

14.1 CHIEF EXECUTIVE OFFICER'S 2024 PERFORMANCE REVIEW REPORT

REPORT AUTHOR: General Manager, Governance & Community Affairs
GENERAL MANAGER: Not Applicable
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FILE REFERENCE: S/00672
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of the report is to present the final *Chief Executive Officer's 2024 Performance Review Report* to the Council for the Council's consideration.

BACKGROUND

At its meeting held in October 2023, the Council established the Chief Executive Officer's Performance Review Committee (the Committee), for the purposes of facilitating the review of the Chief Executive Officer's performance as required and in accordance with the Chief Executive Officer's Contract of Employment.

At its meeting held on 24 January 2024, the Committee resolved to appoint Mr Richard Altman of Richard Altman Consulting as the *Independent Human Resource Specialist (Independent qualified person in accordance with Section 102A of the Local Government Act 1999)*, for the purpose of assisting, conducting and providing advice to the Committee in respect to the Performance Review.

The role of the *Independent Human Resource Specialist* is to:

- provide relevant professional advice to the Committee;
- conduct the performance review; and
- prepare the Report as required by the Committee and the Council.

In respect to the methodology for the review process and the relevant protocols for undertaking the Review, the Committee determined that the Review would comprise the following process:

- a survey of all Elected Members and direct report staff, involving approximately 22 people;
- one-on-one interviews with Elected Members and direct report staff;
- an audit of the Chief Executive Officer's Strategic Performance Objectives;
- a report to the Committee detailing the outcomes of the survey and one-on-one interviews; and
- a final report for the Committee, together with any recommendations.

The Chief Executive Officer's performance was measured against the Position Description which forms part of his Contract of Employment.

At its meeting held on 9 September 2024, the Committee considered the *Chief Executive Officer 2024 Performance Review Report* (the Performance Review Report) and the *2024 Remuneration Review Report* which have been prepared by Mr Altman.

The Chief Executive Officer's comments in response to the Performance Review Report were also presented to and considered by the Committee at the meeting.

Mayor Bria, in his role as the Presiding Member of the Committee, also provided his comments in respect to the *Chief Executive Officer 2024 Performance Review Report* to the Committee for consideration.

Following consideration of the *Chief Executive Officer 2024 Performance Review Report* and the *2024 Remuneration Review Report*, the Committee resolved the following:

1. *That the comments which have been provided by the Chief Executive Officer in respect to the Chief Executive Officer 2024 Performance Review Report, be received and noted.*
2. *That the comments which have been provided by Mayor Bria, Presiding Member of the Chief Executive Officer's Performance Review Committee, in respect to the Chief Executive Officer 2024 Performance Review Report, be received and noted.*
3. *That the Chief Executive Officer 2024 Performance Review Report be endorsed by the Chief Executive Officer's Performance Review Committee and presented to the Council as the final report of the 2024 Chief Executive Officer's Performance Review.*
4. *The Committee requests that the Council notes the Chief Executive Officer 2024 Remuneration Review Report, which has been prepared by Mr Altman and authorises the Chief Executive Officer's Performance Review Committee to undertake the review of the Chief Executive Officer's remuneration and to make a recommendation to the Council for consideration in respect to the Chief Executive Officer's remuneration.*

The *Chief Executive Officer 2024 Performance Review Report* is now presented to the Council for the Council's consideration.

A copy of the *Chief Executive Officer 2024 Performance Review Report* is contained within **Attachment A**.

A copy of the Mayor's comments is contained within **Attachment B**.

A copy of the Chief Executive Officer's comments is contained within **Attachment C**.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Nil.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial or budgetary implications arising from this report.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

- **Elected Members**

Elected Members have been kept informed of the Performance Review of the Chief Executive Officer through the Minutes of the Meetings of the Chief Executive Officer's Performance Review Committee. All Elected Members have had the opportunity to provide input into the process through the Performance Review Survey.

- **Community**

Not Applicable.

- **Staff**

The Chief Executive Officer has been consulted throughout the process, in accordance with the Chief Executive Officer's Contract of Employment.

In addition, all relevant staff have had input into the process through the Performance Review Survey.

- **Other Agencies**

Not Applicable.

DISCUSSION

The Chief Executive Officer's performance was measured against the Position Description which forms part of his Contract of Employment.

In accordance with the methodology agreed to by the Council, a survey involving the Mayor, Elected Members, and all staff who report directly to the Chief Executive Officer has been conducted. The survey was facilitated by Mr Altman.

All Elected Members and staff who took part in the process were also invited to meet with Mr Altman to respond to and provide their feedback as part of the process.

The Survey consisted of eight (8) sections covering the Chief Executive Officer's Key Result Areas as set out in the Chief Executive Officer's Position and Person Description.

The sections included the following:

- Service;
- Management;
- Financial Management;
- Statutory Obligations;
- Strategic Planning;
- Marketing and Promotion;
- Council; and
- Human Resource Management.

In addition, as part of the process, Elected Members were asked to provide feedback on the Chief Executive Officer's Key Performance Indicators (KPIs).

The questions provided respondents with an opportunity to determine a quantitative score between 1 (being Unsatisfactory) and 6 (being Outstanding). Respondents could also choose to add comments if they wanted to.

The overall rating of the Chief Executive Officer's performance across all KRAs was 4.6, based on a range of between 4.0 to 5.3 across the KRAs.

Mr Altman has stated that "*this represents a strong outcome for the CEO*". (Page 5 of the Report).

Range of Scores

Page 5 of the report sets out the range of scores which respondents rated the Chief Executive Officer's performance against each of the Key Result Areas.

Graph 1 below (page 5 of the Report), illustrates the range of scores recorded as part of the Survey.

Graph 1 also highlights the majority of respondents (Elected Members and direct report staff), scored a 4 or above against the Key Result Areas.

GRAPH 1: CHIEF EXECUTIVE OFFICERS'S PERFORMANCE REVIEW – OVERALL RATINGS



In addition to the Chief Executive Officer's Key Result Areas, feedback was provided by Elected Members in respect to the Key Performance Indicators for the Chief Executive Officer.

A summary of the feedback is set out on pages 24 and 25 of the Report.

Mr Altman, following consideration of the feedback received from participants in the process, has prepared a number of recommendations (areas of focus) for the Council's consideration.

Page 13 of the Report sets out the following Recommendations:

- *move forward as soon as possible to develop and implement the planned Technology Strategy, to ensure systems and processes reflect the needs of the organisation and enable better reporting and the opportunity to deliver improved efficiency;*
- *leverage the capability of the Team by delegating more and taking the opportunity to be less involved in the detail, freeing up time to think more strategically. Ensure the excellent recruitment of new key staff is maximised as they gain important knowledge and experience in NPSP;*
- *review some work practices to consider if NPSP aligns with Local Government and the market more generally, to ensure NPSP is able to continue to attract and retain high performing people. Consider the labour turnover rate to determine if it is higher than desired and if so, develop and implement actions to reduce it;*
- *complete work on the development and implementation of the Corporate Reporting System, to ensure Elected Members have the right data and information to support their decision making and to enable staff to improve efficiency; and*
- *continue to focus on workplace culture to ensure NPSP maintains its reputation as an employer of choice. Continue to be visible as a leader across the entire organisation.*

These recommendations will be addressed as part of the Council's review of the Chief Executive Officer's Key Performance Indicators which will be undertaken following the finalisation of the Performance Review and remuneration review.

In accordance with the Chief Executive Officer's Contract of Employment, the Council is required to review the Total Remuneration Package, within one (1) month of completing the Performance Review.

Accordingly, it is recommended that the Chief Executive Officer's Performance Review Committee comprising Mayor Bria, Councillor Callisto, Councillor Duke and Councillor Knoblauch, be authorised to undertake the remuneration review.

