

Notice of Meeting

NOTICE IS HEREBY GIVEN in accordance with Sections 83 and 87 of the Local Government Act 1999, that a meeting of the

**CEO Recruitment, Performance Appraisal and Remuneration
Review Committee**

of the

CITY OF BURNSIDE

Will be held in the Boardroom, Civic Centre
at 401 Greenhill Road, Tusmore

on

**Monday 27 November 2017
at 6.00 pm**

A handwritten signature in black ink, appearing to read 'Paul Deb'.

Paul Deb
Chief Executive Officer

CEO Recruitment, Performance Appraisal and Remuneration Review Committee

Agenda

Monday 27 November 2017 at 7.00pm
Boardroom, Civic Centre, 401 Greenhill Road, Tusmore

Members: Mayor David Parkin
Councillors Lemon, Cornish and Davis

In attendance: Richard Altman (Consultant)

1. Apologies

2. Leave of Absence

Nil

3. Confirmation of Minutes

Recommendation:

That the minutes of the CEO Recruitment, Performance Appraisal and Remuneration Review Committee meeting held on 14 August 2017 and adjourned to 28 August 2017 be taken as read and confirmed.

4. Correspondence

Nil

5. Business Arising from the Last Meeting

Nil

- 6. Reports of Officers**
 - 6.1 Elected Member Feedback from 2016/2017 Performance process (Verbal)**
 - 6.2 CEO 360 Review Proposal for 2017/2018 – Process Attachment A** **p4**
 - 6.3 2017/2018 Key Performance Indicator Update**
 - 6.4 Committee Terms of Reference**
- 7. Finance and Meeting Attendance Report to Council**

Nil
- 8. Other Business**
- 9. Next Meeting**

To be confirmed
- 10. Closure**

Item No: 6.2
To: CEO Recruitment, Performance Appraisal and Remuneration Review Committee
Date: 27 November 2017
Author: Executive Officer
Subject: CEO 360 Review Proposal for 2017/2018 - Process
Attachments: A. 2016/17 Performance Criteria and Executive Behaviours
Prev. Resolution: CP0347, 28/08/17
C11407, 19/09/17

Officer's Recommendation

1. That the Report be received.
 2. That the Committee endorse the draft process and framework for conducting a 360 Review for the Chief Executive Officer for 2017/2018.
-

Purpose

1. To provide the Committee with a proposed process and stages for conducting a 360 Review for the Chief Executive Officer (CEO) for the year 2017/2018.

Discussion

2. The CEO Recruitment, Performance Appraisal and Remuneration Review Committee resolved (in part) the following at its meeting of 28 August 2017 (CP0347):

The Committee request that Mr. Richard Altman, Independent Consultant, conduct a 360 degree appraisal towards the end of the appraisal year.

That Council note that a 360 degree appraisal process will occur in 2017/2018 in addition to the standard process of review with the Elected Member body.

3. At the meeting held 12 September 2017 and adjourned to 19 September 2017 Council resolved in part (C11407):

That Council note that a 360 degree appraisal process will occur in 2017/2018 in addition to the standard process of review with the Elected Member body.

4. The annual CEO performance has traditionally sought feedback from Elected Members against a range of capability areas set out in the CEO's Position Description. Those areas are:

- 3.1 Strategic Planning;
- 3.2 Human Resources Management;
- 3.3 Financial and Asset Management;
- 3.4 Operations Management and Major Projects;
- 3.5 Stakeholder Management and Communication;

