

129

16 CONFIDENTIAL ITEMS

16.4 CHIEF EXECUTIVE OFFICER ANNUAL PERFORMANCE REVIEW

RECOMMENDATION

That:

- 1. Pursuant to Section 90(2) & (3) of the Local Government Act 1999 the Council orders that the public, with the exception of the Coordinator Organisational Development and the Chief Executive Officer be excluded from attendance at the meeting held on Wednesday 18 September 2019 for Agenda Item 16.4 Chief Executive Officer Annual Performance Review;**
- 2. The Council is satisfied that pursuant to section 90 (3) (a) of the Local Government Act 1999, the information to be received, discussed or considered in relation to the Agenda Item 16.4 Chief Executive Officer Annual Performance Review is:

information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).**
- 3. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed by the need to discuss this Agenda Item 16.4 in confidence.**

**MOVED COUNCILLOR MICK SPARNON
SECONDED COUNCILLOR TREVOR HANCOCK**

That:

- 1. Pursuant to Section 90(2) & (3) of the Local Government Act 1999 the Council orders that the public, with the exception of the Coordinator Organisational Development and the Chief Executive Officer be excluded from attendance at the meeting held on Wednesday 18 September 2019 for Agenda Item 16.4 Chief Executive Officer Annual Performance Review;**
- 2. The Council is satisfied that pursuant to section 90 (3) (a) of the Local Government Act 1999, the information to be received, discussed or considered in relation to the Agenda Item 16.4 Chief Executive Officer Annual Performance Review is:

information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).**
- 3. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed by the need to discuss this Agenda Item 16.4 in confidence.**

CARRIED.

16.4 CHIEF EXECUTIVE OFFICER ANNUAL PERFORMANCE REVIEW

Responsible officer: Katrina Bell, Coordinator Organisational Development

Attachments: 1. CEO Performance Review Report - Confidential

Section under the Act	The grounds on which part of the Council or Committee may be closed to the public are listed in Section 90(2) & (3) of the <i>Local Government Act 1999</i> .
Sub-clause and Reason:	(a) - information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Executive Summary

The purpose of this report is to enable Council to consider a final report on the CEO Performance Review Panel’s recommendations in relation to the CEO’s June half year assessment.

The Council established a Performance Review Panel by way of resolution on Wednesday 19 June 2019 made up of the Mayor Cr Andrew Grieger, Cr Mick Sparnon, Cr Paul Ireland and the Coordinator Organisational Development. The role of the CEO Performance Review Panel is to oversee the process of the CEO’s June half year assessment.

The Council also resolved at the meeting on Wednesday 19 June 2019 that the Coordinator Organisational Development engage the services of Perks People Solutions to conduct a facilitated independent review of the CEO’s performance for the six month period being January 2019 to June 2019 and report back to Council.

<p>RECOMMENDATION</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receives and notes the CEO Performance Review report and attachment; 2. Makes a determination of the CEO’s performance based on the recommendations contained in the report; 3. If such determination is satisfactory, engage Perks People Solutions to commence the remuneration review; 4. Based on recommendations in the report Council reviews the key performance indicators to apply to the next review period being 1 July 2019 to 31 December 2019.

**MOVED COUNCILLOR PAUL IRELAND
SECONDED COUNCILLOR ANDREW GRIEGER**

That Council:

1. Receives and notes the CEO Performance Review report and attachment;
2. Makes a determination of the CEO's performance based on the recommendations contained in the report;
3. If such determination is satisfactory, engage Perks People Solutions to commence the remuneration review;
4. Based on recommendations in the report Council reviews the key performance indicators to apply to the next review period being 1 July 2019 to 31 December 2019.

AMENDMENT**MOVED COUNCILLOR ANDREW GRIEGER
SECONDED COUNCILLOR PAUL IRELAND**

That Council amend points 2,3 and 4 of the recommendation to:

2. Determines that the CEO's performance review is satisfactory, based on the information in the report
3. Engage Perks People Solutions to commence the remuneration review
4. Reviews the Key Performance Indicators to apply to the next review period being 1 July 2019 to 31 December 2019.

CARRIED.

MOTION AS AMENDED:

That Council:

1. Receives and notes the CEO Performance Review report and attachment;
2. Determines that the CEO's performance review is satisfactory, based on the information in the report
3. Engage Perks People Solutions to commence the remuneration review
4. Reviews the Key Performance Indicators to apply to the next review period being 1 July 2019 to 31 December 2019.

CARRIED.

Background

The CEO, Jason Taylor, entered into a contract with Southern Mallee District Council and commenced employment on 19 July 2018. The contract has a term of three years with the potential for a one year extension. The contract provided for a probationary period of five months.

Through agreement between the CEO and Council the probationary period was extended by one calendar month to allow for additional time to review the CEO's performance. Council undertook a facilitated 360-degree review after the CEO had been employed for five months. At the Council meeting held on 16 January 2019 it was resolved that the CEO had successfully completed the extended six month probationary period and his ongoing employment was confirmed.

A review of the CEO's performance is to be conducted on a half yearly basis with the review at the end of June to be a 360-degree review.

Council engaged the assistance of Perks People Solutions to:

- Meet with CEO and Councillors to establish and build key criteria for the review period in line with CEO's KPI's as stipulated in the Employment Contract.
- Undertake a review of the CEO performance for the period being January 2019 to June 2019, by way of 360-degree survey.
- Prepare a final report to Council on recommendations in relation to the CEO's June half year assessment.
- Revise and recommend any changes required of the Key Performance Indicators for the next review period being 1 July 2019 to 31 December 2019 and beyond.
- Recommend any changes for improvements to the review process for future reviews.

Context

The CEO's contract includes the following clause relating to the June half yearly assessment:

8 Performance Review

- a) The Council will ensure that a review of the Chief Executive Officer's performance is conducted on a facilitated basis half yearly with the review for the end of the June being a 360-degree review of Elected Members, an agreed sample of staff and stakeholders to be undertaken in confidence, (both described as a Performance Review).*
- b) The Council shall give the Chief Executive Officer a minimum of 10 working days' notice in writing that a Performance Review is to be conducted to enable the Chief Executive Officer sufficient time to prepare.*
- c) The Chief Executive Officer will prepare and submit to the Council an assessment of his own performance at least 2 days prior to the Performance Review.*
- d) The final report on the Performance Review of the Chief Executive Officer at the end of the June is to be forwarded to the Council or relevant Council committee for consideration (**the June Half Year Assessment**).*
- e) In the event that the Chief Executive Officer does not achieve Competent Performance in the June Quarter Assessment, a written report shall be compiled with respect to the June*

Quarter Assessment and a copy provided to the Chief Executive Officer within 1 month of the June Half Year Assessment. The report shall set out in detail any particular aspects of the Chief Executive Officer's performance that requires improvement, together with timeframes during which the Council expects those areas of performance to be improved to a specified standard.

