

CITY OF WEST TORRENS



Confidential Report Items 6.1

of the

CONFIDENTIAL 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, 26 SEPTEMBER 2019
at 6.00pm**

Pursuant to Section 83 (5) of the *Local Government Act 1999* the Confidential Item for the Council meeting is delivered to the Council 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)*

**Bill Ross
General Manager
Corporate and Regulatory**

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Released

6 REPORTS OF THE GENERAL MANAGER CORPORATE AND REGULATORY

6.1 Chief Executive Officer's Performance - 2019

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 and the General Manager Corporate and Regulatory 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 6.1 Chief Executive Officer's Performance - 2019, attachments and any associated documentation submitted by the General Manager Corporate and Regulatory, 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 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 2019.

RECOMMENDATION(S)

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 recent performance, which has been assessed overall as **meeting or exceeding expectations**, and confirm that his TEC will rise in accordance with the remuneration tribunal's review of the Principal Member's allowance in November 2019.

FURTHER

1. 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 6.1 Chief Executive Officer's Performance - 2019, 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.
2. That the proposed remuneration and conditions of service to be provided to the Chief Executive Officer be kept confidential and not available for public inspection until determined by Council.

Introduction

In previous years, the then CEO's Review Panel 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 General Manager Corporate and Regulatory 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 General Manager Corporate and Regulatory.
4. The General Manager Corporate and Regulatory 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 General Manager Corporate and Regulatory 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.

14 responses were received from 15 Elected Members, an excellent **93.3 per cent** response rate.

The scores assigned by the 14 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

<i>Assessment</i>	<i>Below 1</i>	<i>Met 2</i>	<i>Exceeded 3</i>	<i>Total Score</i>	<i>Max</i>	<i>%age</i>
People Management	0	5	9	36.5	42	86.9%
Financial & Asset Management	0	3	11	38.5	42	91.7%
Operations Management & Major Projects	0	4	10	38.0	42	90.5%
Self-management	0	4	10	38.0	42	90.5%
Stakeholder Relationships	0	3	11	39.0	42	92.9%
Communication	0	3	11	39.0	42	92.9%
Advice to and relationship with Council	0	1	13	41.0	42	97.6%
Strategic Leadership	0	2	12	39.5	42	94.0%
Combined	0	25	87	309.5	336	92.1%

Table Two – Total Raw Scores & Percentages

	Below	Met	Exceeded	Total
Raw Scores	0	25	87	112
Percentages	0.0%	22.3%	77.7%	100.0%

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

Remuneration

If the Council agrees that the CEO's performance has at least '**met expectations**', then the method for calculating the annual increase in the CEO's remuneration is to apply the general CPI increase awarded annually by the Remuneration Tribunal.

The CEO's current total employment contract (TEC) is \$338,365.

The Remuneration Panel's decision on Elected Member increases is generally handed down in November each year, so that annual increase will be applied to the CEO's current TEC and backdated to 1 July.

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 Officers Performance Appraisal**
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: 26 September 2019 (to be confirmed)

REVIEW PERIOD: July 2018 to June 2019

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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?

- The development of Apex Park Reserve is substantially completed and will continue into 2019/20. These works include new community and equestrian facilities, the upgrade of reserve and associated facilities, and improvements to the wetlands and local drainage.
- The development of the Lockleys Oval complex is well underway and the project will continue into 2019/20. The upgrade includes a new combined sporting facility and clubrooms, along with various improvements to the existing sporting facilities on the reserve.
- The Camden Oval complex upgrade is underway with completion in 2018/19 of the building extension to the soccer club for new change rooms, the senior synthetic soccer pitch with lighting, and the new sports facility and community building for the football club. Works for 2019/20 will include an upgrade to the football oval and surrounds.
- New depot facilities at Morphet Rd, North Plympton were upgraded to meet Council needs and the relocation of staff occurred.
- Tenancy arrangements for the surplus space at the new Depot were put in place including substantial leasing of office space to Thoroughbred Racing SA.
- An Expression of Interest process was initiated for the sale of the Marion Road Depot site which will be finalised in the 2019/20 FY.
- Council continues to administer the food safety rating scheme for food businesses in its area, issuing 194 certificates in the 12 month period to 31 March 2019.
- Council's Service Centre responded to almost 50,000 telephone calls, 5,000 web chats, 1,500 emails, 900 SMS queries and 15,000 payment transactions.
- A framework and strategy for improving the experience of those who deal with Council was endorsed following extensive research and consultation.
- New channels were introduced for customers to contact Council's Service Centre.
- A three year Work Health and Safety and Injury Management Plan was finalized in March 2019, after successfully closing out all items in the previous year plan.
- Council has expanded the use of mobile technology, significantly improving the efficiency and service delivery of its outside workforce.
- ChatBots were introduced to provide the community with 24 hour access to local asset and waste information.
- Council continued to advocate for the community on the implementation of the new planning system by responding to discussion papers, legislative instruments and State Planning policies.

