

18 CONFIDENTIAL ITEMS

18.1 MINUTES OF THE CONFIDENTIAL CEO PERFORMANCE REVIEW PANEL FRIDAY 17 SEPTEMBER 2021

188

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 Chief Executive Officer, Coordinator Organisational Development and the Minute Secretary be excluded from attendance at the meeting held on Wednesday 20 October 2021 for Agenda Item 18.1 Minutes of the Confidential CEO Performance Review Panel Friday 17 September 2021;
2. The Council is satisfied that pursuant to section 90 (3) (e) of the Local Government Act 1999, the information to be received, discussed or considered in relation to the Agenda Item 18.1 Minutes of the Confidential CEO Performance Review Panel Friday 17 September 2021 is:
 matters affecting the security of the council, members or employees of the council, or council property; or the safety of any person.
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 18.1 in confidence.

**MOVED COUNCILLOR NEVILLE PFEIFFER
 SECONDED COUNCILLOR PAUL IRELAND**

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 Chief Executive Officer, Coordinator Organisational Development and the Minute Secretary be excluded from attendance at the meeting held on Wednesday 20 October 2021 for Agenda Item 18.1 Minutes of the Confidential CEO Performance Review Panel Friday 17 September 2021;
2. The Council is satisfied that pursuant to section 90 (3) (e) of the Local Government Act 1999, the information to be received, discussed or considered in relation to the Agenda Item 18.1 Minutes of the Confidential CEO Performance Review Panel Friday 17 September 2021 is:
 matters affecting the security of the council, members or employees of the council, or council property; or the safety of any person.
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 18.1 in confidence.

CARRIED.

18.1 MINUTES OF THE CONFIDENTIAL CEO PERFORMANCE REVIEW PANEL FRIDAY 17 SEPTEMBER 2021

Responsible Officer: Katrina Bell, Coordinator Organisational Development

Attachments: 1. CEO Performance Review Panel Minutes 17.09.2021 - 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). |

RECOMMENDATION 1

That Council accepts the Confidential minutes of the CEO Performance Review Panel meeting held Friday 17 September 2021 as read and received.

**MOVED COUNCILLOR PAUL IRELAND
SECONDED COUNCILLOR REBECCA BOSELEY**

That Council accepts the Confidential minutes of the CEO Performance Review Panel meeting held Friday 17 September 2021 as read and received.

CARRIED.

RECOMMENDATION 2.

That Council notes the following CEO Performance Review Panel resolution and endorses the CEO's performance as satisfactory for the period of 1 July 2020 – 30 June 2021:

Item 6.1 – Presentation of CEO Performance Review Survey Report

That the Panel deems the CEO's performance as satisfactory for the period 1 July 2020 – 30 June 2021.

**MOVED COUNCILLOR PAUL IRELAND
SECONDED COUNCILLOR REBECCA BOSELEY**

That Council notes the following CEO Performance Review Panel resolution and endorses the CEO's performance as satisfactory for the period of 1 July 2020 – 30 June 2021:

Item 6.1 – Presentation of CEO Performance Review Survey Report

That the Panel deems the CEO's performance as satisfactory for the period 1 July 2020 – 30 June 2021.

CARRIED.

RECOMMENDATION 3.

That Council notes the following CEO Performance Review Panel resolution and engages Perks People Solutions to commence the review of the CEO's remuneration;

Item 6.1 – Presentation of CEO Performance Review Survey Report

That the Panel, if the CEO's performance is deemed as satisfactory, engage Perks People Solutions to commence the review of the CEO's remuneration.

**MOVED COUNCILLOR NEVILLE PFEIFFER
SECONDED COUNCILLOR PAUL IRELAND**

That Council notes the following CEO Performance Review Panel resolution and engages Perks People Solutions to commence the review of the CEO's remuneration;

Item 6.1 – Presentation of CEO Performance Review Survey Report

That the Panel, if the CEO's performance is deemed as satisfactory, engage Perks People Solutions to commence the review of the CEO's remuneration.

CARRIED.



