



## CEO PERFORMANCE REVIEW PANEL

### NOTICE OF MEETING

To:

**Presiding Member** Cr Jan-Claire Wisdom

#### **Members**

Mayor Bill Spragg  
Cr Jan Loveday  
Cr Andrew Stratford  
Ms Paula Davies, Independent Member

Notice is hereby given pursuant to the provisions under Section 87 of the *Local Government Act 1999* that the next meeting of the **CEO Performance Review Panel** will be held on:

**Wednesday 18 March 2015**  
**63 Mt Barker Road, Stirling**  
**1.00pm**

A copy of the Agenda for this meeting is supplied under Section 87 of the Act.

Meetings of the Council and Committees are open to the public and interested members of this community are welcome to attend.

**Andrew Aitken**  
**Chief Executive Officer**



## AGENDA FOR CEO PERFORMANCE REVIEW PANEL MEETING

Tuesday 18 March 2015  
63 Mt Barker Road, Stirling  
1.00pm

### ORDER OF BUSINESS

*Council Vision*

*Nurturing our unique place and people*

*Council Mission*

*Delivering activities and services which build a resilient community, sustain our built and natural environment and promote a vibrant economy*

**1. COMMENCEMENT**

**2. APOLOGIES**

- 2.1. Apology
- 2.2. Leave of Absence
- 2.3. Absent

**3. MINUTES OF PREVIOUS MEETINGS – 2 September 2014**

That the minutes of the meeting held on 2 September 2014 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

**4. DELEGATION OF AUTHORITY**

The CEO Performance Review Panel operates in accordance with the relevant sections of the Local Government Act 1999, and its Terms of Reference.

**5. DECLARATION OF INTEREST BY MEMBERS OF COMMITTEE**

**6. REPORTS**

- 6.1. Proposed Process & Schedule to undertake the CEO Performance Review 2015
- 6.2. CEO KPI Update



**7. NEXT MEETING**

The next CEO Performance Review Panel Committee meeting will be held on a date to be determined at 63 Mount Barker Road, Stirling.

**8. CLOSE CEO PERFORMANCE REVIEW PANEL MEETING**

**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING TUESDAY 2 SEPTEMBER 2014  
63 MT BARKER ROAD STIRLING**

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**Members:****Mayor Bill Spragg**

<b>Councillors</b>	<b>Ward</b>
<b>Councillor Jan-Claire Wisdom</b>	<b>Manoah</b>
<b>Councillor Jan Loveday</b>	<b>Marble Hill</b>
<b>Councillor Linda Green</b>	<b>Onkaparinga Valley</b>
<b>Ms Paula Davies</b>	<b>Independent Member</b>

**In Attendance**

<b>Megan Sutherland</b>	<b>Manager Organisational Development</b>
<b>Lachlan Miller</b>	<b>Manager Governance &amp; Risk</b>
<b>Andrew Aitken</b>	<b>Chief Executive Officer</b>

**1 Commencement**

The meeting commenced at 4.02pm

**1.1 Appointment of acting Presiding Member**

**Moved Cr Jan Loveday** **Carried unanimously**  
**S/- Cr Jan-Claire Wisdom** **21**

**That Cr Jan-Claire Wisdom be appointed as acting Presiding Member for this meeting.**

**2 Apologies/Leave of Absence****2.1 Apology**

Mayor Bill Spragg

**2.2 Leave of Absence**

Nil

**2.3 Absent**

Nil

**3 Previous Minutes of CEO Performance Review Panel Committee – 18 August 2014**

**Moved Paula Davies** **Carried unanimously**  
**S/- Cr Jan Loveday** **22**

**That the minutes of the meeting held on 18 August 2014 as supplied, be confirmed as an accurate record of the proceedings of that meeting.**

**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
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**4 Delegation of Authority**

The CEO Performance Review Panel operates in accordance with the relevant sections of the Local Government Act 1999, and its Terms of Reference.

**5 Declaration of Interest by Members of Council**

Nil

**6 Reports**

**6.1 2013-14 CEO Performance Review (Confidential)**

**6.1.1 2013-14 CEO Performance Review – Exclusion of the Public**

Moved Cr Jan Loveday

Carried unanimously

S/- Cr Linda Green

23

Pursuant to section 90(2) of the *Local Government Act 1999* the CEO Performance Review Panel (the Panel) orders that all members of the public, except:

- CEO, Andrew Aitken
- Manager Governance & Risk, Lachlan Miller
- Manager Organisational Development, Megan Sutherland
- Matthew Hobby, Consultant, McArthur
- Rebecca Hunt, Consultant, McArthur

be excluded from attendance at the meeting for Agenda Item 6.1: 2013-14 CEO Performance Review.