- 3.6 Advice to and Relationship with Council; and
- 3.7 Executive Behaviours.
5. The Committee and Council have agreed to seek feedback from a range of other key stakeholders to gain a full 360 view regarding the CEO's performance for the 2017/2018 financial year. By default a 360 review generally seeks input from the incumbents Manager (i.e. the Elected Members), the direct reports of the CEO, a small group of other key staff selected at random, and some key external stakeholders with whom the CEO regularly interacts (this could include other CEO's in Local Government, leaders of community groups, local business leaders, State Government etc.).
6. The Elected Members have already provided feedback during the recent performance review process conducted by Hender Consulting. It is recommended that feedback now be sought from the direct reports of the CEO, a small group of other key relevant staff selected at random (five staff), and some key external stakeholders with whom the CEO regularly interacts (five external stakeholders). For this process external stakeholders could include Eastern Regional Alliance CEOs and members of others suitable key committees/Boards the CEO has had involvement with.
7. By conducting a review of this kind the Committee and Council will be able to gain a broader understanding and perspective of the CEO's performance and also provide valuable feedback to the CEO.
8. The following steps are recommended for conducting a 360 review for the CEO:
- 7.1 The Committee to agree the areas against which feedback is sought (the capability areas included in the position description; refer Attachment A)
- 7.2 The Committee to agree those from whom feedback is sought, noting point 5 above.
- 7.3 The Consultant provide those from whom feedback will be sought with the detailed capability areas
- 7.4 The Consultant meet with each of those providing feedback and seek their views. Those providing feedback will also be asked to give a rating as outlined in the CEO's Employment Agreement according to the below scale:
- 7.4.1 Rating 1 — CEO's performance did not meet expectation;
- 7.4.2 Rating 2 — CEO's performance was below expectation;
- 7.4.3 Rating 3 — CEO's performance met expectation;
- 7.4.4 Rating 4 — CEO's performance was above expectation;
- 7.4.5 Rating 5 — CEO's performance exceeded expectation.
- 7.5 The Consultant prepare a report summarising the feedback obtained and the findings, including areas for suggested and targeted personal and professional development for the CEO. The draft report be presented to the Committee.
- 7.6 The final report is presented to Council once the Mayor has had the opportunity to provide the report to the CEO.



CEO PERFORMANCE PLAN 2016-2017

PERFORMANCE CRITERIA	
1. STRATEGIC PLANNING	
1.1	Work closely with Council to ensure strategic plans are prepared and implemented
1.2	Communicate the Council vision and strategy effectively to all key stakeholders
1.3	Ensure Annual Business Plans are completed and communicated on time
1.4	Prepare long term asset management and financial management plan to ensure Council sustainability
1.5	Consult ratepayers and other key private and public stakeholders effectively in the development of strategic and business plans
1.6	Maintain a continuous review of the Council's progress in attaining the Objectives and Strategies of the Strategic Plan

PERFORMANCE CRITERIA	
2. HUMAN RESOURCE MANAGEMENT	
2.1	Lead, develop, motivate and manage the human resources of the organisation
2.2	Ensure the organisation is flexible and appropriate
2.3	Ensure recruitment is undertaken in line with contemporary and equal opportunity principles and practices
2.4	Ensure professional development and training opportunities, programs, records and policies are in place
2.5	Ensure Council has an effective management system in place to meet its obligations under the Work, Health and Safety and Return to Work legislation, and Performance Standards for Self Insurers
2.6	Ensure contemporary performance management procedures are in place and adhered to
2.7	Review remuneration and conditions for senior management regularly and ensure they conduct similar interviews for their teams
2.8	Create a constructive and productive staff culture

PERFORMANCE CRITERIA

3. FINANCIAL & ASSET MANAGEMENT

3.1	Ensure annual and long term financial plans are prepared, monitored and controlled
3.2	Complete the annual budgeting process in close consultation with the Executive and finance
3.3	Ensure close monitoring and controlling of budgets following variance analysis to ensure sound fiscal management
3.4	Ensure Council is provided with timely and accurate financial reports to aid key decision making
3.5	Ensure long term asset management plans are in place and closely monitored
3.6	Ensure strong and well researched business cases are prepared to support projects
3.7	Ensure cash flow is monitored and controlled
3.8	Ensure the collection and security of revenues and efficient utilisation of Council funds and assets
3.9	Ensure any commercial activities of the Council have clearly defined financial goals (including rate of return on assets) in line with stated community service obligations
3.10	Ensure the efficient and effective management and monitoring of the Council's operating revenue and expenditure