As part of the performance review process, Mr Altman has prepared a *2024 Remuneration Review Report* (the Remuneration Report), which will be used as the basis for the remuneration review. The Remuneration Report takes into account the Remuneration Tribunal's Determination in respect to the remuneration of Local Government Chief Executive Officers, the Consumer Price Index (all groups) Adelaide (CPI) the terms of the Chief Executive Officer's Contract of Employment and the Wage Price Index (WPI).

Following the remuneration review, a report will be provided to the Council with a recommendation for consideration and approval.

OPTIONS

Not Applicable.

CONCLUSION

Not Applicable.

COMMENTS

Nil.

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

1. That the Chief Executive Officer 2024 Performance Review Report be received and noted.
2. That the Chief Executive Officer's Performance Review Committee comprising Mayor Bria, Councillor Callisto, Councillor Duke and Councillor Knoblauch be authorised to conduct the review of the Chief Executive Officer's remuneration for the Council's consideration.

RECOMMENDATION 3

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

Cr Holfeld moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Council orders that the public, with the exception of the General Manager, Governance & Civic Affairs and Governance Officer, be excluded from the meeting on the basis that the Council will receive, discuss and consider

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Cr Knoblauch and carried unanimously.

Cr Sims left the meeting at 9.56pm.

Cr Sims returned to the meeting at 9.57pm.

Cr Robinson moved:

1. That the Chief Executive Officer 2024 Performance Review Report be received and noted.
2. That the Chief Executive Officer's Performance Review Committee comprising Mayor Bria, Councillor Callisto, Councillor Duke and Councillor Knoblauch be authorised to conduct the review of the Chief Executive Officer's remuneration for the Council's consideration.

Seconded by Cr Sims.

Amendment

Cr Piggott moved:

1. That the Chief Executive Officer 2024 Performance Review Report be received and noted.
2. That the Council congratulates the Chief Executive Officer for his work on behalf of the City of Norwood Payneham & St Peters.
3. That the Chief Executive Officer's Performance Review Committee comprising Mayor Bria, Councillor Callisto, Councillor Duke and Councillor Knoblauch be authorised to conduct the review of the Chief Executive Officer's remuneration for the Council's consideration.

Seconded by Cr Granozio.

The amendment was put and carried unanimously and on becoming the motion was again put and carried unanimously.

Cr Clutterham moved:

Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

Seconded by Cr Sims and carried unanimously.

Attachment A

Confidential

Chief Executive Officer's 2024 Performance Review Report

Released

Released

**CITY OF NORWOOD
PAYNEHAM ST PETERS
CHIEF EXECUTIVE
OFFICER
2024 PERFORMANCE
REVIEW REPORT
JULY 2024**



City of
Norwood
Payneham
& St Peters

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BACKGROUND

As part of its governance process, the City of Norwood Payneham St Peters (NPSP) undertakes reviews of the Chief Executive Officer's (CEO's) performance. This assessment is coordinated by a CEO Performance Review Committee (the Committee), currently comprising the Mayor and three Elected Members. The Committee determined that the 2024 performance review would seek feedback from the Elected Members and the Direct Reports to the CEO, regarding the CEO's performance against the Key Result Areas (KRAs) that form part of the position description. The review process also included asking the CEO to prepare a summary of his performance against his Key Performance Indicators (KPIs) set by Council in March 2022.

METHODOLOGY

The process for undertaking the review was agreed with the Committee. In conducting the review we sought feedback from all respondents against the KRAs, while Elected Members only were asked to comment on the CEO's KPI report as well.

We sought feedback for the following KRAs:

- Service
- Management
- Financial Management
- Statutory Obligations
- Strategic Planning
- Marketing and Promotions
- Council
- Human Resource Management

The process required those contributing feedback to provide a rating for each KRA. The following rating scale was used:

1	2	3	4	5	6
Unsatisfactory	Less than Satisfactory	Satisfactory	Competent	Very Good	Outstanding
CEO's performance consistently below expectation	CEO's performance sometimes meets expectation	CEO's performance mostly meets expectation but some shortcomings	CEO's performance consistently meets expectation	CEO's performance exceeds expectations on many aspects	CEO's performance consistently exceeds expectation

Before conducting the performance review feedback meetings, we provided a copy of the CEO KRA definitions to Elected Members and Direct Reports to enable them to prepare for the discussion. Confidential feedback was then presented directly to us from the reviewers, and their feedback is summarised in this report. Reviewers were given the option of providing their feedback using an online questionnaire or in a meeting (in person, by phone or Zoom). A small number of Elected Members used the online survey while all staff provided their feedback in a confidential meeting.

We have included the KRA definitions in Attachment 1.

Released

PERFORMANCE REVIEW SUMMARY

The following chart summarises the overall (average) ratings provided by Elected Members and the CEO's Direct Reports for each KRA.



Graph 1

The CEO has been rated in the range of 4.0 to 5.3 across all reviewers and all KRAs. With a rating of 4.0 described as consistently meeting expectations, we can conclude that in all aspects, the CEO is meeting expectations and exceeding expectations in many areas.

The overall rating provided by all reviewers across all KRAs was 4.6. This represents a strong outcome for the CEO.

The average ratings show a degree of alignment for both reviewer groups. Elected Members have provided their highest rating for Statutory Obligations followed by Marketing and Promotions, while Direct Reports consider Marketing and Promotions and Council to be his strongest KRAs.

While it is important to provide an overall rating summary, it is also valuable to provide feedback for the CEO regarding the range of ratings provided from each reviewer group, to enable him to consider the full range of views for each KRA. Ratings ranged from 1.0 to 6.0 for Elected Members, and from 3.0 to 6.0 for Direct Reports. While the range of ratings from Direct Reports was reasonably narrow, for Elected Members it was wider, with an Elected Member providing a rating of 1.0 (below expectation) for one KRA (Financial Management).

Elected Members have provided an overall rating of 4.7 across all KRAs, which is a strongly positive outcome. With all ratings at or above 4.3 for all KRAs the review has shown confidence in his ability to lead the organisation.

The Direct Reports have rated overall performance at 4.6 indicating they also view him as a consultative and inclusive leader, who brings valuable experience to the role. He is visible and accessible and has a strong accountability focus. He is an effective communicator and is supportive of his team.

Another key part of this review is the delivery against the KPIs agreed in 2022. In May 2024, the CEO provided a report to Council outlining his progress and achievements, and Elected Members mostly agreed with his assessment. Some Members would like to see annual KPIs that contain more action steps and planned timelines to improve the process. Many made positive comment about the reorganisation and consider the CEO has recruited high calibre people into key roles which complements the current Team, many of whom have been with the organisation for a long time. The CEO has positioned the organisation to continue to provide services to the community and to deliver Council's goals. To retain these new staff, the CEO will need to ensure they continue to learn and are empowered to lead their portfolios.

We have considered the feedback from all reviewer groups and suggest the following areas of focus for the CEO:

- Move forward as soon as possible to develop and implement the planned Technology Strategy, to ensure systems and processes reflect the needs of the organisation and enable better reporting and the opportunity to deliver improved efficiency.
- Leverage the capability of the Team by delegating more and taking the opportunity to be less involved in the detail, freeing up time to think more strategically. Ensure the excellent recruitment of new key staff is maximised as they gain important knowledge and experience in NPSP.
- Review some work practices to consider if NPSP aligns with Local Government and the market more generally, to ensure NPSP is able to continue to attract and retain high performing people. Consider the labour turnover rate to determine if it is higher than desired and if so, develop and implement actions to reduce it.
- Complete work on the development and implementation of the Corporate Reporting System, to ensure Elected Members have the right data and information to support their decision making and to enable staff to improve efficiency.

- Continue to focus on workplace culture to ensure NPSP maintains its reputation as an employer of choice. Continue to be visible as a leader across the entire organisation.

