

CITY OF WEST TORRENS



Confidential Report Item 21.1

of the

COUNCIL MEETING

of the

CITY OF WEST TORRENS

will be held in the Council Chambers, Civic Centre
165 Sir Donald Bradman Drive, Hilton

on

TUESDAY, 1 NOVEMBER 2022
at 7.00pm

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.

Terry Buss PSM
Chief Executive Officer

City of West Torrens Disclaimer

Please note that the contents of these Council and Committee Agendas have yet to be considered by Council and officer recommendations may be altered or changed by the Council in the process of making the formal Council decision.

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Released

21 CONFIDENTIAL

21.1 Chief Executive Officer's Performance Review - 2022

Reason for Confidentiality

The Council is satisfied that, pursuant to Section 90(3)(a) of the *Local Government Act 1999* (the **Act**), 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 Council that:

1. pursuant to section 90(2) of the Act, Council orders, that the public, with the exception of the Chief Executive Officer and the appointed Qualified Independent Person, 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 21.1 - Chief Executive Officer's Performance Review - 2022, attachments and any associated documentation submitted by the Chief Executive Officer, specifically on the basis of the provisions of section 90(3)(a) of the Act because the matter relates to the performance and negotiations and details of the contractual employment arrangements of an employee, the disclosure of which 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 Council with a report from the Chief Executive Officer's Performance Review General Committee (the **Review Committee**) on the Chief Executive Officer's performance in the twelve months to 30 June 2022.

RECOMMENDATION(S)

It is recommended to Council that:

1. the 'Appraiser' section of the Assessment Tool as presented in this report be endorsed; and
2. the Chief Executive Officer be commended on his performance, which has been assessed at 99.59 per cent of all ratings as **met or exceeded expectations**; and
3. recommend that, after the conclusion of the current periodic elections, by the adoption of this minute, the custom and practice of a CPI increase to the CEO's TECP for a successful performance review outcome be applied to the TECP be continued by increasing the amount to \$365,248.00 whilst noting the material saving to the Council from the selfless decision of the CEO to not accept any increase to the TECP for the previous year; and
4. the Deputy Chief Executive Officer, Angelo Catinari, be recognised for his outstanding performance as Acting Chief Executive Officer in supporting the Chief Executive Officer throughout the past 2 years.

FURTHER

1. In accordance with sections 91(7) and 91(9) of the Act, the Council orders that the Item 21.1 - Chief Executive Officer's Performance Review - 2022, the Minutes arising, attachments and any associated documentation, having been considered by the Council in confidence under section 90(3)(a), be kept confidential and not available for public inspection for a period of six (6) months from the date of this meeting, on the basis that the matter relates to the performance and negotiations and details of the contractual employment arrangements of an employee, the disclosure of which 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. Council delegates the power of review, but not the extension, of the confidential order to the Chief Executive Officer on a monthly basis in accordance with the provisions of section 91(9)(c) of the Act.

Introduction

In previous years, the 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 previous 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 with any recommendation for an increase in the TEC Package to be finally determined by the Council following the conclusion of the 2022 periodic elections.

Discussion

The CEO's self-evaluation, along with ratings agreed by the Review Committee at its meeting on 20 October 2022, is provided in **Attachment 1** and will be signed off by the Mayor and CEO, subject to Council ratification, which will then conclude the 2022 review.

Detailed ratings and comments on the CEO's performance are provided in **Attachment 2**.

The current (simple) review tool is that which was endorsed by Council in 2016.

11 responses were received from 15 Elected Members.

The scores considered by the Review Committee, as assigned by the 11 Elected Members are summarised (following) in **table one**.