- f) *The Council must provide whatever counselling, advice and assistance as may be reasonably necessary to enable the Chief Executive Officer to improve his performance during any specified timeframes referred to in clause 8 (e). If at the conclusion of the timeframes referred to in clause 8 (e) the Chief Executive Officer's performance is still below that required, the Council may:*
- (i) take no further action: or*
 - (ii) extend the timeframe for specified improvement for a further specified period; or*
 - (iii) terminate the contract in accordance with clause 17.3 (b).*

The CEO's contract includes the following clause relating to the Remuneration Review:

11. Remuneration Review

- a) *The Remuneration specified in Schedule 2 will be reviewed annually and any such review shall not result in a decrease in the Remuneration.*
- b) *The annual review of the Remuneration shall be conducted within 1month following the performance review described in clause 8 (if reasonably practicable), and any change to the Remuneration shall be back dated to take effect from the anniversary of the commencement date of this agreement.*
- c) *The review of the Remuneration will take into account the following:*
 - (i) the agreed criteria upon which the Chief Executive Officer's performance is assessed in accordance with the performance review process, and*
 - (ii) movements in the annual CPI (all groups Adelaide) and the increase and movement in executive salaries within Local Government in South Australia.*
- d) *any variation to the remuneration must be approved by the Council.*

Policy and statutory implications

The Local Government Act 1999, Chapter 7, deals with requirements related to the CEO.

Issues

The remuneration review is still to be conducted and whether a change to the remuneration package is going to be offered. This depends on a satisfactory result and the recommendations presented in the review report and cannot progress until such a determination is made on the CEO's performance.

This review will commence if it is deemed the CEO's performance has been satisfactory and will be presented at a future meeting. The CEO Performance Review Panel will stand until this has been completed.

Alternate options

Council and the CEO have contractual obligations they must meet.

Financial implications

There is a cost associated with engaging a firm to undertake a review of the CEO's performance for the June half year assessment.

Work Health and Safety and Risk implications

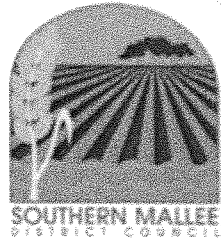
There are no work health and safety implications for this item.

Consultation

The CEO and Mayor have scheduled meetings weekly.

The CEO's June half year assessment has been carried out in consultation with the CEO and CEO performance review panel as appointed by Council.

Council engaged the services of Perks People Solutions to facilitate the review process through 360-degree review.



CEO Performance Review – Jason Taylor

January 2019 to June 2019

Consultant – Matt Hobby - Perks People Solutions

September 2019



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INTRODUCTION

Perks People Solutions has been engaged to assist the Southern Mallee District Council with the performance review for their Chief Executive Officer (CEO) Mr Jason Taylor for the period of January 2019 to June 2019. The review includes a 360° survey of Elected Members, past Elected Members, selected staff and selected external stakeholders. This report discusses the process and outcomes of the survey.

CONDUCT OF THE SURVEY

An online survey was conducted by Perks People Solutions during August 2019. In total, 27 people were invited to participate in the survey. Staff and external stakeholders were selected by the CEO Performance Review Panel and Mr Taylor.

SURVEY QUESTIONS

The survey contained 42 questions in nine sections, adapted from the CEO Position Description Key Result Areas of:

- economic development
- strategic planning
- representation, public relations and relationships
- financial management
- customer and community engagement
- organisational and people management
- governance and reporting
- personal competencies
- general feedback

SURVEY RESPONDENTS

Of the 27 people invited 19 completed the survey representing the following groups:

- Elected Members
- Past Elected Members
- Staff
- External stakeholders

SURVEY METHODOLOGY

For each question respondents were asked to select from the following options to describe the CEO's performance for the period:

1 -									5 -			10 -
Strongly				Neither					Strongly	Unable to		
Disagree	2	3	4	Agree or	6	7	8	9	Agree	Comment		
				Disagree								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

At the end of each series of questions respondents were asked to provide any comments about the CEO's performance in that Key Result Area. There was also an opportunity to provide additional comments at the end of the survey.



KEY RESULT AREA - RESULTS

Key Result Area 1 – Economic Development
 Focus - Develop, implement and promote positive relationships with Council, staff and the community.

Q1 The CEO has developed a structured implementation plan to promote positive relationships with Council, staff and the community that foster economic growth and social development.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	10.53% 2	0.00% 0	5.26% 1	5.26% 1	15.79% 3	10.53% 2	26.32% 5	15.79% 3	5.26% 1	83	7.08

***Self Assessment Score - 7**

Q2 The CEO identifies and pursues economic development initiatives to ensure the Council continues to grow and prosper.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	5.26% 1	1.05% 0	5.26% 1	0.00% 0	0.00% 0	15.79% 3	1.05% 0	15.79% 3	26.32% 5	0.00% 0	79	7.07

***Self Assessment Score - 8**

Q3 The CEO has promoted continued development and growth through identifying projects Council could initiate and support.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	7.69% 1	0.00% 0	5.26% 1	5.26% 1	15.79% 3	21.05% 4	10.53% 2	26.32% 5	0.00% 0	82	7.20

***Self Assessment Score - 8**

Consultant Comments

For this KRA, there were three questions. For each of the questions most scores were between a 7 and a 10 (strongly agree). In fact, 14 out of 19 respondents rank Jason greater than 7 for question 1, 14 out of 19 respondents rank Jason greater than 7 for question 2 and 16 of 19 for question 3.

Most of the scores provided by the Direct Report and Staff were above 7 for all three questions. All questions from external stakeholders were answered above a 6. The elected member group was more split, with some scoring all three questions above 7 and some seeing this as KRA that needs more focus. Some of the lower score were accompanied with comments which were varied.



Key Result Area 2 – Strategic Development

Focus - The ability to identify, assess and respond appropriately to both internal and external environments.

