



## **CEO PERFORMANCE REVIEW PANEL**

### **NOTICE OF MEETING**

To: **Members**

Cr Mark Osterstock, Presiding Member

Mayor Jan-Claire Wisdom

Cr Nathan Daniell

Cr Kirsty Parkin

Ms Paula Davies, Independent Member

Notice is 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:

**Thursday 9 April 2020  
6.00pm  
63 Mt Barker Road Stirling**

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

Public notice of the Agenda for this meeting is supplied under Section 88 of the Act.

**Andrew Aitken  
Chief Executive Officer**



## **CEO PERFORMANCE REVIEW PANEL**

**AGENDA FOR MEETING**  
**Thursday 9 April 2020**  
**6.00pm**  
**63 Mt Barker Road Stirling**

### **ORDER OF BUSINESS**

**1. COMMENCEMENT**

**2. APOLOGIES/LEAVE OF ABSENCE**

- 2.1. Apology  
Apologies were received from .....
- 2.2. Leave of Absence
- 2.3. Absent

**3. MINUTES OF PREVIOUS MEETINGS**

**CEO Performance Review Panel – 14 November 2019**

*That the minutes of the CEO Performance Review Panel meeting held on 14 November 2019 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

**4. PRESIDING MEMBER'S OPENING REMARKS**

**5. 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.

**6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE PANEL**

**7. OFFICER REPORTS – DECISION ITEMS**

**7.1. 2019-2020 CEO Performance Targets Update**

- 1. That the report be received and noted*
- 2. To recommend to Council that the Community Perception Survey performance target be deferred until the impact of the COVID-19 restrictions have sufficiently abated.*
- 3. To recommend to Council that the Boundary Reform performance target be modified for the final stage of consultation to be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed, and once the consultation is complete, the final report will be brought to Council for consideration.*
- 4. To recommend to Council that the Community and Recreation Facilities Framework performance target be modified to a completion date of 30 June 2021.*

**7.2. CEO Performance Review Panel - Independent Member Recruitment Deferral**

- 1. That the report be received and noted*
- 2. To recommend to Council to defer the recruitment of an Independent Ordinary Member until the social distancing restrictions associated with COVID-19 are removed.*

**7.3. CEO PR Panel Meeting Schedule and Process 2020**

- 1. That the report be received and noted*
- 2. To recommend to Council to undertake the 2020 CEO Performance Review and TEC package review using an external consultant.*
- 3. That the 2020 CEO Performance Review Panel Meeting and Process Schedule (as amended), as contained in Appendix 1, be adopted.*

**8. MOTIONS WITHOUT NOTICE**

**9. QUESTIONS WITHOUT NOTICE**

**10. CONFIDENTIAL ITEMS**

Nil

**11. NEXT MEETING**

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

**12. CLOSE MEETING**

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING  
THURSDAY 14 NOVEMBER 2019  
63 MT BARKER ROAD STIRLING**

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In Attendance

**Acting Presiding Member:** Mayor Jan-Claire Wisdom

**Members:**

Ms Paula Davies	Independent Member - joined meeting at 6.05pm
Cr Nathan Daniell	
Cr Kirsty Parkin	

In Attendance:

Andrew Aitken	Chief Executive Officer
David Waters	Director Community Capacity
Lachlan Miller	Executive Manager Governance & Performance

In the absence of the Presiding Member, Cr Mark Osterstock, leave of the meeting was granted for Mayor Jan-Claire Wisdom to preside over the meeting.

**1. COMMENCEMENT**

The meeting commenced at 6.03pm

Paula Davies joined the meeting by speakerphone at 6.05pm.

**2. APOLOGIES/LEAVE OF ABSENCE**

**2.1 Apology**

An apology was received by Cr Mark Osterstock.

**2.2 Leave of Absence**

Nil

**2.3 Absent**

Nil

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Presiding Member \_\_\_\_\_

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING  
THURSDAY 14 NOVEMBER 2019  
63 MT BARKER ROAD STIRLING**

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**3. MINUTES OF PREVIOUS MEETINGS**

**3.1 CEO Performance Review Panel Meeting – 8 August 2019**

Moved Cr Nathan Daniell  
S/- Paula Davies

PRP20/19

That the minutes of the CEO Performance Review Panel meeting held on 8 August 2019 as distributed, be confirmed as an accurate record of the proceedings of that meeting

Carried
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**4. PRESIDING MEMBER'S OPENING COMMENTS**

Nil

**5. 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.

**6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE COMMITTEE**

Nil

**7. OFFICER REPORTS – DECISION ITEMS**

**7.1 2019 – 2020 CEO Performance Target Update**

Moved Cr Nathan Daniell  
S/- Cr Kirsty Parkin

PRP21/19

The Panel resolves:

1. That the report be received and noted.
2. To advise Council that it recognises that some of the performance target interim timelines may not be achieved but has confidence that all targets will be completed within the financial year.

Carried
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**8. MOTIONS WITHOUT NOTICE**

Nil

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Presiding Member \_\_\_\_\_

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING  
THURSDAY 14 NOVEMBER 2019  
63 MT BARKER ROAD STIRLING**

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**9. QUESTIONS WITHOUT NOTICE**

Nil

**10. CONFIDENTIAL ITEMS**

Nil

**11. NEXT MEETING**

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

**12. CLOSE MEETING**

The meeting closed at 7.04pm.

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Presiding Member \_\_\_\_\_ .....

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL MEETING  
Thursday 9 April 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.1

**Responsible Officer:** Andrew Aitken  
Chief Executive Officer  
Office of the Chief Executive

**Subject:** 2019-2020 CEO Performance Targets Update

**For:** Decision

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**SUMMARY**

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

This report provides the latest update on activities against the Performance Targets for 2019-2020 and is seeking the review of the timeframes on two of the performance targets.

**RECOMMENDATION**

The CEO Performance Review Panel resolves:

1. That the report be received and noted
  2. To recommend to Council that the Community Perception Survey performance target be deferred until the impact of the COVID-19 restrictions have sufficiently abated.
  3. To recommend to Council that the Boundary Reform performance target be modified for the final stage of consultation to be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed, and once the consultation is complete, the final report will be brought to Council for consideration.
  4. To recommend to Council that the Community and Recreation Facilities Framework performance target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.
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**1. GOVERNANCE**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

Goal	Organisational Sustainability
Key Issue	Governance

We diligently adhere to legislative requirements to ensure public accountability and exceed these requirements where possible.