CONFIDENTIAL CEO Performance Review Panel Minutes

Friday, 17 September 2021

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1 MEETING OPENING

The Chairperson, Cr Paul Ireland opened the meeting at 2:00pm and welcomed those in attendance by reading the acknowledgment of country.

Southern Mallee District Council acknowledges the Ngarkat people as the traditional custodians of the land on which we meet and work. We respect their culture and we extend that respect to other Aboriginal and Torres Strait Islander people.

PRESENT:

Cr Paul Ireland (Deputy Mayor)
Cr Jeffrey Nickolls (Mayor)

IN ATTENDANCE:

Jason Taylor (Chief Executive Officer)
Katrina Bell (Coordinator Organisational Development)
Matt Hobby (Director, Perks People Solutions) via Zoom

2 APOLOGIES

Cr Rebecca Boseley

3 DECLARATIONS OF CONFLICT OF INTEREST

In line with Section 74 of the Local Government Act, 1999

- (1) A member of a Council who has an interest in a matter before the Council must disclose the interest to the Council.*
- (2) A member in making a disclosure under subsection (1) must provide full and accurate details of the relevant interest.*
- (3) A disclosure made under subsection (1) must be recorded in the minutes of the Council (including details of the relevant interest).*

Members to advise of any conflict of interest declarations.

4 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of the CEO Performance Review Panel Meeting held Wednesday 5 May 2021 be taken as read and confirmed.

COMMITTEE RESOLUTION

Moved: Cr Paul Ireland
Seconded: Cr Jeffrey Nickolls

That the minutes of the CEO Performance Review Panel Meeting held Wednesday 5 May 2021 be taken as read and confirmed.

CARRIED

5 BUSINESS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING

Nil.

6 CONFIDENTIAL ITEMS

6.1 PRESENTATION OF CEO PERFORMANCE REVIEW SURVEY REPORT

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 Chief Executive Officer and Coordinator Organisational Development be excluded from attendance at the meeting held on Friday 17 September 2021 for Agenda Item 6.1 Presentation of CEO Performance Review Survey Report;
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 6.1 Presentation of CEO Performance Review Survey Report 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 6.1 in confidence.

COMMITTEE RESOLUTION

Moved: Cr Jeffrey Nickolls

Seconded: Cr Paul Ireland

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 Chief Executive Officer and Coordinator Organisational Development and be excluded from attendance at the meeting held on Friday 17 September 2021 for Agenda Item 6.1 Presentation of CEO Performance Review Survey Report;
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 6.1 Presentation of CEO Performance Review Survey Report 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 6.1 in confidence.

CARRIED

6.1 PRESENTATION OF CEO PERFORMANCE REVIEW SURVEY REPORT

Responsible officer: Katrina Bell, Coordinator Organisational Development

Attachments: 1. **CEO Performance Review - Jason Taylor - 2020-2021**  

| | |
|-------------------------------|--|
| 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). |

Background

Perks People Solutions (Perks) were engaged by Council to facilitate an independent 360-degree review of the CEO’s performance for the period ending 30 June 2021. Perks also facilitated the same review for Council, two years prior.

The survey was sent out the participant list made up of key internal and external stakeholders on 26 July 2021 and closed on 9 August 2021, giving participants two weeks to provide a response. This year the survey format was changed slightly with a majority of participant completing the online survey, however Elected Members had face to face meetings with Matt Hobby.

Context

The CEO’s contract includes the following clause relating to the CEO’s performance review:

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 1 month 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.*

Issues

Council and the CEO have contractual obligations they must meet.

Discussion Summary

Matt Hobby started his presentation by asking for feedback from the panel members about the slight change in format for this year's review, by having face-to-face interviews with elected members. The panel members felt it was a positive and beneficial change to the process.

Overall the response rates from participants were above average, which was really pleasing to see. The results for both the CEO's KRAs & KPIs were in the space that you want to see. There were some positive improvements in the Economic Development area, which is again pleasing as it was an area of focus. More clarity and realistic KPIs were mentioned as one of the reasons for an increase in this space.

Jason scored really well amongst the external stakeholders group, who were a mixture of his peers and community members.