Q4 The CEO develops and implements strategic initiatives identified in Council's Strategic Plan and other strategic documentation.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	0.00% 0	1.00% 1	5.00% 1	0.00% 0	10.00% 2	21.00% 4	10.00% 2	21.00% 4	0.00% 0	79	6.74

***Self Assessment Score - 7**

Q5 The CEO ensures Council's Annual Business Plan and Budget accurately identifies and gives direction to the future growth and development of Council.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	5.00% 1	0.00% 0	5.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 4	0.00% 0	21.00% 4	0.00% 0	75	6.20

***Self Assessment Score - 9**

Q6 The CEO translates Council's Strategic Plan into realistic and focussed medium- and long-term business plans which are monitored and reviewed regularly.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	11.00% 2	0.00% 0	0.00% 0	10.00% 2	0.00% 0	10.00% 2	10.00% 2	0.00% 0	21.00% 4	0.00% 0	79	7.40

***Self Assessment Score - 5**

Q7 The CEO ensures all teams work effectively to deliver Council's strategy management plan and annual business plan to enable corporate goals to be met and quality services to be delivered, achieving best practice.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 2	20.00% 4	11.00% 2	20.00% 4	10.00% 2	79	7.65

***Self Assessment Score - 7**



Consultant Comments

For this KRA, there were four questions. You will note that most scores are greater than 7, with a few lower scores. In fact, only 7 scores out of the possible 79 are below 5.

In his Self-assessment, Jason scored Q5 a 9/10 – which he clearly sees as one of his strengths. *The CEO ensures Council's Annual Business Plan and Budget accurately identifies and gives direction to the future growth and development of Council.*

Almost all the scores provided by the Direct Report and Staff were very high, mostly between 7 - 10. Some of the Peers/ Stakeholders scored a couple of these questions Unable to Comment – but those who did ranked between 7 and 10. Again the variation comes from the Elected Member group. Some rank Jason consistently below 5/10 and have provided comments that talk to this, other rank all questions above 7, with many scores sitting closer to 10.



Key Result Area 3 – Representation, Public Relations and Relationships
 Focus - The ability to present Council in a positive and professional manner.

Q8 The CEO has liaised with other Government bodies, represented Council on various committees and managed public relations, media liaison and supported community events.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Respects	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 5	7.00% 7	80.51% 81	76.70% 77	74.70% 75	11.50% 12	0.00% 0	19	6.87

***Self Assessment Score – 8**

Q9 The CEO has created a positive impression that inspires confidence and co-operation.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Respects	1.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	11.00% 11	76.00% 76	12.00% 12	0.00% 0	18	7.50

***Self Assessment Score – 7**

Q10 The CEO has promoted Council's achievements in a professional and positive manner.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Respects	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	13.01% 13	74.99% 75	12.00% 12	19	8.00

***Self Assessment Score – 8**

Consultant Comments

For this KRA, there were three questions. For Q8 – 89% of the response is above 7, for Q9, 88% is above a 6 and for Q10, 89% of scores are above a 7. It is therefore fair to say that a very large percentage of scores are above a 6 out of 10 for all questions.

Direct Reports/ Staff and Stakeholders/ Peers all scored this KRA very high, with all scores being 7 or greater. Even the Elected Members were more aligned on this KRA, with some of the lower scoring Elected Members seeing this as a strength for Jason.



Key Result Area 4 – Financial Management

Focus - The ability to manage Council's financial and physical resources to the long-term benefit of the Council.

Q11 The CEO implements and reinforces long term financial management strategies for the Council.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	7.00% 1	0.00% 0	0.00% 0	0.00% 0	10.00% 2	10.00% 2	10.00% 2	11.00% 4	10.00% 2	10.00% 2	5.00% 1	10	7.00

***Self Assessment Score – 8**

Q12 The CEO maintains sound financial and asset management practices.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	0.00% 0	1.00% 0	10.00% 2	8.00% 1	8.00% 1	11.00% 4	10.00% 2	11.00% 4	11.00% 4	10	7.47

***Self Assessment Score – 8**

Q13 The CEO provides appropriate, timely, and accurate financial reports to Council, identifying significant variations and recommending actions which enable Council to make informed decisions.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 2	8.00% 1	10.00% 2	8.00% 1	10.00% 2	11.00% 4	10.00% 2	10	7.60

***Self Assessment Score – 8**

Q14 The CEO ensures Council's statutory and financial plans and statements are complete and in place.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 2	0.00% 0	10.00% 2	10.00% 2	10.00% 2	10.00% 2	10.00% 2	10	7.60

***Self Assessment Score – 8**

Q15 The CEO ensures delivery of programs within budget targets and financial constraints.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	3.00% 0	0.00% 0	3.00% 0	10.00% 2	0.00% 0	10.00% 2	11.00% 4	10.00% 2	10.00% 2	10.00% 2	10	7.30

***Self Assessment Score – 7**



Q16 The CEO establishes and monitors risk management policies, procedures and programs.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
RESULTS	1.00%	0.00%	0.00%	0.00%	0.00%	100%	0%	0.00%	0.00%	0.00%	99.00%	10	9.00

***Self Assessment Score – 7**

Consultant Comments

For this KRA, there were six questions, highlighting the importance of financial management for a CEO in Local Government. The range of scores varied between 5 and 10 for this KRA across all questions. Whilst most scores are greater than a 5/10, we recommend that this be ignored because many of the external stakeholders gave a 5/10 and then commented that they were unable to comment.

Staff and most Elected Members scored this KRA in a very similar way. Comments were limited. In fact all low scores (below 5) belonged to one Elected Member.



Key Result Area 5 – Customer and Community Engagement
 Focus - The ability to enhance Council's relationship with its community.

Q17 The CEO establishes and maintains effective communication strategies between Council and relevant external stakeholders.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	5.00% 1	0.00% 0	0.00% 0	0.00% 0	5.00% 1	5.00% 1	10.00% 2	1.00% 0	55.00% 11	26.00% 5	0.00% 0	89	6.71

***Self Assessment Score – 7**

Q18 The CEO identifies community needs and aspirations and responds in a sensitive and professional manner.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 2	5.00% 1	10.00% 2	21.00% 4	31.00% 6	15.00% 3	0.00% 0	59	7.78

***Self Assessment Score – 6**

Q19 The CEO gathers formal feedback from the community about the quality and extent of customer services provided by Council.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	8.00% 1	4.00% 0	0.00% 0	0.00% 0	8.00% 1	7.00% 1	11.00% 2	11.00% 2	18.00% 3	17.00% 3	15.00% 2	89	7.59

***Self Assessment Score – 7**

Q20 The CEO facilitates community participation and consultation in establishing Council policy directions and service levels.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	8.00% 1	0.00% 0	0.00% 0	7.00% 1	8.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.00% 3	8.00% 1	89	7.13

***Self Assessment Score – 7**



Consultant Comments

For this KRA, there were four questions. Only 5 questions out of a possible 76 scored below 5 out of 10 for this KRA. For all four questions, most scores were above a 7, for Q17 – 63% were a 9 or 10, Q18, 68% were above an 8, Q19 58% above a 7 and 58% above an 8 for Q20.