➤ **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 Performance Targets for 2019-2020, 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 Performance Targets update will assist in mitigating the risk of:

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

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

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

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

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

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

➤ **Financial and Resource Implications**

There are no financial or resource implications in reporting on projects against the CEO Performance Targets.

➤ **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 is accountable for, and performs against, the agreed Performance Targets.

➤ **Sustainability Implications**

Not applicable.



➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of the attachment to this report showing progress on the performance targets (see **Appendix 1**) included:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>Administration:</i>	Chief Executive Officer Director Community Capacity Executive Manager Organisational Development Executive Manager Governance and Performance Manager Communications Engagement and Events Manager Development Services Manager Property Services Manager Communications Engagement and Events Sport and Recreation Planner Sustainability Officer
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

## 2. BACKGROUND

Council adopted a new suite of CEO Performance Targets on 23 July 2019 covering the 2019-2020 financial year.

### 12.4 Proposed 2019-2020 CEO Performance Targets

Cr Malcolm Herrmann, Cr Linda Green and Cr Andrew Stratford declared a Perceived Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.4.

Cr Malcolm Herrmann, Cr Linda Green and Cr Andrew Stratford remained in the Chamber and voted.

Moved Cr Mark Osterstock  
S/- Cr Pauline Gill

190/19

**Council resolves:**

1. That the report be received and noted
2. To confirm that the CEO has achieved the outcomes of the 2018-2019 Performance Targets per *Attachment 1*.
3. To adopt the proposed 2019-2020 CEO Performance Targets recommended by the Panel as per *Appendix 2*.

Carried Unanimously
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The purpose of this report is to monitor the progress of the CEO's Performance Targets. This activity is defined in the Panel's Terms of Reference contained in the Specific Functions clauses and specifically Clause 3.1.2.

### 3. SPECIFIC FUNCTIONS

- 3.1 The function of the Panel is to provide advice to Council on the CEO's performance and development, including the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
  - 3.1.4 Identifying development opportunities for the CEO; and
  - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

### 3. ANALYSIS

This item provides the opportunity for the CEO to update the Panel on the progress against the Performance Targets to date and identify any issues for consideration. This enables the Panel to undertake an interim analysis of the CEO Performance Targets with a view to reviewing priorities and existing timeframes, if required.

Important in this report is the review of the timeframes for the completion of three Performance Targets (**Appendix 1**) being the Boundary Reform, Community Perception and Engagement Survey and Community and Recreation Facilities Framework.

Performance Target 3 states:

*Establish a plan to review the current Adelaide Hills Council boundaries, including an approach to engaging with relevant councils and stakeholders to discuss with a view to possible boundary reform, for Council's consideration by October 2019.*

It is recommended that this target be modified to reflect that the intention for the Mayor and CEO to consult with neighbouring council Mayors and CEOs regarding the draft Report (prior to the final report being considered at a Council meeting) be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.

Performance Target 4 states:

*Undertake a community perception and engagement survey and present an action plan of identified improvement opportunities to Council Members by March 2019. The survey will seek input from a range of community members (including those who normally engage with us and those who don't) to identify how Council is perceived and how our community prefers to engage with us. It will also inform the development of wellbeing and engagement related performance measures. Incentives to encourage community members to participate will also be explored. Also consider opportunities to use the survey to educate people on how Council functions.*

It is recommended that this target be modified to reflect that the survey will be deferred until the impact of the COVID-19 restrictions have sufficiently abated.

Performance Target 6 states:

*Develop a draft Community & Recreation Facilities Framework (including financial implications) for consideration by Council based on an approach that has consistency, equity and shared responsibility.*

It is recommended that the target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.

#### **4. OPTIONS**

The Panel has the following options:

- I. That the report be received and noted (*Recommended*).
- II. That the Panel makes alternative/additional recommendations to Council relating to the current suite of Performance Targets. (*Recommended*)
- III. That the Panel does not recommend any changes to the current suite of Performance Targets. (*Not Recommended*)

#### **5. APPENDIX**

- (1) 2019-2020 CEO Performance Targets Update

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# **Appendix 1**

*2019-2020 CEO Performance Targets Update*

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## 2019-2020 CEO PERFORMANCE TARGETS - UPDATE

	Target	Update
1.	<b>Strategic Plan</b> Finalise an engagement led draft Adelaide Hills Council Strategic Plan for Council's consideration by February 2020. <i>Organisational Sustainability</i>	<b>IN PROGRESS:</b> Strategic Plan development schedule adopted on 26 March 2019 comprising 3 phases - Discover, Discuss and Decide.  Phase 1 (Discover) completed. Phase 2 (Discuss) completed.  Phase 3 (Decide) involves the full draft Strategic Plan which was approved for public consultation at Council's 25 February 2020 meeting. Consultation has now closed and the final draft will be provided to the Audit Committee on 20 April 2020 and then to Council for adoption at its 28 April 2020 meeting.
2.	<b>Carbon Management Plan</b> Finalise the draft Carbon Management Plan for Council's consideration by December 2019. Ensure the draft includes a target of 100% renewable energy (electricity) for the Adelaide Hills Council (as an organisation) by a defined date as well as a series of staged targets over the intervening period. <i>Place</i>	<b>COMPLETED:</b> New item-adopted at by Council at its 23 July 2019 meeting.  The Corporate Carbon Management Plan (CCMP) was endorsed at the Council meeting on 22 October 2019. The CCMP includes a target of 100% renewable energy (electricity).
3.	<b>Boundary Reform</b> Establish a plan to review the current Adelaide Hills Council boundaries, including an approach to engaging with relevant councils and stakeholders to discuss with a view to possible boundary reform, for Council's consideration by October 2019. <i>Explore</i>	<b>COMPLETED:</b> On 25 June 2019 Council approved the plan to review Council's boundaries. At a high level this involves the engagement of a consultant to undertake a high level review of Council's boundaries to identify boundary reform options as the precursor to developing an engagement strategy for specific reform options.  The consultant has developed a draft Strategic Boundary Review Report which was workshopped with Council Members on 17 March 2020. There is an intention for the Mayor and CEO to consult with neighbouring council Mayors and CEOs regarding the draft Report prior to the final report being considered at a Council meeting. The COVID-19 public health emergency is impacting the timing of the neighbouring council consultation and consequently the provision of the final report to Council.