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		4	27	31	33	93.94%
Financial & Asset Management		6	24	30	33	90.91%
Operations Management & Major Projects		10.5	18	28.5	33	86.36%
Self-management		2	30	32	33	96.97%
Stakeholder Relationships	1		30	31	33	93.94%
Communication		2	30	32	33	96.97%
Advice to and relationship with Council		2	30	32	33	96.97%
Strategic Leadership		6	24	30	33	90.91%
Combined	1	32.5	213	246.5	264	93.37%

Table Two – Total Raw Scores & Percentages

	Below	Met	Exceeded	Total
Raw Scores	1	32.5	213	246.5
Percentages	0.41%	13%	86%	99.59%

It is noted that **99.59 per cent** of all ratings were for "**met expectations**" and above.

Remuneration

The CEO's current TEC Package (**TECP**) is \$347,662.20. This is a minor increase from the 2021/22 amount of \$344,064.00 because of the 0.5% additional superannuation guarantee levy, effective from 1 July 2022.

It is to be recalled that, in the face of the COVID-19 pandemic, the CEO refused an increase in his TECP for the 2021/22 financial year. If he had taken the increase which, in accordance with the established custom and practice, it would have been an increase by reference to CPI (then at 3.8%). This would have resulted in his TECP for the 2021/22 year being in the amount of \$357,138.43.

Upon the successful completion of this current performance review process, with CPI now at 6.1%, the CEO, again consistent with the custom and practice of the Council, the CEO would receive a TECP from 1 July 2022 in the amount of \$378,923.87.

However, as the CEO's TECP has remained static, save for the superannuation guarantee increase, for the previous two financial years, means that the recommendation from the Review Committee for the TECP to increase to \$365,248.00, results in a saving to the Council (and the loss of the potential benefit to the CEO) of \$23,152.00. This is a material saving (loss) upon any objective assessment.

Given the fact that the Contract is silent but there is the established Council custom and practice that, upon successful completion of the performance review, the TECP is increased by CPI, it is at least arguable that this position now applies in the current instance without there being any need for a specific Council decision to increase the TECP.

However, to be completely transparent in the process and to avoid any concerns arising from reliance upon custom and practice, it is recommended that if the Council approve the recommendation of the Review Committee, it do so subject to it being endorsed, upon adoption of the minutes, after the caretaker period has concluded, by the new Council.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

There is no direct climate impact in relation to this report.

Conclusion

The Chief Executive Officer's Performance Review General Committee has recommended that the Council endorse the completed review documentation and adopt its recommendations (above) to complete the 2022 Review.

Attachments

1. **Chief Executive Officer's Performance Appraisal 2022**
2. **Elected Member Feedback**
3. **CEO Total Employment Cost Package proposal 2022/23**

Attachment 1: Chief Executive Officer's Performance Appraisal 2022

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: 20 October 2022

REVIEW PERIOD: **July 2021 to June 2022**

Issue Date 17/10/2022

1 of 13

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?

While our everyday service delivery started to get back on track following the COVID-19 disruption of the previous financial year, the year in review saw council hit with new challenges as we aimed to continue or complete projects in an environment where resources were increasingly hard to source. Despite this, we managed to continue many of our staged projects. I would like to highlight just a few areas – and several significant achievements within them – of particular importance.

Among these are our sustainability efforts, transport and related infrastructure developments, major reviews undertaken and plans initiated, the continued rollout of our Open Space and Asset Renewal programs and softer subjects such as social events and art initiatives that remain a vital thread in the fabric of community health and wellness.

Thanks to Federal, State and Local Government grant funding opportunities, in many cases these being matched by our contribution, we invested almost \$32 million in infrastructure in 2021-22. The major beneficiaries were roads and footpaths (\$15.1 million), buildings and public land (\$6.3 million) stormwater and drainage (\$5.4 million), recreational facilities (\$3.4 million) and plant and equipment (\$1.7 million).

A further \$4.8 million was spent on the ongoing upgrade of community facilities as part of our Asset Renewal and Open Space program, with the lion's share going to Thebarton Oval/Kings Reserve (\$1.8 million), Apex Park/Lockleys Oval (\$1.2 million), Richmond Oval (\$1 million) and the iconic Thebarton Theatre (\$800,000). Many of these projects are staged developments during the next few years so our community can be assured that we are doing everything possible to provide state-of-the-art public amenities while responsibly managing funds.