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

The Panel is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details of the Chief Executive Officer's performance may prematurely be disclosed before the details of the review have been discussed with the Chief Executive Officer.

**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
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Rebecca Hunt tabled a document entitled "Summary Report on Performance Review 2013-14 Chief Executive Officer – Andrew Aitken".

Matthew Hobby and Rebecca Hunt addressed the Panel regarding the changes/revisions from the previous version of the Performance Review document.

**6.1.2 2013-14 CEO Performance Review – Confidential Item**

**RELEASED 9 SEPTEMBER 2014**

**Moved Cr Linda Green  
S/- Paula Davies**

**Carried unanimously  
24**

**That the Panel:**

- 1. Receives and notes the report.**
- 2. Recommends to Council that the CEO has achieved 'Competent Performance' in relation to the 2013-14 Performance Review.**

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**6.1.3 2013-14 CEO Performance Review – Period of Confidentiality**

Moved Cr Jan Loveday Carried unanimously  
S/- Cr Jan-Claire Wisdom 25

That having considered Agenda Item 6.1 in confidence under section 90(2) and 90 (3)(a) of the *Local Government Act 1999*, the Panel, pursuant to section 91(7)(b) of that Act, orders that the documents and all minutes be retained in confidence until the Performance Review process has been completed by the acceptance of a final report by Council.

Leave of the meeting was granted to move to Item 6.3

**6.2 2014-15 CEO Key Performance Indicators (Confidential)**

**6.2.1 2014-15 CEO Key Performance Indicators – Exclusion of the Public**

Moved Cr Linda Green Carried unanimously  
S/- Cr Jan Loveday 26

Pursuant to section 90(2) of the *Local Government Act 1999* the CEO Performance Review Panel (the Panel) orders that all members of the public, except:

- CEO, Andrew Aitken
- Manager Organisational Development, Megan Sutherland
- Manager Governance & Risk, Lachlan Miller
- Matthew Hobby, Consultant, McArthur
- Rebecca Hunt, Consultant, McArthur

be excluded from attendance at the meeting for Agenda Item 6.3: 2014-15 CEO Key Performance Indicators.

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

The Panel is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of considerations of the Chief Executive Officer's performance review regime may prematurely be disclosed before the details of the regime have been discussed with the Chief Executive Officer.

**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
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Megan Sutherland tabled a document containing an updated version of the CEO Key Performance Indicators.

Andrew Aitken addressed the Panel regarding the revised KPIs.

**6.2.2 2014-15 CEO Key Performance Indicators – Confidential Item**

**RELEASED 9 SEPTEMBER 2014**

**Moved Cr Jan Loveday  
S/- Paula Davies**

**Carried unanimously  
27**

**That the Panel:**

- 1. Receives and notes the report.**
- 2. Recommends to Council to adopt the suite of KPIs as tabled with the following amendments:**
  - a. KPI 2b – the wording to refer to a framework with timelines rather than a timetable;**
  - b. KPI 6 – to be deleted;**
  - c. KPIs 8 & 9 – the KPIs to be combined and the wording to be revised to make reference to the Customer Services Framework with the two sub elements being the conduct of the Customer Service Survey and the performance reporting against the key customer service standards;**
  - d. KPI 10 – the wording to be revised to “Improve the cultural performance of the organisation to be demonstrated by improvement to the average satisfaction responses from the 2014 to the 2015 Employee Opinion Survey” and the removal of the listing of survey questions (1 -13); and**
  - e. Rationalise the numbering of the KPIs to take into account the changes made.**



**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
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**6.2.3 2014-15 CEO Key Performance Indicators – Period of Confidentiality**

Moved Cr Jan Loveday Carried unanimously  
S/- Cr Linda Green 28

That having considered Agenda Item 6.3 in confidence under section 90(2) and 90 (3)(a) of the *Local Government Act 1999*, the Panel, pursuant to section 91(7)(b) of that Act, orders that the documents and all minutes be retained in confidence until the Key Performance Indicator setting process has been completed by the adoption of a final suite of 2014-15 CEO Key Performance Indicators by Council.