## 2019-2020 CEO PERFORMANCE TARGETS - UPDATE

4.	<p><b>Community Perception and Engagement Survey</b></p> <p>Undertake a community perception and engagement survey and present an action plan of identified improvement opportunities to Council Members by March 2019. The survey will seek input from a range of community members (including those who normally engage with us and those who don't) to identify how Council is perceived and how our community prefers to engage with us. It will also inform the development of wellbeing and engagement related performance measures. Incentives to encourage community members to participate will also be explored. Also consider opportunities to use the survey to educate people on how Council functions.</p> <p><i>Connect</i></p>	<p>IN PROGRESS:</p> <p>The draft survey was considered at a Council Workshop on 10 March 2020. The initial sms invite to participants was expected to go out prior to Easter, but is proposed to be deferred due to the current impact of the COVID-19 health emergency.</p>
5.	<p><b>Planning Assessment System</b></p> <p>Ensure the Adelaide Hills Council has the systems, procedures, accreditations and delegations established and functional by 30 June 2020 in order to successfully transition into the new South Australian planning and assessment system as required by the new PDI Act implementation (which commences on 1 July 2020). Development Services staff will continue to work with staff from the Department of Planning, Transport &amp; Infrastructure and consult with other AHC staff and Council Members as part of this process.</p> <p><i>Prosper</i></p>	<p>IN PROGRESS:</p> <p>On 28 February 2020 Council made a submission on the Planning and Design Code. Submissions on the Code for Phase 3 Councils (25 metro Council's including AHC) are now closed.</p> <p>Work is progressing on updating Council's system including the payment portal. The implementation date has now been deferred (from 1 July 2020) by the Minister for Planning September 2020 (the date has not been determined).</p>
6.	<p><b>Community and Recreation Facilities Framework</b></p> <p>Develop a draft Community &amp; Recreation Facilities Framework (including financial implications) for consideration by Council based on an approach that has consistency, equity and shared responsibility.</p> <p><i>Prosper</i></p>	<p>IN PROGRESS:</p> <p>Since the previous update in relation to this initiative in November 2019, the Community and Recreation Facility Framework Internal Working Group has met three times. From these meetings, it is clearly evident that as this initiative has progressed, the level of complexity associated with each element of the Framework is considerably greater than originally anticipated. However, it is important to note that the Internal Working Group has established a broad understanding of the most important elements and a path to progress the Framework. Delivery of the draft framework by end of this Financial Year is not possible if the outcomes as originally intended are to be achieved.</p>

## 2019-2020 CEO PERFORMANCE TARGETS - UPDATE

		<p>As such, it is recommended that the performance target be modified to reflect this complexity; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.</p> <p>Development and implementation of the Community and Recreation Facility Framework, through the Internal Working Group will be staged over the medium to longer term.</p>
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**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL MEETING  
Thursday 9 April 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.2

**Responsible Officer:** Lachlan Miller  
Executive Manager Governance & Performance  
Office of the Chief Executive

**Subject:** CEO Performance Review Panel - Independent Member  
Recruitment Deferral

**For:** Decision

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**SUMMARY**

At its 28 January 2020 meeting, Council resolved to commence a recruitment process for an Independent Member to the CEO Performance Review Panel (the Panel) following the receipt of a notice of intention to resign Panel Membership from the current Independent Member (Paula Davies).

The recruitment process has progressed to the shortlisting of candidates however due to the COVID-19 social distancing requirements, further progress is problematic.

The current Independent Member has advised that she is able to continue in the role until the recruitment process is finalised or until the end of her term (November 2020).

This report addresses matters related to the Independent Membership and the business of the Panel, with the key matter being to seek a recommendation from the Panel to Council for the recruitment process to be deferred

**RECOMMENDATION**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted**
  - 2. To recommend to Council to defer the recruitment of an Independent Ordinary Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.**
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## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal: Organisational Sustainability  
Strategy: Governance

A key element of the Governance Strategy within the Strategic Plan is that Council 'is committed to open, participative and transparent decision making and administrative processes.' A suite of Council Committees with clear roles and functions and skilled membership facilitates the achievement of this commitment.

### ➤ Legal Implications

Section 41 of the *Local Government Act 1999* (the Act) sets out the processes for the establishment of council committees. These committees may be formed to assist council in the performance of its functions; to enquire into matters; to provide advice to council and to exercise delegated powers functions and duties.

Section 41 committees may contain members who are not Council Members (i.e. Independent Members).

There is currently no legal requirement for a council to establish a Panel (or similar).

Parts 1, 3 and 4 of the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations) set out of the provisions relating to meetings of the Panel.

The Panel operates under a Terms of Reference (**Appendix 1**) which has been adopted by Council.

### ➤ Risk Management Implications

The selection of a qualified and experienced member for the Panel will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

As the current Independent Member is able to continue with her tenure until the recruitment process can recommence, there is no change to the risk profile arising from the proposed deferral.

### ➤ Financial and Resource Implications

There are no material financial or resource implications associated with the deferral of the Independent Member recruitment.

Independent Member sitting fees are incorporated into the current budget.

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

Having an Independent Member on the Panel is desirable both for the expertise and perspective that the person brings and there may also be benefits to the community from the knowledge that an 'external' party is involved in the CEO performance and remuneration review processes.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Correspondence and discussion with the Panel Presiding Member and the current Independent Member.

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Executive Manager Organisational Development

*Community:* Not Applicable

## **2. BACKGROUND**

In December 2019, the current Independent Member (Paula Davies) advised her intention to resign from the Panel but indicated a willingness to continue until the recruitment process was completed (nominally April 2020).