Quality open space is integral to achieving our vision of being the best place to live, work and enjoy life. Given the increase in infill developments and their impact on the demand for open space, we used the year in review to develop a new 5-year plan that reflects the current reality and remains relevant for the community.

By endorsing the City of West Torrens Open Space Plan 2021-2026 in September 2021 (following a period of community consultation) we have since been finalising a plan we believe carries all the elements required to best position us to provide spaces that are planned, managed and maintained in a way that delivers maximum benefit to our community.

We place significant value on open space as we appreciate that, in both its structured and unstructured form, it provides opportunities for people to play sport, be active, relax and connect with nature and other people. This, in turn, supports our community's health and wellbeing. Furthermore, it delivers parks, trees, streetscapes and landscapes which enhance the amenity of West Torrens, provide shading and cooling in hot weather and improve biodiversity and stormwater management; we look forward to delivering on this exciting and extensive plan in the years to come.

Community initiatives and services, among them waste management (\$7.3 million), community development (\$2.1 million), public lighting (\$1.1 million), grants and donations (\$700,000) and community care (\$600,000) were also beneficiaries of significant budget allocations. It is fair to say the year in review was itself one of review, with 6 strategic plans coming under the microscope – these being the Waste and Resource Recovery Strategy, the West Torrens Stormwater Management Plan, the Transport and Movement Strategy, the Climate Adaptation and Mitigation Strategy, the Organisational Workforce Strategy and the Dog and Cat Management Plan.

Expanding on these, waste management is clearly a priority and during the year in review we captured our commitment to reduce our impact on the environment in our Draft Waste and Resource Recovery Strategy 2022-2032. The Plan is our response to a situation where some \$6.5 million is spent each year on waste and resource recovery and management. It documents what needs to be done if we are to meet the needs and expectations of our community and remain at the forefront of exemplary environmental management. While developing the strategy, we identified a potential solution that promised immediate recycling benefits for our community and, in concluding an arrangement with Sydney-based start-up company, RecycleSmart, we will become the first council in South Australia to implement a home collection service for recyclable items that cannot be recycled through our traditional kerbside waste service when the 6-month trial begins in August 2022. In addition, we used the financial year in review to endorse our weekly green waste collection opt-in trial among 750 households in West Beach. Conceptualised in 2020, the trial incorporated our Compost Bin Rebate Scheme and saw green waste collected weekly, while the traditional weekly collection of general waste was pushed out to fortnightly. It ran from February 2021 to January 2022, with early indications suggesting it was a resounding success and holds promise for both savings and environmental welfare through composting.

Another significant development in the area of environmental responsibility is the work we have undertaken with the owners of the 8,500 public lights across West Torrens, South Australian Power Networks (SAPN), to transition street lighting to the more energy-efficient and environmentally friendly LED lighting. Following a trial of LED street lighting in Kurralla Park, we agreed that the use of LEDs provides better light output at lower electricity consumption and, as such, LED should be – and is already – our first preference when adding new lights or replacing existing ones.

In a further move to underscore our unwavering commitment to mitigate the effects of climate change by reducing our carbon footprint, cutting our waste to landfill and promoting a healthier and more vibrant environment, we will continue to develop our Climate Adaptation and Mitigation Strategy. Much work was done through the year to bring the draft strategy to an advanced stage so that it can be adopted by Council.

Shifting the focus to stormwater management, the West Torrens Stormwater Management Plan is designed to address the challenges posed by the increase in infill development, most particularly the greater demand it places on services and amenities such as stormwater infrastructure. The draft plan, prepared in accordance with relevant Stormwater Management Authority guidelines and with funding support from the Stormwater Management Authority and Green Adelaide, looks at the local drainage catchment within West Torrens and outlines strategies to better plan and improve our stormwater networks as we strive to meet the needs of our community.