This is a positive performance review for the CEO. Ensuring his focus on the points outlined above will further enhance his performance.

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2024 PERFORMANCE REVIEW PARTICIPANTS

In conducting this review, feedback was sought from Elected Members and we had responses from all but one.

Feedback was also sought from the Direct Reports of the CEO, and they all participated. While some are relatively new to NPSP, they were able to provide worthwhile feedback based on their limited experience.

We are confident that the feedback received is open and honest, and gives the CEO a meaningful summary of his performance.

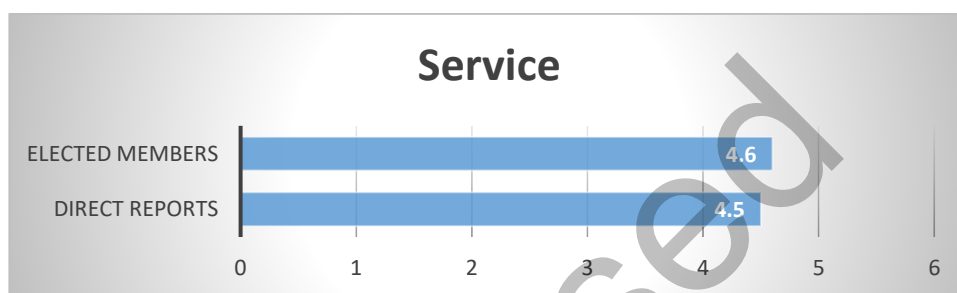
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PERFORMANCE REVIEW FEEDBACK

In this section of the report, we have provided a summary of the feedback received for each of the KRAs.

KRA 1: Service

The following ratings were provided for this component:



The average rating across both reviewer groups was 4.6, which represents performance at a level above Competent. The range of ratings provided for this area was as follows:

- Elected Members: From 4.0 to 6.0
- Direct Reports: From 3.0 to 6.0

Elected Member Feedback:

Elected Members provided an overall rating of 4.6 for this KRA, demonstrating a high level of satisfaction with the service ethos. While most Elected Members commented that they received few complaints from residents, which they considered to be a positive sign, a few thought there were reports of residents being unhappy with the timeliness of response. The CEO has made his team accessible to Elected Members so they can contact key staff and discuss issues of concern. Elected Members had positive comments in relation to the Customer Service Team and considered team members wanted to support customers, to ensure the experience was a positive one for them.

Some Members commented that they believed it was difficult to find the right people for the Depot and at times this impacted negatively on customer service. Some also commented that there was a need to strengthen the middle management at the Depot. Most Elected Members considered the customer request system worked well, but others had concerns about its effectiveness and considered some system upgrade would be beneficial. Some Elected Members commented that the customer request system needs the ability to notify residents who log an incident, when the issue has been resolved.

Overall, Elected Members considered that while Council provided services well across the range of requirements needed by the community, some system upgrading would enhance service delivery.

Direct Report Feedback:

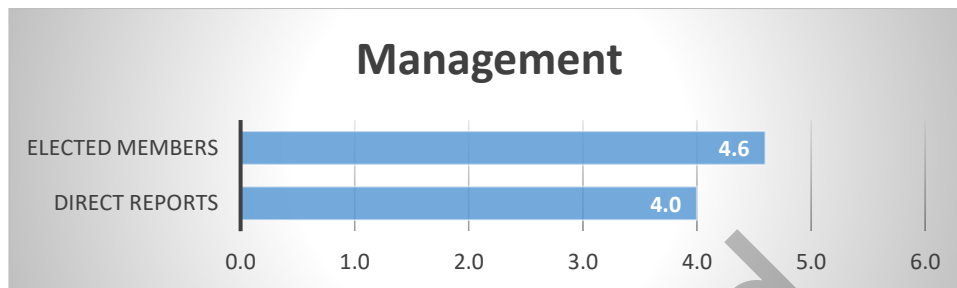
The Direct Reports also rated this KRA positively with an overall rating of 4.5. Direct Reports commented that the CEO had developed a service framework for the organisation, and this ensures a service focus. They commented that the CEO has a very strong focus personally on delivering service, and is prepared to meet with residents to solve a problem. While he is looking for a solution, he is prepared to say “no” to residents requests and demands. He approaches customer service with the best interests of NPSP in mind and this drives his thinking. He looks at issues and considers the principles involved and is solutions-focused. The CEO's passion for the organisation is demonstrated by his commitment to customer service and he is supportive of the efforts of staff to resolve issues. The CEO takes great pride in providing service delivery.

Direct reports agreed with Elected Members that the Customer Service Team do an excellent job. Some commented that the area was possibly understaffed and needed some systems upgrades to function more effectively. The CEO has an eye for detail and understands the service requirements for the community. There was a view that some more data might be of assistance in allocating resources in support of the community.

Direct Reports understand that there is no finish line in customer service and the CEO is looking for improvement each year.

KRA 2: Management

The following ratings were provided for this factor.



The average rating across both groups for this KRA was 4.3, which represents performance at a level above Competent. The range of ratings provided for this area was as follows:

- Elected Members: From 3.0 to 6.0
- Direct Reports: From 3.0 to 5.0

Elected Member Feedback:

Elected Members commented that this KRA covers a wide variety of functions and activities. In some areas they found it difficult to provide comment, as they did not have visibility of how the organisation is run day to day. Most commented that they were happy with the leadership style of the CEO and assessed his performance on the basis of what the organisation gets done. Many commented the outputs achieved by the CEO and his team exceed expectation. Many commented as well that CEO was a good decision maker, who has the ability to find talented staff to fill key roles in the organisation. The recent reorganisation carried out by the CEO resulted in the need to recruit key people, and the Elected Members are positive about the capability of the new staff.

Some Elected Members described the CEO's style as being "very hands on" and that it was important for the CEO to look for opportunities to delegate to his team and fully utilise the capability of the existing team, including the new people who have joined. A key focus for the CEO was considered to be his focus on the citizens and the need to deliver services for them. Many commented that the organisation was perhaps behind where it needed to be in terms of technology and they were aware that a Technology Strategy was to be developed. An area of particular focus would be the adoption of efficiency-creating technology, to improve systems and processes and service delivery.

The longevity of the CEO in the role, and his knowledge and experience was considered to be an advantage by many of the Elected Members.

Direct Report Feedback:

Direct Reports commented that the CEO has developed and implemented good management practices across the organisation. He is visible to the Administration staff, regularly walking through the building and spending time getting to know those people. However, he is less visible to the Depot staff. The CEO has recently worked through a reorganisation to better align the organisation structure with the strategy. The CEO has developed robust processes for presenting a business case to support an idea or a project. He listens to feedback from the Elected Members about people in the organisation and is always looking to develop best practise. The CEO has opened up the organisation to enable Elected Members to go directly to those staff who can solve the problem for them, demonstrating a high degree of trust and confidence in the Elected Members and his team.

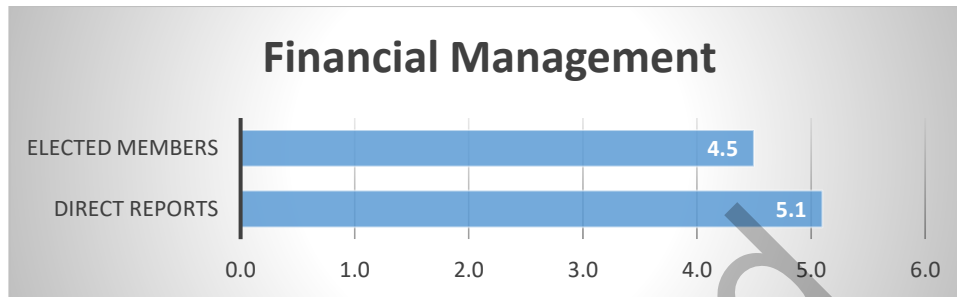
Direct Reports also share the view with the Elected Members that NPSP technology has fallen behind the market and the Team are currently working on a plan to update technology and develop a comprehensive technology strategy. There were also some views that the organisation needed to be more flexible and responsive to the needs of staff and to have more flexible working hours to compete with other employers. While the CEO demonstrates an ability to be flexible and adapt to situations, he could be more contemporary in relation to some work practises. The CEO is considered to be a safe pair of hands managing the organisation, and he leverages his background and experience in local government to the advantage of NPSP.