In response to the above, at its 28 January 2020 meeting Council considered a report proposing to commence an Independent Member recruitment process and resolved:

## 12.9 CEO PRP Independent Membership

Moved Cr John Kemp  
S/- Cr Kirrilee Boyd

16/20

Council resolves:

1. That the report be received and noted
2. That in relation to the CEO Performance Review Panel:
  - a. To undertake a recruitment process for the selection of one Independent Ordinary Member for the CEO Performance Review Panel for a term of 24 months, indicatively commencing 1 March 2020.
  - b. To appoint Cr Mark Osterstock, Cr Kirsty Parkin and the Executive Manager Organisational Development as members of the CEO Performance Review Panel Independent Member Selection Panel.

Carried Unanimously
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The recruitment process was commenced in February 2020 and has progressed to the point where the Selection Panel is shortlisting the expressions of interest.

## 3. ANALYSIS

### CEOPRP Functional Continuity

The current Panel Terms of Reference (TOR) at **Appendix 1** sets out the following key functions, the majority of which will occur in the coming months:

- Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period
- Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements
- Identifying development opportunities for the CEO
- Reviewing the remuneration and conditions of employment of the CEO
- Determining the Performance Targets for the forthcoming 12 month performance period

Paula Davies has now advised that she is able to continue until the recruitment process is completed or until her term ends in November 2020. Doing so will facilitate continuity of key functions.

### Independent Member Recruitment Deferral

The COVID-19 social distancing requirements in their current form are impacting on the ability to progress with the recruitment process and it is anticipated that more stringent measures will be forthcoming which could render the recruitment process almost unworkable. Further, progressing with the process albeit with COVID-19 process modifications (such as no face-to-face interviews) could potentially compromise the selection of a quality candidate.

As the deferral is contingent on the removal of the COVID-19 restrictions rather than a timeframe, it is likely that the majority of the above CEOPRP functions will be completed (or substantially completed) before the new Independent Member commences. This, in itself, might be preferable to enable the new Independent Member to have an appropriate induction period before making decisions on key elements of Panel business.

## **4. OPTIONS**

The Panel has the following options:

- I. Recommend to Council to defer the recruitment of the Independent Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed. As such, the trigger for recommencement will be situation rather than time-based (Recommended).
- II. Determining not to make the proposed recommendation to Council (Not Recommended as this may compromise selection of a quality candidate)

## **5. APPENDIX**

- (1) CEO Performance Review Panel – Terms of Reference

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# **Appendix 1**

*CEO Performance Review Panel – Terms of Reference*

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# ADELAIDE HILLS COUNCIL

## CEO Performance Review Panel



### TERMS OF REFERENCE

#### 1. ESTABLISHMENT

- 1.1 The CEO Performance Review Panel (the Panel) of Council is established under Section 41 of the *Local Government Act 1999* (the Act).
- 1.2 The Panel does not have executive powers or authority to implement actions in areas which management has responsibility and does not have any delegated financial responsibility. The Panel does not have any management functions and is therefore independent from management.

#### 2. ROLE

- 2.1 The Council is responsible for the selection, remuneration and management of the Chief Executive Officer (CEO). The overall role of the Panel is to provide advice to Council on matters relating to the performance and development of the CEO.

#### 3. SPECIFIC FUNCTIONS

- 3.1 The function of the Panel is to provide advice to Council on the CEO's performance and development, including the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
  - 3.1.4 Identifying development opportunities for the CEO; and
  - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

#### 4. OTHER MATTERS

The Panel shall:

- 4.1 Have access to reasonable resources in order to carry out its duties, recognising the constraints within Council's Budget;
- 4.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;

- 4.3 Give due consideration to laws and regulations of the Act;
- 4.4 Where the Panel is required to act jointly with or to obtain the concurrence of the CEO in the performance of its functions, the Council expects that both parties will negotiate and consult in good faith to achieve the necessary objectives; and
- 4.5 At least once in its term, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend changes it considers necessary to the Council for approval.

## **5. MEMBERSHIP**

- 5.1 The Panel will comprise five (5) members as follows:
  - 5.1.1 Mayor and Deputy Mayor;
  - 5.1.2 Two (2) Council Members ; and
  - 5.1.3 One (1) Independent Member.
- 5.2 All members of the Panel will be appointed by the Council.
- 5.3 The Independent Member of the Panel shall have recent and relevant skills and experience in fields related to the role and functions of the Panel.
- 5.4 It is desirable for the Council Members to be appointed to the Panel to have a sound understanding of the role and functions of the Panel.
- 5.5 In considering appointments to the Panel, Council should give consideration to the diversity of the membership.
- 5.6 Appointments to the Panel shall be for a period of up to three (3) years.
- 5.7 Members of the Committee are eligible for reappointment at the expiration of their term of office.

## **6. SITTING FEES**

- 6.1 The applicable Remuneration Tribunal (or its successor) Determination outlines the applicable allowance for Council Members on the Panel.
- 6.2 The Independent Member is to be paid a sitting fee as determined by Council for attendance at meetings and authorised training sessions. Council may determine a higher sitting fee for the presiding member.

## **7. PRESIDING MEMBER**

- 7.1 The Council will appoint the Presiding Member of the Panel.
- 7.2 The Council authorises the Panel to determine if there will be a Deputy Presiding Member of the Committee and, if so, authorises the Panel to make the appointment to that position for a term determined by the Panel.
- 7.3 If the Presiding Member of the Panel is absent from a meeting the Deputy Presiding Member (if such position exists) will preside at that meeting. If there is no position of Deputy

Presiding Member, or both the Presiding Member and the Deputy Presiding Member of the Panel are absent from a meeting of the Panel, then a member of the Panel chosen from those present will preside at the meeting until the Presiding Member (or Deputy Presiding Member, if relevant) is present.