Jason received healthy scores across the board and it was noted that while there are some obvious breakdowns in relationships, the scoring was still reflective of performance and that those participants were able to still score objectively and separate any personal gripes.

Jason provided comments on the final report. He felt that the process was well run this year and he liked how the external stakeholder group was formed for the review with some good inclusions. He has really enjoyed the regional roles he has taken on throughout the year and working with Mayor Jeffrey Nickolls and has appreciated the support he has received from him. Jason did note that he felt some of the comments from elected members were factually incorrect and also expressed that the challenging relationships did make the position of CEO more difficult.

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There was some discussion around some of the internal staff scoring and “halo” effect that can follow after a new CEO joins the organisation. It was agreed that this does happen, but scores amongst staff were still high and quite positive, any slight changes or drops in scoring were just highlighted as something to note and to provide some productive feedback for Jason to keep an eye on. Council may want to have staff complete face-to-face interviews in future reviews also.

Overall the survey results were really positive and this is also reflective of the health of the administration, not just the CEO.

Matt will start doing some preliminary salary benchmarking and work on developing the new set of KPIs for when Council are ready to proceed with the next steps. He will also make some minor amendments to the reports, as discussed in the meeting.

RECOMMENDATION
 That the Panel notes and accepts the content of the report provided by Perks People Solutions.

COMMITTEE RESOLUTION
Moved: Cr Paul Ireland
Seconded: Cr Jeffrey Nickolls

That the Panel notes and accepts the content of the report provided by Perks People Solutions.

CARRIED

RECOMMENDATION
 That the Panel deems the CEO’s performance as satisfactory/unsatisfactory for the period of 1 July 2020 – 30 June 2021.

COMMITTEE RESOLUTION
Moved: Cr Paul Ireland
Seconded: Cr Jeffrey Nickolls

That the Panel deems the CEO’s performance as satisfactory for the period of 1 July 2020 – 30 June 2021.

CARRIED

RECOMMENDATION
 That the Panel, if the CEO’s performance is deemed as satisfactory, engage Perks People Solutions to commence the review of the CEO’s remuneration.

COMMITTEE RESOLUTION

Moved: Cr Jeffrey Nickolls

Seconded: Cr Paul Ireland

That the Panel, if the CEO's performance is deemed as satisfactory, engage Perks People Solutions to commence the review of the CEO's remuneration.

CARRIED

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Southern Mallee District Council

CEO Performance Review

Mr. Jason Taylor
2020 - 2021



Consultant

Matthew Hobby | Perks People Solutions

CEO Performance Review |2020



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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 June 2020 - June 2021. The review includes a 360° survey of Elected Members, selected staff and selected external stakeholders. This report discusses the process and outcomes of the survey. This is the third consecutive CEO performance review conducted by Perks People Solutions. This is the second year using the revised scoring system.

Conduct of the Survey

Both an online and in person survey was conducted by Perks People Solutions in July 2021. In total, 25 people were invited to take part in the survey. The participants were given 2 weeks to complete the survey online however this year, Elected Members chose to be interviewed to complete the review.

Survey Questions

The Survey contained 49 questions adapted from the CEO Position Description that were then agreed upon by the CEO Performance and Review Panel.

Survey Respondents

Of the 25 people invited 33 completed the survey representing the following groups:

- Elected Members (7 out of 7 completed)
- Managers (2 out of 4 completed)
- Internal Staff (1 out of 2 completed)
- Coordinators (3 out of 5 completed)
- External Stakeholders (13 out of 15 completed)

Survey Methodology

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

| Rating | Description |
|--------|---------------------------|
| 7 | Strongly Agree |
| 6 | Agree |
| 5 | Somewhat Agree |
| 4 | Neither Agree or Disagree |
| 3 | Somewhat Disagree |
| 2 | Disagree |
| 1 | Strongly Disagree |

Respondents were also asked to provide any comments about the CEO's performance for each question. There was also an opportunity to provide additional comments at the end of their survey.