PERFORMANCE CRITERIA

4. OPERATIONS MANAGEMENT & PROJECTS

4.1	Ensure improved productivity and quality by regularly reviewing existing policies, authorities, controls, workplace agreements, delegations and systems
4.2	Proactively champion and develop a strong customer service focus for the organisation
4.3	Provide an overview of the various operational areas of Council and report to Council and its committees on a regular and formal basis regarding the progress of the Council's operations
4.4	Maintain the quality of overall project management of Council projects
4.5	Ensure projects are completed in line with time and budgetary constraints and project status regularly monitored and communicated
4.6	Enhance the Council's systems and technology consistent with the agreed strategic direction of the Council

PERFORMANCE CRITERIA

5. STAKEHOLDER MANAGEMENT & COMMUNICATION

5.1	Liaise with community organisations and regional interests as necessary for the achievement of Council's objectives
5.2	Establish constructive ways of communicating with the community
5.3	Provide input to any Commonwealth, State or Local Government initiatives affecting the City of Burnside
5.4	Liaise effectively with local government authorities, the Local Government Association and other government authorities and agencies
5.5	Ensure community consultation programs are conducted, analysed and incorporated in the strategic planning process
5.6	Represent the Council at appropriate events to maintain and if necessary enhance the Council's public profile within the community and amongst stakeholders
5.7	Ensure Council activities and initiatives are appropriately promoted and communicated
5.8	Ensures the organisation is responsive to requests for service and advice from the community

PERFORMANCE CRITERIA

6. ADVICE TO & RELATIONSHIP WITH COUNCIL

6.1	Develops and maintains a positive working relationship with you as an Elected Members
6.2	The CEO and Executive provide you with support, guidance, service quality and accuracy of information, recommendations and related matters.
6.3	Ensures you are provided with a suite of reports that indicate the status, success and effectiveness of all operations and projects
6.4	Ensures that the Council's statutory and governance obligations are met in a timely and effective manner
6.5	Ensures that you as an Elected Member are provided with appropriate professional development opportunities and services
6.6	Develops effective communication and working relationships between the Councillors and the Administration

7. EXECUTIVE BEHAVIOURS
LEADERSHIP
Demonstrates leadership and vision
Adopts a collaborative management style
Sets clear and reasonable tasks and deadlines and supports staff in the achievement thereof
Delegates appropriate tasks to subordinates and empowers them to succeed
Acknowledges and recognises others' skills, abilities and achievements
Gives feedback to staff re performance constructively
Is approachable and available and spends sufficient time with relevant team members
Motivates and encourages others
Sets a strong example in terms of time management, organisation and associated professional standards
Is receptive to and encouraging of positive and proactive change
PERSONAL ATTRIBUTES
Demonstrates integrity and high ethical standards
Remains calm and resilient at all times despite pressures
Maintains confidentiality at all times
Is prepared to admit fault and rectify issues with own performance
Welcomes and accepts feedback constructively
Seeks and is receptive to other points of view
Possesses genuine presence, confidence and assuredness.
COMMUNICATION SKILLS
Delivers verbal messages clearly and succinctly
Delivers written messages clearly and succinctly
Delivers difficult messages and/or bad news effectively i.e. is a truth teller
INTERPERSONAL SKILLS
Establish immediate credibility and rapport with internal and external stakeholders to facilitate outcomes.
Treats all colleagues professionally and with dignity and respect
Effectively negotiates beneficial outcomes for the organisation without compromising stakeholder relationships

COMMERCIAL ACUMEN
Demonstrates well developed commercial acumen in line with non-financial corporate objectives
Demonstrates well developed political acumen whilst maintaining probity and transparency
Possesses a keen eye for process improvement and the capacity to implement changes to this end
Demonstrates versatility and flexibility in finding innovative solutions to problems
Thinks and acts strategically
Exercises sound judgement and makes decisions that are based on reasoned and well researched information
Demonstrates thorough understanding of relevant area of professional expertise
Makes the tough decisions where necessary rather than choosing the popular option
Demonstrates genuine courage in the workplace ie. breaks new ground via calculated and considered risk taking

CEO RECRUITMENT, PERFORMANCE APPRAISAL AND REMUNERATION REVIEW COMMITTEE

TERMS OF REFERENCE

1. Name

- 1.1 The name of the Committee is the CEO Recruitment, Performance Appraisal and Remuneration Review Committee ["Committee"].