Some constructive comments were provided by a Stakeholder/ Peers group. Direct Reports and most Elected Members scored above 5 out of 10. One Elected Member provided all the low scores.

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Key Result Area 6 – Organisational and People Management

Focus - The ability to lead and develop staff who are committed to Council, competent in their jobs and achieving job satisfaction.

Q21 The CEO has provided clear, decisive and effective leadership to all staff.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	5.24%	0.00%	0.00%	0.00%	10.83%	5.26%	3.52%	0.52%	0.26%	36.81%	21.08%	10	7.62

*Self Assessment Score – 8

Q22 The CEO ensures staff understand their role in achieving the goals of the Strategic Plan.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	3.00%	3.00%	0.00%	10.00%	9.00%	77.00%	11.00%	0.00%	31.00%	0.00%	10	8.27

*Self Assessment Score – 7

Q23 The CEO encourages a team approach at all levels, promoting initiative and acceptance of responsibility through clearly defined delegations.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	1.00%	0.00%	0.00%	10.00%	0.00%	0.00%	10.00%	10.00%	30.00%	10.00%	10	6.08

*Self Assessment Score – 9

Q24 The CEO promotes an organisational culture that encourages employees to engage in continuous process improvement, greater productivity and professional development.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	5.00%	0.00%	3.00%	0.00%	6.00%	9.00%	5.00%	14.00%	21.00%	21.00%	10.00%	10	6.7

*Self-Assessment Score – 9



Q25 The CEO has ensured that Council meets and complies with its statutory requirements.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	0.00%	0.00%	6.25%	0.00%	10.42%	11.88%	7.29%	22.08%	16.79%	16	6.50

***Self-Assessment Score – 7**

Q26 The CEO has conducted internal audits and efficiency reviews of services and administrative functions.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	1.00%	0.00%	10.23%	0.00%	17.03%	21.08%	15.51%	30.53%	11.88%	16	7.92

***Self Assessment Score – 5**

Q27 The CEO regularly monitors the achievement of Council's Strategic Plan targets to ensure achievement within agreed timelines and budgetary constraints.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	0.00%	0.00%	0.28%	1.43%	10.29%	27.50%	25.00%	10.21%	16.79%	16	6.10

***Self Assessment Score – 7**

Q28 The CEO ensures the provision of appropriate support mechanisms and resources to enable business plans to be achieved.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	0.00%	0.00%	13.33%	0.28%	10.52%	11.03%	18.76%	10.52%	15.75%	16	7.81

***Self Assessment Score – 7**



Q29 The CEO displays strong leadership and direction to the organisation while ensuring cooperative team relationships are developed and sustained

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Response	0.00%	0.00%	31.25%	0.00%	11.07%	9.38%	5.00%	18.44%	5.00%	22.22%	27.78%	18	7.46

***Self Assessment Score – 8**

Q30 The CEO ensures policies and procedures are current, relevant and adequate to enable Council operations to be conducted effectively.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Response	0.00%	0.00%	0.00%	0.00%	0.25%	0.00%	9.23%	10.23%	10.11%	26.29%	5.28%	7	6.22

***Self Assessment Score – 8**

Consultant Comments

For this KRA, there were ten questions, highlighting the importance of Organisation and People Management for a CEO in Local Government.

We would expect that External Stakeholders and Elected Members would find this KRA more difficult to rate as a rule. Unable to Comment is therefore more prevalent in this KRA, which was to be expected. Direct Report and staff scores were all above 7 out of 10 and the scores below 2 are from one Elected Member.



Key Result Area 7 – Governance and Reporting
 Focus - The ability to develop and sustain a positive relationship with Council and to ensure Council is compliant with the Local Government Act.

Q31 The CEO has fully complied with the requirements of the Local Government Act associated with Council meetings.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	5.26% 1	6.64% 2	1.00% 0	4.26% 0	9.26% 1	14.26% 2	11.26% 1	21.05% 4	15.53% 2	17.14% 3	23.00% 4	19	8.22

***Self Assessment Score – 8**

Q32 The CEO has ensured Elected Member satisfaction with the quality of advice/support and the timeliness of responses.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	6.25% 1	0.70% 0	1.07% 0	7.70% 0	0.20% 0	16.29% 1	10.71% 0	12.50% 1	15.71% 1	14.29% 1	26.10% 5	19	7.7

***Self Assessment Score – 6**

Q33 The CEO has provided timely and accurate reports to Council on the delivery of the Strategic Management Plan and Council's finances and overall performance against agreed performance indicators.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00% 0	0.00% 0	10.53% 1	0.00% 0	1.05% 0	3.00% 0	5.26% 1	21.05% 2	5.26% 1	21.05% 2	21.05% 2	19	7.67

***Self Assessment Score – 8**

Q34 The CEO has developed positive and productive relationships with the Elected body.

Survey Group Results

	1- STRONGLY DISAGREE	2	3	4	5- NEITHER AGREE OR DISAGREE	6	7	8	9	10- STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	10.53% 1	3.00% 0	3.00% 0	5.26% 1	12.50% 0	5.26% 1	5.26% 1	10.53% 1	15.70% 1	14.29% 1	28.50% 5	19	6.57

***Self Assessment Score – 4**



Consultant Comments

For this KRA, there were four questions. Most scores are above 5/10, with only 7/76 scores below a 5. In addition to this 18/76 were unable to comment, with almost all of these coming from the external stakeholders – which make sense. Most scores sat above a 7/10 and comments supported this.

Direct reports and most Elected Members scored Jason above a 7/10, with one Elected Member consistently scoring either 1 or 2. Stakeholders scores were not overly relevant for this KRA.