KRA's | Summary of Average Scores

Below are the average scores displayed in the groups of participants

| Economic Development | | | CEO Self-Assessment | |
|----------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.10 | 5.29 | 6.50 | 6.31 |
| Managers | 6.75 | 6.38 | | |
| Internal Staff | 5.75 | 6.75 | Average (staff) | 6.33 6.43 |
| Coordinators | 6.50 | 6.17 | Average (all) | 6.03 6.14 |

| Strategic Planning | | | CEO Self-Assessment | |
|--------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.43 | 5.29 | 6.67 | 6.67 |
| Managers | 6.17 | 6.17 | | |
| Internal Staff | 5.92 | 6.08 | Average (staff) | 6.14 6.10 |
| Coordinators | 6.33 | 6.06 | Average (all) | 5.96 5.90 |

| Representation, Public Relations & Relationships | | | CEO Self-Assessment | |
|--|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 4.80 | 6.29 | 7.00 | 6.67 |
| Managers | 7.00 | 6.50 | | |
| Internal Staff | 6.33 | 6.17 | Average (staff) | 6.56 6.15 |
| Coordinators | 6.33 | 5.78 | Average (all) | 6.12 6.18 |

| Financial Management | | | CEO Self-Assessment | |
|----------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.33 | 5.21 | 5.85 | 7 |
| Managers | 5.92 | 5.33 | | |
| Internal Staff | 5.92 | 6.00 | Average (staff) | 6.02 5.78 |
| Coordinators | 6.22 | 6.00 | Average (all) | 5.85 5.64 |

| Customer and Community Engagement | | | CEO Self-Assessment | |
|-----------------------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 4.63 | 5.00 | 6.43 | 5.86 |
| Managers | 5.93 | 5.64 | | |
| Internal Staff | 6.07 | 6.00 | Average (staff) | 6.10 5.79 |
| Coordinators | 6.29 | 5.71 | Average (all) | 5.73 5.59 |

| Operational and People Management | | | CEO Self-Assessment | |
|-----------------------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 4.92 | 6.00 | 6.20 | 7.00 |
| Managers | 6.00 | 5.70 | | |
| Internal Staff | 5.90 | 6.30 | Average (staff) | 6.10 5.87 |
| Coordinators | 6.40 | 5.60 | Average (all) | 5.81 5.90 |

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| Governance and Reporting | | | CEO Self-Assessment | | |
|--------------------------|------|------|---------------------|------|------|
| | 2020 | 2021 | | 2020 | 2021 |
| Elected Members | 5.15 | 5.07 | | 6.25 | 6.5 |
| Managers | 6.50 | 5.81 | | | |
| Internal Staff | 5.38 | 5.88 | Average (staff) | 6.01 | 5.81 |
| Coordinators | 6.17 | 5.75 | Average (all) | 5.80 | 5.63 |

| Personal Competencies | | | CEO Self-Assessment | | |
|-----------------------|------|------|---------------------|------|------|
| | 2020 | 2021 | | 2020 | 2021 |
| Elected Members | 5.20 | 5.07 | | 6.75 | 6.25 |
| Managers | 6.25 | 6.19 | | | |
| Internal Staff | 6.38 | 6.13 | Average (staff) | 6.43 | 6.05 |
| Coordinators | 6.67 | 5.83 | Average (all) | 6.12 | 5.80 |

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Summary of Average Scores | KPI's

The 7 KPI's were agreed for the 2020/2021 periods, which fall into four categories (Economic Development, Representation, Public Relations and Relationships, Leadership and Management and Financial Management). The average of those is represented below.

| Economic Development | | | CEO Self-Assessment | |
|----------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.10 | 5.29 | 6.50 | 6.31 |
| Managers | 6.75 | 6.38 | | |
| Internal Staff | 5.75 | 6.75 | Average (staff) | 6.33 6.43 |
| Coordinators | 6.50 | 6.17 | Average (all) | 6.03 6.14 |

| Strategic Planning | | | CEO Self-Assessment | |
|--------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.43 | 5.29 | 6.67 | 6.67 |
| Managers | 6.17 | 6.17 | | |
| Internal Staff | 5.92 | 6.08 | Average (staff) | 6.14 6.10 |
| Coordinators | 6.33 | 6.05 | Average (all) | 5.96 5.90 |