2. Establishment

- 2.1 The Committee was established on 18 January 2011 by resolution C8073 of the City of Burnside pursuant to section 41 of the *Local Government Act 1999*.

3. Strategic Plan Desired Outcome

- 3.1 A leading organisation that is healthy, progressive and flexible with a diverse culture that encourages safety, learning and development.

4. Our Approach

- 4.1 Foster a supportive and leading culture.

5. Legislative Requirements and Corporate Policy Context

- 5.1. The appointment, remuneration and performance appraisal of the Chief Executive Officer (CEO) is the only human resource responsibility of the elected body of Council, as set out in Part 1 of Chapter 7 of the *Local Government Act 1999*.
- 5.2. These Terms of Reference set out Council's procedure for carrying out those functions.

6. Interpretation

- 6.1 In these Terms of Reference:
- "the Act" means the *Local Government Act 1999*;
 - "CEO" means Chief Executive Officer;
 - "Council" means the City of Burnside;
 - "Elected Member" means the Mayor or Councillor (as defined in the Act) of the Council;
 - "Remuneration" includes salary.
- 6.2 Any reference to the Act or law includes any Act or law replacing it.

7. Functions of the Committee

The Council is responsible for the appointment of the CEO, determining the CEO's Performance Plan, assessing the CEO's performance against that plan and determining the remuneration of the CEO. The Committee's role is to advise the Council on these matters including:

- 7.1. performing the functions of a selection panel pursuant to section 98(4) of the Act;
- 7.2. determining the Performance Plan of Council's CEO;
- 7.3. Monitoring the performance of Council's CEO; and
- 7.4. reviewing the remuneration and conditions of employment of the CEO at 12 monthly intervals.

8. Membership

- 8.1. The Committee comprises the Mayor and three Elected Members.
- 8.2. Unless Council resolves otherwise, the Mayor is the Presiding Member of the Committee.
- 8.3. The three Elected Members (ie. other than the Mayor) are appointed for a period of 12 months, commencing on 1 January in each calendar year and expiring on 31 December of each calendar year.
- 8.4. Administration Support – the CEO will allocate appropriate human resources to ensure that reports, agendas, notice of meetings and minutes of the Committee are recorded and managed in accordance with legislative compliance requirements. Other professional human resources will be allocated by the CEO as required.

9. Meetings

- 9.1. The Committee must meet as often as is necessary to ensure that it meets its obligations as set out in these Terms of Reference.
- 9.2. The Presiding Member, with the consent of at least one other member of the Committee, may cancel a meeting due to lack of business or other reasonable reason.
- 9.3. Any two Committee members may call a meeting of the Committee.
- 9.4. Council may change these Terms of Reference at any time.
- 9.5. Meeting procedures shall follow those set out in Part 3 of the *Local Government (Procedures at Meetings) Regulations 2000* for minor committees and the following requirements shall apply:
 - 9.5.1. Pursuant to Regulation 23 – Notice of Meetings to Members, shall be in a written form determined by the Committee and be given for each meeting by the person nominated by the CEO for this purpose.
 - 9.5.2. Committee Members must be given copies of agendas and any relevant reports at least 3 clear days before each meeting.
 - 9.5.3. Pursuant to Regulation 24 – The minimum requirement for Public Notice of each Committee meeting shall be by way of a notice on the public information notice board at the Council's Civic Centre posted at least 3 clear days before any relevant meeting.
 - 9.5.4. Pursuant to Regulation 25 – Minutes are to be in accordance with Part 3 of the Regulations and must contain:
 - 9.5.4.1. The names of the Members present; and