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What special achievements would you like to highlight? (cont):

- Completed the Open Space for Higher Densities Structure plan to address open space in areas of high urban infill.
- Developed a policy position on the management of aircraft noise in those areas of the city affected which will be used to influence the development of the State's Planning and Design Code.
- Commenced work on two Development Plan Amendments - the Glandore Character Protection DPA and the Plympton Residential DPA.
- Establishment of an Urban Tree Fund to ensure developer contributions for the removal of significant and regulated trees are collected for Council's use.
- Commenced the community needs analysis project canvassing the community's views on Council priorities, the outcomes of which will be used to inform the review of the community plan in 2019.
- Continued the development of an economic development strategy with the aim of finalising it in 2019/20.
- Continued to participate in the Building Western Adelaide Alliance for economic development of the western region with neighbouring councils.
- Procurement activities progressed throughout the year to ensure our dollar spend on contracts entered into is managed effectively, strategically and economically. All suppliers delivering goods greater than \$100,000 in value are now captured by an agreement.
- Procurement activities have resulted in minimised administrative costs with a simpler staff quotation process, reduced duplication of effort and formation of panels for annual procurement planning providing savings in resources estimated at \$233,000.
- 97.5% of Council contracts support SA enterprise.
- Continuous Improvement activities continued across the business in 2018/19 with the primary focus on the rollout of mobile technology to manage customer requests within City Operations and all staff in that area are utilising mobile technology for a variety of different work related functions.
- A number of Continuous Improvement projects were facilitated throughout 2018/19 including:
 - Bank Guarantee Process
 - Customer Parking Complaints Process
 - Thebarton Community Centre Booking Process
 - Storm Management Request Process
 - Elected Member Request Process
 - Corporate Planning Process
 - Civil and Maintenance Inspections (City Operations mobility)
 - Cat Cages Hire Review
 - Lodgment of Development Application Workflow
 - Customer Service Payment Arrangements
 - Council Owned Building Inspection Process
 - Property Services Internal Requests
 - Storm water drain Inspections Process (City Operations mobility)
 - Landscape / Council Reserves Inspections Process (City Operations mobility)
 - Turf & Irrigation Inspections Process (City Operations mobility)

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What special achievements would you like to highlight? (cont):

- Community Bus Payment Collection Process
- Playground Installation Communication process
- Street Sweeping Inspections Process (City Operations mobility)
- Appointment of five independent members were made to the Brown Hill Keswick Creek Stormwater Board.
- Council's opposition to the Local Government (Rates Oversight) Amendment Bill 2018 was supported on a sector wide basis.
- Council's involvement in Cummins House was finalized ending a 40 year involvement with the State Heritage listed property.
- Installation of a new public household chemical and paint drop-off facility at the North Plympton Waste Transfer Station.
- Involvement in the voluntary administration process for the Camden Community Centre and its successful continuance from that process under a Deed of Association arrangement with GOCSA.
- Successful completion of the City of West Torrens 2018 Periodic Local Government Elections.
- Implementation of a new Committee structure for Council in accordance with the Local Government Act 1999.
- Ongoing review of many Council policies throughout the year.
- A five year contract extension to the current waste contract with Solo Resource Recovery for kerbside collection and disposal taking the contract through to 30 April 2025.
- Hosting of a well-attended and successful Business Breakfast at Atura Adelaide Airport in May 2019.
- Receipt of grant funding of \$577,500 from the Planning and Development Fund for Kings Reserve Stage 2.
- Implementation of 'Grants Guru', a grants portal making it easier for our community to search for Federal, State and Local grant funding opportunities through a customized public portal.