The CEO tends to be involved in a lot of detail and will need to ensure he leverages the skills and experience of those recently hired. Some considered the organisation to be under resourced in some areas, although they still seem to deliver great results. Given the amount of detail the CEO is across, his decision making can be delayed at times due to the sheer volume of work. The CEO will need to ensure he continues to listen to and accept new ideas when presented by staff, even when he considers there is no need to change.

The CEO is working through developing a new ELT given the new people that have joined the organisation in recent times. The ELT meeting tends to be an information-sharing forum and Direct Reports would like to see this transition over time to one more centred on decision making.

KRA 3: Financial Management

The following ratings were provided for this factor:



The average rating across both groups for this KRA was 4.8, which represents performance at a level above Competent and near Very Good. The range of ratings provided for this area was as follows:

- Elected Members: From 1.0 to 6.0
- Direct Reports: From 3.0 to 6.0

Elected Member Feedback:

Most Members had positive comments to make about the budget process and the information provided by the CEO. They consider him to be across the numbers and to have a solid understanding of the financial drivers of the organisation, and that he monitors the budget carefully. The consultation process for the budget was also positive although some Members thought there was little opportunity to make budget bids. While Members are also mostly positive about the Long-Term Financial Plan (LTFP), some thought a further review was needed. Some commented that the CEO demonstrates sound financial acumen and also considered the CEO to be strong commercially.

The financial reporting to Chamber has been accurate and informative and has been improved with the appointment of the Chief Financial Officer. It was acknowledged that the Finance Team and the CEO will address questions and comments from Elected Members where necessary and many commented about their confidence in the current Finance Team.

Some Elected Members indicated concerns about the Payneham Pool project and thought the actions taken following a substantial cost increase were inadequate. They have the view that the full impact of progressing the project had not been adequately presented to the Chamber, and that the LTFP provided a more positive picture than was reflected in reality.

Direct Report Feedback:

Direct Reports rated this KRA highly, describing the CEO as being strong financially and understanding the financial drivers of the City. He has a good understanding of the numbers and his sound memory enables recall of decisions and issues that impact the budget at the current time.

The budget process is seen as being effective across the organisation. Direct Reports and their teams contribute to budget preparation and reviews, and are expected by the CEO to meet their budget commitments.

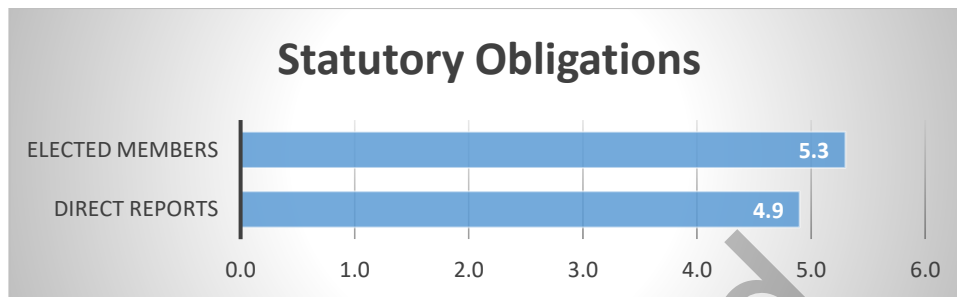
The CEO connects short-term decision making with the impact it will have on the Long-Term Financial Plan of the organisation. He understands the need to have an up-to-date Asset Management Plan that links with the Long-Term Financial Plan and the budget process, and work on this is continuing.

There is a strong focus on developing and presenting comprehensive business cases that include the correct data for decision making. This is still a work in progress and at times, a more solid business case is needed when considering opportunities. Some also commented that systems could be updated and reliance on spreadsheets reduced.

Released

KRA 4: Statutory Obligations

The following ratings were provided for this component:



The average rating across both groups for this KRA was 5.1, which represents performance at a level above Very Good. The range of ratings provided for this area was as follows:

- Elected Members: From 4.0 to 6.0
- Direct Reports: From 3.0 to 6.0

Elected Member Feedback:

Elected Members were positive about the CEO's focus on compliance. No doubts were expressed about the organisation meeting its obligations and being up to date. Members were also positive about the Team supporting the CEO, valuing their experience and attention to detail.

It was also commented that while very satisfied overall there was a view that the Prudential Report for the Payneham Pool could have had more rigorous preparation regarding risks.

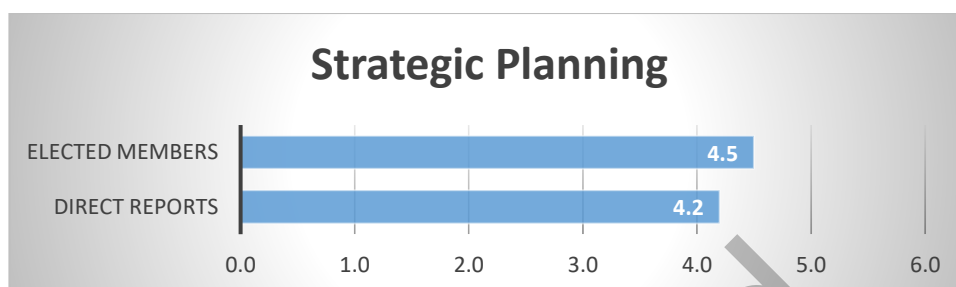
Direct Report Feedback:

The CEO understands the need for controls and compliance, and Direct Reports rate this KRA highly. The CEO and Governance Team bring substantial experience to the role, which is of benefit to the City. The CEO takes an active part in ensuring requirements are met and has the confidence of the Elected Members.

To further improve performance it was thought that WHS reporting could be more focussed on risk, and that Delegations could be reviewed and updated.

KRA 5: Strategic Planning

The following ratings were provided for this factor:



The average rating across both groups for this KRA was 4.4, which represents performance at a level above Competent. The range of ratings provided for this area was as follows:

- Elected Members: From 2.0 to 6.0
- Direct Reports: From 3.0 to 6.0

Elected Member Feedback:

Most Members were satisfied with the planning and long-term focus of Council, and were mostly satisfied with the Community Plan and supporting Plans that ensure delivery for the community. Members commented that there are opportunities to contribute to strategic direction and meetings and workshops enable such contribution. Some Elected Members made comment that both the experience of the CEO at NPSP and his time in Local Government are valuable to Council as it works through the development of plans.

Some Elected Members thought that a better Asset Management Plan was needed and were positive about the initiative of the CEO to develop a technology strategy. Others wanted to ensure future planning work included greater community engagement and was more visionary. There were also comments about the number of Plans and that it was hard to keep track of them at times. The work done on developing masterplans received positive feedback.

The CEO is considered to be a strategic thinker by some Members, although they commented on the pace of change in the community makes it difficult to align long-term plans with that change. While keeping pace with change is difficult, others thought there was a need to have longer-term plans in many cases, rather than four-year plans.

The Payneham Pool was mentioned as being a distraction, requiring an update the LTFP to reflect the added cost of the project.