| Representation, Public Relations & Relationships | | | CEO Self-Assessment | |
|--|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 4.80 | 6.29 | 7.00 | 6.67 |
| Managers | 7.00 | 6.50 | | |
| Internal Staff | 6.33 | 6.17 | Average (staff) | 6.56 6.15 |
| Coordinators | 6.33 | 5.78 | Average (all) | 6.12 6.18 |

| Financial Management | | | CEO Self-Assessment | |
|----------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.33 | 5.21 | 5.85 | 7 |
| Managers | 5.92 | 5.33 | | |
| Internal Staff | 5.92 | 6.00 | Average (staff) | 6.02 5.78 |
| Coordinators | 6.22 | 6.00 | Average (all) | 5.85 5.64 |

| Customer and Community Engagement | | | CEO Self-Assessment | |
|-----------------------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 4.63 | 5.00 | 6.43 | 5.86 |
| Managers | 5.93 | 5.64 | | |
| Internal Staff | 6.07 | 6.00 | Average (staff) | 6.10 5.79 |
| Coordinators | 6.29 | 5.71 | Average (all) | 5.73 5.59 |

| Operational and People Management | | | CEO Self-Assessment | |
|-----------------------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 4.92 | 6.00 | 6.20 | 7.00 |
| Managers | 6.00 | 5.70 | | |
| Internal Staff | 5.90 | 6.30 | Average (staff) | 6.10 5.87 |
| Coordinators | 6.40 | 5.60 | Average (all) | 5.81 5.90 |

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| Governance and Reporting | | | CEO Self-Assessment | |
|--------------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.15 | 5.07 | 6.25 | 6.5 |
| Managers | 6.50 | 5.81 | | |
| Internal Staff | 5.38 | 5.88 | Average (staff) | 6.01 5.81 |
| Coordinators | 6.17 | 5.75 | Average (all) | 5.80 5.63 |

| Personal Competencies | | | CEO Self-Assessment | |
|-----------------------|------|------|---------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Elected Members | 5.20 | 5.07 | 6.75 | 6.25 |
| Managers | 6.25 | 6.19 | | |
| Internal Staff | 6.38 | 6.13 | Average (staff) | 6.43 6.05 |
| Coordinators | 6.67 | 5.81 | Average (all) | 6.12 5.80 |



Elected Member Score & Comments Analysis

In a year-on-year comparison, the most significant score changes for the Elected Members came in a score increase for the KRA's for Representation, Public Relations & Relationships (4.80 to 6.29) and Operational and People Management (4.92 to 6.00). For the KPI's, Elected Members significantly increased the scores year-on-year for Representation, Public Relations & Relationships (4.80 to 6.29) and for Operational and People Management (4.92 to 6.00). For the remainder of the other scores, the differences were minimal – some slightly increasing and some slightly decreasing.

Comments provided were appropriately detailed because the process changed to a face to face interview.

The following consistent themes were shared between a number of Elected Members: (please note for the same KRA, opinions were sometimes at the opposite end of the spectrum)

- The CEO has done a fantastic job bringing money into the region, but is very town focused
- The CEO focuses too much on Pinnaroo and it was suggested to work form Lameroo more often
- The CEO needs to focus on regional/ clay roads for farming access and more focus on the farming community
- The CEO delivers on the strategic plan most years
- The CEO is professional in the media and on committees
- Concerns about the amount of debt that Council has
- The CEO has some excellent relationships in the community, but most of these are with the younger members of the community. Some older members of the community do not have strong relationships
- The CEO can be controlling or protective of staff
- Southern Mallee Matters has been well received
- Compliance is a strength
- Some felt the CEO acts with integrity, others disagreed with this
- Some felt he struggles when someone does not agree with him

Managers Score Analysis

The scores for the Manager group have all moved slightly down or remained the same for the KRA and KPI sections of the review. Whilst the movement is small, this is a trend that should be watched in future reviews.