**6.3 2013-14 CEO Remuneration Review 2014-14 (Confidential)**

**6.3.1 2013-14 CEO Remuneration Review – Exclusion of the Public**

Moved Cr Linda Green Carried unanimously  
S/- Paula Davies 29

Pursuant to section 90(2) of the *Local Government Act 1999* the CEO Performance Review Panel (the Panel) orders that all members of the public, except:

- Manager Organisational Development, Megan Sutherland
- Manager Governance & Risk, Lachlan Miller
- Matthew Hobby, Consultant, McArthur
- Rebecca Hunt, Consultant, McArthur

be excluded from attendance at the meeting for Agenda Item 6.2: 2013-14 CEO Remuneration Review.

The Panel is satisfied that, pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being the personal affairs of the Chief Executive Officer, in that details of his remuneration package will be discussed, which are sensitive and are details only known to those who have participated in the review process.

The Panel is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of considerations of the Chief Executive Officer's remuneration package may prematurely be disclosed before the details of the package have been discussed with the Chief Executive Officer.

**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING TUESDAY 2 SEPTEMBER 2014  
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Rebecca Hunt tabled a document entitled "Confidential Remuneration Review Chief Executive Officer Adelaide Hills Council".

Matthew Hobby addressed the Panel on the contents of the document.

**6.3.2 2013-14 CEO Remuneration Review – Confidential Item**

**RELEASED 9 SEPTEMBER 2014**

**Moved Cr Linda Green  
S/- Cr Jan Loveday**

**Carried unanimously  
30**

**That the Panel:**

- 1. Receives and notes the report.**
- 2. Recommends to Council to increase the CEO's TEC Package by 3.15% to commence from 1 October 2014.**

**CEO PERFORMANCE REVIEW PANEL COMMITTEE  
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**6.3.3 2013-14 CEO Remuneration Review – Period of Confidentiality**

Moved Cr Jan Loveday  
S/- Cr Linda Green

Carried unanimously  
31

That having considered Agenda Item 6.2 in confidence under section 90(2) and 90 (3)(a) of the *Local Government Act 1999*, the Panel, pursuant to section 91(7)(b) of that Act, orders that the documents and all minutes be retained in confidence until the Remuneration Review process has been completed when Council has determined the 2014-15 Total Employment Cost package.

**7 Next Meeting**

The next CEO Performance Review Panel Committee meeting will be held on a date to be determined at 63 Mt Barker Road Stirling.

**8 Close Committee meeting**

The meeting closed at 5.43pm.

**ADELAIDE HILLS COUNCIL CEO PERFORMANCE REVIEW PANEL  
WEDNESDAY 18 MARCH 2015  
AGENDA BUSINESS ITEM**

**Item:** 6.1

**Originating Officer:** Megan Sutherland, Manager Organisational Development

**Subject:** Proposed Process and Schedule to undertake the CEO Performance Review 2015

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**SUMMARY**

The CEO Performance Review Panel must agree on the process and schedule to undertake the review of the CEO's performance.

**RECOMMENDATION**

**That the Panel resolves:**

- 1. That the report be received and noted**
  - 2. That the Panel agrees to the process and schedule to undertake the CEO performance review for 2015.**
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**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal 4 A Recognised Leading Performer

Key Issue 4.1 Leadership

Key Action 4.1.4 Meet legislative, regulatory and good governance responsibilities and obligations

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999*.

This process needs to be undertaken appropriately to ensure the CEO is provided with a fair and consistent approach to performance reviews and that the process would stand up under scrutiny, as the process, review tool and the outcomes of the review directly affect decisions made in relation to the CEO, his performance and remuneration.

➤ **Risk Management Implications**

*Deficient CEO performance review practices result in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk
Medium (3C)	Medium (3D)

Note: there are many other controls that also assist in managing this risk.

➤ **Financial and Resource Implications**

The costs associated with the review process have been budgeted.

➤ **Customer Service and Community/Cultural Implications**

There is a community expectation that the performance of the CEO is reviewed in a robust and comprehensive manner.

➤ **Environmental Implications**

Not applicable.

➤ **Community Engagement/Consultation**

Not applicable.

**2. BACKGROUND**

It is important that the Panel agrees and understands the steps in the process and the timeframes required for the 2015 CEO performance review process.

**3. ANALYSIS**

The process and schedule have been updated based on last year's process. The initial process was developed through research into other Council's review processes.