Direct Report Feedback:

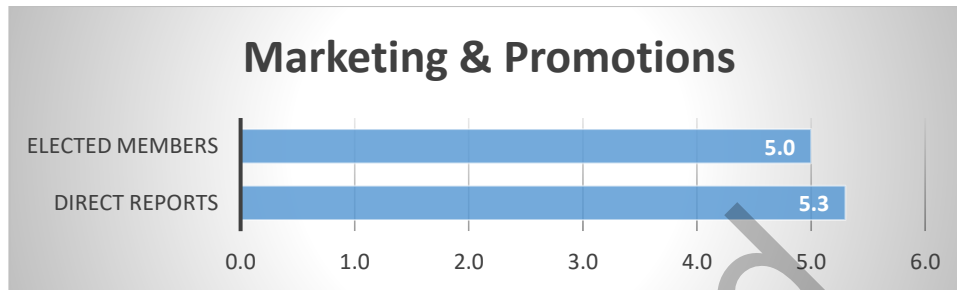
Direct Reports consider the CEO to be a strategic thinker who puts forward sound ideas that are sensible and realistic. They commented that several Plans were being reviewed and the process to engage with staff and Elected Members was robust and will result in meaningful Plans. Consultation processes are sound and will ensure community engagement. It was noted that the community survey conducted was a good opportunity to understand expectations, but wanted to see how such feedback would be used in the planning process. Some Direct Reports made comment that there seemed to be a lot of small plans but also acknowledged the recent updating of the City Plan.

While there is visibility of the various Plans across the organisation, this is considered to be an area that will require ongoing effort. It was considered to be hard for some staff to connect what they do with long-term plans. Some also commented again about a technology strategy as being critical and were positive about it going ahead, while some also wanted to see social programs and services feature more in strategic plans.

Released

KRA 6: Marketing and Promotion

The following ratings were provided for this component:



The average rating across both groups for this KRA was 5.1, which represents performance at a level above Very Good. The range of ratings provided for this area was as follows:

- Elected Members: From 3.0 to 6.0
- Direct Reports: From 5.0 to 6.0

Elected Member Feedback:

This KRA received high ratings from Elected Members. They commented that the outputs from this Team are of a high quality, and they believe it brings great experience and knowledge to NPSP. Most Elected Members considered the organisation has the balance right, using both electronic and print media. They acknowledge how difficult this can be and how important it is in ensuring the right communication with the community. Some commented that this Team was well resourced and should utilise Elected Members more in community consultation.

Many Members noted that the CEO attended lots of events and he engages well with the community. They commended previous work by the CEO and Mayor in securing the AFL Gather Round and noted the positive impact this has had. Many commented on the quality of printed material such as the Annual Business Plan and Annual Report, and noted the awards won.

There were also views that while NPSP is better than most Councils in Marketing and Promotion, there needs to be more communication and promotion about achievements and success. Some also want to have a greater focus on social media to keep pace with the community.

While the relationship with State Government is considered strong by many, there is a need to work hard to maintain this relationship.

Direct Report Feedback:

Direct Reports consider this KRA to be a real strength for the CEO. They consider that the CEO works collaboratively with the Mayor to promote NPSP with both State and Federal Governments

and they have developed effective relationships. The CEO has also developed solid and useful relationships with ERA Councils and the CEO is considered a leader by his peers. Direct Reports also commented that the CEO promotes the City, and his passion is evident. They also had positive feedback about the work done in relation to the AFL Gather Round.

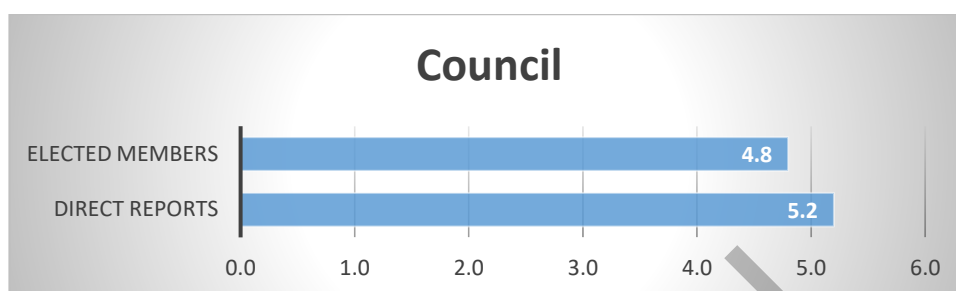
Direct Reports commented that community consultation processes have been improved and NPSP is using a balance of print and electronic media to engage with the community. The quality of the material is excellent. The City has a lot of events and promotes them well.

The CEO has invested in this area and has ensured the Team has the right skills and experience to deliver for the City.

Released

KRA 7: Council

The following ratings were provided for this component:



The average rating across both groups for this KRA was 5.0, which represents performance at a level of Very Good. The range of ratings provided for this area was as follows:

- Elected Members: From 3.0 to 6.0
- Direct Reports: From 4.0 to 6.0

Elected Member Feedback:

Elected Members consider the CEO to be accessible and responsive, taking time to listen to their concerns and understanding what they are wanting to achieve. Many Members also considered the relationship the CEO has with the Mayor to be productive and effective. The CEO is also happy for Elected Members to go direct to his Team to raise matters and agree actions. Some thought that some departments might be under-resourced and have concerns about the heavy workload of some staff. Many had positive feedback about the capability of recent additions to the Team, following some restructuring by the CEO. They encourage the CEO to empower them and want the CEO to ensure he delegates to the Team so he can be less involved in the detail and think more strategically.

Most Elected Members considered the reports presented to the Chamber to be of high quality and contain the necessary information for decision making. Members had a view that the CEO personally reviewed reports coming to the Chamber to ensure they meet the required standards. The CEO and his team are respectful of the Elected Members and the CEO provides good advice to the Chamber. His knowledge and experience is of value to NPSP and the CEO will take time to explain the detail relating to some reports. Some Members considered the reports are too long and could be more concise, while there was also a view that the CEO could provide more information as they thought he was only telling part of the story on occasion. The CEO is highly visible to Elected Members and he attends all relevant meetings.

Direct Report Feedback:

Many Direct Reports considered this KRA to be the CEO's natural strength. They describe the CEO as a true professional who listens to Members and is always respectful of them. While the CEO is generally supportive of his Team in the Chamber, at times he could be more supportive. The CEO is described as having high integrity and as being genuinely passionate about NPSP. He answers questions well in the Chamber and works well with his Team in providing answers to questions from Members.

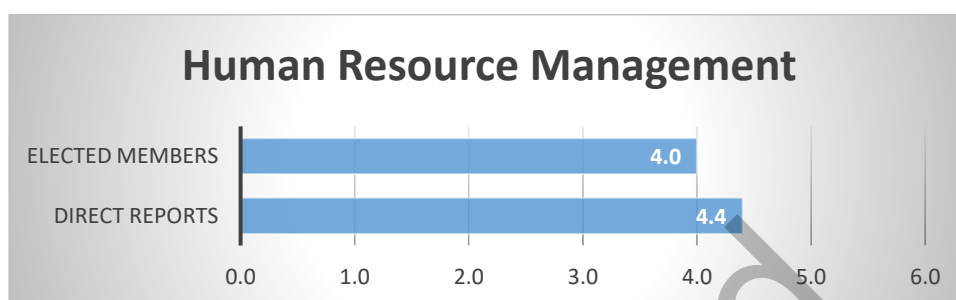
Direct Reports consider the relationship between Elected Members and the CEO to be productive and they are very positive about the excellent relationship the CEO has with the Mayor. The CEO supports the Mayor in the Chamber and will work hard to ensure the Chamber functions well. He has the ability to take the heat out of debate when it is getting tense, by using his knowledge and experience to remind Members of information that they might need to consider.

The CEO understands his role in the Chamber and provides advice rather than opinion.