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Key Result Area 8 – Personal Competencies

Q35 The CEO displays high energy levels and proactive approach to identifying and seizing opportunities.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.70%	21.00%	21.00%	36.31%	0.00%	19	8.88

***Self Assessment Score – 8**

Q36 The CEO demonstrates adaptability, flexibility and resilience which enables personal performance and productivity levels to be maintained in stressful situations.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	0.00%	0.00%	0.00%	10.53%	16.70%	10.53%	26.72%	35.76%	10.83%	19	7.41

***Self Assessment Score – 7**

Q37 The CEO displays strength of presence, with strong and persuasive communication skills.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	0.00%	0.00%	0.00%	0.00%	5.26%	10.53%	26.32%	10.53%	36.84%	0.00%	19	8.13

***Self Assessment Score – 7**

Q38 The CEO shows strong commitment to a team approach to organisational management.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Results	0.00%	5.26%	1.05%	0.00%	0.00%	0.00%	10.53%	21.05%	10.53%	36.84%	0.00%	19	7.39

***Self Assessment Score – 8**



Q39 The CEO gives evidence of consistent and effective problem solving and decision-making skills

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Response	0.00% 0	7.69% 1	0.00% 0	0.00% 0	15.79% 2	6.26% 1	10.53% 2	15.79% 2	28.32% 5	31.00% 4	0.00% 0	78	7.68

***Self Assessment Score – 7**

Q40 The CEO demonstrated professional competence and commitment to the Council and the community.

Survey Group Results

	1 - STRONGLY DISAGREE	2	3	4	5 - NEITHER AGREE OR DISAGREE	6	7	8	9	10 - STRONGLY AGREE	UNABLE TO COMMENT	TOTAL	WEIGHTED AVERAGE
Response	1.00% 1	6.00% 3	0.00% 0	1.00% 1	6.00% 3	0.00% 0	15.00% 7	17.00% 8	21.00% 10	40.00% 20	0.00% 0	78	7.68

***Self Assessment Score – 7**

Consultant Comments

For this KRA, there were six questions, highlighting the importance of a CEO’s personal competencies in order to be successful in their role. Only 3 /114 responses were unable to be answered. 95% of participants scored 7 or more out of 10 for Q35, for Q37 68% were above an 7, for Q38 79% were above an 8. Q39 had some more varied responses with 3 scoring a 5/10.

For Q36, 12% strongly disagree that Jason demonstrates adaptability and for Q38 - the same two elected members feel that he does not show a strong commitment to team approach.



General Feedback

Q41 What goals or key performance areas should the CEO focus on in the next 12-month period?

- Elected member relationship, especially increasing levels of trust with the Mayor and understanding his decision-making process better. Finding different ways to progress challenging community changes other than me playing the assertive role.
- From my perspective, he should continue with the risk management approach to Section 41 groups and volunteer groups which have been a large exposure for the Council in the past
- Greater interaction of ideas and long-term plans between CEO and Elected body.
- Economic development - it comes up in Annual Business Plan forums every year as a key issue. More shops are shutting or planning to shut in the next twelve months. Master Plan Funding - To inject enthusiasm into our towns we need to use our master plans to get grant funding and do something positive for the community and region
- Jason is an up and coming CEO who has amazing potential. The challenge for Jason will be to lead the development of the new Strategic Management Plan ensuring it represents the medium- and long-term aspirations of all the SMDC communities and the Elected Members that serve those communities. Also, a focus on an embracing communication style that may assist in resolving issues with those who currently feel disenfranchised.
- Communication and receiving and acceptance of feedback across all areas. Team work-council and community need to act as a team on many levels, not just on an individual level. CEO needs to be mindful of the local communities needs and adapt to the community that he chose to accept the CEO Role in
- Continued liaising with the Elected Members and community to ensure that needs are being met
- Continue to set the agenda for the region's economic development, using his great skill set in this area working in collaboration with other stakeholders.
- I don't believe there are any specific goals he needs to focus on at this stage. We simply need to deliver our business plan and continue to hound the government about the poor state of their roads in our region
- Obtaining suitable road building materials near to the road being constructed. Keeping Councils financials in the 'black' and not letting it get into the 'red'.
- Continued engagement of communities and looking to attract more people to the district



COMMENTS FROM SURVEY GROUP

As indicated above survey respondents were invited to add comments under each section of the survey and also overall comments. A number of respondents took the opportunity to add comments.

Key Result Area 1 – Economic Development

- Jason has undertaken a positive approach to engagement with community, staff and Council not seen in recent years. This has led to inclusion, a voice within the community and an overall positivity that Council is working for the community
- Being a small rural Council, it has its many challenges in population retention and economic growth, however as stated in Q1 Jason has provided optimism to the community that anything is possible, and Council is here to help in providing information etc within the capacity Council has available
- Yes, Jason has done very well in this and identified what may or could benefit the communities through identified projects
- Councillors have requested more information about the financial decisions and other costs. However, most time we are told it is an operational matter and so therefore does not involve we Councillors. We pass the financial payments on his say-so without seeing the actual statements. Councillors are not informed of any development plans proposed by ratepayers in the district. We were elected by the ratepayers of the district and should be able to answer questions asked by them.
- He is pushing for economic development in mainly the township of Pinnaroo. The rural areas, except the irrigated horticultural areas are struggling with drought conditions, low grain prices. High land valuations and high rates, results in dry-land farmers being peeved off with subsidised pools and hall hire while the roads we have to drive on are in a poor condition with potholes which damage our vehicles.
- It is OK to promote and initiate projects but they have to be supported financially and be viable. When comparing council rates with Karoonda East Murray Council (the adjoining Council) and Southern Mallee District Council our town rate is 63% higher and the rural rate is 39.6% higher. Rural landowners' rates are propping up most of these costs.
- In all my years as an elected member (about 15 over 20 years) I have never seen the relationship between everybody so good and this can only help with growth and development.
- One of Jason's many strengths (economic development initiatives)
- His enthusiasm is rubbing off on the community
- Economic growth.... minimal evidence to date, has achieved partially in Gov area through some grant success but nil growth evident in the private sector Social development disharmony within communities and staff
- No evidence of identifying and pursuing this in a long-term process meaningful to the local district
- Has continued to progress former CEO and councillors' vision for local Childcare services; no new identifying of meaningful new projects