- 9.5.4.2. The adoption of any previous committee minutes not yet adopted as true and correct record; and
 - 9.5.4.3. Each motion carried at the meeting; and
 - 9.5.4.4. Any disclosure of any interest made by a Member; and
 - 9.5.4.5. Details of the making of an order under Section 90(2) of the Act; and
 - 9.5.4.6. A note of the making of an order under Section 91(7) of the Act.
- 9.5.5. Special requirements as to confidentiality
- 9.5.5.1. All documents to which paragraph 9.5.4.6 applies must be held by the Presiding Officer until their release pursuant to the operation of section 91(9) of the Act, at which time they are to be delivered up in accordance with the resolution of Council.
 - 9.5.5.2. Some matters may be of such an elevated level of confidentiality that documentation may be in the possession of external advisers (for example, in relation to recruitment of the Chief Executive Officer). These Terms of Reference must be read in conjunction with the City of Burnside Records Management Policy (see, in particular, paragraphs 10.3.3, 10.3.4 and 10.3.5 – 13/9/2011, CCS0036) and the provisions of that Policy adhered to.
 - 9.5.5.3. The Executive Assistant to the CEO has been nominated as the relevant person in relation to the prefatory notes to these Terms of Reference to identify the Committee contact person within Council administration, but is not to be privy to any matters to which section 91(7) of the Act applies.
 - 9.5.5.4. Subject to paragraph 9.5.5.1, the minute taker and all support staff and persons who are not elected members who have access to documents and records to which section 91(7) of the Act applies, must keep all such documents and records in the strictest of confidence and release them to elected members only.
- 9.6. Meetings will be held at Council's Civic Centre or another location nominated by the Presiding Member and advised in accordance with the Act and Council policy for the notification of Council and Committee meetings.

10. Voting

- 10.1. Each member of the Committee present at a meeting shall have one vote.
- 10.2. The Presiding Member shall have a deliberative vote but does not in the event of an equality of votes have a casting vote.
- 10.3. In the event of a tied vote the matter will be referred to Council for deliberation.

11. Quorum

- 11.1. A quorum for the Committee shall be three (3) members for matters which relate to CEO Recruitment, Selection and Appointment and that on all other matters the quorum be two (2).

12. Reporting

- 12.1 The agendas and minutes of the Committee will be available to the public in the same manner as other Council Committees.

13. Delegations

- 13.1. Subject to paragraph 13.2 below, the Committee's role is limited to advising Council on recommendations. The Committee may, however, engage consultants to assist with its activities.
- 13.2. The Committee has the following delegated authority, coupled with the following obligations:
- 13.2.1. The power to engage such solicitors or other consultants as the Committee may from time to time determine to liaise and provide advice on matters pertaining to the CEO Recruitment, Performance Appraisal and Remuneration Review functions;
 - 13.2.2. The obligation to report to Council following the conclusion of the March, June, September and December quarters;
 - 13.2.3. The obligation to provide details to Council at the first Council meeting following the end of each financial year advising of the costs incurred in the provision of this advice for the preceding financial year;
 - 13.2.4. The power to authorise accounts for payment relating the provision of legal advice to the Committee and consultancy work relating to these Terms of Reference; and
 - 13.2.5. All powers necessary for it, on behalf of Council, to carry out the functions set out in these Terms of Reference and to expend funds necessary for that purpose.

14. Duties of the Committee

14.1. Recruitment of CEO

- 14.1.1. Council's role is to appoint the CEO, on the advice of the Committee. The Committee's role is, subject to 14.1.3, to identify a suitable person and refer the appointment of that person to Council.
- 14.1.2. The Committee's role is to:
 - 14.1.2.1. assist Council in the recruitment of a CEO;
 - 14.1.2.2. identify and recommend to Council a suitable candidate for the position of CEO;
 - 14.1.2.3. On behalf of Council, ensure compliance with Section 98 (3) of the Act;
 - 14.1.2.4. carry out the functions of a selection panel in accordance with Section 98 (4) of the Act;
 - 14.1.2.5. In accordance with Council's Procurement (Contracts, Tenders, and OHSW) Policy, to engage an appropriate consultant to manage and conduct the process of selection of a suitable candidate for the position of CEO; and
 - 14.1.2.6. ensure that the recruitment process includes an advertising campaign.