Similarly, a changing population and urban landscape in West Torrens demands that we address emerging issues and continually improve our transport network and services. Our Transport and Movement Strategy considers the many and diverse mobility needs of those who call West Torrens home, as well as businesses, visitors and those travelling through, their travel patterns, changing transport demands, parking and safety issues. It builds on the achievements of our award-winning 2009 Transport Strategy that delivered numerous projects and programs over the past decade, with the focus on fostering resilience to climate change. The draft strategy explores smarter ways of using the transport network, outlining initiatives such as designing people-friendly streets, introducing greening and cooler corridors to support walking and cycling and sharing a pathway to alternative and sustainable forms of private and public transport.

With public consultation attended to, the final strategy is on track for completion in the 2022-23 financial year.

Our people, of course, are the lifeblood of West Torrens – and that includes those who work with us and all in the community. Internally, much time and effort has been invested in our Organisational Workforce Strategy that involves a recruitment plan earmarked for implementation in the new financial year, while the groundwork on several significant projects set to benefit staff commenced in 2022-23 and will continue in subsequent years. A little further advanced is our 2021-2025 Disability Access and Inclusion Plan which, following public consultation and endorsement by Council, was submitted to the State Government in October 2021. Acting on recommendations during the consultation phase of our plan, we will use the financial year ahead to, among others, establish an advisory group and a 'consultant network' that creates opportunities for ongoing feedback and ideas from people living with disability. We will work to improve access to and attendance at events, while staff will be upskilled in access and inclusion training and an information kit will be produced for businesses and stakeholders.

Still in the community and with COVID-19 restrictions easing and life slowly returning to something resembling normality, we were delighted to welcome back, albeit in a slightly different guise, one of our iconic annual festivals and take over the reins of 2 longstanding and much-loved occasions that both faced the very real prospect of permanent closure. While COVID-19 restrictions forced the cancellation of the popular 2022 Summer Festival, we were able to resurrect it in the form of a new 3-day celebration known as 'Westival'. A mix of open-air cinemas, food fare and free family entertainment, the event at Lockleys Oval in the autumn of that year also featured the Fire and Spice Festival and concluded the following weekend with Bloom Café's Bloom Block Party of markets, entertainment and food trucks, supported by a Council grant.

Always mindful of our role in the community and our responsibility to seek to improve the lives of our residents and ratepayers at a local level, we were equally thrilled to step into the breach left by the departure of the SA Brewing Company (Lion) from its long-time on Port Road, Thebarton. We saved the tradition of painting the SANFL premiership winner's colours on the now demolished brewery stack by transferring it to the chimney at the nearby Brickworks Markets. Come Christmas 2022, and with the help of sponsors, we will take over the hosting of another great Adelaide tradition that brings joy to so many people, the Christmas Lights Display on the banks of the River Torrens alongside the old SA Brewing Company site.

And in 2 remaining acts of community enrichment, we used the 2021-22 financial year to prepare and release our first-ever Public Art Framework and embark on a review and update of our Dog and Cat Management Plan.

While the latter is due for completion in the new financial year and is designed to address changing pet ownership needs and so ensure that our canines, felines and neighbours all live in perfect harmony, the Public Art Framework outlines how public art, whether temporary or permanent, can contribute towards a vibrant, prosperous, creative and liveable city, where our cherished cultural diversity is respected and celebrated.

2. Barriers/Obstacles:

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

In a 2021 KMPG survey, 45% of local government CEO respondents believed that the rising expectations of ratepayers was the main challenge for councils across Australia. In second place was immature technologies (27%) followed by budget constraints (21%). One of the things ratepayers increasingly expect from their council is effective digital transformation. Keeping up with those demands while also having to deal with technological challenges and budget constraints is an enormous task.