Released

KRA 8: Human Resource Management

The following ratings were provided for this component:



The average rating across both groups for this KRA was 4.2, which represents performance at a level above Competent. The range of ratings provided for this area was as follows:

- Elected Members: From 3.0 to 6.0
- Direct Reports: From 3.0 to 6.0

Elected Member Feedback:

Many Elected Members found it difficult to provide a lot of comment for this KRA as they are not employees. Some commented that the CEO sets very high standards for his team and himself. As mentioned earlier in this report, most Elected Members have positive views about the quality of the key people the CEO has recently recruited. They bring excellent knowledge and experience to NPSP and Members want to ensure CEO leverages that ability and empowers them to carry out their responsibilities. Many considered the CEO gets involved in a lot of detail and want to see the CEO delegate more to his direct reports and be less involved in some of the detail.

The CEO has enabled Elected Members to have direct access to senior staff, demonstrating a high level of trust in both his staff and the Elected Members. This improves communication and enables the Elected Members to resolve issues and find out information more quickly.

Elected Members commented that the relationship between the CEO and staff appears to be effective and workable. While happy with the new staff, it was commented that the CEO could have moved more quickly in his restructuring and made changes at an earlier time. Some Elected Members thought that labour turnover was higher than they would like and the CEO needs to ensure staff retention, particularly needing to ensure the new Team is retained. Some also thought the CEO's decision making was slow at times and he could move forward more quickly on some issues.

Direct Report Feedback:

Direct Reports describe the CEO as collaborative and supportive, leading the organisation with passion and energy. He supports his team and leverages his knowledge and vast experience for the benefit of NPSP. While mostly collaborative some considered he was also directive at times, when necessary. He leads by example and cares about his people. He is accessible and visible around the office and gets to know people using his ability to listen and engage. Some commented that the CEO needs to ensure he is visible at the Depot and make the time to engage with the outdoor workforce but understand this can be difficult to achieve given their field work.

The Direct Reports commented that the ELT is still developing, given some recent additions to that Team. ELT meetings tend to have an information sharing focus and they would like to see this evolve more into a decision-making meeting, and to include discussion about more strategic issues. They also want the CEO to delegate more in the future, so he is less involved in the detail. Some also mentioned the need for technology and some improved systems and processes to drive greater efficiency. Direct Reports are positive about the new structure and they want to deliver for the residents and Council.

There were some views that the organisation needs to adopt more contemporary work practices, to better align with the broader market and to enable NPSP to compete for talent in a strong market. Better technology and contemporary work practices will ensure NPSP can better compete in the employment market.

ACHIEVEMENT AGAINST KPIS

On 7 March 2022 Council established a series of Key Performance Indicators (KPIs) for the CEO. On 6 May 2024 the CEO presented a report to Council setting out his progress in relation to each KPI. As part of the performance review, we sought feedback from Elected Members regarding the KPI report.

Council established nine KPIs for the CEO. They are as follows:

1. Implement the new Organisational Structure.
2. Implement the Organisation's Service Excellence Framework.
3. Establish the Council's Community Development function, including arts, cultural heritage, place making and community connections.
4. Advise and implement the State Government's Local Government Reforms.
5. Deliver all of the key objectives in the Annual Business Plan.
6. Implement a quarterly project and corporate reporting system.
7. Implement a review of the Council's assets (land and property holdings), including a review of non-performing assets.
8. Continue to drive organisational cultural improvement, focussing on leadership, delivery and behaviours.
9. Implement a Service Review.

Many Elected Members provided overall feedback about achievement while some added comments in relation to specific KPIs.

Most commented that they agreed with the comments made by the CEO in his report and had positive feedback about his achievements. A number of Elected Members commented on the CEO's passion for NPSP and his efforts to achieve results. He works long hours, taking personal accountability for outcomes and holding his team to account. He manages the organisation in a disciplined way and is across a lot of the detail.

Some commented that the KPI report could have contained more detail and a progress report would have been helpful. Some Elected Members would like Council to set new KPIs for the CEO, to do this annually and have the CEO provide both a mid-year progress report and a final report. It was suggested that overall, the reporting systems need review and improvement as not having them can leave Elected Members without the right opportunity to provide feedback. Future KPIs should contain more detail outlining some of the steps required, and also have a timeline for action and completion.

Members were positive about the ability of the CEO to achieve a lot with limited resources. The CEO knows how to leverage those resources to achieve the best possible outcomes for the community.

Some Elected Members provided feedback about some of the KPIs, and those comments are summarised below:

KPI 1: While Members agree with the report, some would like to have seen action on reorganisation earlier. The CEO consulted with the Council in relation to the planned changes.

KPI 2: While agreeing with the CEO's assessment, some more data would be beneficial as the CEO report contains a lot of jargon.

KPI 3: Most Members agree with the CEO's report and some partly agree. While much has been achieved, there seemed to be a significant number of carryovers planned for 2024/2025. It was also suggested that the CEO needs to delegate more and give greater autonomy to his Team, thereby involving himself in less detail.

KPI 4: Members agree and had no additional comment

KPI 5: Most Members agree and some partly agree. It was commented that there is still work to be done on culture and dealing with residents. It was also noted that NPSP seems to have lost a lot of people. This KPI needed a finish date and there was a view that, while the KPI had been achieved, it should have been completed some time ago.

KPI 6: Some Members commented that they were yet to see outcomes from this work.

KPI 7: Elected Members agreed this has been completed and that the Community Development Team has been established. It was commented that an update on progress and work to date would be valuable, so Members can understand what the Team are delivering.

KPI 8: While mostly completed, it was commented that the Audit and Risk Committee was still operating under the transitional provisions of the Reforms, where the majority of Members are Elected Members and there is no independent Chair.

KPI 9: Most Elected Members agreed with the CEO's report, but there were some comments that this was still not in place even though this was due for completion in March 2022. This needs to be a priority.

ATTACHMENT 1

CEO Key Result Areas - 2024 Performance Review	
1. Service	<ul style="list-style-type: none"> • Ensure that Council services meet the needs and expectations of the Council. • Develop a service focus as a core value of the organisation. • Monitor satisfaction levels with respect to Council services on a regular basis and ensure public accountability.
2. Management	<ul style="list-style-type: none"> • Ensure the effective implementation and leadership of Change Management Processes with quality outcomes being achieved. • Manage the Council's resources and operations in an efficient and effective manner including the development and maintenance of a "contestability" "best value" and "excellence" philosophy in both internal and external service provision. • Review as required; the Council's policies as required to ensure they meet the changing needs of stakeholders. • Review the structure of the organisation to ensure its consistency and alignment with strategic requirements. • Provide leadership to the organisation through a management style that is open, visible and innovative and ensure the timely and effective implementation of change management and continuous improvement programs. • In conjunction with management and staff, review work processes and practices on a regular basis. • Ensure that accountabilities and responsibilities of all staff are clearly identified and that all staff have their performance reviewed on a regular basis. • Ensure that the Council systems, processes, controls and technology as required meet agreed strategic directions, best practice and best value. • Ensure that the Council's risk management policies and functions are complied with and are effectively managed.
3. Financial Management	<ul style="list-style-type: none"> • Ensure security and efficient utilisation of all Council resources. • Ensure that all commercial activities of the Council have clearly defined financial objectives and stated community services obligations where appropriate. • Ensure the efficient and effective management and monitoring of all of the Council's financial Budgets and programs.
4. Statutory Obligations	<ul style="list-style-type: none"> • Ensure that all of the statutory obligations of the Council are met in a timely and effective manner.
5. Strategic Planning	<ul style="list-style-type: none"> • In conjunction with the Council, develop, implement and update an integrated planning and budgetary process including a Long Term Financial Plan, Strategic Management Plan, Corporate Plan and an Annual Business Plan. • Evaluate options and recommend policy and initiatives with respect to supporting the Council's desired strategic direction and ensuring the ongoing viability of the Council.