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<p>2. Barriers/Obstacles:</p> <p>Are there any barriers or obstacles which impact on your performance? (i.e. your capability to achieve objectives, milestones or targets).</p> <p>There are a host of challenges that I, and most LG CEO's 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 authority, capacity, and ability to deliver cost effective services. This position may worsen depending on what happens with rate capping and the outcomes of the SA Productivity Commission inquiry into local government costs and efficiency.</p> <p>Restructuring labour relations is also something that will occupy my thinking in the years ahead. The fiscal crisis and low wages growth has forced a new conversation between council management and unions. However, as we move into a period of attaining and retaining skilled labour, due to economic expansion combined with demographic changes and an ageing population, local government will need to demonstrate that it is an attractive employer. To do that I will need to look again at employee relations, focusing on increasing our appeal to young employees and answering the challenge of flexibility and career development. Furthermore, the complexity of the problems we face will see us putting more trust in frontline staff, allowing them to operate with greater autonomy.</p> <p>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.</p> <p>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.</p>	<p>3. Improvements:</p> <p>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?</p> <p>The impact of social media will transform the concept of public services, as well as the way councils communicate with their citizens. These changes will bridge some of the current gaps between users and providers of services, and will improve the perception and quality of services. However, these changes will also influence the nature of relationship between people and communities. They will challenge council to acknowledge and address the need for e-professionalism at work, and to find new opportunities to embrace technology.</p>
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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.

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.

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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. <u>Your own assessment</u> 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:

- | | |
|---|-------------------------------|
| 0 | Unable / unwilling to comment |
| 1 | Below expectations |
| 2 | Met expectations |
| 3 | Exceeded expectations |

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	CEO's Comments (EM Comments)			
		0	1	2	3
Operating Edge	<p>People management: 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 provide an appropriate amount of structure, direction, and feedback to ensure a high level of executive performance and define, delegate, and direct work in a flexible manner. I recognise that proper delegation, communication, and the setting of priorities and goals help employees feel empowered and self-motivated and I set realistic work demands.</p> <p>I believe I create an environment in which team members can find new ways of motivating themselves in light of our changing needs. I am highly self-aware and hold others accountable for their own self-management. I encourage celebration of our successes and to learn from mistakes while making it safe for others to take risks and volunteer innovative recommendations. I like to create a common mindset of learning, growing, and acquiring new skills.</p> <p>I believe I manage with a conscience and I place integrity, ethics, and trust above all else. I also view individual differences as 'value-adds' to group thoughts.</p>

DOMAIN	EXPECTED BEHAVIOUR	CEO's Comments (EM Comments)			
		0	1	2	3
Operating Edge (cont)	<p>Financial and asset management: The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.</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 2028/29. Although we have been debt free for a number of years, a resumption of borrowing will occur over the 10 year period of our forward estimates but our indebtedness by local government standards is extremely low. Council has management responsibility for community assets valued at \$987 million and depreciation funding for our major asset classes is accounted for in our 10 year forward estimates.</p>
	<p>Operations management and major projects: 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 believe this is evidenced by our comparable delivery of high quality services to our community yet undertaken in a low rating environment, one of the lowest in metropolitan Adelaide. We do have slippage in our capital works program from one year to the next but steps have been taken to improve this aspect of our service delivery. We also maximise opportunities for joint procurement to reduce costs and improve efficiencies and effectiveness of services.</p>

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Operating Edge (cont)	<p>Self-management: 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 take ownership of performance of self and the organisation and always attempt to lead by example.</p> <p>I always act in the best interests of Council and have a longer-term and strategic focus in mind when making decisions. I regularly attend conferences, seminars, and workshops to broaden my knowledge base.</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>Stakeholder relationships: 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>I maintain strong working relationships with a number of stakeholder groups including the Netley Residents Association; Adelaide Airport, Government Agencies, local government colleagues, industry associations, and other stakeholder groups. With the introduction of our business data base and business breakfasts, I am engaging with more local businesses than ever before.</p> <p>I am an active participant in many local government and sector related networks.</p>
	<p>Communication: 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>Well supported and maintained through Talking Points, Messenger Newspapers and various other Council communication tools like our web site and social media. I am always available to reporters in the media to communicate Council's position on any issue as it arises.</p> <p>My negotiation skills are evidenced by successful outcomes on matters like achieving a new Rates Agreement with Adelaide Airport, finalisation of the BHKC SMP as Chair of the PSG, sale of St Martins, and acquisition of the Manuele Engineers site for use as our City Works depot. When negotiating, I seek common interests and win/win solutions or mutually agreeable trade-offs and I work from facts and a strong knowledge base.</p>

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DOMAIN	EXPECTED BEHAVIOUR	0 1 2 3				CEO's Comments (EM Comments)
Political Edge	<p>Advice to and relationship with Council: 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>I actively and jointly work with Mayor Coxon and Elected Members to represent the interest of the community.</p> <p>Trust is established and maintained by open and honest communication with Council and individual Members. 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>A good deal of attention is provided to ensure comprehensive and quality reports are provided to Members as part of the Agenda process so that Members are fully informed and appraised of the options when they make decisions.</p>