There are also host of other challenges that I face in this current era: delivering services; limited finances; managing staff; engaging citizens; forming new partnerships; 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. 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 personalized 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

<p>Evaluation of Performance against Expected Leadership Behaviours</p>
<p>Be ready to discuss the following:</p> <ol style="list-style-type: none"> 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	0	1	2	3	CEO's Comments (EM Comments)
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 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.</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 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> <p>A key challenge in recruitment at the moment is today's skill shortage. Understanding candidate motivation and providing flexible work arrangements is paramount and strategies like resetting boundaries between work and home for employees to protect productivity and retention is at the forefront of recruitment challenges for 2022 and beyond.</p>

DOMAIN	EXPECTED BEHAVIOUR	0	1	2	3	CEO's Comments (EM Comments)
Operating Edge (cont)	Financial and asset management: The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.			■		Evidenced by our strong and positive financial target benchmarks and continued focus on asset management and financial sustainability. Our long-term key financial benchmarks covering Operating Surplus; Net Financial Liabilities; Asset Renewal Funding; and Net Financial Liabilities are all positive and on the right side of the ledger through to 2031/32. The balanced budget in the review period included \$71.3M of total income; \$66.86M of total expenses; a \$4.45M operating surplus all the while maintaining circa \$1.0 billion in community assets.
	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.			■		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.

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 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. During the year in review 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>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>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>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>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)
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. 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 was somewhat limited during the year in review due to COVID, 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>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. 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>

Attachment 2: Elected Member Feedback

Table 1: Elected Member Scores

DOMAIN	EXPECTED BEHAVIOUR	EM Scores											Count of Scores				
		1	2	3	4	5	6	7	8	9	10	11	Total	Average	Below	Met	Exceeded
Operating Edge	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.	3	3	3	3	2	3	3	3	3	2	3	31	2.82		2	9
	Financial and asset management The CEO ensures Council's long term financial	3	3	3	3	2	3	3	3	2	2	3	30	2.73		3	8

DOMAIN	EXPECTED BEHAVIOUR	EM Scores											Count of Scores				
		1	2	3	4	5	6	7	8	9	10	11	Total	Average	Below	Met	Exceeded
	sustainability through sound financial and asset planning, budget management and financial reporting.																
	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.	2.5	2	3	3	2	3	3	3	2	2	3	28.5	2.59		5	6
	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,	3	3	3	3	3	3	3	3	3	2	3	32	2.91		1	10

DOMAIN	EXPECTED BEHAVIOUR	EM Scores											Count of Scores				
		1	2	3	4	5	6	7	8	9	10	11	Total	Average	Below	Met	Exceeded
	mutual trust and respect.																
Stakeholder Edge	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.	3	3	3	3	3	3	3	3	3	1	3	31	2.82	1		10
	Communication The CEO demonstrates capacity to communicate with a wide range of stakeholders.	3	3	3	3	3	3	3	3	3	2	3	32	2.91		1	10

DOMAIN	EXPECTED BEHAVIOUR	EM Scores											Count of Scores				
		1	2	3	4	5	6	7	8	9	10	11	Total	Average	Below	Met	Exceeded
	express ideas clearly and coherently, is able to listen and take up other people's ideas, negotiates persuasively, and handles the media effectively.																
Political Edge	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.	3	3	3	3	3	3	3	3	3	2	3	32	2.91		1	10
	Strategic Leadership The CEO demonstrates	3	3	3	3	2	3	3	3	2	2	3	30	2.73		3	8

DOMAIN	EXPECTED BEHAVIOUR	EM Scores											Count of Scores				
		1	2	3	4	5	6	7	8	9	10	11	Total	Average	Below	Met	Exceeded
	leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.																
	Averages	2.94	2.88	3.00	3.00	2.50	3.00	3.00	3.00	2.63	1.88	3.00	30.81	2.80	1.00	2.29	8.88
													93.37%		3.03%	6.93%	26.89%
		Met/Exceeded 99.59%															

