

Executive Leadership Team Performance Review Framework



1. Document control

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2. Statement of Intent

- 2.1. This Framework sets out The Barossa Council's standards for the performance review of Senior Executive Officers. It aims to:
 - 2.1.1. Strengthen Council's commitment to good governance by providing clarity of direction and a robust system of performance accountability in alignment with Local Government principles;
 - 2.1.2. Ensure an inclusive, fair and reliable review and performance system for Senior Executive Officers; and
 - 2.1.3. Achieve alignment of effort, results and accountability across the Executive Leadership Team.

3. Framework Principles

- 3.1. The Executive Leadership Team and Council considers responsible performance review an essential ingredient of good governance. An effective system of review:
 - 3.1.1. Creates alignment of individual and team effort with organisational goals and objectives;
 - 3.1.2. Reflects a shared vision of the organisation's strategic direction;
 - 3.1.3. Facilitates discussions on performance expectations, standards and achievements;
 - 3.1.4. Provides a mechanism for employees to receive regular feedback and guidance;
 - 3.1.5. Helps to maintain high levels of performance and identify areas for improvement;
 - 3.1.6. Empowers employees by encouraging input into goal and objective setting;
 - 3.1.7. Provides a mechanism to both acknowledge exceptional performance and address under-performance;
 - 3.1.8. Identifies learning and development needs;
 - 3.1.9. Aids succession planning by identifying outstanding performers; and
 - 3.1.10. Provides an avenue for employees to provide feedback on the effectiveness of workplace systems, processes and procedures.
- 3.2. The Framework is underpinned by the following principles:
 - 3.2.1. A performance culture grounded in agreed Council values and behaviours.

- 3.2.2. Multi-faceted communication involving the Senior Executive Officers, relevant staff and the Chief Executive Officer or the Chief Executive Officers Performance Review Committee and Council.
- 3.2.3. Continuous performance discussions extend beyond the annual evaluation.
- 3.2.4. Alignment of Senior Executive Officer skills, competency requirements, development plans and expectations with strategic objectives.
- 3.2.5. Assessment of outcomes against objective, outcome-related criteria, free from bias.
- 3.2.6. Setting objectives for future professional and personal development and leadership growth.
- 3.3. In the case where a Senior Executive Officers contract and this Framework are inconsistent the employment contract shall prevail giving regard to the intent and principles of this Framework.
- 3.4. The performance review framework is based on the following four competencies and leadership qualities.
 - 3.4.1. Part A – Culture and People
 - 3.4.2. Part B – Key Competencies, Strategies and Deliverables
 - 3.4.3. Part C – Professional and Personal Development
 - 3.4.4. Part D – Performance Report and Targets Agreement

Part A – Culture and People

- 3.5. The design of the framework will focus on the Senior Executive Officers achievement, alignment and development around the purpose, vision and values set by the Executive Leadership Team.



ELT How We Strive To Lead



Leaning into

Making difficult decisions
Having the courage to lead
Own the consequences
Persistence
Back yourself
Owning our mistakes (Excellence + Authenticity)
Forward thinking
Pioneering

Limits

Misaligned risk appetite
Lack of humility
Stupidity
Trying to be the hero/driven by ego



Leaning into

We have a growth mindset – individual, organisation
We define what excellence is
Incremental improvements is how we do things
We are proactive
Our work is never finished
Learn from mistakes
Reflect and Celebrate

Limits

How will we measure excellence
Visibility of outcomes
Close is never enough



Leaning into

Team backs each others decisions
Encouragement
Selfless
Being kind
Our people are important
Supporting people to achieve
Giving constructive feedback
Authentic in feedback given

Limits

Prioritising sympathy over empathy
Lacking clarity
Uncertainty



Leaning into

Validate/Authenticate decisions
Don't jump to conclusions
Giving time
Follow through
Consistency
Supportive
Predictability
Open to feedback
Being genuine

Limits

Self focused
Lack of transparency
Unpredictable
Inconsistent
Being defensive

Part B – Key Competencies and Strategies and Development

3.6. The design of the framework will focus on the Senior Executive Officers:

- 3.6.1. Responsibilities in leadership, role specific requirements, corporate mission and vision and the corporate plan.
- 3.6.2. Achievement of previously agreed areas of annual deliverables (director service plan) the extent they were achieved and setting targets for the forthcoming annual performance review cycle.

3.7. The data source for annual review will be based on a report of the Senior Executive Officer against the prior agreed deliverables and an appropriate survey of relevant stakeholders.

Part C – Professional and Personal Development

3.8. The design of the framework will focus on the Senior Executive Officers achievement of previously agreed areas of development and set targets for the forthcoming annual performance review cycle.