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DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Political Edge (cont)	<p>Strategic Leadership: 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.</p> <p>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.</p> <p>I set high goals and work doggedly to achieve them; pushing myself and others to reach milestones.</p> <p>Development of our annual budget and business planning process provides that Council is well placed in terms of cost effective service delivery when benchmarked against standard industry financial ratios.</p>

City of West Torrens

2018/19

CEO PERFORMANCE REVIEW

DOMAIN	BEHAVIOUR	EM COMMENTS
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.	The CEO has a strong team behind him which have an outstanding relationship with councillors. Backed by a very professional CFO. I would like to see him be more friendly (and) more welcoming with the newly EMs. I also like to ensure that all Council decisions are acted upon and perhaps (the) too hard ones aren't filed away until it becomes too late. The current leadership team has been in place for an extended period.
	The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.	Thoughts / possibilities on Council rates being paid monthly (including b/pay and direct debit etc) on top of existing payment options? We should consider increasing work quality "inspections" on sub-contractor works to ensure that quality of works are to the required standard. Would like to see more technology (NEW, not old) to help with this.
	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.	Thebarton Community Centre needs further improvement, needs to be more "community access". We need more on-line payment options. We need our own mobile drain cleaning truck like Charles Sturt have. City Operations mobility needs more work (attitudes). Street sweeping needs more resources. Let's not forget to attract senior knowledge as well (as young employees). I think we are too lean in areas, but understand the barriers. I'd like to see some more accountability to deliver key projects on time / budget, perhaps ensure more realistic targets are set. Some projects are a bit behind schedule.
	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	
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.	I think Terry is very professional in his behaviour both internally and externally. Terry represents Council incredibly well. His professional manner ensures our city is well positioned to maintain stakeholder relationships. Would like to see even more engagement with the media, local businesses and smaller ones. Excellent stakeholder management skills, major strength and big asset for West Torrens.
	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.	Excellent negotiation abilities. In recent years (a) AAL deal for rate equivalents and (b) depot deal. He also needs to demonstrate capacity to talk to our local residents. Excellent communication skills and networking, another major strength and big asset for West Torrens.
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.	Terry always makes himself available to EMs. He is a great link between the administration and EMs when necessary. 100%. I've always found Terry approachable and his responses / advice to be professional. This enables me to provide residents with factual information. This goes for all staff responses and is a reflection on Terry as a leader. He needs to practice to be more relaxed and not so formal at times. Excellent skills and experience in engagement and working with a diverse set of EMs. A big plus and is very well regarded by other EMs. I'd like to see the EMs perspective taken on board a little more and not pushed back by the administration. I don't think other members of the leadership team are as open to EMs perspectives as Terry.
	The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.	Terry's knowledge in these aspects is excellent. Would like to see more leadership. I'd like to see Terry use his wisdom and experience to look further into the future and provide scope for some game-changing initiatives for West Torrens. Waste management comes to mind.

City of West Torrens

2018/19

CEO PERFORMANCE REVIEW

			Elected Member Scores																Count of Scores		
DOMAIN	BEHAVIOUR	CEO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	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.	2	3	3	3	2	2	3	3	2	3	3	3	2	2.5	2	37	2.6	0	5	9
	The CEO ensures Council’s long term financial sustainability through sound financial and asset planning, budget management and financial reporting.	2	3	3	3	2	2	3	2.5	3	3	3	3	2	3	3	39	2.8	0	3	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.	2	3	3	3	3	2	3	3	2	2	3	3	2	3	3	38	2.7	0	4	10
	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	2	3	3	3	2	3	3	3	2	3	3	3	2	3	2	38	2.7	0	4	10
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.	2	3	3	3	2	3	3	3	3	2	3	3	3	3	2	39	2.8	0	3	11
	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	2	3	3	3	3	3	3	2	3	3	39	2.8	0	3	11
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.	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	41	2.9	0	1	13
	The CEO demonstrates leadership in setting Council’s strategic plans and effectively communicates and delivers Council’s vision and objectives.	2	3	3	3	3	2	3	3	3	3	3	3	2	2.5	3	40	2.8	0	2	12
Averages		2.1	3.0	3.0	3.0	2.4	2.4	3.0	2.9	2.5	2.8	3.0	3.0	2.3	2.9	2.6	309.5		0	25	87
																	92.1%		0.0%	22.3%	77.7%
Met / Exceeded																				100.0%	

Rating Scale:

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