**4. OPTIONS**

1. Adopt the proposed schedule as tabled.
2. Adopt the proposed schedule with changes/additions.

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**Appendix 1**  
*Proposed Process and Schedule for CEO  
Performance Review 2015*

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Meeting dates	Subject	Process/actions/comments
18/3/15 1-3pm	CEO PRP meeting	<ul style="list-style-type: none"> <li>• Update from CEO on KPI progress (March update)</li> <li>• Consider the CEO Performance Review Process and agree on the process and timeframes</li> </ul>
By 5/6/15	Review consultant proposals	<ul style="list-style-type: none"> <li>• Presiding Member (Jan-Claire Wisdom) and Manager Organisational Development (Megan Sutherland) review proposals</li> <li>• Consult with CEO (Andrew Aitken) regarding performance review process, tool and report</li> </ul>
30/6 or 1/7/15 3-5pm	CEO PRP meeting	<ul style="list-style-type: none"> <li>• Update from CEO on KPI progress (June update)</li> <li>• CEO discuss with panel the preferred performance process, tool and report</li> <li>• Discuss engagement of consultant options to facilitate review (in confidence)</li> <li>• Endorse and appoint consultant</li> <li>• Discuss and agree the review process, tool and report</li> </ul>
By 17/7/15	Engage consultant	<ul style="list-style-type: none"> <li>• Presiding Member (Jan-Claire Wisdom) appoint consultant (with Manager Organisational Development, Megan Sutherland)</li> <li>• Discuss the review tool and report format (with CEO and Panel consultation)</li> <li>• Discuss the CEO Workshop and briefing of Council and Senior Leaders</li> <li>• Consultant to discuss the review tool with the CEO prior to finalising</li> </ul>
25/8/15	CEO Performance Review Workshop with Council Members and SLT Members – CEO workshop	<ul style="list-style-type: none"> <li>• Consultants introduced to Council Members and Senior Leadership Team (SLT)</li> <li>• Consultants provide brief on review process</li> <li>• CEO provides a verbal report on performance against the KPIs and position objectives for 2015 to the Council Members and SLT</li> </ul>
4/9/15	<i>Due date for responses</i>	<ul style="list-style-type: none"> <li>• All responses using the review tool due to consultant</li> </ul>
4/9/15	<i>CEO feedback</i>	<ul style="list-style-type: none"> <li>• CEO to provide feedback on possible KPI's to consultant</li> </ul>

Meeting dates	Subject	Process/actions/comments
18/9/15	<i>Report completed by Consultant</i>	<ul style="list-style-type: none"> <li>Results compiled and draft report prepared</li> </ul>
25/9/15	CEO Debriefed	<ul style="list-style-type: none"> <li>Consultant discusses report with CEO</li> <li>Consultant discusses possible KPI's for 2015/16</li> </ul>
29/9/15	CEO provides feedback	<ul style="list-style-type: none"> <li>CEO provides feedback on the draft report and KPI's to the consultant</li> </ul>
29 or 30/9/15 3-5pm	CEO PRP meeting	<ul style="list-style-type: none"> <li>CEO discuss with panel the draft performance review report</li> <li>Review and discuss the CEO's report on performance against the KPIs and position objectives, including the CEO's self-rating.</li> <li>Consider and establish proposed 2015/16 KPIs for CEO</li> </ul>
Wed 7/10/15	Council Member Workshop	<ul style="list-style-type: none"> <li>Consultant to run workshop with Council Members on proposed KPI's</li> </ul>
13 or 14/10/15 3-5pm	CEO PRP meeting	<ul style="list-style-type: none"> <li>Final report on CEO Performance received</li> <li>CEO advice on remuneration review expectation and any other related matters</li> <li>Consultant provides remuneration review information in report for consideration</li> <li>Remuneration discussion and recommendations to Council</li> <li>Review/evaluation of 2015 process</li> </ul>
27/10/15	Council Meeting	<ul style="list-style-type: none"> <li>Consultant formally present to Council on the CEO Performance Review and remuneration recommendations</li> <li>Council determines resolution regarding CEO performance and remuneration</li> <li>Council confirms 2016 KPI's</li> </ul> <p><i>(CEO and External Consultant attend Council Meeting)</i></p>



**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL  
WEDNESDAY 18 MARCH 2015  
AGENDA BUSINESS ITEM**

**Item:** 6.2  
**Originating Officer:** Andrew Aitken, Chief Executive Officer  
**Subject:** CEO KPI Update

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**SUMMARY**

The role of the CEO Performance Review Panel includes reviewing the performance of the CEO, in particular the performance against the KPIs and to undertake a review of the CEO's KPIs to ensure they remain relevant, achievable and aligned to Council's strategic objectives.

This report provides an update on the Chief Executive Officer's KPI's.

**RECOMMENDATION**

**That the Panel resolves:**

- 1. That the report be received and noted**
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**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal 4 A Recognised Leading Performer

Key Issue 4.1 Leadership

Key Action 4.1.4 Meet legislative, regulatory and good governance responsibilities and obligations

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999*.