- 14.1.3. The Committee is empowered to identify a single person as suitable pursuant to clause 14.1.2.2. If, however, the Committee fails to reach a unanimous view as to that person, it shall on the request of any member of the Committee (made at the meeting of the Committee resolving which candidate should be recommended to Council) refer the matter to Council for determination of who, from the final short-list, is to be appointed.

14.2. Performance of CEO

- 14.2.1. Council's role is to determine the performance plan, on the advice of the Committee, and to assess the CEO's performance measured against that plan. The Committee's role is to prepare a draft performance plan for Council's consideration and determination; to attend to the collection and collation of Elected Member feedback in relation to the CEO's performance as measured against the performance plan approved by Council; and to present the results to Council.

- 14.2.2. The Committee's role is to:

- 14.2.2.1. appoint, as thought necessary, a facilitator to assist the Committee to discharge its obligations in relation to the preparation of the draft performance plan.
- 14.2.2.2. appoint or re-appoint a facilitator to assist in the appraisal which arises out of the final performance plan.
- 14.2.2.3. advise Council in relation to the setting of standards and parameters for the measurement of the CEO's performance.
- 14.2.2.4. recommend to Council the performance goals and activities that the CEO should work towards achieving / undertaking over a 12 month period and take into account feedback to the CEO from the previous year's review and to what extent former recommendations have been acted upon.
- 14.2.2.5. advise Council in relation to the performance of the CEO as measured by key performance indicators and other standards set by Council.
- 14.2.2.6. review the performance of the CEO at 12 monthly intervals.
- 14.2.2.7. participate actively in the process of reviewing the performance of the CEO, ensuring that the he / she, is both consulted and advised of the process.
- 14.2.2.8. ensure that recommendations regarding the foregoing are in accord with Council's Strategic Plan.
- 14.2.2.9. ensure that all Elected Members are invited to provide written comments of appraisal of the CEO's performance to the Committee and that sufficient time is allowed for members to provide such comments to the Committee, that is at least two weeks, over and above mailing time.

14.3. Remuneration and Conditions of Service of CEO

- 14.3.1. Overview: Council's role is to appoint a Remuneration Adviser and to determine any changes in salary and/or conditions of employment of the CEO. The Committee's role is to identify three suitable consultants for Council's consideration; to work with the Remuneration Adviser and ensure the participation of the CEO in the process; and to make recommendations to Council as to any proposed changes in salary and/or conditions of employment of the CEO.

14.3.2. The Committee's role is to:

- 14.3.2.1. seek Expressions of Interest for the position of Remuneration Adviser, including by way of advertisements placed in a newspaper circulating throughout the State of South Australia;
- 14.3.2.2. provide the names of three consultants to the Council for its decision, with recommendations as to suitable terms of engagement;
- 14.3.2.3. with the assistance of the Remuneration Adviser appointed by Council, undertake the annual salary review;
- 14.3.2.4. participate actively in the process of reviewing the salary and conditions of employment of the CEO, ensuring that he/she, is both consulted and informed of the process.
- 14.3.2.5. recommend to Council any proposed changes in salary and/or conditions of employment of the CEO that the Committee thinks appropriate.

14.3.3. Special provisions in relation to the Consultant.

The Consultant's role is to:

- 14.3.3.1. liaise with, and report directly to, the Committee;
- 14.3.3.2. provide professional advice to the Committee; and
- 14.3.3.3. acting consistently within the framework of appointment by the Council, assist the Committee, mindful of the competing interests of the Committee / Council on the one hand and the CEO on the other. The Consultant's duty is to the Committee / Council. The Consultant must not take instructions from the CEO.