7.4 The role of the Presiding Member includes:

7.4.1 overseeing and facilitating the conduct of meetings in accordance with Act and the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations); and

7.4.2 Ensuring all Panel members have an opportunity to participate in discussions in an open and encouraging manner.

## **8. REPORTING RESPONSIBILITIES**

8.1 For the purposes of Section 41(8) of the Act, the Panel's reporting and accountability requirements are:

8.1.1 The minutes of each Panel meeting will be included in the agenda papers of the next ordinary meeting of the Council;

8.1.2 The Presiding Member will attend a meeting of the Council at least once per annum to present a report on the activities of the Panel;

8.1.3 The panel shall make whatever recommendations to the Council it deems appropriate on any area within its terms of reference where in its view action or improvement is needed; and

8.1.4 The Presiding Member may attend a Council meeting at any time that the Presiding Member sees fit to discuss any issue or concern relating to the Panel's functions. Depending on the nature of the matter, this may be held in confidence in accordance with Section 90 of the Act and staff may be requested to withdraw from the meeting.

## **9. MEETING PROCEDURE**

9.1 Meeting procedure for the Panel is as set out in the Act, Parts 1, 3 and 4 of the Regulations. Insofar as the Act, the Regulations, or these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Panel, the Panel may determine its own procedure.

9.2 In accordance with Section 90(7a), one or more panel members may participate in the meeting by telephone or other electronic means provided that members of the public can hear the discussion between all Panel members.

9.3 Only members of the Panel are entitled to vote in Panel meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter that is before the Panel for decision.

9.4 Council Employees may attend any meeting as observers or be responsible for preparing papers for the Panel.

## **10. SECRETARIAL RESOURCES**



- 10.1 The Chief Executive Officer shall provide sufficient administrative resources to the Panel to enable it to adequately carry out its functions.

## **11. FREQUENCY OF MEETINGS**

- 11.1 The Panel shall meet at appropriate times and places as determined by the Panel. A special meeting of the Committee may be called in accordance with the Act.
- 11.2 If after considering advice from the CEO or delegate, the Presiding Member of the Panel is authorised to cancel the respective Panel meeting, if it is clear that there is no business to transact for that designated meeting.

## **12. NOTICE OF MEETINGS**

- 12.1 Notice of the meetings of the Panel will be given in accordance with Sections 87 and 88 of the Act. Accordingly, notice will be given:

12.1.1 To members of the Panel by email or as otherwise agreed by Panel members at least 3 clear days before the date of the meeting; and

12.1.2 To the public as soon as practicable after the time that notice of the meeting is given to members by causing a copy of the notice and agenda to be displayed at the Council's offices and on the Council's website.

## **12.2 PUBLIC ACCESS TO MEETINGS & DOCUMENTS**

- 12.3 Members of the public are able to attend all meetings of the Panel, unless prohibited by resolution of the Panel under the confidentiality provisions of Section 90 of the Act.
- 12.4 Members of the public have access to all documents relating to the Panel unless prohibited by resolution of the Panel under the confidentiality provisions of Section 91 of the Act.

## **13. MINUTES OF MEETINGS**

- 13.1 The Chief Executive Officer shall ensure that the proceedings and resolutions of all meetings of the Panel, including recording the names of those present and in attendance are minuted and that the minutes otherwise comply with the requirements of the Regulations.
- 13.2 Minutes of Panel meetings shall be circulated within five days after a meeting to all members of the Panel and will (in accordance with legislative requirements) be available to the public.

**ADELAIDE HILLS COUNCIL**  
**CEO PERFORMANCE REVIEW PANEL MEETING**  
**Thursday 9 April 2020**  
**AGENDA BUSINESS ITEM**

**Item:** 7.3

**Responsible Officer:** Megan Sutherland  
Executive Manager Organisational Development  
Corporate Services

**Subject:** CEO PR Panel Process Determination and Schedule for 2020

**For:** Decision

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**SUMMARY**

The role of the CEO Performance Review Panel (the Panel) is to provide advice to Council on matters relating to the performance and development of the CEO. This report outlines the process options for determination and provides an approximate schedule of work and timeframes for 2020.

The agreement of the year's meeting and process dates enables required work to be undertaken in preparation for the Panel meetings and to manage the process for the review of the CEO's performance.

**RECOMMENDATION**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted**
  - 2. To recommend to Council to undertake the 2020 CEO Performance Review and TEC package review using an external consultant.**
  - 3. That the 2020 CEO Performance Review Panel Meeting and Process Schedule (as amended), as contained in Appendix 1, be adopted.**
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

Goal	Organisational Sustainability
Key Issue	Governance

We diligently adhere to legislative requirements to ensure public accountability and exceed these requirements where possible.

➤ **Legal Implications**

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

The regular review of the CEO's performance needs to be undertaken appropriately to ensure the CEO is provided with a procedurally fair and consistent approach to performance reviews. The process needs to stand up under scrutiny, as the process, review tool and outcomes of the review directly affect decisions made in relation to the CEO, his performance, remuneration and employment agreement, the industrial provisions under which the CEO is employed.

Section 87 of the Act sets out the provisions for the calling and timing of Council Committee meetings.

Section 88 of the Act sets out the provisions relating to public notice of Council Committee meetings.

➤ **Risk Management Implications**

Undertaking regular review of the CEO's performance will assist in mitigating the risk of:

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

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

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

*Non-achievement of CEO Performance Targets result in loss of community benefit and/or opportunities and/or stakeholder confidence in the organisation.*

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

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

➤ **Financial and Resource Implications**

Under the Panel's Terms of Reference, the Panel shall:

4.1 *Have access to reasonable resources in order to carry out its duties, recognising the constraints within Council's budget;*

Costs associated with using an external consultant to undertake the CEO Review process are covered within the draft 2020/21 budget. The estimated cost of the consultancy has not been disclosed in this report to avoid prejudicing the procurement process.

The costs associated with the operations of the Panel are contained in the current and draft budgets.

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

There is an expectation that the performance of the CEO is reviewed in a sound, fair and comprehensive manner.

There is an expectation that the requirements of the Terms of Reference will be adhered to and the CEO Performance Review Panel will have nominated meetings to undertake the work of the Panel and make recommendations to Council.

As a s41 Committee, the schedule of meetings will be posted on Council's website and meetings are open to the public unless the provisions of s90 (Meetings to be held in public except in special circumstances) apply to specific agenda items.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>Administration:</i>	Chief Executive Officer Executive Manager Governance and Performance
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

## **2. BACKGROUND**

Establishing the CEO Performance Review Panel meetings schedule for 2020 enables the required planning to be undertaken by the Administration in preparation for the meetings.

