individual Members and I constantly communicate openly with peers to build and maintain trust.</p> <p>I am always available to meet with Members to discuss issues of importance or concern and particular attention is paid to resolving Member issues and concerns and requests are tracked to ensure they are addressed. I regularly become involved with EM issues especially when they cannot be resolved at officer level.</p> <p>Elected Members are generally provided with appropriate professional development opportunities, although this is somewhat limited at the moment due to the COVID pandemic, and I make every endeavour to ensure that effective communication and working relationships exist between Elected Members and the Administration.</p>



DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Political Edge (cont)	<p><b>Strategic Leadership:</b> The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.</p>			■		<p>Councils are very complex organisations that exist in a highly turbulent and regulated environment. As CEO, my team and the elected body are expected to anticipate needs, to identify and react to complex social, demographic, economic, and environmental problems, to respond to changing customer expectations, and to deploy effectively and efficiently scarce resources under the constant gaze of an increasingly attentive and critical community. I understand the internal and external environment and their impacts on the organization and seek to align resources and utilise political influence to solve problems or achieve organisational objectives. I set high goals and work doggedly to achieve them; pushing myself and others to reach milestones.</p> <p>I have built a cohesive Management Team strongly aligned to Council's goals and objectives, who provide the Council with timely quality advice, especially in regard to key issues and significant projects which may impact on the City's future viability and sustainability. The Management Team plans for trends, including negative implications, and develops appropriate strategic responses involving sustainability measures which have a customer service focus and cost benefit for our community.</p>

CEO PERFORMANCE REVIEW		
DOMAIN	BEHAVIOUR	EM COMMENTS
OPERATING EDGE	<p><b>People management:</b> The CEO demonstrates leadership in driving positive outcomes in relation to recruitment, retention, remuneration, training, performance appraisal, induction, professional development and industrial relations and actively promotes and develops a positive staff culture and safe working environment.</p>	<p>Terry has a strong team with lots of trust. Navigating the year couldn't have been easy but we have pushed through. Terry and his team should be complimented! Terry delegates well and keeps across the issues that need his attention. Agree with assessment. Not having sight of the goings-on of staff and the overall happenings behind the scenes makes this difficult to assess, however, I have not seen or heard of a toxic culture and Terry seems to be well respected by his peers. The CEO has continued on his successful management model. His approach and insight of HR methods has held the unit together well during the last 12 difficult months. He also ensured that during his absence he had a trusted and capable person acting in the role of CEO in Angelo Catinari, this enabled Council to continue on effectively. This last year has been difficult for Terry both personally and business wise, however, Terry has handled both himself and his work in a professional effective manner. He has lead CWT strongly through covid challenges again this year and has ensured in his absence the council has run smoothly. I can confidently say Terry does an amazing job of leading the team in addition to having put together a highly effective, hard working group of staff.</p>
	<p><b>Financial and asset management:</b> The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.</p>	<p>Terry always capitalises on the best opportunity for the Council. Whilst Council is in a decent financial position at the moment, concern around future increases in rates required to help fund all of the upcoming projects needs to be taken into account however I have faith that Terry and the Exec can navigate us through this, but it would be cognisant of us to ensure we can fund the projects while keeping rate increases under 2%. SAG funds from South Road should be pushed towards capital projects. CWT financial position is still quite strong. Because of his track record of responsible financial management over many years, I trust his financial judgement implicitly.</p>
	<p><b>Operations management and major projects:</b> The CEO oversees all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.</p>	<p>I feel Terry is less hands on with some of the projects, which is OK. I'd like for projects to better meet cost, quality and time expectations. Agree. Council has always delivered quality services and the staff should be recognised for their efforts. Our operations are to a high standard thanks largely to Terry. Terry is across everything council does.</p>
	<p><b>Self-management:</b> The CEO demonstrates abilities around time management, goal setting, and self-awareness, has a commitment to personal development and life-long learning principles, and promotes diversity, mutual trust and respect.</p>	<p>We need to diversify our staff. Agree. Terry has always been 'independent' of chamber politics and always provides his alternative approach towards matters which tends to ease tensions or allows Council to make sound decisions. Fully concur. Yes. Terry always conducts himself in a professional and friendly manner. Terry is abreast of what's going on at CWT. His three paragraphs are absolutely accurate!</p>
STAKEHOLDER EDGE	<p><b>Stakeholder relationships:</b> The CEO develops and maintains positive and effective relationships with Council's stakeholders including, but not limited to, ratepayers, Commonwealth and State Government agencies, other councils, the media, community organisations, businesses and industry bodies.</p>	<p>The relationship the CWT has with it's stakeholders is strong! I credit Terry for his work. This area is one of Terry's key strengths. I value Terry's judgement highly. Agree. Very good. Agree. Terry is well respected externally. Evidenced by the relationships built and sustained over many years. Agree. Terry is very easy to get along with and others speak highly of him. What you see is what you get!</p>
	<p><b>Communication:</b> The CEO demonstrates capacity to communicate with a wide range of stakeholders, express ideas clearly and coherently, is able to listen and take up other people's ideas, negotiates persuasively, and handles the media effectively.</p>	<p>Great Communicator. Again a key strength. Terry is a very clear communicator. Terry is easy to approach, listens and offers support where he can. He has always been able to explain complex matters and communicates well with Elected Members. Well in tuned. Yes.</p>
POLITICAL EDGE	<p><b>Advice to and relationship with Council:</b> The CEO develops and maintains positive and productive relationships with all elected members and provides them with sound advice, professional development, effective communications and support in order for them to meet their responsibilities.</p>	<p>Per previous comments. Terry provides a good sounding board and balanced perspective. Very good. Terry is always available when needed. I feel he has an 'open door policy' which is great. Terry is always available and approachable. Open and trustworthy with Elected Members. Never clouds issues with his own agendas.</p>
	<p><b>Strategic Leadership:</b> The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.</p>	<p>Very good. Terry's leadership skills are strong and he uses them well. Indeed. He does a fantastic job.</p>
	<p><b>OTHER COMMENTS</b></p>	<p>Overall, Terry's performance this year is commendable. To deal with the struggles he did. Whilst navigating covid is a credit to Terry and his team. Angelo did an excellent job as Acting CEO. The show ran smoothly in Terry's absence so we should commend Terry for his relationships with his team. In addition, considering his personal challenges over a long period of time, his commitment to council regardless, has been outstanding.</p>