Comments were sparse, however a couple of themes were documented. They were:

- The CEO has a good relationship with most of the community and staff but not all Elected Members and this relationship breakdown affects the community
- The CEO has raised the profile of council
- The CEO is reliant on internal staff for risk management, but it is much better than it has been

Internal Staff Score Analysis

In a year-on-year comparison, the most significant score changes for the Internal Staff came in a score increase for the KRA's for Economic Development (5.75 to 6.75). The remainder of the scores only change slightly up or down evenly across the survey.

Comments were limited from this group.

Coordinator Score Analysis

All KRA and KPI scores for the Co-ordinator group went slightly down, year on year. Whilst the movement is small, this is a trend that could be watched in future reviews.

Comments were limited from this group.

External Stakeholder Score Analysis & Comments

External stakeholder scores were an average of 6.63 across the 7 questions that were asked. Comments were very limited. The range of scores for all questions was between a 5 and a 7 which is a very strong result.

Comments:

- I have found the CEO to have an exceptionally open and collaborative approach with all stakeholders and partners. He encourages others to participate and adopts a modern and user-friendly leadership style
- I find Jason an approachable and supportive CEO
- Jason continues to be a pleasure to work with and we look forward to progressing an exciting regional agenda over the coming years.

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- I value the input and strategic guidance from SMDC staff to regional local government initiatives.
- Jason demonstrates a passion for his role and the community of the Southern Mallee and reflects this through his energy and innovative approach to making a real difference for that community.
- As part of the PLA professional body, Jason contributes feedback, ideas and time. He is a strategic thinker and is competent and confident whilst also being considerate towards the views and feelings of others.
- Of my dealings with Jason of late I have been very satisfied with his big picture thinking, and feel he is very encouraging of community projects and visions. He sees the Southern Mallee for what it could be, not what it is, and is not afraid of change.
- Jason has been a pleasure to work with. His passion shines in all he does.
- Jason has been absolutely brilliant in his role from day one. Very professional and has a great vision for the whole council area.

Consultant Concluding Comments

The average scores that Jason has received in this performance review for both the KRA's and KP's are mostly very similar to the previous year apart from a small number of scores that have increased significantly (greater than 1) which has been highlighted in green. For these positive movements, Jason should be congratulated. Upon further analysis of the staff scores, the Manager and Co-ordinator score trend is slightly down which could be worth watching in coming years.

From the comments many see that the CEO is doing a particularly good job in terms of attracting funding and improving the townships that sit in the Council. It has been suggested that a more regional focus on roads is required and staff and Elected Members all mentioned the relationship breakdown with a couple of Elected Members and the impact that this is having.

Having met with these Elected Members and had several discussions with the CEO, we understand that this is a complex issue that would require a complex solution that would sit outside of this review process.

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6 CONFIDENTIAL ITEMS

6.1 PRESENTATION OF CEO PERFORMANCE REVIEW SURVEY REPORT

RECOMMENDATION

That having considered agenda Item 6.1 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 2022, as to if this order is to continue in operation.

COMMITTEE RESOLUTION

Moved: Cr Paul Ireland
Seconded: Cr Jeffrey Nickolls

That having considered agenda Item 6.1 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 2022, as to if this order is to continue in operation.

CARRIED

6.2 REVIEW OF THE CEO'S STRATEGIC GOALS

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 Chief Executive Officer and Coordinator Organisational Development be excluded from attendance at the meeting held on Friday 17 September 2021 for Agenda Item 6.2 Review of the CEO's Strategic Goals;
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 6.2 Review of the CEO's Strategic Goals 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 6.2 in confidence.

COMMITTEE RESOLUTION

Moved: Cr Jeffrey Nickolls

Seconded: Cr Paul Ireland

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 Chief Executive Officer and Coordinator Organisational Development be excluded from attendance at the meeting held on Friday 17 September 2021 for Agenda Item 6.2 Review of the CEO's Strategic Goals;
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 6.2 Review of the CEO's Strategic Goals 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 6.2 in confidence.