- Has continued to progress former CEO and councillors' vision for local Childcare services; no new identifying of meaningful new projects
- The CEO has been proactive in promoting positive relationships community group that foster economic growth and social development. Jason has instigated a range of community initiatives in mainly Pinnaroo and Lameroo which have been well received by the communities. There is some concern as to the level of engagement and teamed approach to aspects surrounding these initiatives. Some have felt removed from the development of key community initiatives.
- Jason has an innate capacity to drive community initiatives and is passionate about growing the prosperity of the communities he serves. Just needs to be sure he's driving the community's agenda and not select groups and individuals.
- Jason has been strong in identifying a range of short to medium terms projects across the Council area. Unsure of the longer terms take on this attribute.
- The previous CEO unfortunately created an environment of untrust and lack of transparency with the local community. Jason has spent considerable time repairing that relationship and working intensively to rebuild rapport with both staff and the community.
- Jason has showed leadership and direction in promoting all strengths of a small community and continues to promote growth and prosperity
- Evidenced by significant stakeholder engagement through meetings with community groups and organisations.
- Evidenced by success in obtaining external grant funding.
- Evidenced by progress of Southern Mallee Community Infrastructure Project.
- The Federally funded projects have been a sharp focus over the survey period, which has been well handled
- The CEO has pursued project planning and preparation in areas he has a developed skill set. I believe there is scope to expand the range of projects.
- Evidence - implementation of the childcare projects
- Pinnaroo Village Green & War Memorial Project, Lameroo Town Centre Project, Business and Visitor Wayfinding Signage project. Not sure if this comment is appropriate for this section, however Jason developed a new organisational structure which incorporated four specific teams which came into play July 2019 - thought out very well, implemented well and positive results proven, which was supported by Council. Implementation of an Employee Assistance Program

Key Result Area 2 – Strategic Planning

- Jason has a good handle on this, again as not seen in recent years
- Jason's vision for the communities and consultative processes gives good guidance to Council. Jason also has a good understanding of Council's responsibilities with both staff and elected members highlighted with the fact that he keeps Council members focused on their role as strategic decision makers and not operational intruders



- Highlighted by the vision of the street scape plans for both towns which will be at the forefront of the Council in the years to come
- Very good at guiding teams with a focus on team work, ensuring good work is appreciated and rewarded through either email to staff or staff functions celebrating the achievements of staff
- The Pinnaroo Village Green Master Plan project and Lameroo Town Centre Plan were mainly initiated by the CEO with little input from Councillors and residents. they have to be affordable without raising the rates further in future years.
- I can't comment as we Councillors are not told about these matters. We are told that they are 'Operational Matters'. The road construction is completed on time and within budget. However, it is way too little and thus will need substantial increases in future years.
- The only thing that holds him back is the elected members
- I think we had 100% delivery of our projects in last year's plan
- promotes individually developed initiatives, is not necessarily supportive of ideas presented by others
- Budgets and promotes personally identified goals not necessarily mutually developed with council
- Hard to assess for this 6-month period May be strong in this area going forward
- Strategy management-does not consult effectively across all teams, calls are scrutinised by CEO's assistant, CEO is frequently unavailable for discussion and clarification, asking of any questions for clarification is not supported by CEO Business plan-minimal communication, communication needs to be offered and strengthened
- As the incoming CEO, Jason has inherited 2017-2021 SMDC Strategic Management Plan. His challenge will be in the development of the new plan ensuring it represents the broader community aspirations. Not privy to the status of the new Strategic Management Plan.
- Refers to and Reports against Strategic Plan and Annual business plan regularly
- His first annual business plan has master plans for each town to support growth and development. We can't grow or get grants without plans, I think that is a positive step that councillors can't appreciate yet.
- CEO meets with all managers and other key staff regularly. Quarterly performance reports provide elected members with updates. The ORG chart review was a positive step in team development
- Jason has identified several projects that the council could pursue, and provided councillors with information to make informed decisions about which projects could be viable.
- I feel confident that Jason always has the SMDC's strategic plan in the back of his mind when instigating projects/ideas and expresses his professional opinion in how the council can plan projects across timeframes



- Development of 2019/2020 Annual Business Plan and Budget.
- Improved focus on finance reporting including key financial ratios.
- Yes, each quarter Jason presented to Council a performance report, which incorporated a section with regards to the four goals within Council's SMP and the activities to date that have contributed to the goal strategies. For an example refer to June 2019 Council agenda.
- Amazing how the culture of organisation has changed since Jason's appointment, regular meetings with his executive team members.

Key Result Area 3 – Representation, Public Relations and Relationships

- This I think has been Jason's strength to get people seeing Council in a positive light and speaking about Council achievement through media
- Active participation in meeting with organisations/staff has inspired confidence and co-operation in many areas
- This has been a godsend to council and has been greatly appreciated by staff
- He is good with media contact and is willing to meet with the public or public groups for discussions.
- The public has expressed a positive attitude to meetings held with the CEO.
- He always informs and promotes Council's achievements in the media especially the 'Border Times'.
- Quarterly financial reports are OK if things are running smoothly but if they are not the actions to correct significant variations could result in significant rate increases to correct quarterly continued adjustment increases.
- Another very strong point
- His enthusiasm rubs off
- Good with the media
- Other Government bodies -communicates well Representing on various committees-has attended regularly Managed PR Media Liaison-manages well Community events-CEO is unknown to some community members
- In this reporting period a negative impression and lack of community cooperation is evident
- Jason an excellent capability to drive community events and represent Council through the media and with advocacy at a Government Level. COGGs is an excellent example, but there are many others. An area of key strength.
- A work in progress. Outward impressions are positive, but there are still areas to focus on in generating a positive impression to many within the SMDC community and chamber. It's inevitable that a CEO can't please all, but there needs to be effort in embracing all views across the community and within the chamber.