## CEO PERFORMANCE REVIEW

DOMAIN	BEHAVIOUR	CEO	Elected Member Scores														Count of Scores				
			1	2	3	4	5	6	7	8	9	10	11	12	13	Total	Average	Below	Met	Exceeded	
OPERATING EDGE	The CEO demonstrates leadership in driving positive outcomes in relation to recruitment, retention, remuneration, training, performance appraisal, induction, professional development and industrial relations and actively promotes and develops a positive staff culture and safe working environment.		3	3	3	3	3	2	3	3	3	3	3	3	3	3	38	2.9	0	1	12
	The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.		3	3	3	3	3	3	2	3	3	2	3	3	3	3	37	2.8	0	2	11
	The CEO oversees all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.		3	2	2	3	2	2	3	3	3	3	3	3	3	3	35	2.7	0	4	9
	The CEO demonstrates abilities around time management, goal setting, and self-awareness, has a commitment to personal development and life-long learning principles, and promotes diversity, mutual trust and respect.		3	2	3	2	3	3	3	3	3	3	3	3	3	3	37	2.8	0	2	11
STAKEHOLDER EDGE	The CEO develops and maintains positive and effective relationships with Council's stakeholders including, but not limited to, ratepayers, Commonwealth and State Government agencies, other councils, the media, community organisations, businesses and industry bodies.		3	3	3	3	3	3	3	3	3	3	3	3	3	3	39	3.0	0	0	13
	The CEO demonstrates capacity to communicate with a wide range of stakeholders, express ideas clearly and coherently, is able to listen and take up other people's ideas, negotiates persuasively, and handles the media effectively.		3	3	3	3	2	3	3	3	3	3	3	3	3	3	38	2.9	0	1	12
POLITICAL EDGE	The CEO develops and maintains positive and productive relationships with all elected members and provides them with sound advice, professional development, effective communications and support in order for them to meet their responsibilities.		3	3	3	3	3	3	3	3	3	3	3	3	3	3	39	3.0	0	0	13
	The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.		3	2	3	2	3	3	3	3	3	3	3	3	3	3	37	2.8	0	2	11
<b>Averages</b>			3.0	2.6	2.9	2.8	2.8	2.8	2.9	3.0	3.0	2.9	3.0	3.0	3.0	300		0	12	92	
																<b>96.2%</b>		<b>0.0%</b>	<b>11.5%</b>	<b>88.5%</b>	
																			<b>Met / Exceeded</b>		<b>100%</b>

## Rating Scale:

N/R	Not rated
0	Unable / unwilling to comment
1	Below expectations
2	Met expectations
3	Exceeded expectations