CARRIED

6.2 REVIEW OF THE CEO'S STRATEGIC GOALS

Responsible officer: Katrina Bell, Coordinator Organisational Development

Attachments: 1. Strategic Goals - Jason Taylor - 1 July 2020 - 30 June 2021 

| | |
|-------------------------------|--|
| 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). |

Background

Following the completion of the CEO's 30 June half year assessment in 2020, Perks People Solutions were engaged to complete a review of the CEO's strategic goals.

Context

The Strategic Goals covered the period of 1 July 2020 – 30 June 2021. New ones need to be established for the next review period.

Issues

The review of the Strategic Goals will need to be completed in time to apply them to next review period being 1 July 2021 – 31 December 2022.

RECOMMENDATION

That the Panel with the assistance of Perks People Solutions, reviews the Strategic Goals for the all review periods within the period of 1 July 2021 – 30 June 2022.

COMMITTEE RESOLUTION

Moved: Cr Paul Ireland

Seconded: Cr Jeffrey Nickolls

That the Panel with the assistance of Perks People Solutions, reviews the Strategic Goals for the all review periods within the period of 1 July 2021 – 30 June 2022.

CARRIED

Committee Meeting Minutes

17 September 2021



Proposed Strategic Goals - Jason Taylor – CEO

Following from the June 2020 Performance Review for Jason Taylor, the following Strategic Goals have been proposed to cover the July 2020 to June 2021 period.

| KPI (as per the Job Description) | Summary of Action | Strategic Goals due end June 2021 |
|---|---|--|
| Economic Development | Deliver the Commercial Centres Revitalisation Project | Finalise Stage 1 documentation for the Pinnaroo Village Green Masterplan and Lamerloo Town Centre Plan projects by January 2021. Substantially complete Stage 1 on ground works for both the Pinnaroo Village Green Masterplan and Lamerloo Town Centre Plan projects by 30 June 2021. |
| Representation, Public Relations and Relationships | Effective Councilor relationships | Provide regular communication updates to all Elected Members with either an Elected Members Briefing or an informal email update being provided each week. |
| Governance and Reporting | Establish the strategic plan and deliver quality Council agendas | Present the Strategic Management Plan to Council for adoption by February 2021 Continue to provide high quality Council reports and agendas in line with the independent review of reports and agendas completed in 2018. |
| Financial Management | Improve the budget process and deliver sound financial management | Develop a new policy for Council adoption that documents the annual business plan and budget process and meet the policy requirements in the preparation of the 2021/22 annual business plan and budget. Ensure the 2020/21 annual budget is delivered with an operating surplus. |
| Leadership and Management | Delivery the annual capital works program | Ensure delivery of at least 90% of the 2020/21 annual Infrastructure and Buildings capital works program of \$5.1m by 30 June 2021. |

6 CONFIDENTIAL ITEMS

6.2 REVIEW OF THE CEO'S STRATEGIC GOALS

RECOMMENDATION

That having considered agenda Item 6.2 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 2022, as to if this order is to continue in operation.

COMMITTEE RESOLUTION

**Moved: Cr Jeffrey Nickolls
Seconded: Cr Paul Ireland**

That having considered agenda Item 6.2 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 2022, as to if this order is to continue in operation.

CARRIED

Committee Meeting Minutes

17 September 2021

7 OTHER BUSINESS

Nil.

8 NEXT MEETING

The next meeting date is to be advised.

9 CLOSURE

There being no further business the Chairperson thanked those in attendance and closed the meeting at 3:06pm.

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Committee Chairperson

Dated / /2021

CONFIDENTIAL

18 CONFIDENTIAL ITEMS**18.1 MINUTES OF THE CONFIDENTIAL CEO PERFORMANCE REVIEW PANEL FRIDAY 17 SEPTEMBER 2021****RECOMMENDATION**

That having considered agenda Item 18.1 in confidence under section 90 (2) and (3) (e) 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 2022, as to if this order is to continue in operation.

**MOVED COUNCILLOR REBECCA BOSELEY
SECONDED COUNCILLOR PAUL IRELAND**

That having considered agenda Item 18.1 in confidence under section 90 (2) and (3) (e) 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 2022, as to if this order is to continue in operation.

CARRIED.