

Chief Executive Officer

Key Performance Indicators from April 2019 Review

1. Develop processes that ensure all capital projects/purchases that are presented to council for inclusion in the annual budget are in a full cost benefit analysis format.

Timeframe: To be fully implemented for the preparation of the 2021 budget.

2. A comprehensive review of all Council financial delegations to the Chief Executive Officer (and staff):

Timeframe: November 2019

3. Conduct a Staff Culture Survey

Timeframe: Within 4 months (by 16 August 2019)

4. To provide a plan that outlines efficiencies that can be delivered over the term of Council

Timeframe: None given

5. Develop a comprehensive work plan to support/underpin the Council Asset Management plans for the asset class – Council owned buildings

Timeframe: Ongoing

6. Ensure the Capital Works Program for the budgeted year is complete.

Timeframe: 30 June 2020

Chief Executive Officer's Response to the Summary Report on Performance Review - 2018/19

I would like to respond in a manner that addresses the specific Key Result Areas and the Summary comments of the Chief Executive Officer Performance Review.

In the Summary comments, mention is made of the challenges that have occurred during the year with a Council election and a Supplementary Council election, induction of members to the new Council, receipt of drought funding but there was no mention of probably the biggest challenge that I had during the year.

This was the number of court cases (four) and ombudsman requests associated with one of these court cases that I was involved with during the year. I had to forgoe "my normal" work to ensure the information required by our lawyers was made available and my appearance at court hearings.

Even though I mentioned this in my report I do not think this issue has come through as a major task I had to deal with during the year.

Key Result Area 2 – Human Resource Management

This was the lowest scoring Key Result Area and appears to be an area of concern.

The report information has conflicting statements being made;

- The CEO is very encouraging of professional development and training
- Some feel that it is unbalanced - "only certain staff are encouraged"

All staff have the ability to undertake training and are encouraged; no limit is placed on the amount of training as long as the training is of value. I have never not encouraged staff to undertake training, in fact I have heavily promoted training as when I commenced with Council there was almost no training was undertaken.

- Staff feel "targeted" and performance management is not "best practice"
- Other staff feel that underperforming staff don't like to be performance managed

- Some describe morale as low and the culture not harmonious
- Others feel that some staff are resistant to change and do not like to be held accountable for mistakes and underperformance.

The issue here is that Council staff are working for the community and we need to ensure we perform our tasks to the highest level. There is a few staff that have not been performing their role to the agreed level.

Monitoring of their tasks and the measurement against the key performance indicators then takes place. The staff member most of the time does not like being made responsible and accountable for their duties and as such resent towards the Chief Executive Officer operating practices occurs.

I have had several complaints from Section 41 committees, Development Boards, Elected Members and the General community that tasks are not being performed and closed out. I then have to follow these complaints up to ensure justification and most times I have to fix the issues.

As stated in the respondents replies there is a difference between staff responses based on those who are performing and those who are not performing. It is my role to ensure staff are performing to the highest level.

In regards to the statement that the CEO's method of performance of "performance management is not best practice" I dispute and disagree with the statement. I pride myself on being up to date on all "best practices" with Human Resource Management to the extent I attend a minimum of 2 seminars a year on Human Resource management to ensure best practice. As recently as last Friday (5 April) I attended a Norman Waterhouse Human Resource Management seminar to update my knowledge.

I believe the comments made are from staff that do not like change and do not want to be responsible and accountable, for their position duties.

Organisational Review – I have already implemented one Organisational Review since I have been here. I constantly review positions when staff leave, I also adjust the structure as required an example is the WHS/ Fire Prevention position where I have resourced shared the WHS position with Clare and Goyder Council and the Fire Prevention duties have been transferred to another existing staff member. The need at this stage to have an external organisational review at this stage I believe is not warranted and would be a cost to Council we do not need at this stage.

Key Result Area 1 – Leadership and Strategic Planning

CEO is a good leader but not visionary or innovative – agree to an extent – but I believe I am a bit innovative – have developed the Electanet for elected members, initiated the computer review to ensure we are keeping up with technology.

Not sure what "CEO does not lead by example or doesn't really foster a team approach" means as other staff feel I have encouraged their development and "trusts them to do their job". This is a conflicting statement between staff.

Council had minimal plans when CEO started but Council now has a full suite of plans. I appreciate the recognition of what the staff and I have been able to achieve.

Key Result Area 3 – Financial and Asset Management

Conflicting statements – Opening paragraph – In general participants feel that Council has sound financial and asset management and the LTFP and Asset Management Plan is regularly monitored and reviewed.

Last paragraph "Sound fiscal management and accurate reporting" is an area that participants feel council could do better in, some reports presented to Council could contain more information, especially around council spending. Unsure what this comment means, does Council want more detailed information around who we purchase from?

Key Result Area 4 – Operations Management and Major Projects

Acknowledgement of Policies reviewed and updated. Thanks for the comment as there was a lot of work undertaken by myself and staff to achieve this

The statement in the first paragraph – Some staff resistant to change especially if longer in tenure with Council. – this issue needs to be further expanded as I believe this statement is correct. If you are in a comfort zone and continue to do the same processes and not look outside the “box” efficiencies will not be gained and the staff member does not need to think about their work “too much”.

Staff Resources could be improved but with limited funding (rates) council are not going to fund extra positions; we need (staff) to look at improvements in work processes and technology to improve our delivery of services.

Customer Service is very important to me as stated in the report. The way we deliver council services has to be effective and efficient; we need to continually improve in this area. The implementation of the “Green Team” is an example of improved customer service.

The CEO and staff need to be aware that we need to keep on top of customer service requests but also be mindful of our planned works to ensure service delivery is kept efficient and not continuously being pulled off jobs to handle “minor” customer service requests.

Key Result Area 5 -Stakeholder Management, Customer Service and Communications

The report states that this is the highest scoring Key Result Area. I put a lot of effort into making sure Council is visible throughout the whole of the Council area. There was criticism in the past of Council not being out there in towns other than Jamestown, hopefully my presence helps this criticism.

Communication to the community is essential and I will always push for information to be available to the community in whatever means at the time is most appropriate.

Unsure what the comment “CEO self-promotes and at times inserts himself in the Mayor’s realm of responsibility” means, please provide more information.

I pride myself on being approachable by the public and professional.

Key Result Area 6 – Advice and Relationship with Council

The majority of Council members feel well informed and appreciate the CEO's guidance and advice. Thank you for your comments.

Other Council members believe the CEO can be selective with what information he provides, and they would like full disclosure when making decisions. I appreciate the constructive advice and

would like some further information on this topic so I can amend the way I am providing information.

More work required in Statutory and Governance obligations is stated in the report. To my knowledge we are up to date with all our obligations.

Strategic Performance Objectives / Key performance Indicators

1. Develop a comprehensive works plan to support/underpin the asset class – Council owned buildings.

I reported the Key Performance Indicator as completed as the report was presented to the February 2019 Council meeting.

Participants feel this is not complete; can members inform me where they feel it is incomplete?

2. Review all assets currently owned by Council

Participants believe this is still in its infancy. The report for the project above reviewed the assets as part of the comprehensive work plan.

The next stage was to look at the usage of each building and determine with members which buildings may be suggested to the community that were no longer of value sell off or not maintain.

I took this to be a new performance indicator task and place it on next years Key Performance Indicators.