Table 2: Elected Member Comments

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
<p>Operating Edge</p>	<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 believe Terry has a great management team and they value his leadership and guidance.</p> <p>From what I can see, Terry has allowed opportunity for staff to backfill higher duties.</p> <p>Staff culture seems to be satisfactory, without having inside knowledge.</p> <p>It will be interesting to see how council combats the skills shortage issue and whether we can continue to lure the best people for the role at a reasonable price to ensure council remains financially sustainable.</p> <p>We have had a small number of vacancies for a prolonged period of time in the past year.</p> <p>While there is a skill shortage we need to be able to attract new workers to ensure we are able to complete our workloads</p> <p>Overall the CEO does a good job</p> <p>Terry is very much across people management skills and sets a great example in the way he mentors and develops junior managers.</p>

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
		<p>It is evident to me that the Executive team as well as the senior leadership team work closely and collaborate with each other well.</p> <p>The teams have a great understanding on most issues and are well educated and led by Terry.</p>
	<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>WTCC continues to have a good track record for financial management. While council is in such a position, it must ensure it stays there.</p> <p>Forecasted projects, and previous projects have and will continue to put pressure on the bottom line, but council must ensure it maintains this through appropriate diligence.</p> <p>Council is still in the required benchmarks for most indicators all bar one I believe</p> <p>Our long term debt is now at \$100M and there is still substantial works in the future which still needs to be done ie Brownhill Keswick Creek.</p> <p>Fully concur with the CEOs brief</p> <p>The City of West Torrens has always been a strong council. Credit needs to be given to the council that we are able to maintain such low rates whilst having quite expensive areas of housing throughout our city.</p> <p>Given large capital expenditure over the last few years it will be important for council to ensure that we monitor our spending.</p>

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
	<p>Operations management and major projects</p> <p>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>Council has a good track record of community service management, as is evidenced by the reports in our agendas. I have personally utilised FOH services and found them to be excellent.</p> <p>Major projects will need to be carefully evaluated and maintained, when it comes to financial implications. There have been some projects that have gone overbudget, and future projects look to be bigger in scale.</p> <p>There are many challenges in this area and I do believe we provide a good level of service but would like to see our projects completed within budget.</p> <p>I do find there are usually additional requests to finish off projects which are not initially budgeted for.</p> <p>As above [Fully concur with the CEOs brief]</p> <p>Area delivered well</p>
	<p>Self-management</p> <p>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>Given the issues over the past 2 years, both personally and professionally, Terry has continued to display excellent fortitude.</p> <p>Terry has always sought to better himself, but I have always found him to be respectful and committed to delivering the best outcomes for the council and ratepayers.</p> <p>The CEO is able to self manage very well</p>

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
		<p>As above [Fully concur with the CEOs brief]</p> <p>As discussed in his Comments Terry does very well to only ever act in the best interests of council.</p> <p>No matter how heated it may get in the council chamber he is always level headed and provides great legislative advice</p> <p>Terry's ability to create and maintain relationships with peers, councillors and external operators is a credit to him.</p>
<p>Stakeholder Edge</p>	<p>Stakeholder relationships</p> <p>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>This council is lucky to have someone who has been able to create relationships and networking opportunities that provide a benefit to council - AAL, State Government, LGA etc.</p> <p>I haven't seen much of the resident relationships, however, I have spoken to some residents who applaud Terry's ability to assist them with issues or promote ideas.</p> <p>The CEO manages and maintains positive relationships with all stakeholders and has always done so and I have found he always makes himself available to me as an elected if needed</p> <p>As above [Fully concur with the CEOs brief]</p> <p>Terry does a great job to work with all stakeholders throughout council</p>
	<p>Communication</p> <p>The CEO demonstrates capacity to communicate with a wide range of stakeholders, express ideas clearly and coherently, is able to</p>	<p>Terry always takes the time to respond to Councillor emails and requests.</p>