CEO Key Result Areas - 2024 Performance Review

6. Marketing and Promotion

- Oversee the development and implementation of effective marketing and promotion strategies to support the strategic direction of the Council and enhance the image of the City of Norwood, Payneham & St Peters as a desirable commercial, residential, cultural and tourist area.
- Represent the Council at appropriate events to maintain and enhance the Council's public profile within the community and with other stakeholders.
- Develop and ensure effective communication and working relationships with all levels of Government and the private sector.

7. Council

- Develop and maintain an efficient and effective model of Council operations and activities through the administration of appropriate policies and processes.
- Ensure that effective communication and working relationships exist between the Elected Members and Council staff, including attending meetings and regular and effective communication processes.

8. Human Resource Management

- Ensure the effective management of the Council's staff through personnel management practices which enhance the individual and which meet the requirements of all relevant legislation.
- Enhance the productivity of the Council's workforce through the effective implementation of industrial relations policy and practice.
- Ensure that staff behave at all times in an ethical, professional and diligent manner.

CEO Performance Review Rating Scale:

	1	2	3	4	5	6
Unable to Answer	Unsatisfactory	Less than Satisfactory	Satisfactory	Competent	Very Good	Outstanding
	CEO's performance consistently below expectation	CEO's performance sometimes meets expectation	CEO's performance mostly meets expectation with some shortcomings	CEO's performance consistently meets expectation	CEO's performance exceeds expectation in many aspects	CEO's performance consistently exceeds expectation in all aspects

Released

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Attachment B

Confidential

Chief Executive Officer's 2024 Performance Review Report

Released

2024 Chief Executive Officer's Performance Review Report | Mayor's Comments

BACKGROUND

The Mayor's Feedback Report ("the Report") for the 2024 Chief Executive Officer's ("the CEO") has been prepared for the Council following the presentation and consideration of the Chief Executive Officer's 2024 Performance Review Report and Remuneration Review Report prepared by Mr Richard Altman by the Council's Chief Executive Officer's Performance Review Committee. The Report provides background information and general comments about the context of the review. The Report then moves onto providing a summary of the feedback from Elected Members and staff (direct reports) who participated in the review, and recommendations for the CEO's consideration. The Report concludes with some final observations about the CEO. It should be noted that while the Performance Review Report includes feedback from direct report staff and Elected Members, the Mayor's Feedback Report predominantly relates to survey responses provided by Elected Members.

From the outset, it is important to recognise the timing and context in which the 2024 CEO's Performance Review was undertaken, that being 18 months after the 2022 Local Government elections. In this regard, there are five (5) Elected Members who have not previously participated in a CEO Performance Review for this particular CEO. By contrast, there are nine (9) Elected Members who have previously participated in performance reviews for this CEO. While all responses to the review survey were confidential it is not unreasonable to expect there may be divergent opinions between these two cohorts of Elected Members, having regard to their different levels of familiarity with the CEO's working style and historical performance. However, it goes without saying all responses to the survey were of equal value and merit and should be afforded equal consideration. It is also noted that all but one (1) Elected Member participated in the survey. This is despite several attempts to encourage that particular individual to participate.

The overall ratings across the eight (4) Key Result Areas (KRAs) indicate the CEO is performing well with average scores ranging from 4.0 to 5.3. Elected Members provided an average score of 5.0 or higher for three KRAs while direct report staff provided an average score of 5.0 for two KRAs.

Combined, this resulted in an overall average score of 4.6 across the eight (8) KRAs.

DISCUSSION

Throughout the Performance Review Report, the CEO's strong work ethic, corporate knowledge, passion for the organisation and attention to detail is consistently recognised by Elected Members. It is clear he enjoys the confidence of Elected Members and over time, has developed strong professional relationships with them, due in part to his accessibility, informal style and 'open door' policy. Given his extensive experience, skills and longevity, he is appropriately regarded as a genuine leader in Local Government administration. His personal standing in the sector is also reflective of the organisation's reputation as a stable and high performing organisation with a strong record of delivering projects and positive outcomes for the community it serves. Likewise, the CEO has the respect and confidence of his 'direct reports' and clearly demonstrates the values and integrity that are required to lead a functioning and responsive Executive Leadership Team. At the same time, there is a call for the CEO to transform the (ELT) into a decision-making body, as a way to empowering staff who embraced the new organisational structure and be more open to their ideas.

The Performance Review Report identified several occasions where both Elected Members and staff consider the CEO to be too operational in his approach to various issues. This has been acknowledged by the CEO, who has explained there are times when a more 'hands on' role is required to assist junior staff or to help get a policy or project moving. It is important staff feel they have the confidence of the CEO to learn and grow both personally and professionally, and not be afraid to make mistakes. However, there appears to be consensus the CEO should be more vigilant in finding the right balance with regard to taking a more 'hands on' approach, and instead give staff the opportunity and therefore the confidence, to learn and grow professionally, providing appropriate support and training opportunities. In a tight and fiercely competitive labour market, the organisation can ill-afford to lose skilled, professional and energetic staff because they feel constrained when performing their duties.

The CEO is strongly encouraged to note this is a recurring theme from previous reviews and consider how he will address this issue, taking into account the views of direct report staff seeking greater levels of trust and ownership in their respective portfolios. The CEO's response to the feedback in the Performance Review Report on this issue is not only important to the day-to-day work environment for staff, but will also be crucial in cultivating an environment conducive to succession planning over the next 3-5 years.

From an Elected Member perspective, the responsiveness of the Depot to resident's requests continues to be a source of frustration. These 'front-line' services (maintenance, pot holes, footpath repairs, weeds, etc) are universally acknowledged as the 'bread and butter' of Council but comprise the most complaints to Elected Members. While the CEO is cognisant of this issue, the turnover of Depot Managers who have served in the role over the past decade or so but appear to struggle in the management of Depot staff, is presenting an Achilles heel for the organisation. The CEO is encouraged to adopt a more interventionist approach in the management of the Depot to help break the cycle of inconsistency in both the response and follow-up to works requests.

The CEO is to be commended for his leadership in getting a number of outstanding major projects, such as St Peters Street, Burchell Reserve and Dunstan Adventure Playground 'off the books' and 'on the ground.' The delay of implementation of these projects was a noticeable source of frustration amongst Elected Members identified in the previous review. However, a history of project 'carry forwards' remains an issue that Elected Members would like addressed, given the impact they may have on the organisation in a variety of areas, including reputational damage.

The CEO's skill to develop and nurture strong working relationships with the South Australian Government and the Australian Football League (AFL) to negotiate two (2) football matches to be played at Norwood Oval for the 2023 and 2024 editions of Gather Round is to be commended. Together, completion of the major projects mentioned above and the AFL Gather Round are significant outcomes for our City, which have given the organisation confidence and momentum as it moves towards the second half of the Council term.

As in previous reviews, comments provided by Elected Members represent a range of philosophical positions. There will always be divergent views and opinions about the annual budget deliberations, Council's priorities, projects e.g. Payneham Memorial Swimming Centre, levels of spending, loan borrowings and overall finances, including the Long-Term Financial Plan (LTFP). However, caution should be taken when linking these concerns either directly or indirectly to the performance of the CEO as it is Elected Members who are the ultimate decision-makers regarding the Council's budget, finance-related policies and LTFP.

Similarly, Elected Members expressed divergent views regarding the length of Agenda reports, while at the same time commented the information was of a high quality for decision-making.

CONCLUSION

In conclusion, the CEO has performed well since the previous review. After almost three decades in the position, he is to be commended for consistently performing at a high level in a dynamic environment. However, with any review, there are always areas for improvement or change. Pages 6 & 7 of the Performance Review Report outline five (5) focus areas for the CEO. This Report does not intend to repeat those focus areas in detail. However, the CEO is strongly encouraged to give strong consideration to these suggestions to improve the overall performance and capability of the organisation through the recruitment of high calibre staff, the ongoing development of a strong workplace culture, and the implementation of high-quality administrative systems, including enhanced IT.