Setting meeting dates enables Panel Members to prioritise the meetings or notify in advance if they will be unable to attend. Setting the schedule enables Council to meet its legislative obligations under s87 and s88 of the Act.

### History of Performance Reviews

The CEO's first four years of performance (2013 to 2016) was reviewed by an external consultant, where a comprehensive review process was undertaken. This included a '360 degree' review tool completed by Council Members, direct reports and, once managers. The assessment sought feedback on the completion of the identified performance targets, key responsibilities and personal attributes from the position description.

Reports were provided to the CEO, and a one-on-one debrief on those results with the consultant was held. The report was also provided to the Panel for review and a copy presented to the Council Members. A debrief by the consultant summarising the report outcomes was provided to both the Panel and Council Members at the relevant Panel meeting and Council workshop.

The final report and recommendations from the Panel to the Council, including any increases to the CEO's Total Employment Cost (TEC) package, have formed the final stage of the process.

Report findings over these four years have shown the CEO's consistently competent performance in the role both as a person and leader, as well as indicating his ability to meet the identified performance targets. Each year the CEO Performance Review Reports have shown the CEO has 'met' and at times 'exceeded' expectations as per the rating scale defined in the performance review.

In 2017, the Panel, with Council's endorsement, undertook a review of the CEO's performance using an internal review process where assessment was made against the position description and the performance targets.

The final report and recommendations from the Panel to the Council completed the process with a determination by Council that the CEO exceeded expectations.

In 2018, the CEO's performance and remuneration review were undertaken through an external consultant. The final report and determination by Council at its meeting on 28 August 2018 was that the CEO exceeded expectations. Council also recognised, with regard to TEC package (remuneration) considerations 'The extended period of high performance by the CEO during his tenure with Council'.

In 2019, the Panel, with Council's endorsement, undertook a review of the CEO's performance using an internal review process where assessment was made against the position description and the performance targets.

The final report and recommendations from the Panel to the Council completed the process with a determination by Council that the CEO exceeded expectations.

**RELEASED 16 SEPTEMBER 2019**

**19.1.1 CEO Performance & Remuneration Reviews – Confidential Item**

Moved Cr Mark Osterstock  
S/- Cr Kirsty Parkin

**233/19**

**Council resolves:**

- 1. That the report be received and noted**
- 2. That the CEO be rated as 'exceeds expectations' in relation to the 2018-2019 CEO Performance Review.**
- 3. To increase the CEO's TEC Package by 2.3% to commence from 1 July 2019.**
- 4. That the CEO be offered a 2 year extension to his current employment agreement with a new expiry date of 30 June 2024.**

<b>Carried Unanimously</b>
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## Performance Review Requirements

The CEO's current Employment Agreement commenced on 1 July 2019.

Clause 12 of the Agreement contains the provisions for a performance review process with the following key features:

### **12. PERFORMANCE REVIEW**

- 12.1 The parties agree that the CEO will undergo no less than one annual performance review in accordance with the Council requirements for the Term of this Agreement. The CEO must also participate if directed in any other performance review required by the Council.
- 12.2 The performance review shall be conducted on an annual basis.
- 12.3 The CEO's performance will be assessed by reference to the Personal Evaluation System measured against the CEO's Duties as outlined in this Agreement, Position Description and any other factors considered relevant by agreement with the CEO. Evaluation will include the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1.
- 12.4 The performance review will review the CEO's Position Description and any key performance indicators.
- 12.5 A written report shall be compiled with respect to the performance review and a copy provided to the CEO. The report shall set out in detail where Competent Performance (or better) has been achieved, and any particular aspects of the CEO's performance that require improvement, together with reasonable time frames within which it is expected those areas of performance to be improved to a specified standard.
- 12.6 The Council must provide whatever counselling, advice and assistance are reasonably necessary to enable the CEO to improve his performance during that period.
- 12.7 At the conclusion of the time frames referred to in Clause 12.5 and after taking into account the written report referred to in that Clause (and such other matters as the Council considers relevant), the CEO will either:
  - 12.7.1 be informed that performance has improved to the satisfaction of the Council or reached Competent Performance (or better) and that no further action will be taken; or
  - 12.7.2 be provided with further written notice, providing final warning that unless the CEO's performance improves in the same stipulated areas, once again within a time frame, the Council will terminate this Agreement pursuant to Clause 14.3.1.
- 12.8 The CEO's Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.

### Personal Evaluation System (PES)

Before undertaking any review process, the PES must be agreed with the CEO.

Competent Performance, as defined in Clause 1 'Definitions' of the Employment Agreement states:

***Competent Performance*** means the achievement by the CEO of a performance rating at least equal to the mid point of the rating scale (i.e. CEO's performance met expectation).

### Remuneration (TEC) Package Review

The Total Employment Cost (TEC) package must also be reviewed under the Employment Agreement, specifically:

#### **13. TEC PACKAGE REVIEW**

- 13.1 The TEC Package specified in Clause 10 and Schedule 2 shall be reviewed annually in conjunction with the performance review process and outcomes.
- 13.2 The TEC Package review will be conducted each year following the performance review set out in Clause 12 (if reasonably practicable), and any change to the TEC Package shall take effect from the anniversary of the Commencement Date or as agreed.

It is recommended that a consultant be used to undertake a review and provide independent advice to the Panel on the TEC Package of the CEO.

### Proposed Schedule and Meetings

Establishing the CEO Performance Review Panel meetings schedule for 2020 enables the required planning to be undertaken by the Administration in preparation for the meetings.

Setting meeting dates enables Panel Members to prioritise the meetings or notify in advance if they will be unable to attend. Setting the schedule enables Council to better meet its legislative obligations under s87 and s88 of the Act.

## **3. ANALYSIS**

For the coming year, the Panel must decide on whether to use an internal or external CEO Performance Review process. Each of the proposed alternative processes is set out below.

### External Review Process

An external process would require the engagement of a consultant, undertaken by the Executive Manager Organisational Development (Megan Sutherland). Establishing the process would require the use of a tool to assess the CEO against the position description and performance target achievement. The tool would be agreed, under advisement from the consultant, between the CEO (Andrew Aitken), the Presiding Member (Cr Mark Osterstock), and Executive Manager Organisational Development (Megan Sutherland). If this process is recommended, the schedule included in this report (as amended), would be followed (**Appendix 1**).