- CEO is very good with public relations and media
- The CEO has created positive impressions and confidence in Pinnaroo which a) is where he lives so it's easier to do b) where most of the work needed to be done in this area to repair previously damaged council reputation and relationships Whilst some good work is being done, I don't think the community's impression is as positive in other townships where he isn't "seen" as much.
- Media engagements, media releases and more professional and detailed council reports do promote council in a more professional and positive manner
- Jason always promotes our good news stories, professional and positively
- Renewed focus on stakeholder engagement and local media interaction.
- Evidenced by achievements in organisational development, stakeholder engagement, service delivery, governance and financial management.
- Regularly has interviews with media (ABC Radio and the Border Times newspaper), meets with various community groups and individuals quite frequently. Once again this might not be the correct area - Jason put into place with Council's support Memorandum of Understanding with the Pinnaroo Lions Club, Pinnaroo Agricultural Show Society, Lameroo Lions Club, Geranium Community Group Feedback I have received from members of the community is that Jason is very professional, easy to have a conversation with and has a positive outlook for the area
- Definitely - changed the public's perception of the Council to a positive one, as well as the culture / moral of the organisation
- 100% - open professional and positive communication with the media (radio and newspaper) as well as media releases
- From my experience, Jason is actively engaging with his staff to work cohesively and collaboratively, it's refreshing

Key Result Area 4 – Financial Management

- Very good at this
- Community engagement is high on Jason's agenda for Council
- Jason understands the pressures faced by Council in it's delivery of services and is constantly working to gain proficiencies were possible
- Childcare facilities are running over budget. Something else will suffer as a result. A user pays strategy should be implemented otherwise rates will need to be raised to cover the shortfall.
- The Financial Officer does a good job ensuring that these statements are completed.
- Some are; some are not. Roads in particular are usually done collectively to budget.
- The council was in a good position when he arrived and he has maintained that position



- If there is a variation it is usually something out of his control
- They are often brought to our attention
- I am aware that there have differing demands on Jason in terms of the level of financial reporting to Council. I can understand both points of view in this issue and there are no easy answers. Open communication usually goes a long way to resolving such impasses. Other than that, I believe the level of financial reporting is good.
- Has good financial and asset management sense
- Timely and accurate reports are provided by finance staff
- This responsibility lies with another manager and external finance consultant
- Risk Management Framework and Policy has been completely updated in conjunction with the Manager Corporate Services and the LGRS strategic risk team. This work was set in place prior to CEO arriving but he has been involved since. Council's greater Risk Management Project includes assistance for further staff training and development of more comprehensive risk registers.
- Evidenced by delivery of capital works program.
- Audit Committee work program.
- Budget variations and recommendations handled well. I would prefer to see more of the actual figures of financial reporting particularly in the latter budget reviews.
- 100% delivery of the capital works program for 2018 2019 (Infrastructure Services Team)
- Jason is actively engaged with the Council's WHS and Risk plans, he is actively involved and encouraging a more "risk management" approach across all areas of his Council.

Key Result Area 5 – Customer and Community engagement

- He makes himself available if needed.
- Some aspirations that communities want are not always able to be funded.
- It is deemed an 'Operational Matter' and so cannot comment.
- This not always the case. Councillors had to implement community consultation on the changing of the Logo.
- Sounds silly but sometimes he is too enthusiastic
- The community is on board at all levels
- Communication strategies within Council are not open, strong and effective Appears sound with external stakeholders
- Does not identify community needs Does not respond sensitively



- Jason has the ability to be a very effective communicator and has demonstrated that in many of the initiatives driven by Council. Feedback has outlined concerns that communication strategies should be all embracing. There is a perception by some that this is not the case. Maybe a satisfaction survey might flush out any issues that need attention?
- See question 17. Same issues and potentially the need for attention to sensitivity and consistency to all community representatives regardless of whether their views align or not.
- As previously mentioned, the previous CEO did not have a good relationship with its community and thus, took a lot of effort on behalf of Jason to rebuild that rapport.
- Jason can sometimes be abrupt, but it transpires after being pressured for a long time on a single issue. Simply his frustration rearing its head. In saying that, I have found Jason to be aware and sensitive to people's needs, opinions, values and endeavours to try and satisfy peoples requests as much as possible within his constraints.
- Evidenced by organisational development achievements.
- One example of this would be the community consultation that Jason implemented seeking feedback from the community at the end of the 2018 2019 swimming pool Season
- This is a tricky one, which I feel Jason is managing appropriately, at present there are a few concerns that have been raised in regard to Volunteer Management and the community use of a dirt bike tracks. These are community sensitive matters that needed a risk management approach applied, Jason's approach appears to have been done in a sensitive and professional and cohesive manner. I think it shows a real level of maturity to not just go with the status quo of previous leaders within the organisation and addressed the risk, appreciating just how sensitive they may be

Key Result Area 6 – Organisational and People Management

- Jason has recently performed a complete review of Council policies and many unnecessary policies are being deleted.
- Operational Matter
- Compliance issues brought forward at the Audit Committee Meetings are always attended to. Most do not need any attention.
- He keeps Council informed if time and budgets are not being met.
- Staff appear very focused
- Has been a focus on this
- Has done a lot of work here (policies and procedures)
- Cooperative team relationships not evident
- The Org chart review was very necessary The CEO's leadership style is very different to what we are previously used to but I think its effective



- There is a much greater focus on professional development which is encouraging for employees. Previous management have been very reluctant to invest in staff. There has been a lot of reviewing and improving of documents and processes, making them more practical yet professional and efficient.
- Has reviewed many policies, procedures, processes and forms for improvement and efficiency
- In conjunction with Manager Corporate Services and one other staff member has facilitated a major overhaul of policies to reduce the overall number, update those expired and represent in a more professional format
- Correspondence with staff at SMDC suggest that he has been the best leader/CEO they have had in many years. They have completed much needed staff training, recognition, development planning and created an environment of trust and respect.
- Jason has helped to restructure SMDC with clear understanding of management, their roles and which staff respond to which manager.
- The environment Jason has created in the workplace is the most positive I have seen it. Many staff have commented on the changes in their workplace. The chance to do staff development and staff reviews; the first time for some that have been employed there for over 5 years.
- The sign of a true leader is having his employees WANT to do their work. I feel that Jason has created this environment at SMDC
- The limited interaction I have seen between the CEO and staff indicate a good understanding between them.
- Implementation of new organisation structure
- I believe this is progressing/developing within the organisation.
- Definitely!!
- Fully supports employees in professional development.
- Organisational structure, Council policies, leases and licences, employment forms / process (human resources)
- Most certainly!!
- Lead a review of Council's policies, human resources procedures and forms
- From what I have seen I would say yes, but my exposure in relation to this is limited to Strategic Risk Meetings & WHS meetings
- This is particularly well demonstrated with the PDR and role reviews recently undertaken.
- In regards to WHS and Risk - yes



Key Result Area 7 – Governance and Reporting

- He seems to have a good relationship with some Elected Members and less so with others.
- I think this has been good but I think a few elected members might not be so happy
- 460 pages of agenda items to absorb in 5 days pre meeting appears somewhat unreasonable; There is a lack of clarity and succinctness in some reports
- I am aware of some concerns from some EMs in relation to the quality of support. Embracing all EM viewpoints is a quality that should be a focus area for CEOs. There doesn't need to be agreement, but certainly mechanisms where Ems feel they are being listened to.
- Where there may be uncertainty, Jason has always highlighted his lack of knowledge, and promptly followed up with the appropriate people, and then fed back to the Council, to ensure that we act within the correct guidelines, as set out in the Local Government Act
- I always find Jason to be prompt with any responses I have asked for. Always within 24hrs. And always obliging to catch up should we need to.
- As per any group, dynamics can be difficult sometimes. Jason has worked hard to try to build rapport with each elected body.
- Generally, the process has been good, my observation is that contrary opinions have produced conflict with the CEO and some members of the Elected members group.
- Consequently, there is a degree of tension.
- Displayed by having his whole executive team present at the
- Council meetings.