In terms of work/life balance, the CEO has consciously reduced his workload in recent years to the point where he rarely works on weekends, despite the ongoing intensity and complexity of his position.

The requirement within the CEO's Contract of Employment for the CEO to take 10 weeks Annual Leave each year has ensured that the CEO has taken Leave on regular basis, which no doubt benefits his physical health and mental well-being.

However, this requirement has at times presented operational issues for both the Council and the CEO.

On this basis and acknowledging that the CEO has significantly reduced his Leave entitlements over the last three (3) years, the Council may wish to consider an amendment to Clause 16 of the Chief Executive Officer's Contract of Employment to require the CEO to take a minimum of eight (8) weeks Annual Leave during each year for the remainder of the Agreement (until 31 October 2026).

Like all Councils, the City of Norwood Payneham & St Peters will continue to face challenges in the future, not the least of which is managing community expectations to provide high quality services and facilities while keeping rate increases to a minimum. The organisation should have confidence the CEO's experience and skills will help navigate these challenges, while at the same time acknowledge the factors influencing our City, which are out of his control e.g. inflation, interest rates, legislative changes. In this regard, the CEO deserves the understanding and support of Elected Members when such matters arise.



Robert Bria
MAYOR

Released

Attachment C

Confidential

Chief Executive Officer's 2024 Performance Review Report Comments from the Chief Executive Officer

Released



Memorandum

To	General Manager, Governance & Civic Affairs		
From	Chief Executive Officer		
Date	6 September 2024	File Number	qA59243
Subject	CONFIDENTIAL 2024 PERFORMANCE REVIEW		

Dear Lisa

Thank you for your Memorandum dated 14 August 2024, regarding my *2024 Performance Review Report*.

As requested, I have reviewed the documents, namely the *Chief Executive Officer 2024 Performance Review Report* and *2024 Remuneration Review Report*, prepared by Richard Altman Consulting.

From the outset, I am pleased to receive the results of the Review and I acknowledge and gracefully accept the results and the opportunities for improvement. The *Performance Review Report* is very thorough and clearly articulates both the achievements and areas / opportunities for improvements – both of which I acknowledge and accept.

Notwithstanding this, I wish to provide a number of comments and observations.

1. Elected Members mostly agree with the report provided by the Chief Executive Officer in May 2024, outlining progress and achievements.

This is a pleasing result as I took the approach (as expected) of being totally objective and acknowledging where the KPI's had not been completed and / or achieved. In respect to the comment from some Elected Members that annual KPI's should contain '*action steps*' and planned timelines to improve process, I am happy to do so.

2. Preparation of the IT Strategy.

As I requested, as part of the *2024-2025 Budget*, the Council has allocated \$80,000 to prepare an *IT Strategy*.

Clearly, the reason why an *IT Strategy* is required, is due to the organisation reaching a stage where a number of staff have over time, put forward, advocated and then received approval for various IT Systems and software which did not necessarily match the organisation's needs. Rather, the systems were generally based on personal preferences rather than organisational needs and / or objectives.

The new organisational structure that was approved in 2022 and implemented in 2022 to 2023 has highlighted the deficiency in this approach.

Preparation of the *IT Strategy*, has commenced with the formulation of a Steering Group – which given the importance of this strategy, will comprise all of the Executive Leadership Team and chaired by the General Manager, Governance & Civic Affairs, who is the Executive responsible for IT.

It is my objective to have the IT Strategy completed by March 2025.

3. Delegating more.

Since implementation of the new organisational structure, there has been a clear strategy on my behalf, of delegating more. It is pleasing that some of the Elected Members have observed this.

Whilst delegation is often seen by some as simply '*getting someone else to do your job*', from an organisational perspective, it requires the right people in the right positions, training and development, coaching and mentoring, to ensure that the powers are used consistently and objectively. This is a large body of work and whilst significant progress has been made, there is still much work to be done and an acceptance and understanding that I will progress this objective in a structured manner.

4. Attracting and retaining high performing staff.

Post the COVID-19 Pandemic, the hunt of talent has never been as fierce, competitive and problematic. This is due to a number of factors, such as the shortage of candidates, amplified by the shortage of good candidates, the gradual deterioration of that old fashioned value of loyalty, entitlement and the current trend of '*job hopping*'.

Since 1997, this organisation has been very stable, however given the current job market and our focus on performance and service excellence, some level of change in the workforce is to be expected through retirements, resignations, staff asking to work part-time, etc. This does present a challenge, as the organisation must continue to deliver, whilst at the same time navigating through the disruption that is caused through staff movements.

Of course, salaries, wages and conditions are a factor, but it is not the only factor which is causing the problem – albeit that the transitional nature of employment (i.e. '*job hopping*') does at times mean that staff will '*chase the dollar*', particularly in a low employment environment.

This is not a phenomenon that is unique to NPSP, it is occurring across Local Government, State Government and the private sector across each State and the Nation and is in fact, a world-wide phenomenon.

As part of the new organisational structure, in addition to making sure that the organisation is better aligned to achieving the Council's objectives and strategies set out in the *CityPlan 2030*, it has been a very clear intent with conscience purpose, to attract and retain high performing staff.

This has been noticeable through the appointment of some new key staff and the promotion of high performing current staff over the last 12 months and the management of some staff who may not be meeting organisational objectives and requirements either through poor / unsatisfactory performance or behaviours.

As an example, in respect to implementing actions to either attract and / or retain staff, it was acknowledged that wages for our Depot staff were at the lower end of the scale when compared to other Councils and this was adjusted as part of the most recent *Enterprise Bargaining Agreement*. This, together with improving culture at the Depot, together with retaining high performing / good staff through recruiting for more senior roles from within, should progressively improve this situation.

5. Corporate Reporting System.

The structure of the new *Corporate Reporting System* has been endorsed by the Elected Members and is in place. However, its roll-out has been stalled.

Notwithstanding this, staff have been requested to prioritise this work with a view to its implementation being completed as agreed with the Elected Members.

In respect to the preparation of a *Corporate Plan*, this has also been stalled as the approved new position of Corporate Planner has not been filled due to the current state of the employment market.

6. Organisational / Workplace Culture.

Through the Manager, Chief Executive's Office, the enhancement of organisational / workplace culture has been both identified as a priority and is being progressed through the appointment of an Organisational Development Specialist and the progression and implementation of a number of initiatives.

Our reputation as an organisation within Local Government is positive, however, there is also an understanding that expectations amongst our community is extremely high and as a result, our Service Excellence standards, exceed those of many Councils.

This level of expectation together with an extremely high workload, has meant that it is difficult to be visible across all of the sites from which we conduct our operations. However, with improved delegations and the development of a high performing organisation, I will progress this '*opportunity for improvement*' (i.e. to be visible as a leader across the entire organisation) and put in place better practices to be more visible.

In conclusion, as stated above, I am very pleased and at the same time, humbled with the outcome of this *Performance Review*.

The ever-increasing level of expectation from our community and the current job market, has no doubt, created difficulties which have required careful curation and navigation over the last couple of years. Notwithstanding this, I believe that we have achieved much over the last 5-7 years and particularly over the last 2 years, with a number of major projects being completed and others being commenced.

To this end, the number of Capital Works projects that have been delivered, has been significant and the standard on any test, has been excellent. At the same time, as with any organisation and with any individual, there is always room for improvement. These areas for improvement have been well identified through the *Review* and the *Review Report* that has been prepared by Richard Altman and the Chief Executive Officers Review Committee.

I accept these areas / opportunities for improvements and will make the necessary changes and put the necessary process in place to achieve them.

I am happy to discuss these issues with the Committee, if required.

With kind regards

A handwritten signature in dark ink, appearing to be 'Mario Barone', with a stylized flourish at the end.

Mario Barone PSM
CHIEF EXECUTIVE OFFICER