This report summarises progress against the established and agreed KPI's for 2015, and forms part of the performance review process to ensure the CEO is provided with a fair and consistent performance review process that would stand up under scrutiny.

➤ **Risk Management Implications**

The CEO KPI 6 monthly update is an important control in managing the risks of:

*Deficient CEO performance review practices result in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk
Medium (3C)	Medium (3D)

Note: there are many other controls that also assist in managing this risk.

*Non-achievement of CEO KPI's result in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk
High (3B)	Medium (3C)

Note: there are many other controls that also assist in managing this risk.

➤ **Financial and Resource Implications**

Nil

➤ **Customer Service and Community/Cultural Implications**

There is a community expectation that the CEO will manage the organisation's human, financial and physical resources to ensure the best outcomes for the community.

There is a community expectation that the CEO performs against the agreed KPI's.

➤ **Environmental Implications**

Not applicable.

➤ **Community Engagement/Consultation**

Not applicable.

**2. BACKGROUND**

As part of the 2014 performance review process, 2015 KPI's were established for the CEO and adopted by Council on 9 September 2014.

This report enables the CEO to update the CEO Performance Review Panel on the progress against the KPIs to date and identify any issues for consideration.

**3. ANALYSIS**

This item enables an interim analysis of the suite of existing KPIs with a view to reviewing priorities and existing timeframes of individual KPIs.

**4. OPTIONS**

1. That the report be received and noted.

**5. APPENDIX**

1. CEO KPI's 2014/15

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# **Appendix 1**

*CEO KPIs 2014/2015*

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## CEO Key Performance Indicators 2014/2015

KPI	Timeframe	Strategic Plan Reference	CEO Update
1. Produce a Community Strategy that is endorsed by Council and that will undertake a needs analysis; develop a demographic profile; and identify gaps/needs in community development and related services.	by June 2015	1.1.1	A draft document has been produced and will be workshopped with the Social Planning Advisory Group and Council Members in April.
2. Produce a District Master Plan that is endorsed by Council and that maps and integrates desired outcomes for those key physical community, economic and environs priorities within the Strategic Plan.	by June 2015	2.5.1	Mapping (a key component of the project) is currently being completed, with a view to further workshopping with Council Members in April.
3. Produce a framework with timeframes for the development of precinct plans and guidelines for activity centres and villages with a focus on identifying a unique sense of place, revitalisation, a central public space, alteration and development of public infrastructure (e.g. outdoor dining, street markets, etc). The framework with timeframes is to be endorsed by Council.	by June 2015	2.5.2	The criteria has been drafted and will be presented to ELT prior to being workshopped with Council Members in April.
4. Produce an Economic Development Strategy that is endorsed by Council and that establishes Council's role, function and key activities in respect to supporting economic activity within the district.	by June 2015	3.1.1	Work is well underway with a desktop review of the business landscape having been undertaken across the district. A further workshop with Council Members is planned to occur by May.
5. Produce a Strategic Planning and Reporting Framework that is endorsed by Council and that monitors the status and achievement of planned social, environmental, economic and governance objectives.	by November 2014	4.4.1	This reporting framework has been completed and the first of what will become a quarterly report was presented to Council at its December meeting. Further work will be undertaken in the coming months to enhance the extent of reporting against Strategic Plan activities.
6. Review the Council's Rating Strategy to ensure the fair and equitable impact of rates across the community.	by October 2015	4.4.3	Some preliminary work has been undertaken. Discussion at the meeting regarding the timeframe for completion of this project may need to take place.

Corporate Plan	Timeframe	CEO Update
<p>7. Based on the Customer Service Framework the following key projects will be undertaken:</p> <ol style="list-style-type: none"> <li>1. a customer service survey will be produced and conducted to identify improvements in our customer service delivery.</li> <li>2. a regular report on performance against key customer service standards from Tier 1 of the framework</li> </ol>	<p>by April 2015</p> <p>by December 2014</p>	<p>7.1 The survey has been produced and is currently being undertaken. A total of 400 households across our Council area are expected to have been surveyed by the end of March.</p> <p>7.2 A draft of this report was produced internally in December. An updated report will be provided to Council Members by April.</p>

Other	Timeframe	CEO Update
<p>8. Improve the cultural performance of the organisation to be demonstrated by improvement to the average satisfaction responses to questions from the 2014 to the 2015 Employee Opinion Survey.</p>		<p>The survey is planned to be undertaken in June / July this year with results available around September.</p>