3.9. Data source for review will be based on:

- 3.9.1. Prior performance and development targets.
- 3.9.2. Training Needs Analysis completed by the Senior Executive Officers and reviewed by the Chief Executive Officer.
- 3.9.3. Competency Assessments completed by the Senior Executive Officer and Review Officer.

Part D – Performance Report and Targets Agreement

3.10. At the conclusion of the review a Performance Report and Targets Agreement will be set for ensuring annual performance review cycle.

Annual Performance Review Cycle

3.11. The annual process is as follows:

Activity	Target Date
Annual review process	Completed by June
Monthly One on One Progress Meetings – Exception Based	Each Month
Quarterly review of progress against performance and development targets	September, December, March and June

Conduct Annual Review and Data Gathering

3.12. Reviews are conducted by:

- 3.12.1. The CEO Performance Review Committee and Council for the Chief Executive Officer in compliance with requirements of Section 102A of the Local Government Act including the appointment of a 'qualified independent person' who is not a member or employee of the Council.
- 3.12.2. The Chief Executive Officer and consultant (if mutually agreed) for the other Senior Executive Officers to comply with Section 107 of the *Local Government Act 1999*.

3.13. 360-degree surveys

- 3.13.1. Surveys will be managed by the Senior Manager People and Culture and issued to officers/members or other parties as agreed between the Senior Executive Officer and the Committee/CEO as the case maybe.
- 3.13.2. 360-degree surveys will be at least undertaken once every two years.

3.14. Managing Unsatisfactory Performance

- 3.14.1. Nothing in this Framework relates to the management of unsatisfactory performance, if this occurs it will be managed in accordance with individual contracts and relevant Council Policy.

4. Scope

- 4.1. This Framework applies to all Senior Executive Officers as the primary framework for performance measurement and review.
- 4.2. For the CEO, this Policy guides the CEO Performance Review Committee in conducting the annual review.

5. Responsibilities

5.1. The Council and the CEO Performance Review Committee

- 5.1.1. Conduct the annual CEO review in accordance with Section 102A of the *Local Government Act 1999*, including appointment of a qualified independent person.
- 5.1.2. Note outcomes of Senior Executive Officer reviews conducted by the CEO or consultant.
- 5.1.3. Endorse targets agreements arising from the annual review.

5.2. The Chief Executive Officer

- 5.2.1. Shall conduct annual reviews of Senior Executive Officers (other than their own).
- 5.2.2. Ensure performance expectations and key performance indicators are set and reviewed.
- 5.2.3. Promote an environment of open, honest, objective feedback.

5.3. Senior Executive Officers

- 5.3.1. Participate in setting key performance indicators, development plans and review discussions.
- 5.3.2. Report against deliverables and provide supporting evidence.
- 5.3.3. Complete training needs analysis and competency self-assessments.

5.4. Senior Manager People and Culture

- 5.4.1. Where necessary manage administration of 360-degree surveys except for the Chief Executive Officer unless instructed otherwise.
- 5.4.2. Coordinate data gathering for annual reviews and provide to relevant Senior Executive Officers.

6. Legislation and References

- Section 102A and 107 of the Local Government Act 1999
- South Australian Municipal Salaries Officers Award
- The Barossa Council Enterprise Agreement 2025
- Performance Appraisal Policy
- Training and Professional Development Policy

7. Definitions

Executive	refers to the organisations Executive team, comprised of the relevant Directors and Chief Executive Officer.
Senior Executive Officer	Officers appointed to executive positions of Council being the Chief Executive Officer or a Director of Council. It includes Officers Acting in these positions from time to time. However, this framework does not apply to those Acting as Senior Executive Officers unless it is for a period exceeding six (6) months in continuous duration and is so acting during a review period.
Senior Executive Officer Position Review Periods	For the Chief Executive Officer, that is driven by the anniversary of the contract of employment. For all other Senior Executive Officers, the review period shall commence as determined by the Chief Executive Officer (normally in early June of each year) but shall be concluded by 30 June of each year.

8. Version History

This Framework will be reviewed by the Document Author in consultation with the relevant stakeholders, within four years or more frequently if legislation or Council's need changes.

Version No.	Date.	Summary of Changes
1	21/2/2023	New Framework
2	21/4/2026	Update with reviewed ELT leadership framework, vision and values and align to new governance framework and templates.

9. Further Information

This Framework is available on Council's website at www.barossa.sa.gov.au. It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa during ordinary business hours. A printed copy of this Framework can be obtained upon payment of a fixed fee.

Feedback regarding this Framework or its application can be made to the Customer Service Team on 8563 8444 or barossa@barossa.sa.gov.au in first instance, who will refer you to the most appropriate officer.