Note: the dates are indicative of the timeframes and guide the process. They may change to meet changing needs.

The survey tool will cover the position description and performance targets. The report would be discussed through the Panel and the final report and recommendation taken to Council.

#### External Process - Report Format

It is proposed that the following components are included in the survey tool and final report if an external consultant is contracted.

<b>Survey Tool</b>	<b>Report</b>
Position requirements	Individual rating for the following groups CEO, Council Members and Executive Leadership Team
Performance Targets	Overall table of results / graphed data
Key capabilities/personal attributes	A summary of results and what they mean
To provide general feedback on strengths	A summary of the strengths and areas for improvement
To provide general feedback on possible improvements	Highest rates and lowest rates findings

It is important that confidentiality of respondents is maintained.

A final CEO Performance Review report would be provided for the Council record.

In this process, the Executive Manager OD and Presiding Member (if available) would meet with the successful consultant to discuss the schedule of work, survey and report (generally), with the Executive Manager OD managing the overall process via the consultant.

#### Internal Review Process

An internal process would require the use of a tool to assess the CEO against the position description and performance target completion. As the internal process has been undertaken last year, it is recommended the tool used would be the same or similar. The review process would be undertaken with the Review Team, being the CEO, Mayor, Panel Presiding Member and Executive Manager OD (process management and support), with input from the Panel. The final assessment tool would be agreed with the CEO by the Review Team.

The report would be discussed through the Panel and the final report and recommendation taken to Council.

There is a greater potential conflict of interest with a member of the Administration coordinating the internal performance review of the CEO. These risks need to be managed if this approach is undertaken.



### Internal Review - Report Format

It is proposed that the following components would be included for consideration in the process if undertaken internally:

- Position requirements
- Performance Targets
- Key capabilities/personal attributes

If this process is recommended, it is proposed that the schedule will be based on last year's process and agreed through the Panels Presiding Member (**Appendix 2**).

This proposed meeting and process schedule has identified the following elements:

1. CEO Performance Review Panel meetings for 2020
2. Workshops with Council and where required, other senior leaders
3. Review process timeframes
4. Council meetings where recommendations from the Panel must be provided for decision.

Note: the dates are indicative of the timeframes and guide the process. They may change to meet changing needs.

### 2020 Review

With regard to the CEO performance review process for 2020 and considering the impacts of the current situation with the COVID-19, there may be some impact on effectively meeting the schedule of work. This would largely be due to working remotely. This would be managed as the services of a consultant are engaged and the schedule of work and connection points with Council is worked through.

## **4. OPTIONS**

1. That the Panel recommends to undertake the performance review and TEC package review using an external consultant. (Recommended)
2. That the Panel recommends to undertake a review using an internal process and utilise a consultant to undertake the TEC package review. (Not Recommended)
3. That the Panel recommends to adopt the proposed meeting and process schedule for 2020 (**Appendix 1**). (Recommended)
4. That the Panel recommends to change or amend the proposed meeting and process schedule for 2020. (Not Recommended)
5. That the Panel recommends a different meeting and process schedule for 2020. (Not Recommended)

## **5. APPENDIX**

1. 2020 CEO Performance Review Panel Meeting and Process Schedule
2. CEO Performance Review Internal Process

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# **Appendix 1**

## *2020 CEO Performance Review Panel Meeting and Process Schedule*

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## 2020 CEO PERFORMANCE REVIEW PANEL MEETING AND PROCESS SCHEDULE-EXTERNAL

Proposed dates to guide the review of the CEO and regular meetings of the CEO PRP. These may be changed to meet changing requirements.

Target date	Subject	Actions
9 April 2020, 6pm	CEO PRP Meeting (formal public meeting)	<ul style="list-style-type: none"> <li>Update from CEO on 2019-2020 Performance Targets</li> <li>Consider process to be undertaken this year (internal or external)</li> <li>Discuss the CEO Performance Review Panel (CEO PRP) Meeting and Process Schedule for 2020</li> </ul>
4 June 2020	CEO PRP Meeting (formal public meeting)	<ul style="list-style-type: none"> <li>Update from CEO on 2019-2020 Performance Targets</li> <li>Discuss proposed CEO 2020-2021 Performance Targets</li> <li>If external, report to determine consultant to facilitate CEO Performance Review for 2019-2020 (confidential report)</li> </ul>
June 2020	If external, appoint consultant  If internal, prepare review process.	<ul style="list-style-type: none"> <li>External-Executive Manager Organisational Development to advise consultants of decision and appoint consultant</li> <li>Executive Manager Organisational Development prepare review information and meetings to undertake process with the CEO</li> </ul>
June 2020	If external, meet with consultant to prepare for the review process	<ul style="list-style-type: none"> <li>Executive Manager Organisational Development (Megan Sutherland) and if possible, Presiding Member (Cr Mark Osterstock) discuss process and requirements with consultant</li> <li>Tool to be discussed and agreed under advisement from the consultant, between the CEO (Andrew Aitken), the Presiding Member (Cr Mark Osterstock), and Executive Manager Organisational Development</li> <li>Discuss the CEO Workshop and briefing of Council and Executive Leadership Team</li> <li>Consultant to discuss the review tool with the CEO prior to finalising</li> </ul>
9 June 2020	Council Workshop - via online	<ul style="list-style-type: none"> <li>Discuss proposed CEO Performance Targets for July 2020-June 2021 (report to Council for decision in July)</li> </ul>
9 July 2020	CEO PRP Meeting (formal public meeting)	<ul style="list-style-type: none"> <li>Update from CEO on Performance Targets for 2019-20</li> <li>CEO Performance Targets for 2020-2021 – recommendation from the Panel to Council</li> </ul>
21 July 2020	Council Workshop Advice to Council Members and Senior Leaders on CEO	<ul style="list-style-type: none"> <li>CEO provides information on Performance Targets and position objectives outcomes for the 2019-2020 year is provided to Council Members and Executive Leadership Team</li> <li>Consultant introduced to Council Members and Senior Leaders</li> <li>Consultant provides brief on review process commencing, process and timeframes and survey commencement</li> </ul>

## 2020 CEO PERFORMANCE REVIEW PANEL MEETING AND PROCESS SCHEDULE-EXTERNAL

Proposed dates to guide the review of the CEO and regular meetings of the CEO PRP. These may be changed to meet changing requirements.