14.4. The process and time line for appraisal of CEO's performance is set out in attachment 1 hereto "CEO appraisal: process and time line".

14.5. The process and time line for review of remuneration and conditions of service of CEO is set out in attachment 2 hereto "CEO remuneration and conditions of service: process and time line".

15. Council's Role

15.1. Taking into account the recommendations of the Committee, to:

- 15.1.1. determine the contract of employment for the CEO;
- 15.1.2. appoint the CEO;
- 15.1.3. set the standards and parameters for measurement of the performance of the CEO;
- 15.1.4. as an elected body, and individually as elected members, participate in the CEO's performance appraisal process;
- 15.1.5. determine whether any variations to the remuneration and conditions of the CEO are appropriate.

16. CEO's Role

- 16.1. is to participate actively in the performance appraisal process as required by the Committee.
- 16.2. is to make use of constructive feedback from Elected Members and the Committee in relation to performance appraisal.
- 16.3. is to promptly bring to the attention of the Presiding Member of the Committee any situation where it might reasonably be appropriate to vary any aspects of the performance review standards and/or parameters in the light of current circumstances.

CEO Appraisal: Process and Time Line

A. PROCESS

1. The elected members and CEO will work together to finalize the CEO's performance plan for the following year, prior to that year commencing. The performance review for the CEO will be completed as soon as possible after the end of the financial year and if possible, during May and June
2. The CEO is required to undergo a process of review of his/her performance at 12 monthly intervals.
3. The purpose of the review is to provide constructive feedback to the CEO on performance in the preceding 12 months.
4. All Elected Members are expected to be clear about the purpose and process for the CEO's performance appraisal and provide constructive feedback to the CEO through the Committee.
5. Individual Committee Members are expected to commit to full participation in agreed activities.
6. All Elected Members and the CEO will be invited by the Committee to provide written input into describing the goals and measures that are to be achieved by the CEO in the next 12 month period.
7. All Elected Members and the CEO will be invited by the Committee to provide written input into the assessment of the CEO in his/her achievement of such goals and measures in the previous 12 month period.
8. The Committee Report to Council is to include comments by the CEO addressing any Elected Members' comments the CEO wishes to comment on, together with a brief outline of his/her reasons for his/her self-assessment rating.
9. Appeals By CEO
 - 9.1. If the CEO is dissatisfied with the performance appraisal process, he or she should write to the Mayor stating the grounds of the appeal.
 - 9.2. The Mayor should seek to resolve the matter, in consultation with a representative of the CEO (chosen by the CEO), by evaluating the individual performance assessment process and outcomes. The Council may also wish to consider establishing an appeal panel which could comprise:
 - 9.2.1. Independent Chair (to be agreed between CEO and Council/Committee)
 - 9.2.2. CEO representative (who will be chosen by the CEO)
 - 9.2.3. The Committee members, the Mayor and an Elected Member, or some other arrangement suitable to Council.

B. TIME LINE

PERFORMANCE PLAN

10. – *February*

- 10.1 The Committee considers the engagement of a facilitator to design or assist in the design of a draft performance plan for the coming year's goals/outline of activities. If there is no arrangement in place and a facilitator is to be engaged, the Committee, in accordance with Council's Procurement (Contracts, Tenders, and OHSW) Policy engages an appropriate facilitator.

11 – *May/June*

- 11.1 The Committee, assisted by the facilitator, designs a draft performance plan for the coming year's goals/outline of activities.
- 11.2 The Committee seeks input from the CEO on the plan.
- 11.3 The draft performance plan of future goals/activities is presented to Council and feedback from Elected Members is provided at the following Council meeting.
- 11.4 The Committee finalises the performance plan and distributes this to Elected Members and the CEO.
- 11.5 The Mayor, as Presiding Member of Council, asks Elected Members to note that assessment of the CEO's performance takes place over a 12 month period from July to June inclusive.