Key Result Area 8 – Personal Competencies

- Could give him a 11
- We have had trouble with a very unreasonable member of the public which I am sure would have caused Jason some stress but he has dealt with the situation very professionally
- A good communicator, very persuasive
- I think the Executive Team have functioned very well together and met quite often to discuss several key issues
- Jason remains professional at all times. His confidence, knowledge and communication skills allow him to speak with authority and reassurance that often people need.
- Jason sees the importance of people needing to work as a team to achieve that groups highest potential.
- I believe there are occasions when the CEO is uncomfortable with elected members holding a view contrary to his or the recommendation of the staff. This is perfectly acceptable, but sometimes past conflicts appear to cloud current discussions /deliberations on different topics



General Feedback

- Continued engagement of communities and looking to attract more people to the district
- Jason is a very astute CEO, giving autonomy to staff as well as guidance when needed. His overall performance has been remarkable given the place Council was in before he arrived. He has shown leadership that has encouraged positivity within organisation which has been strongly appreciated.
- I am very pleased to be working with Jason and believe staff morale has dramatically increased since his arrival.
- Obtaining suitable road building materials near to the road being constructed.
- Keeping Councils financials in the 'black' and not letting it get into the 'red'.
- It appears that the CEO considers the Council area consists mainly of Pinnaroo town and its immediate environs to the disadvantage of the rest of the Council area.
- I don't believe there are any specific goals he needs to focus on at this stage. We simply need to deliver our business plan and continue to hound the government about the poor state of their roads in our region
- It seems a bit unrealistic that I would give Jason so many 10s but I believe he is a very honest and enthusiastic young man who has been a breath of fresh air to our district and as I said that enthusiasm is rubbing off on the community
- Continue to set the agenda for the region's economic development, using his great skill set in this area working in collaboration with other stakeholders.
- Jason is a professional who has really taken this role to the next step. He is well regarded by his peers and has a strong presence and focus in getting the right outcomes.
- Continued liaising with the Elected Members and community to ensure that needs are being met
- I feel confident in my role, the direction that the CEO is taking the Council and its community
- Communication and receiving and acceptance of feedback across all areas.
- Team work-council and community need to act as a team on many levels, not just on an individual level.
- CEO needs to be mindful of the local communities needs and adapt to the community that he chose to accept the CEO Role in
- Needs to embrace and work with and be respectful of all communities within the SMDC
- The CEO certainly displays high energy levels and proactive approach to identifying opportunities. A key strength.



- Could apply a more tolerant and flexible approach to leadership style.
- Approachable and displays a strong presence. Definitely persuasive.
- See question 32 response. I do believe Jason has a view that he is serving the broader community need. The EMs are best to judge on this front.
- Jason is an up and coming CEO who has amazing potential. The challenge for Jason will be to lead the development of the new Strategic Management Plan ensuring it represents the medium- and long-term aspirations of all the SMDC communities and the Elected Members that serve those communities. Also, a focus on an embracing communication style that may assist in resolving issues with those who currently feel disenfranchised.
- Economic development - it comes up in Annual Business Plan forums every year as a key issue. More shops are shutting or planning to shut in the next twelve months.
Master Plan Funding - To inject enthusiasm into our towns we need to use our master plans to get grant funding and do something positive for the community and region
- 1. The CEO has brought a new level of professionalism to our council and is making some very positive changes. 2. Economic development is critical for the region. 3. CEO could consider being seen out and about more in other communities, not just Pinnaroo
- Greater interaction of ideas and long-term plans between CEO and Elected body.
- I believe changes instigated by Jason have increased the professionalism of a number of Council's processes, and improved the transparency of their decision-making.
- From my perspective, he should continue with the risk management approach to Section 41 groups and volunteer groups which have been a large exposure for the Council in the past
- Jason has been a breath of fresh air to the Council, he brings a leadership approach to the organisation which appears to have had a real positive effect to the on the group operations and staff wellbeing.



CONCLUDING CONSULTANT COMMENTS/ RECOMMENDATIONS

For this review period, Jason should be very pleased with the results achieved for the most part. The statistical variation across the board was minimal. That is not to say that participants did not alter their scores, most did.

Both staff and external stakeholders scored and commented in a very positive and productive way. It is fair to say that they are aligned in their feedback. Elected members are more divided. It would be our recommendation for Jason and some of the Elected Members to discuss some of the feedback provided in this report as the same Elected Members scored Jason consistently high or low. In the case of the low scores, we recommend fleshing out:

- Is this due to a lack of communication/ the wrong type of communication?
- Are there unrealistic expectations? Are clear expectations set on both sides?
- Is there a relationship break down?
- How can this be fixed to a professional level?

This would need to be done in a mature and controlled forum with the best intentions for Southern Mallee Council being at the forefront of each conversation.



RECOMMENDATION

That having considered agenda Item 16.4 in confidence under section 90 (2) and (3) (a) of the Local Government Act 1999, the Council pursuant to section 91 (7) of the Act orders that the documents considered by the Council, including the officer's report and all minutes be retained in confidence. This order is to be reviewed at or before the ordinary Council meeting to be held in January 2020, as to if this order is to continue in operation.

MOVED COUNCILLOR NEVILLE PFEIFFER**SECONDED COUNCILLOR REBECCA BOSELEY**

That having considered agenda Item 16.4 in confidence under section 90 (2) and (3) (a) of the Local Government Act 1999, the Council pursuant to section 91 (7) of the Act orders that the documents considered by the Council, including the officer's report and all minutes be retained in confidence. This order is to be reviewed at or before the ordinary Council meeting to be held in January 2020, as to if this order is to continue in operation.

CARRIED.