Target date	Subject	Actions
28 July 2020	Council Meeting	<ul style="list-style-type: none"> <li>Report to Council on Proposed 2020-2021 CEO Performance Targets for adoption</li> </ul>
4 August 2020	Due date for survey responses	<ul style="list-style-type: none"> <li>All responses to CEO performance survey using the review tool due to consultant</li> </ul>
17 August 2020	Report completed by Consultant	<ul style="list-style-type: none"> <li>Results compiled and draft report prepared</li> </ul>
18-21 August 2020	CEO Debriefed	<ul style="list-style-type: none"> <li>Consultant discusses and debriefs CEO on draft Performance Review Report</li> <li>CEO provides feedback on the draft report to consultant</li> </ul>
27 August 2020	CEO PRP Workshop	<ul style="list-style-type: none"> <li>Consultant debriefs the Panel on the Performance Review Report and remuneration benchmarking</li> <li>CEO discusses with the Panel the draft Performance Review Report</li> <li>CEO to advise Panel on any matters related to his performance and remuneration review (CEO and Consultant attend Panel workshop)</li> </ul>
3 September 2020	CEO PRP Meeting	<ul style="list-style-type: none"> <li>Update from CEO on 2020-2021 Performance Targets</li> <li>Report on CEO Performance and remuneration review (confidential report) and Panel recommendation to Council</li> </ul>
15 September 2020	Council Workshop	<ul style="list-style-type: none"> <li>Consultant updates Council and Senior Leaders on the Performance Review Report (CEO, Senior Leaders and Consultant attend Council Workshop)</li> </ul>
22 September 2020	Council Meeting (confidential item)	<ul style="list-style-type: none"> <li>Report to Council to determine CEO PRP resolution regarding CEO performance and remuneration</li> </ul>
26 Nov 2020	CEO PRP Meeting	<ul style="list-style-type: none"> <li>Update from CEO on 2020-2021 Performance Targets</li> </ul>
25 Feb 2021	CEO PRP Meeting	<ul style="list-style-type: none"> <li>Update from CEO on 2020-2021 Performance Targets</li> <li>Consider performance review process to be undertaken 2020-2021 (internal or external)</li> <li>Discuss CEO Performance Review Panel Meeting and Process Schedule for 2021</li> </ul>

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## **Appendix 2**

### *CEO Performance Review – External Process*

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## 2020 CEO PERFORMANCE REVIEW PANEL MEETING AND PROCESS SCHEDULE - INTERNAL

Proposed dates to guide the review of the CEO and regular meetings of the CEO PRP. These may be changed to meet changing requirements.

Target date	Subject	Actions
Thursday 9 April 2020	CEO PRP meeting (formal public meeting)	<ul style="list-style-type: none"> <li>Update from CEO on Performance Targets</li> <li>Consider process to be undertaken this year (internal or external)</li> <li>Discuss the CEO Performance Review Panel (CEO PRP) Meeting and Process Schedule for 2020</li> </ul>
	Remuneration Review sourced	<ul style="list-style-type: none"> <li>Executive Manager OD appoints consultant to undertake CEO remuneration review</li> </ul>
	Council Workshop	<ul style="list-style-type: none"> <li>CEO provides a verbal report on performance against the Performance Targets and position objectives for 2019-2020 to the Council Members and Senior Leaders</li> <li>Discuss proposed CEO Performance Targets for 2020-2021 (report to Council for decision in ?? 2020)</li> </ul>
	CEO Feedback opens	<ul style="list-style-type: none"> <li>Council Members and Senior Leaders complete review tool</li> </ul>
	CEO PRP meeting (formal public meeting)	<ul style="list-style-type: none"> <li>Update from CEO on Performance Targets for 2019-20</li> <li>CEO Performance Targets for 2020-2021 – recommendation from the Panel to Council</li> </ul>
	CEO Feedback closes	<ul style="list-style-type: none"> <li>Council Members and Senior Leaders have completed review tool returned to Executive Manager Organisational Development (OD)</li> </ul>
	Report to Council	<ul style="list-style-type: none"> <li>Proposed CEO Performance Targets 2020-2021</li> </ul>
	Feedback collated	<ul style="list-style-type: none"> <li>All responses are collated ready for performance discussion with CEO</li> </ul>
	Review discussion with CEO	<ul style="list-style-type: none"> <li>Review discussion held between, CEO, Panel Presiding Member, Mayor and Executive Manager OD (advice and administrative support)</li> </ul>
	Review Report completed	<ul style="list-style-type: none"> <li>Executive Manager OD completes review report</li> </ul>
	CEO PRP workshop (confidential)	<ul style="list-style-type: none"> <li>Panel discusses the CEO Performance Review Report and remuneration report</li> </ul>

## 2020 CEO PERFORMANCE REVIEW PANEL MEETING AND PROCESS SCHEDULE - INTERNAL

Proposed dates to guide the review of the CEO and regular meetings of the CEO PRP. These may be changed to meet changing requirements.

Target date	Subject	Actions
	CEO PRP meeting (confidential)	<ul style="list-style-type: none"> <li>Update from CEO on Performance Targets 2020-2021</li> <li>CEO performance review and remuneration review - Panel recommendation to Council</li> </ul>
	Council Workshop (confidential)	<ul style="list-style-type: none"> <li>Panel Presiding Member debriefs the Council and Senior Leaders on the CEO Performance Report <i>(CEO, Senior Leaders attend Council Workshop)</i></li> </ul>
	Report to Council (confidential item)	<ul style="list-style-type: none"> <li>Council determines CEO PRP resolution regarding CEO performance and remuneration</li> </ul>
	CEO PRP meeting (confidential)	<ul style="list-style-type: none"> <li>Update from CEO on Performance Targets 2020-2021</li> </ul>