12. *November*

- 12.1 New Elected Members inducted into Council's Performance Appraisal of CEO Policy.
- 12.2 Mayor and CEO ensure that new/continuing Elected Members are given copies of worksheets outlining the year's goals/activities to be achieved, as decided by Council in July.

PERFORMANCE REVIEW

13. – *February*

- 13.1 The Committee appoints/reappoints the independent facilitator.
- 13.2 The Committee meets with the facilitator in order to:
 - 13.2.1 clarify common understanding of goals/measures;
 - 13.2.2 decide if input is to be sought from others, and if so, whom; and
 - 13.2.3 seek input from CEO on the year's achievements, ie. Since the previous July.

14. *May and June*

- 14.1 The Presiding Member of the Committee requests written comments from Elected Members, using the designated worksheets, which are then provided to the Committee.
- 14.2 The Committee meets to:
 - 14.2.1 read/discuss Elected Members' comments
 - 14.2.2 make their joint Committee assessment
 - 14.2.3 discuss outcomes with the CEO
- 14.3 The Presiding Member of the Committee provides Elected Members with copies of the Performance Appraisal
- 14.4 The CEO's performance appraisal is discussed by Council
- 14.5 The Mayor, as Presiding Member of Council, provides feedback to the CEO of the discussions in Council.

CEO Remuneration and Conditions of Service: Process and Time Line

A. PROCESS

1. The CEO's salary and conditions of employment are to be reviewed annually and in accordance with the CEO's contract of employment.
2. The purpose of the review is to ensure that Council is satisfied with the current salary, contract, and conditions of employment of its CEO, and to vary these where it deems appropriate.
3. The CEO remuneration review is carried out separately from performance appraisal.
4. The remuneration review should be completed before the end of December each year.
 - 4.1. The annual remuneration review will take into consideration:
 - 4.1.1. the CEO's performance over a 12-month period;
 - 4.1.2. movements in the CPI;
 - 4.1.3. current rates of remuneration for comparable positions within the relevant market.

B. TIME LINE

– February

5. Council appoints/reaffirms a suitable Consultant.

July/August

6. The Consultant meets with the Committee in order to discuss his/her advice.
7. The Committee formulates recommendations and discusses these with the CEO.
8. The Presiding Member of the Committee presents recommendations to Council in relation to whether (and, if so, what) variations of salary, contract, or employment conditions are recommended.
9. The Presiding Member of Council, informs the CEO of the outcome of Council's consideration of the recommendations.

TERMS OF REFERENCE HISTORY

DATE	RESOLUTION No.	COMMENT / AMENDMENT
18/01/2011	C8073	CEO Performance Appraisal Panel be dissolved. CEO Performance Review and Recruitment Committee (CPRRC) be established pursuant to Section 41 of the Local Government Act 1999.
01/02/2011	CP0001	Mayor appointed as Presiding Officer
08/03/2011	C8134	Terms Of Reference for CEO Performance Review and Recruitment Committee (CPRRC) be adopted.
	C8135	Committee name changed to CEO Recruitment, Performance Appraisal and Remuneration Review Committee (CPRRC)
24/01/2012	C8551	Deletion of paragraph 8 from attachment 1 – CEO Appraisal and Time Line.
27/02/2012	CP0151	Quorum to remain at all three (3) for matters relating to CEO Recruitment, Selection & Appointment and on all other matters the quorum be two (2).
26/03/2012	CP0157	Addition of paragraph 12 to Attachment 1 (Appeals by CEO)
24/4/2012	C8642	TOR amended as per CP0151 (27/2/2012) and CP0157 (26/3/2012)
13/11/2012	C8932	Amended
11/12/2012	C8956	Amended paragraph 8.
25/02/2014	C9600	Amend paragraph 8 and paragraph 11 to include Mayor as 'ex-officio' and quorum calculations.
08/04/2014	C9662	TOR amended as per CPO226 & CPO 227
12/05/2015	C10162	TOR amended as per CPO276 (20/04/2015)