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
	<p>listen and take up other people's ideas, negotiates persuasively, and handles the media effectively.</p>	<p>Although some external communications in more recent times could have been better articulated, especially to residents about council undertakings, this is not his sole responsibility, and some must fall upon the elected member body.</p> <p>Overall, Terry has a fine communication style and I would be hardstrung to find a CEO with a better and more receptive engagement style.</p> <p>The CEO is a good listener and I feel he always listens to other peoples opinions and is very level headed</p> <p>As above [Fully concur with the CEOs brief]</p> <p>Agree with the comments of the CEO</p>
<p>Political Edge</p>	<p>Advice to and relationship with Council</p> <p>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>Terry always includes all EMs into emails, that may have implications for all councillors, even if those other councillors weren't included in the original correspondence.</p> <p>Terry has always sought to provide solid information and advice, and has, at times, been known to seek external advice (especially for legal reasons) to ensure elected members are well informed and can provide correct and accurate advice to residents, should it be sought.</p> <p>Terry is fair in the chamber and makes ample time for all councillors.</p> <p>I have always felt I have had a positive relationship with the CEO and value his advice and counsel.</p>

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
		<p>As above [Fully concur with the CEOs brief]</p> <p>As discussed earlier Terry's relationship with councillors is outstanding. Terry is incredibly professional and always works with the best interests of council.</p> <p>Terry constantly ensures that his staff are looked after and treated with respect. I give Terry credit for expecting a mutual from of respect between both his staff and councillors.</p> <p>Terry and his administration team have kept council on track in terms of deliverables. Council is kept across progress thorough a deliverables report which tracks council decisions and subsequent progress.</p> <p>Council vision is slowly shifting to a greener and greater community open space position. While there is still much work to be done in this area, I believe council is on track to upgrade and deliver on better open space and public realms.</p> <p>Council, under Terry's guidance as CEO, need to ensure we stay on track and continue to deliver for the residents and ratepayers of WTCC.</p> <p>In more recent times, open space plans, LATMs, climate adaptation reports and other key documents have been created and shared with residents via the YourSay platform and have been advertised to enhance community engagement. Council needs to find a way to engage more of the community to shape the vision of the area. Easier said than done!</p>
	<p>Strategic Leadership</p> <p>The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.</p>	

DOMAIN	EXPECTED BEHAVIOUR	EM Comments
		<p>It is not always easy to get the message out to the community and there is still a perception rightly or wrongly that we still don't do enough.</p> <p>From an internal point of view I feel it is clear what the strategic plans and councils vision and objectives are.</p> <p>As above [Fully concur with the CEOs brief]</p> <p>Strategically West Torrens is a very strong council. As discussed earlier as we have done some significant infrastructure programs. I look forward to the councils vision coming into action regarding how we can maintain low rates given the loans council have recently undertaken.</p>
	OTHER COMMENTS	Nil

Attachment 3: CEO Total Employment Cost Package proposal 2022/23

SCHEDULE 2
TOTAL EMPLOYMENT COST PACKAGE
Management Band 1

Subject to Performance Review Committee endorsement

Terry Buss
Chief Executive Officer

TOTAL REMUNERATION PACKAGE	\$ 365,248.00
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Annualised Salary	\$339,955.60
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Compulsory Superannuation Guarantee Levy	\$25,292.40
<i>SG - 10.5% of salary maximum \$240,880 (2022/23)</i>	<i>25,292.40</i>

TEC Package (from 01/07/2022)	\$365,248.00
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Cash salary and allowances, which comprise the Annualised Salary		Fortnight	Annual
Annual Salary (per Chris21)			\$339,955.60
Less Deductions			
Notional Value of Motor Vehicle (inc FBT costs)	\$ -		\$ -
Voluntary Super - Salary Sacrifice - inc 15% tax	0.0%		0.00
Defined Benefits Y/N	N		
Net Salary			\$339,955.60

Additional Notes:

1 Maximum payable for membership or subscription fees	\$ -
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2

Send Schedule 2 via Objective to Group: Payroll CR21 (D)

CEO to initial.....

Mayor to initial.....